

# The role of Social Networking Sites in recruitment:

## Results of a quantitative study among German companies.



Figure: istock/tiridifilm

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## Preface

With this thesis, I finalize my Master of Science in Business Administration, Human Resources Management at the University of Twente. After a brief literature review, a survey was conducted in order to find new insights about the role of Social Networking Sites in recruitment.

First of all, I would like to thank my supervisor Dr. Tanya Bondarouk for her guidance during this project. Her knowledge in the field of Information technology and Human Resources Management, her interest in my research and her valuable feedback has helped me to complete this study. Furthermore, I would like to thank my co-supervisor Martijn van Velzen for his assistance and essential feedback. Next to them, I would like to thank Harry van der Kaap for supporting me through the statistical analysis.

Besides, I like to thank Michael Lülfi, managing partner at *border concepts*, for providing me with a place to work and for his help with this thesis. The great working climate and advice from my colleagues made it easier for me to work coordinated on this study.

Also, I would like to express my gratitude to my family, my friends, fellow students and colleagues for their support and patience and for keeping me motivated. This project was a great experience, with some challenging and many fascinating aspects.

Finally, I would like to thank my proof reader who gave me meaningful and helpful feedback.

Sandra Abel

Enschede, May 2011

# Management Summary

## Background

Current challenges and changes in technology and the role of the Internet open up new opportunities for companies to communicate and work. The fact that Social Networking Sites entered the business landscape, and in particular the recruitment landscape leads to a demand for knowledge about recruitment trends regarding Social Networking Sites. With this study the phenomena of Social Networking Sites in recruitment was explored. Knowledge was acquired by making use of a survey, conducted in German companies. The following research question is answered within this thesis: *To what extent does the use of Social Networking Sites lead to effective recruitment?*

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

## Research Method

A quantitative type of research was chosen. It was conducted by making use of a survey among Human Resources (HR) departments of German companies. To determine the perceptions and experiences of the HR departments, a questionnaire based on the constructs that were derived from the literature review was developed. Conducting a survey is a very successful approach for exploring the perceptions of HR departments about Social Networking Sites in recruitment.

## Findings

The findings show that recruitment supported by Social Networking Sites is a relatively new topic in German companies. Most of them started using Web 2.0 applications for their Human Resource Management (HRM) during the last three years. The majority of companies makes use of the business-oriented sites, in particular XING, for their recruitment and predict XING to be the most important Social Networking Site in the future. In this study, Facebook is defined as a social-oriented site. It is not often used for recruitment at this point in time,

but companies predict that Facebook will gain more importance within the next three years. In order to detect the qualities of Social Networking Sites which mostly influence effective recruitment, a model was tested. The most significant finding is that among the tested qualities of Social Networking Sites the networking scope has the most powerful influence on effective recruitment, in particular on the target group orientation. German companies estimate the networking scope as a benefit for recruitment. The wider the networking scope, the easier to reach more people and to hit the right target group. Furthermore, an interesting finding is that costs are not affected. According to the findings, there is no significant relationship between the qualities of Social Networking Sites and costs. Findings show that companies do not spend much of their total recruitment time on Social Networking Sites. At the moment, they are using it for recruitment activities on a monthly to semi-annual basis.

### **Limitations**

Limitations of the study can be outlined as the following. The translation of the questionnaire from German into English can change the content of the questions and statements. Furthermore, the research sample is limited to German companies and it cannot be ruled out that certain cultural influences have affected the results. In addition, the amount of companies which are making use of social-oriented networking sites is small ( $n=13$ ) which may limit the generalizability of the study. As a consequence, it may be difficult to draw definite conclusions about social-oriented networking sites and recruitment. In addition, the study is only a snapshot in time and the usage of Social Networking Sites is a fast moving topic which has to be monitored for a longer time period.

### **Conclusions and Discussion**

A combination of the theoretical background and the findings of the survey lead to the conclusion that Social Networking Sites are an important and upcoming topic in German HR departments. Especially, the networking scope of the Social Networking Sites is the most predicting factor for effective recruitment, in particular for the target group orientation. Interestingly, recruitment costs are not affected by the qualities of Social Networking Sites. It can be assumed that HR departments cannot observe a cost reduction caused by the usage of Social Networking Sites because of the fact that they have recently started using them for recruitment. A cost reduction might be experienced on the long-term. In conclusion, HR departments enter a new terrain and gain their first experiences with Social Networking Sites in combination with recruitment. The outcomes indicate a trend to use the sites for recruitment and it became obvious this issue will gain importance in the future.

### **Further research (implications for science)**

As the role of Social Networking Sites in recruitment is a relatively new topic for HR departments, it is difficult to compare new findings with old ones. With the current study first results were detected which explain to what extent the use of Social Networking Sites leads to effective recruitment. It can be seen as an exploratory study, because there is a lack of studies about Social Networking Sites and recruitment at the moment. As a consequence, further research is recommended in order to see the long-term effect. A longitudinal research is necessary to observe the possible changes over time.

The reference list is adapted to the author guidelines of the *German Journal of Research in Human Resource Management*.

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# 1 Introduction

"We enter a new world." (O'Reilly, 2007).

## 1.1 Background

The new world, which we have already entered, is a world with fast changing technologies and these changes open up new opportunities for companies to communicate and work. As a consequence of this constant change of technology and due to the growing importance of the Internet, the phenomenon of Web 2.0 has occurred. The idea of Web 2.0 was generated from a brainstorming session between Tim O'Reilly and MediaLive International in 2001. O'Reilly, a Californian computer book publisher, is considered to be leading figure, a guru of the Web 2.0 (Boersenblatt, 2008). The principle of Web 2.0 is the active use of the Internet and the possibility to help shaping the Web. The user creates user-generated content and doesn't only surf the Internet. Most of today's young people, defined as Generation Y<sup>1</sup>, grows up with computers and view them as a part of their daily life (Yeaton, 2008). Generation Y spends plenty of time on the Internet, is connected 24 hours a day and makes use of a variety of Web 2.0 applications. Web 2.0 is an increasingly popular term, which describes an array of technical and social developments that leads to changes in Internet user behaviour. As a result, companies hold the Web 2.0 in high regard and use these applications e.g. for marketing campaigns and for recruiting new employees. In particular Social Networking Sites have become extremely popular, and today hundreds of millions of Internet users interact through these Social Networking Sites (Kim et al., 2009).

Employers profit from the fact that Social Networking Sites becomes important. They can gain a lot of personal information about applicants *"as a source of applicant data in an effort to improve hiring decisions"* (Kluemper & Rosen 2009, p.567). Furthermore, in 2008 companies started a new trend of looking for qualified employees on Social Networking Sites (Deutsche Gesellschaft für Personalführung, 2008). These sites afford companies the opportunity to search for potential candidates. The variety of these Social Networking Sites is growing fast and there are national differences. According to Kim et al. (2009) there is a diversity of popular Social Networking Sites by continent, region and country. In Europe, for example, Germans use StudiVz, while Hyves is popular in the Netherlands and the

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<sup>1</sup> Generation Y: born between 1979 and 1994 and just now beginning to enter the workforce. Generation Y or Millennial generation is the first to be born into a wired world. (Smola, Sutton, 2002)

Portuguese focus on Hi5. Facebook is used on nearly every continent and is the Social Networking Site with the most registered users with more than 500 million active users (Facebook, 2011). The number of Social Networking Sites has risen enormously during the last years and still keeps on rising. The constantly changing technology opens up new opportunities of communication, but at the same time, it is leading to a jungle of applications and confusion. At this point in time, there are only a few studies about Social Networking Sites and recruitment because many researchers have just started examining this topic and still try to find a way through this jungle.

## 1.2 Research problem

In spite of the financial-and economic crisis, the *war of talent*<sup>2</sup> is still an actual topic, and companies are confronted with the problem finding the right employees. Looking at the German labour market, for example, there are still unfilled vacancies and companies have problems regarding their staffing (Statistisches Bundesamt Deutschland, 2010). Michaels, Handfield-Jones and Axelrod (2001) claim, that there is a new business reality. Companies need people to survive, talented people are a prime source for a company's competitive advantage, and talented people are scarce. The search for the best and the brightest people is a constant battle between companies, and they have to develop strategies in order to find the best employees. For that reason, the strategic question of finding, attracting and recruiting the best people has become a relevant issue for companies. Furthermore, the Internet has changed the way people communicate and work (Giles, 2010). Through the entering of Social Networking Sites into business landscape and the fast growing amount of these sites, a need of strategy for finding a way through this jungle of sites is required. Companies tend to be confused about which applications are the best for their recruitment process. Social Networking Sites and its impact on recruitment is a very recent field which is fast moving and therefore difficult to monitor up to date.

Last year, after a social media workshop, the management of *border concepts* decided to implement Social Networking Sites in their daily business. *border concepts* is a full-service company in the field of marketing consultancy primary for educational institutions. They offer customers various services for effective educational marketing and helps them to recruit students, mainly in Germany. For the Human Resource Management, *border concepts* would

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<sup>2</sup> In 1997 Mc Kinsey & Company coined the term *war of talent*, which refers to a competitive landscape for recruiting and retaining talented employees (Michaels, Handfield-Jones and Axelrod; 2001).

like to develop a recruitment strategy supported by Social Networking Sites in order to improve their recruitment process. Recruitment by Social Networking Sites is a new topic and there is a lack of studies about it. Therefore, *border concepts* decided to conduct a study in Germany in order to find out how German companies deal with this new and actual topic. According to Michael Lülfi (managing partner of *border concepts*), the fast moving Internet landscape is a challenge and a chance for *border concepts* and businesses have to deal with this issue in order to be competitive.

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

***To what extent does the use of Social Networking Sites lead to effective recruitment?***

In order to answer the central research question, different fields have to be examined. The advantages and disadvantages of Web 2.0, in particular Social Networking Sites, are relevant. Social Networking Sites and recruitment are the main part of this study and hence, they are considered in detail. The survey focuses on German companies and their perceptions and experiences regarding this topic. The following sub questions are investigated in order to answer the central question mentioned above.

- What are the advantages and disadvantages of Web 2.0 for recruitment, with regard to Social Networking Sites?
- Which Social Networking Sites are available and what are their particular qualities?
- What are the advantages and disadvantages of e-recruitment and what are important criteria of for recruitment via Social Networking Sites?
- Which Social Networking Sites are used in German companies?
- Which qualities of Social Networking Sites lead to effective recruitment?

### **1.3 Outline of the thesis**

This report has been set up as follows. Chapter 2 includes the theoretical background, which investigates the main advantages and disadvantages of Web 2.0, focused on Social Networking Sites and effective (e-) recruitment. Additionally, the research model is drafted. Chapter 3 explains the methodology of the study. It will describe the questionnaire, the subjects of study, the data processing and how the information was gathered. Chapter 4 will outline the results of the questionnaire. In chapter 5, the analyzed data will be discussed and conclusions will be drawn. Further, the limitations of the study and implications for science research will be outlined. Many aspects of this study are based on literature about the field of e-recruitment and information technology which can be adapted to recruitment by Social Networking Sites.

## **2 Effective (e-) recruitment**

Reading the publications of Rynes (1991), Breaugh (1992) and Barber (1998) it become obvious that recruitment is critical to organizational success, and that employee recruitment has become a highly discussed topic in recent years (Breaugh, 2008). Previous research has shown that recruitment decisions have a significant impact on different factors of the recruitment outcomes, like the diversity of applicants (Breaugh, 2004). According to Breaugh & Starke (2000), recruitment is a set of activities which organizations accomplish in order to find the right people for their vacancies, the primary mechanism to attract potential employees. Recruitment includes various activities and is a process which is characterized by different steps. Starting with identifying the recruitment objectives, developing a strategy and recruitment activities like job advertisements, job interviews and so forth (Breaugh, 2008). This process is a challenge for any HR department because they have to establish recruitment objectives first. But what is effective recruitment? According to Fletcher (2011) *"the ability to effectively recruit and select good quality people stems from an organizational effort to hire the best people."* This research concentrates on electronic recruitment (e-recruitment) because Social Networking Sites are a part of e-recruitment. There are different characteristics which are relevant for an effective recruitment process. The characteristics of an (e-) recruitment process are examined in the following paragraph.

### **2.1 Characteristics of (e-) recruitment**

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

Potentials of e-recruitment	Literature Reference
Reduction of costs Speed (Time-to-Hire) Increasing number and quality of applicants Matching quality (target-group-oriented)	S. Eisele (2006)
Benefits of e-recruitment	
Faster information exchange Lower costs of advertising Data accessibility and availability Cost reduction of communications Improved organizational attraction	A. Holm (2010)
Advantages of e-recruitment	
Cost reduction per hire Reduction of the recruiting -process (time) Global distribution Presence of information for any length of time Interactivity Target-group-oriented	Jetter (2008)
Recruitment objectives	
Retention rate Job performance and job satisfaction Psychological contract fulfilled Cost/Speed of filling jobs Number of positions filled Diversity of hires Number of applicants Quality/Diversity of applicants Ratio of offers to acceptance	J.A. Breaugh and M. Starke (2008)
Advantages of e-recruitment	
Faster posting of jobs and applicant response Faster processing of résumés Lower recruiting costs Time saving 24 hrs a day, 7 days a week online Global access/access to passive Candidates Image of being up-to-date and modern Target-group-oriented Screening out of Under-qualified Candidates More opportunities for smaller companies	Pin et al. (2001)

Table 1: Characteristics of (e-) recruitment

As previously written, the authors have found advantages regarding the use of Internet during recruitment. In this study, Social Networking Sites are the focus and are a new tool, which organizations use for finding the right candidate for their purposes. The use of these sites offers new perspectives and advantages to recruiters. It is a recent topic and there is less material about the effect of the use of these Social Networking Sites on effective recruitment. Therefore, the advantages and characteristics of e-recruitment are adapted to the use of Social Networking Sites in order to test the effect of these sites on effective recruitment. For e-recruitment, the most important advantages are time- and cost savings. Furthermore, target group orientation, enhancement of the number of applicants, enhancement of the diversity of applicants and the applicant qualifications (matching) play an important role.

### *1. Costs*

In order to be able to use Internet technologies for a recruitment process, organizations first have to invest in it. In 2003, IES research found out that 47% of the companies made use of e-recruitment for reducing their administration costs and 50% of the companies expected a reduction of their costs in the future. Eisele (2006) asked the 1,000 biggest organizations in Germany about their experiences with Internet and recruitment. He found out that 67% saw the use of web-based solutions as an improvement of their recruitment processes and 49% of them practiced it and achieved lower recruitment costs. Data also shows that the use of some form of e-recruitment methods reduced the hiring costs about 87% in comparison to common traditional recruitment tools like newspapers (Lee, 2005; Cober et al., 2000). Social Networking Sites are a new part of e-recruitment and are based on the facts of e-recruitment and cost reduction. It can be assumed that using Social Networking Sites for recruitment can make a remarkable contribution to the reduction of the recruitment costs as well.

### *2. Time*

The support of e-recruitment facilities reduces the time-to-hire by giving recruiters the possibility to post jobs online with a click and by enabling applicants to reply promptly by completing online forms and by simply attaching CVs<sup>3</sup> to emails (Barber, 2006). Time-to-hire is the time for the whole recruitment process from the detected vacancy to the successful filling of these vacancies. By using the Internet, the time for these processes is reduced and can affect the organization's proceeds. The IES research (2003) shows that companies expect online activities to speed up the recruitment process. Eisele (2006)

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<sup>3</sup> CV= Curriculum Vitae

concludes that 67% of the biggest German companies see potential to improve their recruitment process with e-recruitment. They assume a significant correlation between the cost reduction and the implementation of e-recruitment regarding time-saving during the recruitment- and administration processes. This can have a positive impact on business revenue. Pin et al. (2001) mention in their paper that, according to a survey carried out among 500 American companies, the main advantage of e-recruitment is time saving. 86% of the asked companies agreed on this. Through e-recruitment, organizations have the advantages of a faster posting of jobs, faster applicant response and a faster processing of résumés. Therefore, it speeds up the recruitment process and shortens the time-to-hire. The time-to-hire is usually measured in days and reflects the total elapsed time required to staff an open position (Dr. Steve Hunt, 2004). Social Networking Sites as an issue in e-recruitment can hence lead to time saving between recruitment processes. Supported by these sites, recruiters can post jobs and screen applicants in a short time period.

### 3. *Target group orientation*

Target group oriented recruitment ensures that the message reaches the right target group regarding their qualifications for a vacancy. According to Pin et al. (2001, p. 41), 25% of the companies asked said that *"e-recruitment is an excellent tool"* and cited *"the likelihood of finding target candidates as being a major advantage."* Especially job sites enable companies to screen information and to use the matching tools of these sites. Social Networking Sites can enhance the availability of the right target group and can improve the matching quality of the applicants. The site XING<sup>4</sup>, for example, offers recruiters to filter the target group. In this study, the matching quality of the applicants is the extent to which an applicant matches with the job characteristics of the respective vacancy.

### 4. *Quality of applicants/applications*

Looking at Eisele (2006), the scope of recruitment marketing via websites becomes wider and therefore the employer brand establishes itself and leads to a better quality of the applications. Eisele gives no indication as to the percentage of companies which assume an improvement of the quality of applicants through e-recruitment. Pin et al. (2001) cite a study, among 500 companies in USA, in which 20% of the participating HR managers say that the screening out of under-qualified candidates is a main advantage of e-recruitment and makes it possible to improve the quality of the applicants/applications. According to both authors, e-recruitment leads to a higher quality of applicants/applications and thus it can be

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<sup>4</sup> Xing is the most popular and used business networking site in Germany.



assumed that the use of Social Networking Sites has a positive effect on the number of qualified applicants/applications as well.

### 5. *Diversity of applicants*

According to Barber (2006), online advertising has a wider scope- locally, nationally and internationally- for enlarging the candidate pool and for improving the diversity of applicants. Consequently, employers have a better chance to find the right candidates for their vacancies. IES research (2003) conclude in their study that e-recruitment, especially in the case of graduate recruitment, has a great chance to be fair and efficient. Following Eisele (2006), 57% of German companies see the advantage of e-recruitment in improving the number of applicants which leads to a higher diversity of applicants. Diversity is defined as "*a wide range of abilities, experience, knowledge, and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other attributes*" (Business dictionary, 2010). In this case, the diversity of applicants is characterized by their different background and their geographical position (regional, national or international). Social Networking Sites have millions of users and a variety of different backgrounds and geographical positions of the users. As a result of this, the diversity of these people is high. Recruiters can use this benefit for their recruitment in order to enhance the diversity of their applicants.

#### **2.1.1 Advantages of e-recruitment**

In early days of using web-based technologies for recruitment, three main advantages of using the Internet were found. First, they investigate the *international distribution* with a global orientation as an advantage of the Internet. Second, the *interactive character* of the Internet offers organizations new possibilities for interacting with applicants and third, the *innovative and modern image* of the Internet can be adapted to organizations and will lead to a better reputation of the respective organization (Riederer von Paar & von Braun, 1998). Lee (2005), who has studied e-recruitment of Fortune 100 companies, found out that e-recruitment has changed the recruitment process and has become much more important for organizations during the recent years. Previous research concludes that the use of ICT has an influence on recruitment in organizations (Singh & Finn, 2003). Generally, e-recruitment can lead to a more effective recruitment procedure, because recruiters are able to perform their recruitment tasks more efficiently and have a noticeable effect on the overall recruitment process (Holm, 2010). According to Lievens & Harris (2003), Internet recruitment is based on five assumptions compared to traditional methods. The authors

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

### **2.1.2 Disadvantages of e-recruitment**

E-recruitment offers a lot of advantages for recruiters, but it has been seen critically as well. Barber (2006) discussed the disadvantages and challenges of online recruitment and pointed out that the loss of personal touch is a danger. Pin et al. (2001) asked HR professionals about this in their study and 50% of the respondents agree with the statement that recruiters disregard the personal contact or the building up relationships with the candidates. Following Pin et al. (2001), the lack of human touch is also a pitfall of e-recruitment. As a consequence, qualified candidates can be eliminated by the procedure. IES research (2005) was an audit of 100 graduate employers' recruitment websites. Based on 40 interviews with HR managers, this study found out that some potential applicants do not use the Internet or are less familiar with it. These applicants are getting left out of the application procedure. In the study of Pin et al. (2001), 34% of HR professionals see a discrimination against people who do not surf the Internet. According to Maurer & Lui (2007), the type of job determines whether e-recruitment is suitable or not. They argue that low-skilled positions do not benefit from e-recruitment. Regarding Carlson et al. (2002), e-recruitment can generate a high quantity of applications which seems to outline an advantage of e-recruitment, but can lead to an overwhelming and time consuming procedure as well. Therefore, companies have to take these disadvantages into consideration when they are planning e-recruitment practices.

## 2.2 Web 2.0 applications and recruitment

In 2008, the *Deutsche Gesellschaft für Personalführung e.V.* discussed the topic “Web 2.0 and Human Resource Management”. In their opinion, Web 2.0 will play a leading role for recruitment in the future. Web 2.0 poses a great challenge to recruitment, but simultaneously a great chance. Career sites can be enhanced by Blogs, Podcasts or other innovative applications. Potential applicants can gather information which is crucial for an application. A variety of literature discusses Web 2.0 and its technologies. According to different authors (Kennedy et al. (2007), Anderson (2007) and Graeme et al (2009)), the best-known Web 2.0 technologies are Blogs, Wikis, Podcasts, Virtual Worlds and Social Networking Sites. The following table gives an overview of Web 2.0 applications and their potentials and limitations concerning recruitment.

Web 2.0 application	Potentials for recruitment	Limitations for recruitment
<b>Blogs</b> -a sort of web diary consisting of different texts (posts) -the user can publish messages, texts, photos and videos -users can write their personal experiences -works chronologically (Anderson, 2007/ Graeme et al 2009)	-can be used for internal and external recruitment marketing for monitoring blog entries -comment potential obscurities -can lead to an effective employer branding strategy -information tool for applicants about recruiting campaigns/ events (Wittchow, 2010)	-Blogs are an extra expense, have to be maintained/ updated continually -companies have to deal with critics -companies have to create a blogging guideline in order to prevent sensitive data from getting out. (Wittchow, 2010)
<b>Wikis<sup>5</sup></b> -collaborative websites -allow end-users to create/update content -Wikipedia is the most popular, has more than three million entries - wikis include a history function, previous versions can be examined (Kennedy et al, 2007)	-used for knowledge management and not for recruitment (Raabe, 2007)	- information tool where e.g. teams can share information -not suitable for recruitment (Raabe, 2007)
<b>Podcasts</b> -share audio files/video files -YouTube contains many (video) Podcasts (Kennedy et al, 2007)	-used for recruitment marketing - spread information about the company - addition to the career site or career newsletter (Wittchow, 2010)	-the market in Germany is not very keen -Podcasts are not that popular -producing a podcast is disproportionate to the benefit (Wittchow, 2010)

<sup>5</sup> Wiki traces from the Hawaiian word, wikiwiki which means quick or hurry (Hawaiian Dictionaries, [11](http://wehewehe.org/gsd12.5/cgi-bin/hdict?a=q&r=1&hs=1&e=q-0hdict--00-0-0--010---4---den--0-000lpm--1en-Zz-1---Zz-1-home---00031-0000escapewin-00&q=wikiwiki&j=pm&hdid=0&hdds=0, 25.11.2010)</a></p>
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<p><i>Virtual Worlds</i></p> <ul style="list-style-type: none"> <li>-online communities in a computer-based simulated environment</li> <li>- users can interact with each other</li> <li>-Second Life is the most popular Virtual World, several million users</li> <li>-user is represented by an Avatar, a 3-D character which reflects the identity (Graeme et al, 2009)</li> </ul>	<ul style="list-style-type: none"> <li>- used for virtual job interviews</li> <li>-contact possible candidates</li> <li>-possibility of preselecting candidates</li> <li>-saves time and costs, e.g. travel costs (Fricko, 2007)</li> </ul>	<ul style="list-style-type: none"> <li>-Virtual worlds are not real</li> <li>- job interview take place in the Web</li> <li>-only with a 3-D Avatar</li> <li>-does not correspond to reality (Fricko, 2007)</li> </ul>
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Table 2: Potentials Web 2.0 applications for recruitment

### *Social Networking Sites*

As mentioned before, Social Networking Sites are the main part of this study. The following paragraph describes Social Networking Sites more in detail. Additionally, it explains the advantages and disadvantages for recruitment and figures out the most important criteria of these sites.

## **2.3 Social Networking Sites and recruitment**

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

Facebook, XING, and LinkedIn are examples of Social Networking Sites which are used for different things like messaging, presenting, sharing photos and so forth. The nature of these connections may vary from site to site. This study focuses on Social Networking Sites regarding recruitment. The following paragraph describes Social Networking Sites and their advantages and disadvantages for recruitment in detail. Social Networking Sites have become extremely popular in recent years. In January 2010, Martin Giles states that *"It is a world of connections"*, which put an emphasis on the fast growing phenomena of the Social Networking Sites in the last few years (Giles, 2010, p. 1). Social Networking Sites have implemented a variety of technical features and enable users to connect to their friends and share videos, photos and texts with them, twenty-four hours around-the-clock. The concept of Social Networking Sites is a topical subject and represents a revolutionary new trend in

companies. Besides, they use it for branding or marketing research (Kaplan & Haenlein, 2010). boyd and Ellison (2007, p.2) define Social Networking Sites as *"web-based services that allow individuals to (1) construct a public or semi-public profile within a bonded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system"*. Numerous sites exist today and employers have begun to use these sites for hiring decisions (Kluemper & Rosen 2009). The sites become more important regarding companies and their Human Resource Management, especially in the communication with potential job applicants.

The University of Applied Sciences in Wiesbaden conducted a study among 200 German recruiters in order to find out to what extent Web 2.0 plays a role in their recruitment (Jäger & Meser, 2007). They figured out that 37% of the respondents assume that Social Networking Sites are important for the human resource management of a company and 85% even ascribe importance for the future. The fact that Social Networking Sites have expanded on to the business landscape and especially to the Human Resource Management landscape leads to the focus of this study on Social Networking Sites. Social Networking Sites are an ever-present and often discussed topic in the media. In 2009, a Swiss labour market study among 300 recruiters was conducted in order to examine their opinion about Social Networking Sites regarding recruitment. They concluded that the use of Social Networking Sites for recruitment is a relatively new issue and that recruiters have a lack of strategy for using these sites (HR Today, 2009). This study focused on Social Networking Sites which German companies use for their recruitment in order to find the best employees for their vacancies. The variety of Social Networking Sites has to be limited to the market leaders of Social Networking Sites in Germany. SF eBusiness in Germany (2010) worked out a ranking of the Top 10 social media applications for employee recruitment in Germany. The ranking is called "Social Media Relevance Monitor" and they tested 80 social media applications on the basis of 30 rating criteria. SF eBusiness sequences them as follows:

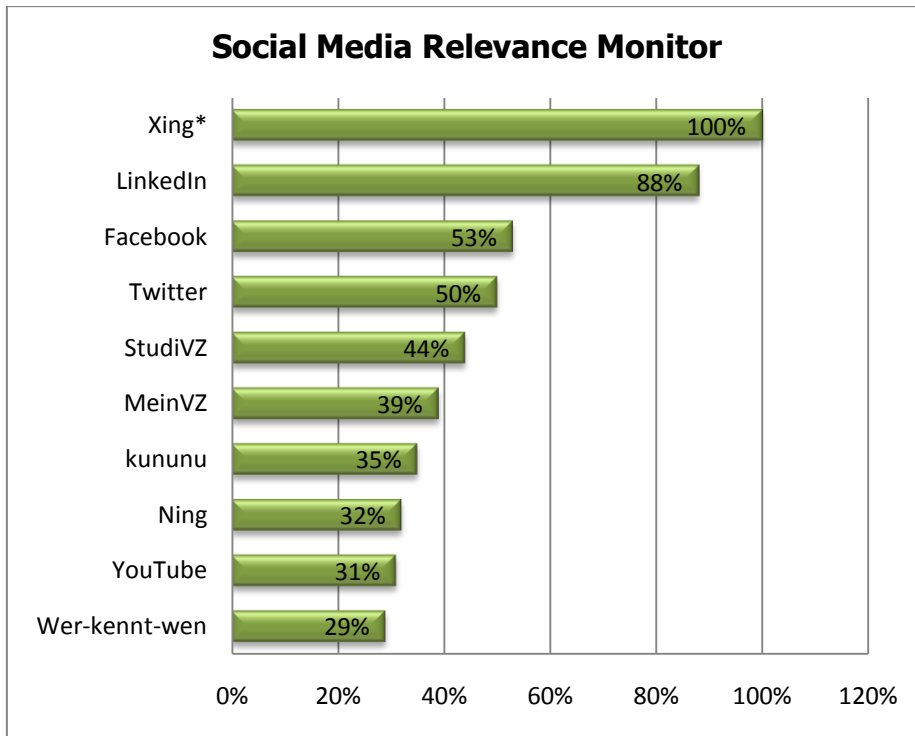


Figure 1: Top 10 of relevant social media applications

*\*The value gives the relevance of the respective application in comparison to the first one (XING)*

(SF eBusiness GmbH 2010)

XING, LinkedIn and Facebook are the most important Social Networking Sites in Germany (Figure 1). Based on this study, the relevant Social Networking Sites for this study were chosen. The Social Networking Sites can be distinguished between business-oriented sites and social-oriented sites. Business-oriented networking sites allow applicants to interact with one another through business-oriented information, endorsements, testimonials and reputations. Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to a member's religion and sexual orientation, and are shared with their friends and the extended community online (O'Morchu et al., 2004). The most important Social Networking Sites (based on figure 1) are summarized in the following table.

<b>Business-oriented networking sites</b>	<b>Social-oriented networking sites</b>
<p><i>XING</i></p> <ul style="list-style-type: none"> <li>-important tool for career and business networking</li> <li>-people are actively using it to further their careers</li> <li>-finding useful contacts, important information, new business opportunities, employees, jobs, clients and ideas</li> <li>-more than 9.6 million members worldwide</li> <li>-most popular and used business-oriented networking site in Germany.</li> </ul> <p>(XING, June 2010)</p>	<p><i>Facebook</i></p> <ul style="list-style-type: none"> <li>-founded in 2004</li> <li>-more than 500 million active users</li> <li>-about 50% of them log on to Facebook every day (Facebook, 2010)</li> <li>-dominant global Social Networking Site (Smith/Kidder, 2010)</li> <li>-people can communicate with their friends, families and coworkers</li> <li>-offers features that recruiters can use to find candidates who are matching their vacancies</li> </ul> <p>(Eldon, 2009).</p>
<p><i>LinkedIn</i></p> <ul style="list-style-type: none"> <li>-world's largest professional network</li> <li>-over 75 million members</li> <li>-connects people to contact a broader network of professionals</li> <li>-build up a network of direct connections and the connections of each of their connections</li> <li>-can be used for finding jobs or businesses</li> <li>-used for establishing international contacts.</li> </ul> <p>(LinkedIn, 2010)</p>	<p><i>StudiVz/Mein VZ</i></p> <ul style="list-style-type: none"> <li>-about 17 million users</li> <li>-large network for young people</li> <li>-concentrates on Germany</li> <li>-enables students to share photos, messages and videos.</li> </ul> <p>(StudiVZ, 2010)</p>

Table 3: Business-oriented networking sites and Social-oriented networking sites

Further relevant Social Networking Sites for this study are Ning and Wer-kennt-wen. Ning is an US online platform for the world's organizers, activists and influencers to create social experiences that inspire action. Ning has about 300,000 active users and focuses on topics across politics, entertainment, small business, non-profits, education and so forth (Ning, 2010). Wer-kennt-wen has about 8.5 million users and is a platform for free. It is focused on Germany with various users from all social classes. (Wer-kennt-wen, 2010). Twitter is not exactly a Social Networking Site. It is a networking and micro blogging service which informs people all over the world about the current status (What are you doing?). The user can only send short messages with a length of 140 characters. You can use it personally or for business (Twitter, 2010). In this study, it is used only for business, for recruitment regarding job posting. Kununu and YouTube are excluded from this study because they are no Social Networking Sites. Kununu is a tool for employer rating and YouTube is a video-sharing website.

### **2.3.1 Advantages of Social Networking Sites for recruitment**

The use of Social Networking Sites for recruitment is a new field in Human Resource Management. Employers believe that using these sites for online background checks is an acceptable practice for making hiring decisions for getting a quick character sketch of the applicant (Clark & Roberts, 2010). Schäuble et al. (2008) discuss in their article the potentials of online Social Networking Sites for recruitment based on the network XING, the most famous business networking site in Germany (see figure 1). Profiles in Social Networking Sites allow recruiters to gain information about their education and professional career in general. In addition, recruiters have the possibility to contact potential candidates and communicate with them in a noncommittal manner. By using Social Networking Sites, recruiters can search for possible candidates and build up long term relationships with them. Social Networking Sites like XING can act as a talent pool with a variety of social capital in the form of young professionals and graduates. Recruiters can filter candidates and search for candidates with special backgrounds. This can lead to a time reduction for the search and can also improve the chance finding the right candidates. Besides this, companies can keep in touch with interns, alumni and so forth. Thus, Social Networking Sites can support the relationship management between companies and possible applicants. Facebook is a social community which offers a lot of features to recruiters for finding the right people for their vacancies. According to Eldon (2009), Facebook is not the easiest way for recruiters to search for candidates, but a great opportunity. The fact that Facebook is a social-oriented networking site makes it more difficult for recruiters to understand the function of Facebook for recruitment, but learning to use the site can be a great benefit for the recruitment of a company. Employers can create a business profile and can actively support their employer branding. Applicants use Social Networking Sites as a source of information about companies. Companies vice versa use them as a source of information about applicants. This has become a common procedure for a recruiting process (Jäger & Porr, 2008). The use of Social Networking Sites for recruitment can be multifunctional, but do German companies really make use of Social Networking Sites for recruitment at this point in time? This question reflects one of the main aspects of this study.

### **2.3.2 Disadvantages of Social Networking Sites for recruitment**

Clark and Roberts (2010) criticize the way employers make use of Social Networking Sites for background checks about applicants. They argue that applicants use Social Networking Sites for social interaction and they are unconscious that employers use these sites to collect



character information. Therefore, employers have to be aware of this fact and take this into account. Schäuble et al. (2008) figure out that new strategies and approaches in recruitment lead to changes and challenges for companies and their Human Resource departments. Companies have to take critical factors such as privacy of data and ethics into consideration. Additionally, recruiters have to spend a lot of time working with these new technologies so as to learn the ropes of them. On the one hand, technologically inexperienced employees have to be familiarized with the new technologies, and, on the other hand, companies have to define data protection regulations and user regulations for the use of these sites. Another challenge for companies is the development of know-how and the time invested in active recruitment. This factor of financial and personnel resources must not be underestimated. Moreover, a monitoring of the market is necessary in order to prevent the discrimination or exclusion of possible candidates. Companies have to consider carefully the information about the qualities of the Social Networking Sites, which is discussed in the following paragraph.

## 2.4 Qualities of Social Networking Sites

As mentioned before, Social Networking Sites are divided into business-oriented and social-oriented sites. The qualities of these sites are measured by different characteristics. Considering that, Social Networking Sites are a relatively new topic and the characteristics of the sites are aligned with the information technology literature. Lee and Kozar (2006) investigate website quality factors in their study which can be adapted to the qualities of Social Networking Sites. In addition, Palmer (2002) conducted a study about key factors of website success. The following table shows an overview of relevant studies about this topic.

<b>Factors of website quality of the information technology literature</b>	<b>Literature Reference</b>
Information content, cognitive outcomes, enjoyment, privacy, user employment, visual appearance, technical support, navigation, organization of information, credibility, impartiality	Wu et al. (2003)
Usability, design, information, trust, empathy	Barnes and Vidgen (2000)

Quality of information and service, system use, playfulness, perceived ease of use	Lui and Arnett (1999)
Ease of use, usefulness, entertainment, complementary relationship	Loiacono et al. (2008)
Navigation, content, interactivity and responsiveness	Palmer (2002)

Table 4: Factors of website quality

Based on this table, the most relevant website factors which can be adapted to the qualities of Social Networking Sites are information quality, ease of navigation and security/privacy. These three factors are indicators for a satisfactory website and can be adapted to indicators of Social Networking Sites. Lee and Kozar (2006) asked 156 online customers and 34 managers/designers of e-business companies about the importance of website qualities. Different websites were tested and the preference of website qualities was different. Information quality reached high scores and navigability and website security were also ranked highly in this investigation. Based on this result, the following three website qualities are factors in this study.

### *1. Ease of navigation*

Ease of navigation means that a site contains functions that help users to find what they need without difficulty, that it possesses a good search engine, and that it allows the user to manoeuvre easily and quickly back and forth through the pages (Tong et al., 2005). In this study, ease of navigation is measured by ease of use and usability of the sites which includes that the use of Social Networking Site is easy to learn and user-friendly designed. Furthermore, the site should make it possible to easily become a skillful user. Palmer (2002) conducted a study about web site usability, design and performance metrics in order to find key factors for website success. One part of the study was the navigation of the websites and Palmer (2002, p. 155) defines navigability as *"the sequencing of pages, well organized layout and consistency of navigation protocols"*. Three studies were completed in a three-year period (from 1997 to 2000) and Palmer (2002, p.160) hypothesized that *"more navigable Websites will be associated with greater perceived success by site users"* and this hypothesis is supported in all three studies. As a consequence, navigability is an important

factor for a website's success and leads to the assumption that it is a key factor for the quality of Social Networking Sites.

## *2. Security/Privacy*

Privacy is one of the most important and often discussed ethical issues of information technology and the media in general (Smith et al., 1996). Trust and privacy concern within Social Networking Sites is a topical subject. Moreover, the fact that millions of users are on these sites leads to the assumption that certain amount of trust is involved. Dwyer et al. (2007) found out that Facebook users have a greater amount of trust and share more information. But what is about companies? Do they trust Social Networking Sites? Because security/privacy is an important issue in the area of information technology, it is taken into consideration in this study. Security/privacy involves the degree to which the user believes that the site is safe from intrusion and that personal information is protected (Tong et al., 2005). Especially business data is sensitive data and organizations strive for a maximal security of their data. In this study, security/privacy is measured by improper access and unauthorized secondary use (intern/extern). Improper access considers that data about individuals is readily available to people and who are properly authorized to view or work with this data (Smith et al., 1996). Unauthorized secondary use means that information collected by individuals for one purpose is used for another secondary purpose without authorization from same individuals.

## *3. Information quality*

Information quality is the quality of information that the system produces and delivers. It is characterized by delivering relevant, updated information and easy-to-understand information (Lee & Kozar, 2006). Lee and Kozar stated in their article that, the higher the quality of the information, the higher the number of online customers will be. Referring this to Social Networking Sites, the higher the quality of information of Social Networking Sites is, the higher will be the number of users. As mentioned before, information quality scored highly in the study of Lee and Kozar and hence, it is an important factor for this study. Believability, the amount of information and the completeness of information are relevant indicators of information quality (Lee et al., 2001). Applied to the study, the information quality of Social Networking Sites is referred to the information on applicants' sites. For recruiters, it is important that the information about the applicants fulfills these certain criteria in order to create a complete picture of the person.

As mentioned before, Social Networking Sites have become part of the recruitment landscape and receive a high rating in companies. Ease of navigation, security/privacy and information quality are main qualities of Social Networking Sites. What are further factors? Social Networking Sites are a special type of site, because they are dynamic and interactive. Therefore, two other factors are relevant for this new field of web technologies. There is a lack of studies about the popularity of Social Networking Sites among applicants and about the networking scope of these sites, but for this exploration study they are critical factors which have to be taken into consideration.

#### *4. Popularity among applicants*

Popularity among applicants is the degree of publicity of the Social Networking Site among the target group, the respective applicants. Chu et al. (2004, p.4095) wrote in their article that *"a high popularity usually means that the information provided by the website is useful or attractive for its visitors"*. Referring this to Social Networking Sites and recruitment, it means the more people make use of Social Networking Sites, the higher the chance is for getting the best candidates. In this study, popularity among applicants is measured by registered users of the Social Networking Sites and the reputation of these sites. Reputation of the site is measured by an estimation of the respondent about the popularity of the site among the applicants and whether the site is often discussed in the media or not.

#### *5. Networking scope*

Networking scope is the scope of the web of social relationships and the number of people that is expected to be involved in this network. Referred to the study, the networking scope is defined as the connections which people have and the network effect of the site. For organizations it might be important that the Social Networking Site guarantees a high level of valuable connections and has a wide networking scope. In addition, a Social Networking Site makes it easier to reach international contacts (applicants) and therefore, leads to an increased networking effect. The networking effect is the phenomenon whereby a service becomes more valuable as more people use it, thereby encouraging ever-increasing numbers of adopters (Marketingterms.com, 2010). The use of Social Networking Sites has intensified immensely: LinkedIn, for example needed 16 months to gain its first million users, while the latest million came only within eight days (Giles, 2010).

## 2.5 Research model

According to the theoretical background, Social Networking Sites have already entered the recruitment landscape and become an important topic in HR departments. The sites, business-oriented or social-oriented networking sites, are characterized by different qualities. The chosen qualities of the sites are ease of navigation, security/privacy, information quality, popularity among applicants and networking scope. In this study, the effect of these qualities on effective recruitment is tested. Designing an effective recruitment process for attracting the best candidates represents an enormous challenge for organizations. As mentioned in paragraph 2.1, there are characteristics which make e-recruitment effective. The selected characteristics costs, time, target-group orientation, quality of applicants/applications and diversity of applicants characterize effective recruitment. Generally, very little research has been conducted on this subject as a whole. Hence, this study is pioneering and helping to find an answer for the main research question: To what extent does the use of Social Networking Sites lead to effective recruitment?

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

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

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

**Hypothesis 3:** This relationship is moderated by the usage frequency: recruitment is more effective if the usage frequency of the recruiter is high.

The following figure presents the conceptual model, which describes Social Networking Sites and their characteristics, including the possible influence on effective recruitment:

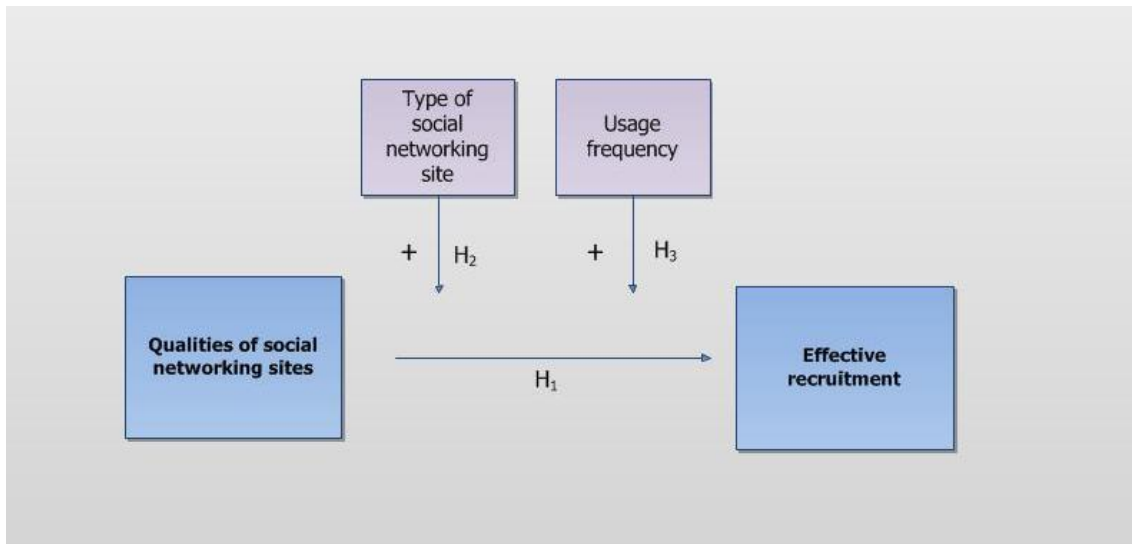


Figure 2: Research model: Hypothesized relationship between qualities of Social Networking Sites and effective recruitment

### 3 Methodology

In order to investigate the extent to which Social Networking Sites lead to effective recruitment, a research is conducted in order to obtain the data needed. This research takes on two different characteristics: firstly, it includes a descriptive part as it intends to specify the main characteristics of Web 2.0, focused on Social Networking Sites and effective recruitment. Secondly, this research is of an exploratory nature as it intends to design a new view concerning Social Networking Sites and effective recruitment. There are several research strategies that can be adopted to gather the required data. Nevertheless, Saunders et al. (2007) say that the decision also depends on the circumstances of the project. The following chapter explains which decision was made concerning the research design of the survey.

#### 3.1 Operationalization

To test the hypothesis (see paragraph 2.5), the meanings of all variables have to be operationalized (Babbie, 2007). The following table shows an overview of the construct, the definitions and the variables of the tested model.

Construct (Definition) 1st order construct	Variables 2nd order construct
<p><b>Social Networking Sites</b></p> <ol style="list-style-type: none"> <li>1. A Social Networking Site essentially consists of a representation of each user, his/her social links and a variety of additional services. Generally, Social Networking Sites are web based and provide various ways for users to interact over the Internet via e-mail and instant messaging services. (Malita et al. 2010)</li> </ol>	<p><b>1.1 Social Networking Sites for recruitment</b> Social Networking Sites, which companies use for employee recruitment. (Own definition)</p> <p><b>1.2 Business-oriented networking sites</b> Business-oriented networking sites allow applicants to interact with one another through business oriented information, endorsements, testimonials and reputations. (O'Morchu et al., 2004)</p> <p><b>1.3 Social-oriented networking sites (Social Communities)</b> Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members' religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone. (O'Morchu et al., 2004)</p>
<p><b>Usage frequency</b></p> <ol style="list-style-type: none"> <li>2. Usage frequency is the number of usage within a given time period. (Own definition)</li> </ol>	<p><b>2.1. Usage frequency of Social Networking Sites</b> The number of usage (in percent) of the respective Social Networking Site within a given time period.</p>
<p><b>Social-oriented networking sites</b></p> <ol style="list-style-type: none"> <li>3. Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members' religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone. (O'Morchu et al., 2004)</li> </ol>	<p><b>3.1 Facebook</b> Facebook was founded in 2004 and has more than 500 million active users and about 50% of them log on to Facebook every day. Facebook helps people communicate more efficiently with their friends, families and coworkers. (<a href="http://www.facebook.com/press/info.php?factsheet">http://www.facebook.com/press/info.php?factsheet</a>)</p> <p><b>3.2 StudiVZ/MeinVZ</b> The VZ-Networks have about 17 million users (mainly) in Germany. It is a large network for young people who want to connect to their friends. (<a href="http://www.studivz.net/l/about_us/1/">http://www.studivz.net/l/about_us/1/</a>)</p> <p><b>3.3 Ning</b> Ning is an US online platform for the world's organizers, activists and influencers to create their social experiences that inspire action. Ning has about 300.000 active users and focus on topics across politics, entertainment, small business, non-profits, education and so forth. (<a href="http://about.ning.com/">http://about.ning.com/</a>)</p> <p><b>3.4 Wer-kennt-wen</b> The German Social Network Wer-kennt-wen has about 8.5 million users and is a platform for free. (<a href="http://www.wer-kennt-wen.de/static/wersindwir">http://www.wer-kennt-wen.de/static/wersindwir</a>)</p> <p>Top 10 of relevant Social Networking Sites used in Germany for recruitment: 1. XING, 2. LinkedIn, 3. <b>Facebook</b>, 4. Twitter, 5. <b>StudiVZ</b>, 6. <b>MeinVZ</b>, 7. Kununu, 8. <b>Ning</b>, 9. YouTube, 10. <b>Wer-kennt-wen</b> (Stoll &amp; Fischbach e Business, <a href="http://www.sfe.de/top-10-social-media-dienste-employee-recruitment/">http://www.sfe.de/top-10-social-media-dienste-employee-recruitment/</a> 30.03.2010)</p>

<p><b>Information quality</b></p> <ol style="list-style-type: none"> <li>1. Information quality is the quality of the information that the system produces and delivers. It is characterized by delivering relevant, updated information and easy-to-understand information. (Lee/Kozar 2006) Furthermore, believability, the amount of information and the completeness of information are relevant indicators of information quality. (Lee et al. , 2001)</li> </ol>	<ol style="list-style-type: none"> <li><b>a. Believability</b> the quality of being believable or trustworthy</li> <li><b>b. Completeness</b> the state of being complete and entire; having everything that is needed</li> <li><b>c. Relevance</b> the relation of something to the matter at hand</li> <li><b>d. Up-to-date (timeliness)</b> Informed of or reflecting the latest information or changes</li> <li><b>e. Easy-to-understand (clearness)</b> free from obscurity and easy to understand; the comprehensibility of clear expression (<a href="http://www.thefreedictionary.com/">http://www.thefreedictionary.com/</a>)</li> <li><b>f. Amount of information</b> Quantity of the required information (Own definition)</li> </ol>
<p><b>Popularity among applicants</b></p> <ol style="list-style-type: none"> <li>2. Popularity among applicants is the degree of publicity of the Social Networking Site among the target group, the respective applicants. (Own definition)</li> </ol>	<ol style="list-style-type: none"> <li><b>a. Registered Users</b> A registered user is one who uses a program or a website and provides his credentials, effectively proving his identity. (<a href="http://encyclopedia.thefreedictionary.com/registered+user">http://encyclopedia.thefreedictionary.com/registered+user</a>)</li> <li><b>b. Reputation</b> Reputation is the beliefs or opinion that is generally held about someone or something. (Oxford Dictionaries) Here, the reputation of a company among respective applicants.</li> </ol>
<p><b>Networking scope</b></p> <ol style="list-style-type: none"> <li>3. Networking scope is the scope of the web of the social relationships and the number of people that is expected to be involved in this network. (Own definition)</li> </ol>	<ol style="list-style-type: none"> <li><b>a. Connections</b> People with whom one has social or professional contact or to whom one is related, especially those with influence and able to offer one help. (Oxford Dictionaries)</li> <li><b>b. Network effect</b> The phenomenon whereby a service becomes more valuable as more people use it, thereby encouraging ever-increasing numbers of adopters. (<a href="http://www.marketingterms.com/dictionary/network_effect/">http://www.marketingterms.com/dictionary/network_effect/</a>)</li> </ol>
<p><b>Ease of navigation</b></p> <ol style="list-style-type: none"> <li>4. Ease of navigation means that a site contains functions that help customers (users) find what they need without difficulty, possesses a good search engine, and allows the customer (user) to manoeuvre easily and quickly back and forth through the pages. (Tong et al., 2005)</li> </ol>	<ol style="list-style-type: none"> <li><b>a. Ease of use</b> Ease of use refers to the property of a product or thing that a user can operate without having to overcome a steep learning curve. (Websters Online Dictionary)</li> <li><b>b. Usefulness/Usability</b> The extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use. (ISO 9241-11: Guidance on Usability 1998)</li> </ol>
<p><b>Security/privacy</b></p> <ol style="list-style-type: none"> <li>1. Security/privacy involves the degree to which the customer (user) believes the site is safe from intrusion and personal information is protected. (J.P.C. Tong et al)</li> </ol>	<ol style="list-style-type: none"> <li><b>a. Improper Access</b> Concern that data about individuals are readily available to people not properly authorized to view or work with this data. (Smith et al., 1996)</li> <li><b>b. Unauthorized Secondary Use (intern/extern)</b> Concern that information is collected from individuals for one purpose is used for another, secondary purpose (internally within a single organisation or an external party) without authorization from the individuals. (Smith et al., 1996)</li> </ol>



<p><b>Effective recruitment</b></p> <p>2. Recruitment is described as “the set of activities and processes used legally to obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interests.” (Schuler/Jackson)</p> <p>Effectiveness is the extent to which an activity fulfils its intended purpose or function. (<a href="http://www.qualityresearchinternational.com/glossary/#e">http://www.qualityresearchinternational.com/glossary/#e</a>)</p> <p>Therefore, effective recruitment contains the most effective set of activities and processes used to obtain a sufficient number of qualified people at the right place and time so that the applicants and the organization can select each other in their own best short and long term interests.</p>	<p>Effective recruitment includes the following variables.</p> <ul style="list-style-type: none"> <li>a. More diversity of applicants</li> <li>b. Higher quality of applicants</li> <li>c. Costs</li> <li>d. Time</li> <li>e. Target group orientation</li> </ul>
<p><b>Diversity of applicants</b></p> <p>3. A wide range of abilities, experience, knowledge, and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other attributes. (<a href="http://www.businessdictionary.com/definition/diversity.html">http://www.businessdictionary.com/definition/diversity.html</a>)</p>	<p><b>10.1 Applicants with different background</b> Applicants have different background regarding their education and experiences.</p> <p><b>10.2 National applicants</b> Applicants from Germany, especially from other parts of Germany.</p> <p><b>10.3 Regional applicants</b></p> <p><b>10.4 Applicants from other parts of Germany</b></p> <p><b>10.5 International applicants</b> Applicants from other countries. (Own definitions)</p>
<p><b>Quality of applicants/applications</b></p> <p>4. Applicant quality scores estimate each applicant's position in the distribution of performance potential for a given position. (Connerley et al., 2002)</p>	<p><b>11.1 Number of qualified applicants</b> More qualified applicants, the number of qualified applicants has increased.</p> <p><b>11.2 Quality of applications/applications</b> Quality of the incoming applications. (Own definitions)</p>
<p><b>Costs</b></p> <p>5. Costs savings-decision or action that will result in fulfilment of the objectives of a purchase, at a cost lower than the historical cost or the projected cost. <a href="http://www.businessdictionary.com/definition/cost-saving.html">http://www.businessdictionary.com/definition/cost-saving.html</a> (20.09.2010)</p>	<p><b>12.1 HR-marketing costs</b> The HR-marketing costs which include all HR marketing activities for example job advertisement.</p> <p><b>12.2 General recruitment costs</b> General recruitment costs have decreased.</p> <p><b>12.3 Costs-per-hire</b> The formula for cost-per-hire: total cost of recruitment and selection process divided by the number of hires made (Thaler-Carter, 1997)</p>
<p><b>Time</b></p> <p>1. Time savings- shortening the length of time required for an operation, activity, etc. (<a href="http://dictionary.reverso.net/english-definition/time-saving#cd1">http://dictionary.reverso.net/english-definition/time-saving#cd1</a>, 20.09.2010)</p>	<p><b>13.1 Time-to hire</b> Usually measured in days, time to hire broadly reflects the total elapsed time required to staff an open position. (Hunt, 2004)</p> <p><b>13.2 Time of the applicant administration</b> Administration time has decreased.</p> <p><b>13.3 Time for advertisement</b> Time for advertisement has decreased. (Own definitions)</p>
<p><b>Target group orientation</b></p> <p>2. Target-group oriented recruitment ensures that the message reaches the right target group regarding their qualifications for a vacancy. (Own definition)</p>	<p><b>14.1 Availability of the target group</b> The availability of the target group via social networking sites.</p> <p><b>14.2 Tailored job advertisements</b> The job advertisements are tailored to the needs of the target groups.</p> <p><b>14.3 Matching quality of applicants</b> The matching quality of the applicants is the extent to which an applicant matches with the job characteristic of the respective vacancy. (Own definitions)</p>

Table 5: Operationalization table

After the operationalization, the research model is adapted as follows:

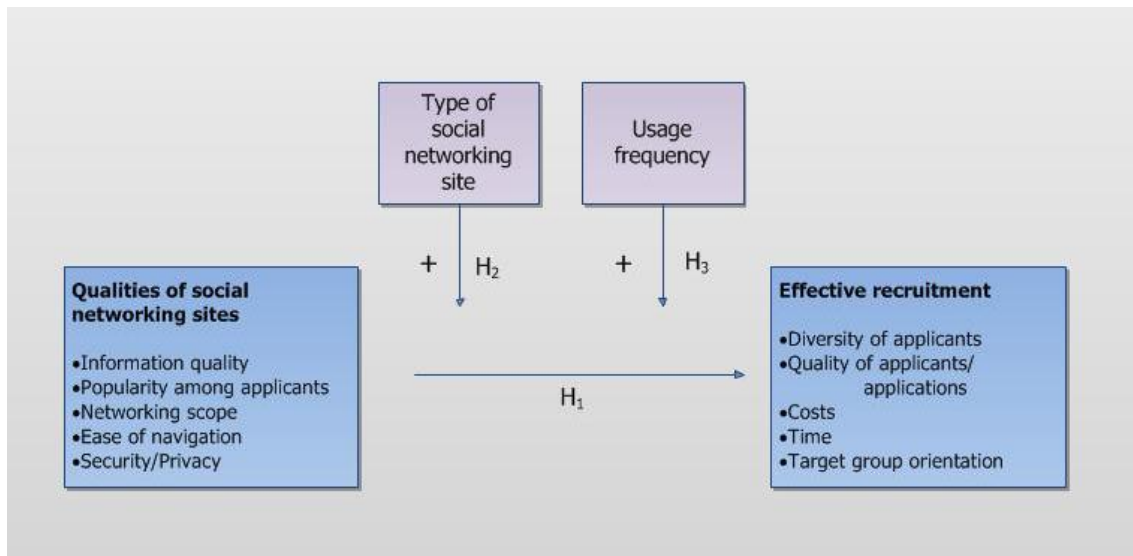


Figure 3: Advanced research model: Hypothesized relationship between qualities of Social Networking Sites and effective recruitment in detail

### 3.2 Instrument development

The type of research is quantitative and the research is conducted by making use of an online/fax survey. Using a survey has the benefit of allowing the collection of a large amount of data from a sizable population (Saunders et al., 2009). Therefore, applying a survey in order to ask different German companies about Web 2.0, focused on Social Networking Sites and recruitment, is the most suitable solution for this research. According to Broekhuizen (2005), the large number of items which can be measured in a survey is a great advantage for the analysis of data. Consequently, the findings reflect the opinion of a large number of companies and their experiences with Social Networking Sites and effective recruitment. The questionnaire was answered by German participants and thus the statements are translated from German into English. A table with the complete translated statements can be found in the appendix (Appendix 1). The questionnaire consists of different parts: general questions about the organization, Human Resources and Web 2.0, quality of Social Networking Sites and recruitment supported by Social Networking Sites and is comprises different types of questions. The majority of questions are based on a 5-point Likert Scale<sup>6</sup> in order to reflect the opinion of the respondents. The cover (fax) letter with a description of the research for the HR department and the questionnaire can be found in the appendix (Appendix 2). A

<sup>6</sup> Likert Scale: A type of composite measure developed by Renis Likert in an attempt to improve the levels of measurement in social research through the use of standardized response categories in survey questionnaires to determine the relative intensity of different items (Babbie, 2007, p. 171)

calculation and reporting of the Cronbach`s alpha coefficient is essential in order to prove the internal consistency reliability for the Likert-type Scale. The following table shows the Cronbach`s alpha coefficient of the construct (measured by an 5-point Likert Scale whereby 1=strongly agree and 5=strongly disagree).

Construct	Number of Items	Cronbach`s Alpha ( $\alpha$ )
Diversity of applicants	5	,91
Quality of applicants/applications	4	,89
Costs	3	,93
Time	3	,85
Target group orientation	3	,85
Information Quality	6	,73
Popularity	3	,73
Networking scope	4	,70
Ease of Navigation	3	,79 <sup>7</sup>
Privacy/Security	4	,74

Table 6: Cronbach`s alpha, Reliability analysis

### 3.3 Data processing and analysis

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

### 3.4 Pretest

Before the respondents filled in the questionnaire, a pretest was being conducted in order to avoid errors (Babbie, 2007). A protection against errors like unclear questions or vague statements is to pretest the questionnaire. The objective of a pretest is to detect these unclear questions and statements and also, to enhance the content validity of the instrument. In order to improve the content validity, the pretest method of Hinkin (1989) is used. Content validity *"refers to how much a measure covers the range of meanings included*

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<sup>7</sup> If Item „The use of Social Networking Sites we are use for our recruitment is easy to learn“ deleted.

*within a concept*” (Babbie, 2007, p. 147). By using the method of Hinkin, naïve participants are confronted with the definitions from the questionnaire. The participants are given the tasks of matching the items to the variables. For instance, the item “The use of Social Networking Sites is easy to learn” belongs to the variable “Ease of navigation”. According to Hinkin (1989), 75% of the participants have to assign the items to the right variable. Further, is it advisable to test the items again with another order of the items. Thereby, the accuracy of the process can be maximized. There are five pretest participants, thus, the items are matched ten times in total. 75% of ten is eight. Therefore, the items have to be assigned correctly eight times. Otherwise, the items have to be revised. The problems and suggestions are discussed with the researcher and adapted in the questionnaire.

The following table shows an overview of the results:

Statement before the pretest	Statement after the pretest
The Social Networking Sites we use for our recruitment...	The Social Networking Sites we use for our recruitment...
have the largest number of registered users.	are very popular and have therefore, the largest number of registered users.
Since your company makes use of Social Networking Sites for recruitment, the...	Since your company makes use of Social Networking Sites for recruitment, the...
the whole recruitment process has decreased.	time of the whole recruitment process has decreased (Time-to-hire).
the effort for advertisement has decreased.	time for advertising has decreased.
matching quality has increased.	matching quality of adequate applications has increased.

Table 7: Pretest outcome

The whole table can be found in the appendix (Appendix 3). In addition to the methods of Hinkin, the questionnaire was read by ten other people in order to remove ambiguities and to avoid translation mistakes.

### 3.5 Sample

The units of analysis are German organizations with minimal 300 employees, thus employees within the company have probably made experiences in using Social Networking Sites for their recruitment. After a brief literature review, the study was constructed in form of a questionnaire which was sent out to 1,600 HR departments of organizations in Germany. The

participants were randomly chosen and were invited to the survey on a voluntary basis. In total, 326 of the 1,600 asked HR departments of German companies agreed to take part in the survey. This is a total response rate of 20.38%. The respondents had the choice of filling in the questionnaire online or by hand and fax it. By giving this choice, the respondent rate was probably increased, because respondents could choose the most comfortable way of answering the questionnaire. Additionally, the respondents were free to answer anonymously by filling in the online questionnaire. These experts have answered questions about Web 2.0, focused on Social Networking Sites regarding their recruitment. As a first step, all of the possible respondents had been asked via fax to answer the questionnaire. After a month, a reminder email was sent out to the companies in order to obtain enough data for the analysis. The research sample consists of employees of Human Resource departments and the data are a purchased database from CEBUS<sup>8</sup>. CEBUS is a German company which delivers lists of needed business data. CEBUS update their lists consistently and thus, the data are up-to-date and of a complete nature. The following table shows the distribution of the number of employees of the asked companies.

<b>Number of employees</b>	<b>Frequency</b>	<b>%</b>
<b>Less than 500</b>	6	2
<b>500-1000</b>	<b>104</b>	<b>32</b>
<b>1000-2000</b>	88	27
<b>2000-5000</b>	71	22
<b>more than 5000</b>	57	18

Table 8: Number of employees (n=326)

As shown in the table above, most of the companies (32%) are companies with 500-1000 employees, followed by companies (27%) with 1,000-2,000 employees. Only 2% of the companies employed less than 500 employees. The SPSS Output can be found in the appendix (Appendix 4). Furthermore, the companies were asked to classify themselves in a business. The results (Appendix 5) show a variety of businesses. The dominating field of business is the manufacturing industry (24.8 % of the companies). It is followed by finance and insurance (13.1%).

<sup>8</sup> <http://www.cebus.ch/en/business.htm>

In a next step, the HR department were asked whether they use Web 2.0 applications (Wikis, Blogs, Podcasts, Social Networking Sites and/or Virtual Worlds) for their Human Resources Management. This question was answered by 76 of the 326 asked companies. The HR employees had the possibility for multiple answers. In total, 23% of the companies already make use of Web 2.0 applications. The outcome shows that all 76 companies make use of Social Networking Sites for their Human Resource Management. The following table shows the distribution of the applications companies use for their Human Resource Management.

<b>Web 2.0 applications for recruitment</b>	<b>Frequency</b>	<b>%</b>
<b>Social networking sites</b>	<b>76</b>	<b>100%</b>
<b>Wikis</b>	8	10.5%
<b>Weblog</b>	7	9.2%
<b>Virtual worlds</b>	7	9.2%
<b>Others</b>	3	3.9%

Table 9: Web 2.0 applications for Human Resource Management (n=76)

During the last three years, the majority of the respondents make use of Web 2.0 for their Human Resource Management. In 2010, 27.6% of the companies use Web 2.0 for HRM. In 2009, 30.3% of the HR departments applied it and in 2008, 27.6% made use of Web 2.0. In the years before, only a few companies have started using Web 2.0 applications (see appendix 6). In order to find out which type of Social Networking Sites companies use for their recruitment, the companies have chosen a type of site (n=76<sup>9</sup>). As indicated in figure 5, most of the companies (83%) make use of business-oriented networking sites (like XING or LinkedIn) for their recruitment. Only 17% of the companies apply social-oriented networking sites (Social Communities like Facebook/StudiVZ). The SPSS Output can be found in the appendix (Appendix 7).

<sup>9</sup> The respondent rate using Social Networking Sites for recruitment is 76 companies.

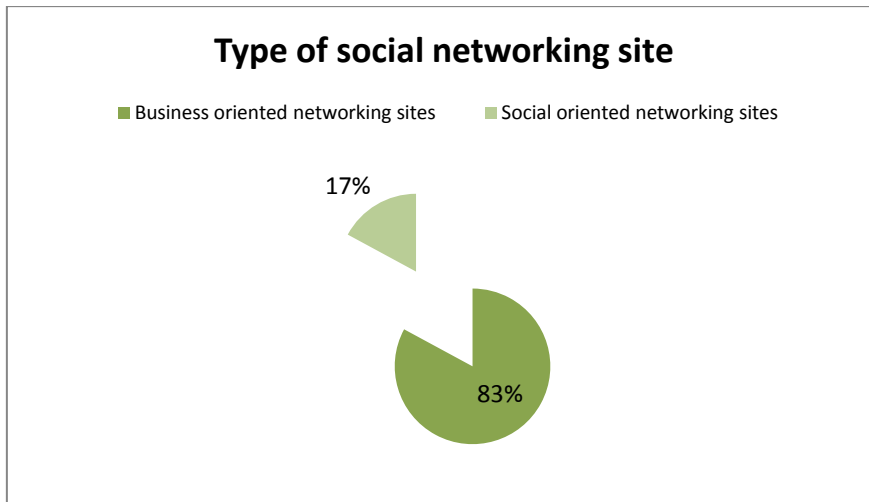


Figure 4: Type of Social Networking Site (n=76)

## 4 Findings

As mentioned earlier (paragraph 3.5), the total response rate of the 1,600 surveyed companies was 20.38% (n=326). The rate of companies which make use of Social Networking Sites for their recruitment is 23.3% (76 of the 326 respondents). The following paragraph reports on the general findings of the survey and the research model will be tested in that section.

### 4.1 General findings

Companies were asked to determine the fields of activities in which they make use of Social Networking Sites. For this question, they had the possibility to give multiple answers. Table 10 shows the results.

<b>Fields of activity</b>	<b>Frequency</b>	<b>%</b>
<b>Administrative graduates</b>	<b>53</b>	<b>69.7</b>
<b>Technical graduates</b>	43	56.8%
<b>Other graduates</b>	29	38.2%
<b>Other administrative employees</b>	34	44.7%
<b>Other technical employees</b>	17	22.4%
<b>Trainees</b>	22	28.9%
<b>Interns</b>	26	34.2%
<b>Apprentices</b>	19	25%
<b>Students</b>	9	11.8%

Table 10: Fields of activity (n=76)

As can be derived from the table, the dominating field of activity through Social Networking Sites as indicated by the respondents is searching for administrative graduates (69.7% of the companies). It is followed by the search for technical graduates (56.8%). The least attractive activity as reported by the respondents is searching for students (11.8%). The SPSS Output can be found in the appendix (Appendix 8).

### **Type of sites used for recruitment**

HR departments were asked about their perception about the extent of successfulness of Social Networking Sites for their recruitment. The majority of companies make use of XING for recruitment. Table 11 shows the distribution.



<b>XING used for recruitment</b>	<b>Frequency</b>	<b>%</b>
<b>very successful</b>	9	11.8%
<b>successful</b>	<b>30</b>	<b>39,5%</b>
<b>little successful</b>	25	32.9%
<b>not at all successful</b>	3	3.9%
<b>no usage</b>	9	11.8%

Table 11: XING used for recruitment (n=76)

As table 11 illustrates, the majority of the asked companies successfully applies the business-oriented site XING for their recruitment (11.8% very successful and 39.2% successful). Further results show (see appendix 9) that the majority of companies do not use other sites for their recruitment. Interestingly, German companies (85.5%) do not make use of LinkedIn for their recruitment. The bigger part of the companies does not use the social-oriented site Facebook for recruitment (63.3%). Only a smaller proportion makes use of Facebook in the HR departments (2.6% very successful, 11.8% successful, 14.5% little successful). Other social-oriented sites are hardly used for recruitment, like StudiVZ (no usage 90.8%), Ning (no usage 98.7%), wer-kennt-wen (no usage 93.4%).

### **Future of Social Networking Sites for recruitment**

Companies (n=326) were confronted with the question of how they perceive the importance of different sites for recruitment within the next three years. They were asked to estimate whether the importance of the respective site will grow in the future or not (Likert Scale (1 to 6) from "will become much more important" to "will become extremely less important or application unused/unknown). Figure 5 shows the distribution of business-oriented sites and figure 6 presents the distribution of social-oriented sites.

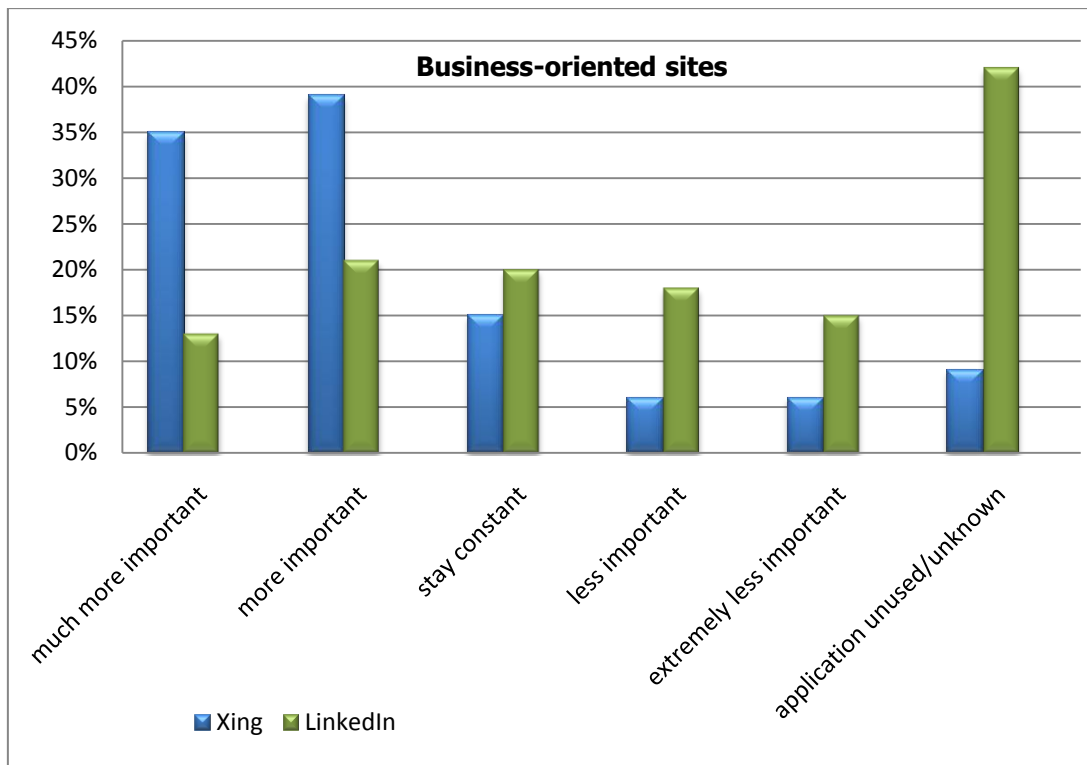


Figure 5: Perceived importance of business-oriented networking sites for recruitment among German companies (n=326)

As represented in the figure, the respondents value XING as the most important Social Networking Site for the future. According to the HR departments, 35.6% suggest that XING will become much more important and 39.3% predict that XING will become more important within the next three years. In contrast, the majority of German companies (42%) does not use or even know about LinkedIn.

Considering the opinion of the HR departments, Facebook will stay constant (33.7%) or will become more important (27.6%) within the next three years (Figure 6). StudiVZ/MeinVZ will become (much) more important (31.9% and 30.4%). Ning will stay constant (31%) and Wer-kennt-wen is mostly unknown or unused (72.4%) among the companies asked. The SPSS Output can be found in appendix (Appendix 10).

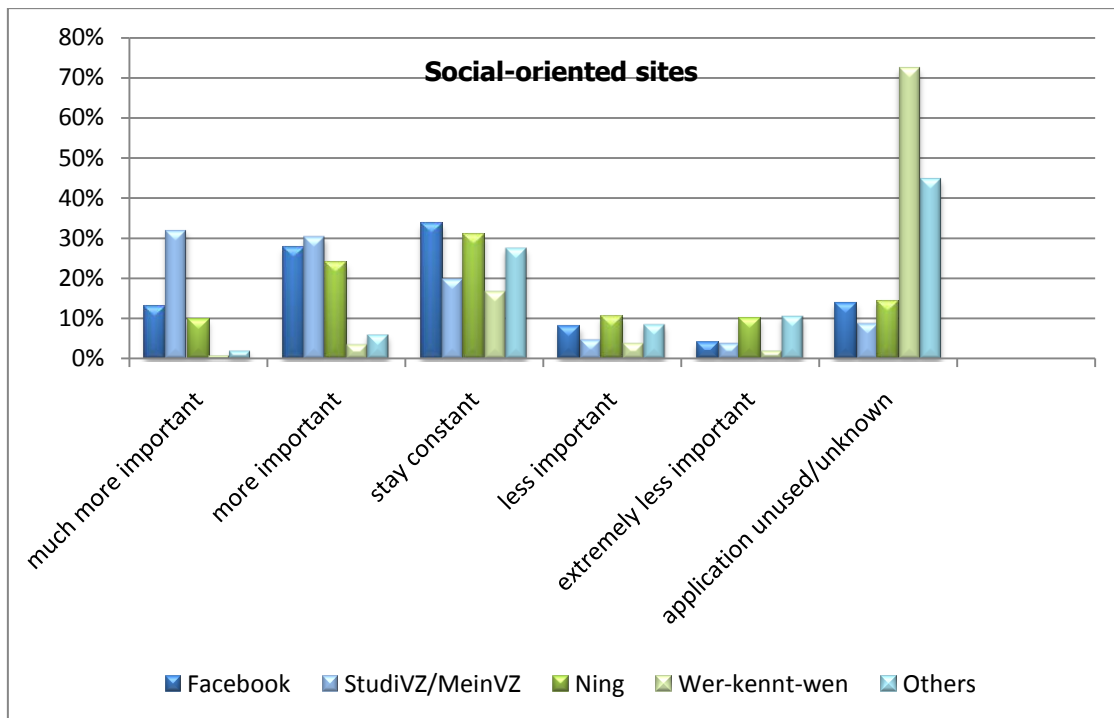


Figure 6: Perceived importance of social-oriented networking sites for recruitment among German companies (n=326)

## Twitter

Respondents were asked whether they make use of Twitter in their company. Only 18.4% of the asked HR departments make use of Twitter. Companies use it for job posting or for posting other information about the company. The majority of the surveyed companies do not make use of Twitter (81.6%). They had the possibility to explain their reasons for not using Twitter, which is illustrates in table 12. The SPSS Output can be found in the appendix (Appendix 11).

## Reasons for not using Twitter for recruitment

*"Other recruitment activities are more reliable"*

*"Question of capacity, we make use of XING that is enough for our needs"*

*"Does not conform with our strategy"*

*"Our company has no HR strategy for Twitter"*

*"Effort for maintenance is too much"*

*"Questionable effect"*

*"No time for implementation of Twitter"*

*"Micro blogging application is not effective for recruitment"*

*"Micro blogging allows only short messages, not useful for us"*

Table 12: Quotes of HR departments not using Twitter (81.6% of n=76)

## 4.2 Effect of qualities of Social Networking Sites on effective recruitment

When analyzing the relationship between Social Networking Sites and effective recruitment, it becomes obvious that there are significant relationships. First, the construct (Figure 3, paragraph 3.1) is tested on correlations between the antecedents and outcomes. Table 13 shows the Cronbach`s alpha, Mean, Standard Deviation and the Pearson`s correlations. The results are based on the data of German organizations which are using Social Networking Sites for their recruitment (n=76).

The SPSS Output can be found in the appendix (Appendix 12).

Variables	$\alpha$	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
<b>1. Diversity of applicants</b>	.91	3.31	.88	1									
<b>2. Quality of applicants/ applications</b>	.89	3.39	.84	<b>.56**</b>	1								
<b>3. Costs</b>	.93	3.59	1.11	<b>.37**</b>	<b>.54**</b>	1							
<b>4. Time</b>	.85	3.66	.92	<b>.49**</b>	<b>.54**</b>	<b>.64**</b>	1						
<b>5. Target group orientation</b>	.85	2.73	.94	<b>.49**</b>	<b>.59**</b>	<b>.50**</b>	<b>.54**</b>	1					
<b>6. Information quality</b>	.73	2.62	.53	.02	.03	.02	<b>.24*</b>	.12	1				
<b>7. Popularity among applicants</b>	.73	1.88	.73	.03	.07	.01	.03	.14	.04	1			
<b>8. Networking scope</b>	.70	2.22	.68	<b>.20*</b>	.14	.06	<b>.22*</b>	<b>.47**</b>	.16	<b>.52**</b>	1		
<b>9. Ease of navigation</b>	.79 <sup>10</sup>	1.93	.60	<b>.22*</b>	.16	.08	.05	<b>.26*</b>	.08	<b>.27*</b>	<b>.53**</b>	1	
<b>10. Privacy/ Security</b>	.74	2.49	.88	<b>.49**</b>	<b>.19*</b>	.07	.06	.16	.05	.12	.189	.12	1

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

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

Table 13: Correlation matrix of the construct

<sup>10</sup> If Item „The use of Social Networking Sites we are using for our recruitment is easy to learn“ deleted.

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

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

Hypothesis 1:

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

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

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

Table 14: Factor analysis of the dependent variable "effective recruitment"

Table 14 illustrates the outcome of the factor analysis (SPSS Output can be found in appendix 13) and shows that the five dimensions of effective recruitment (outcome variable) are strongly related to each other. Consequently, there are correlations between the dimensions. As a further consequence, the diversity of applicants, the quality of applicants/applications, costs, time and target group orientation can be summed up into effective recruitment as one variable for testing the model in order to gain a first overview over the relationships.

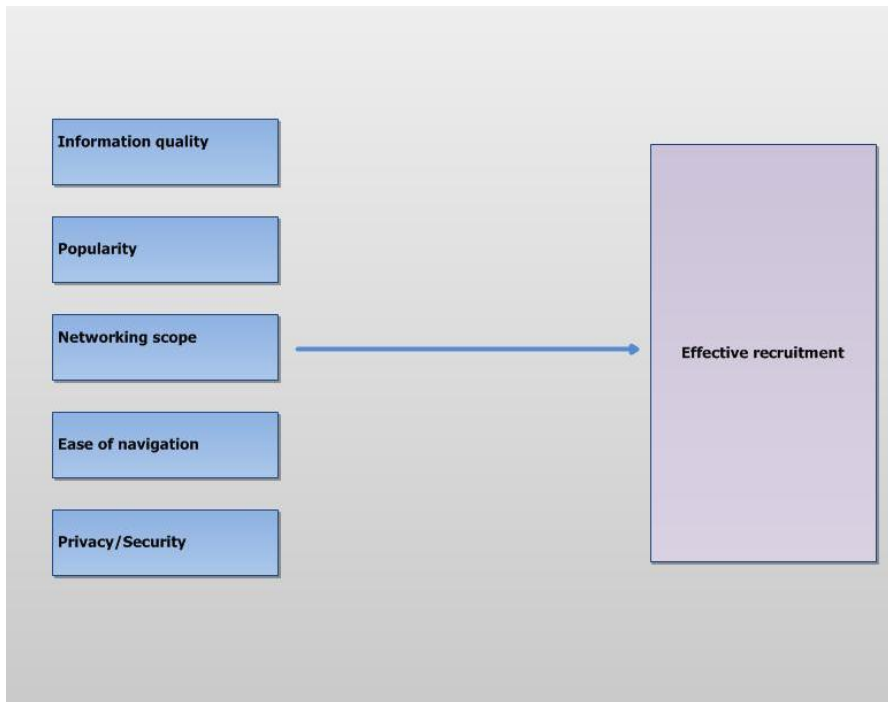


Figure 7: Regression analysis of the dependent variable “effective recruitment”

Following this, a multivariate regression analysis was conducted (Appendix 14).

Table 15 shows the outcome of the regression analysis.

Independent variable	$\beta$	t	Sig. (two tailed)
Networking scope	.30	2.44	.02

Excluded independent variables	$\beta$	t	Sig. (two tailed)
Information quality	.06	.55	.58
Popularity of Social Networking Sites	-.14	-1.09	.28
Ease of navigation	.07	.49	.62
Privacy/Security	.17	1.54	.13

**R<sup>2</sup> = 0.07**

Table 15: Regression analysis dependent variable “effective recruitment”

Table 15 illustrates which factor can be named as most important for affecting effective recruitment as a whole. In this analysis, the only significant effect has the networking scope of Social Networking Sites on effective recruitment ( $\beta=.30$ ;  $t=1.80$ ,  $p<0.05$ ). The analysis for

testing hypothesis 1 has started more general. In the next two steps, detailed analyses were carried out in order to come to more specific patterns. A detailed analysis (multivariate regression analysis) was carried out to investigate more significant relationships (Appendix 15). Tables 14 to 18 show the results of this analysis of the model, where all five independent variables were tested with each dependent variable separately.

<b>Independent variables</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig. (two tailed)</b>
<b>Information quality</b>	.04	.38	.70
<b>Popularity of Social Networking Sites</b>	.12	.96	.34
<b>Networking scope</b>	.12	.83	.41
<b>Ease of navigation</b>	.15	1.17	.25
<b>Privacy/Security</b>	<b>.39</b>	<b>3.56</b>	<b>.00</b>
<b>R<sup>2</sup> = 0.21</b>			

Table 16: Regression analysis of the dependent variable "diversity of applicants"

As table 16 shows, 21% of the variance of diversity of applicants is explained by the variability of the five independent variables: information quality, popularity, networking scope, ease of navigation and privacy/security. In summary, only privacy/security is significantly related to diversity of applicants ( $\beta=.39$ ;  $t=3.56$ ,  $p<0.01$ ).

<b>Independent variables</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig. (two tailed)</b>
<b>Information quality</b>	.02	.21	.84
<b>Popularity of Social Networking Sites</b>	.21	1.56	.12
<b>Networking scope</b>	.16	1.06	.29
<b>Ease of navigation</b>	.11	.83	.41
<b>Privacy/Security</b>	.18	1.51	.13
<b>R<sup>2</sup> = 0.09</b>			

Table 17: Regression analysis of the dependent variable "quality of applicants"



As table 17 indicates, 9% of the variance of quality of applicants is explained by the variability of the five independent variables. However, there is no significant relationship between the qualities of the Social Networking Sites and the quality of applicants.

<b>Independent variables</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig. (two tailed)</b>
<b>Information quality</b>	.00	.00	.99
<b>Popularity of Social Networking Sites</b>	.03	.18	.86
<b>Networking scope</b>	.03	.18	.86
<b>Ease of navigation</b>	.06	.45	.65
<b>Privacy/Security</b>	.06	.52	.60
<b>R<sup>2</sup>= 0.01</b>			

Table 18: Regression analysis of the dependent variable "costs"

Table 18 shows that only 1% of the variance of costs is explained by the variability of the five independent variables. Additionally, there is no significant relationship between the qualities of the Social Networking Sites and the costs of effective recruitment.

<b>Independent variables</b>	<b><math>\beta</math></b>	<b>T</b>	<b>Sig. (two tailed)</b>	<b>Sig. (one tailed)</b>
<b>Information quality</b>	.19	1.68	.10	.05
<b>Popularity of Social Networking Sites</b>	.10	.71	.48	
<b>Networking scope</b>	.29	1.88	.07	.04
<b>Ease of navigation</b>	.10	.73	.47	
<b>Privacy/Security</b>	.02	.19	.85	
<b>R<sup>2</sup>= 0.11</b>				

Table 19: Regression analysis of the dependent variable "time"

Table 19 illustrates that 11% of the variance of time is explained by the variability of the five independent variables. Furthermore, there is a significant relationship between the networking scope ( $\beta=.29$ ;  $t=1.88$ ;  $p\leq 0.05$ , one tailed) and information quality ( $\beta=.19$ ;  $t=1.68$ ;  $p\leq 0.05$ , one tailed) of Social Networking Sites on time.

<b>Independent variables</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig. (two tailed)</b>
<b>Information quality</b>	.03	.29	.77
<b>Popularity of Social Networking Sites</b>	.13	1.07	.29
<b>Networking scope</b>	<b>.50</b>	<b>3.57</b>	<b>.00</b>
<b>Ease of Navigation</b>	.02	.13	.89
<b>Privacy/Security</b>	.08	.75	.45
<b>R<sup>2</sup> = 0.24</b>			

Table 20: Regression analysis of the dependent variable "target group orientation"

As table 20 shows, 24% of the variance of target group orientation is explained by the variability of the five independent variables: information quality, popularity, networking scope, ease of navigation and privacy/security. In addition, the networking effect of Social Networking Sites has a significant relationship with the target group orientation ( $\beta=.50$ ;  $t=3.57$ ;  $p \leq 0.01$ , one tailed).

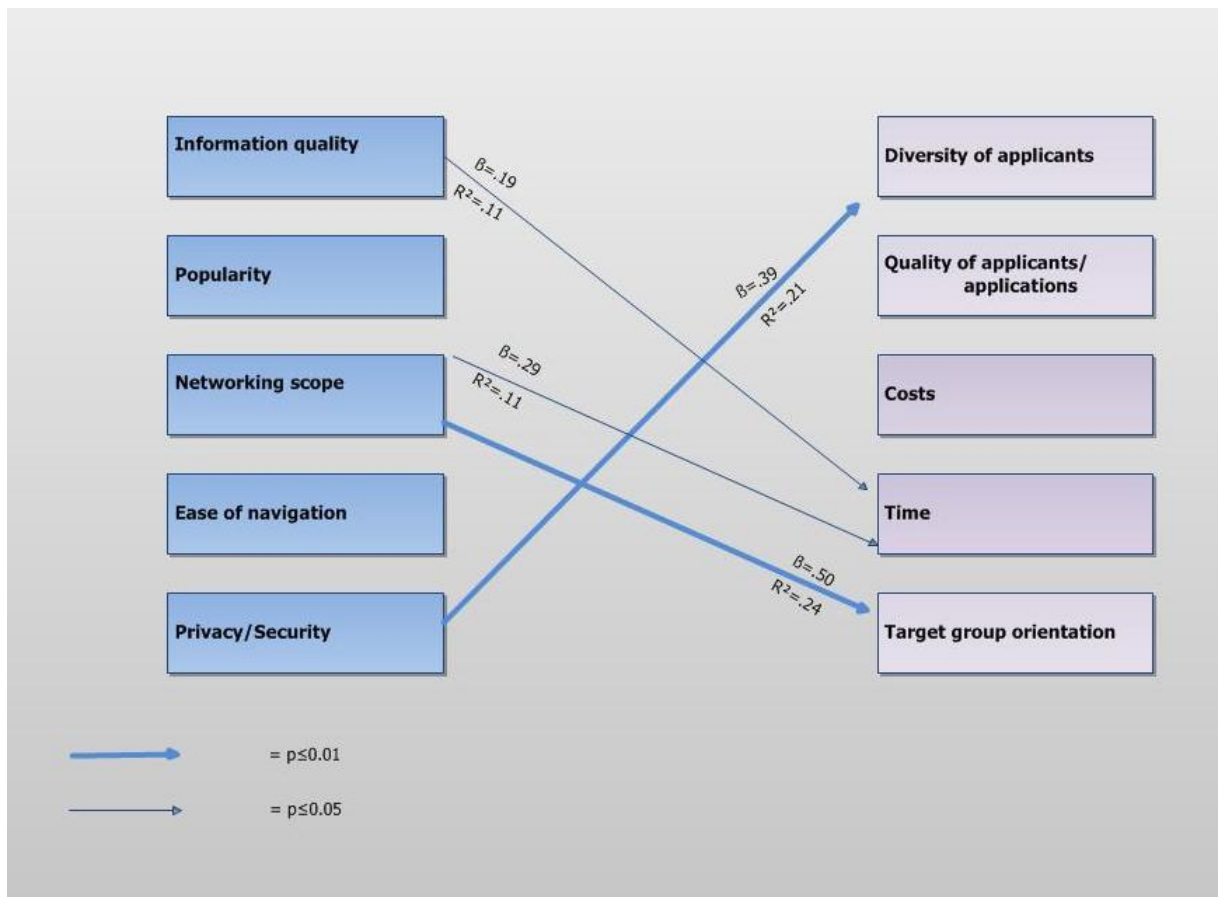


Figure 8: Results of the multivariate regression analysis (general model, effect of qualities of Social Networking Sites on effective recruitment;  $n=76$ )

Figure 8 illustrates the results of the multivariate regression analysis. As a result, networking scope is still a predictor of effective recruitment. Target group orientation is significantly ( $p \leq 0.01$ ) affected by the networking scope of Social Networking Sites. Furthermore, a weaker significant relationship exists ( $p \leq 0.05$ ) between networking scope and time. In addition, diversity of applicants is significantly ( $p \leq 0.01$ ) affected by the privacy/security of the sites. There is a weaker relationship ( $p \leq 0.05$ ) between information quality and time. The multivariate regression analysis provides the assumption that the networking scope is a significant predictor of effective recruitment, especially for target group orientation.

In order to detect more factors for explaining the outcome variable, a bivariate regression analysis was carried out. Figure 9 illustrates the results of the analysis of the general model, where all antecedent variables were entered in the analysis. The complete tables can be found in the appendix (Appendix 16).

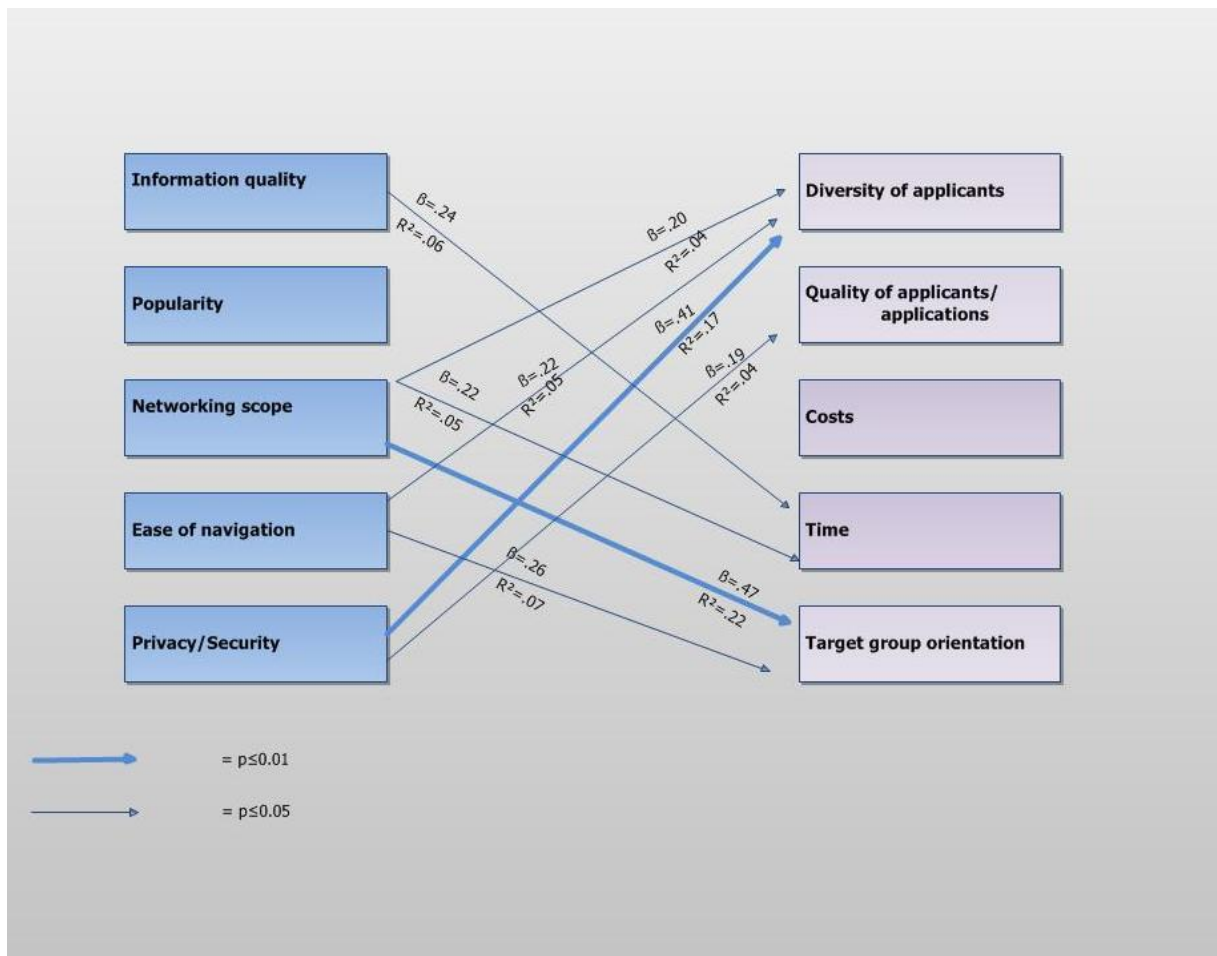


Figure 9: Results of the bivariate regression analysis (general model, effect of qualities of Social Networking Sites on effective recruitment; n=76)

The bivariate regression analysis for the general model shows a number of relationships between the antecedents and the outcomes. The results using the direct effects models indicate a modest overall quality, explaining from 5% to 22% of the variance in dependents variables. The coefficients are between .41 and .47 and significant ( $p \leq 0.01$ ). Diversity of applicants and target group orientations are significantly affected ( $p \leq 0.01$ ) by the independent variables networking scope and privacy/security. As a result, 17% of diversity of applicants is explained by the privacy/security of Social Networking Sites and 22% of target group orientation is explained by the networking scope of Social Networking Sites. In addition, there are a number of weaker relationships (coefficients are between .19 and .26 and significant at  $p \leq 0.05$ ) between information quality and time, networking scope and diversity of applicants/time, ease of navigation and diversity of applicants and privacy/security and target group orientation. Furthermore, 5% of time savings by effective recruitment is explained by the networking scope and 6% by the information quality of Social Networking Sites. 4% of diversity of applicants is explained by the networking scope of Social Networking Sites. Furthermore, 5% of diversity of applicants is explained by ease of

navigation. 7% of target group orientation is explained by the variable ease of navigation. In addition, 4% of quality of applicants is explained by privacy/security. This model does not show effects of popularity of Social Networking Sites on effective recruitment. The bivariate regression analysis provides the assumption that the networking scope of social networking scope is a significant predictor of effective recruitment, especially for the target group orientation.

Generally, all analysis supported the assumption that the networking scope of the Social Networking Sites affected effective recruitment, especially the target group orientation. Therefore, hypothesis 1: *"there is a direct and strong relationship between qualities of Social Networking Sites and effective recruitment"* can be partly supported. There are some direct and strong relationships between the qualities of Social Networking Sites and effective recruitment. Networking scope is the strongest predictor, which has a significant effect on effective recruitment, especially on target group orientation. Furthermore, privacy/security of Social Networking Sites affects effective recruitment, in particular the diversity of applicants. Weaker relationships indicate that there are more factors of Social Networking Sites which have an effect on effective recruitment. Interestingly enough, costs are not affected. This is an interesting finding and shows what HR departments perceive about Social Networking Sites for recruitment and which factors of the sites are the most important.

### **Type of Social Networking Site**

Hypothesis 2:

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

Respondents have chosen a type of site, business-oriented or social-oriented networking site, which they use for their recruitment. As mentioned before (paragraph 3.5), most of the companies make use of business-oriented sites like XING. Therefore, for testing hypothesis 2, a multivariate regression analysis was conducted in which only business-oriented sites were selected (n=63). Table 21 shows the outcome of this analysis.

Independent variables	$\beta$	t	Sig. (two tailed)	Sig. (one tailed)
Information quality	.28	1.53	.13	
Popularity of Social Networking Sites	-.13	-.88	.38	
Networking scope	<b>.37</b>	<b>1.89</b>	<b>.06</b>	<b>.03</b>
Ease of navigation	-.12	-.59	.56	
Privacy/Security	.15	1.46	.15	
<b>R<sup>2</sup> = 0.41</b>				

Table 21: Regression analysis of the dependent variable "effective recruitment" (n=63)  
(SPSS output can be found in appendix 17)

Table 21 illustrates that 41% of the variance of effective recruitment is explained by the variability of the five independent variables: information quality, popularity, networking scope, ease of navigation and privacy/security. There is a significant relationship between networking scope ( $\beta=.37$ ;  $t=1.89$ ;  $p \leq 0.05$ , one tailed) of Social Networking Sites and effective recruitment. Only 17% of the companies make use of social-oriented sites (Social Communities) like Facebook for their recruitment. The distribution of the respective sample is unevenly distributed (business-oriented sites,  $n=63$  and social-oriented sites,  $n=13$ ) and the sample size of social-oriented sites ( $n=13$ ) is rather small. As mentioned before, networking scope of the Social Networking Sites affects effective recruitment. The following figure presents the correlations between the networking scope of Social Networking Sites and effective recruitment, distinguishing between business-oriented sites and social-oriented sites.

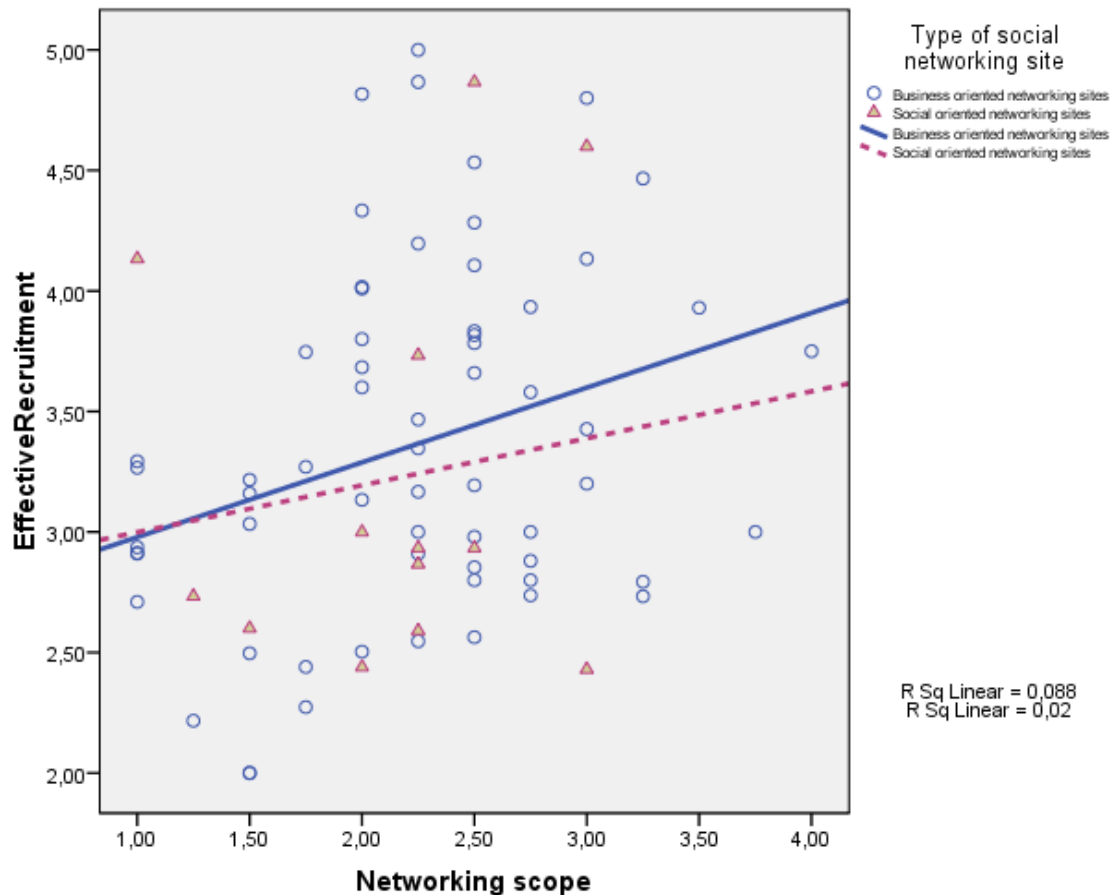


Figure 10: Scatter plot with predicted values of the networking scope and effective recruitment for business-oriented and social-oriented networking sites

Figure 10 illustrates the correlation of the networking scope of Social Networking Sites and effective recruitment. The lines show a trend to a positive correlation of both types of sites. As the figure shows, the use of business-sites for recruitment has a more positive direction than the use of social-oriented sites. The hypotheses *"this relationship is moderated by the type of Social Networking Sites: recruitment is more effective if it relies on business oriented sites"* cannot be supported. Because of the small sample size of the companies which make use of social-oriented sites ( $n=13$ ) it is difficult to draw an explicit conclusion and therefore, hypothesis 2 is rejected. The major part of the companies asked makes use of business-oriented sites (XING) for their recruitment. The outcome shows that the networking scope of Social Networking Sites is again the most important factor of the qualities of Social Networking Sites. In addition, the outcome of the scatter plot shows a trend towards a positive relationship between networking scope and effective recruitment of both types of sites.

## Usage frequency

Hypothesis 3:

*"This relationship is moderated by the usage frequency: recruitment is more effective if the usage frequency of the recruiter is high."*

In order to test hypothesis 3, companies were asked about their user behaviour. First, companies estimated what percentage of total recruitment time is being covered by Social Networking Sites. 96.1% of the companies spend 0-25% of their recruitment time by using Social Networking Sites (Appendix 18). It is not possible to draw explicit conclusions from this data about whether the relationship is moderated by the usage frequency. The data is unevenly distributed. Most of the companies do not spend much time with Social Networking Sites. Therefore, it cannot be assumed that recruitment is more effective if the usage frequency of the recruiter is high. As a consequence, the hypothesis cannot be supported.

To get more results, an extra analysis is conducted in order to find a positive relationship between the usage frequency and effective recruitment. HR departments were asked how often companies make use of different recruitment activities. This question was ranked on a 6-point Likert-Scale (1=daily, 2=weekly, 3=monthly, 4=semi-annually, 5=less than semi annually and 6=never).

Activities	Mean	SD
Updating business homepage	4.04	1.50
Job posting	3.50	1.45
Active recruitment	3.39	1.46
Other activities	4.80	1.74

Tab.22: Frequency of recruitment activities (n=76)

The items (table 22) were sum up to the variable "frequency of recruitment activities". The following table (table 23) show the Cronbach`s alpha, Mean, Standard Deviation and the Pearson`s correlations.



<b>Variables</b>	<b><math>\alpha</math></b>	<b>Mean</b>	<b>SD</b>	<b>1.</b>
<b>Frequency of recruitment activities</b>	.65	3.93	1.08	.31**
<b>Effective Recruitment</b>	.76	3.33	.74	1

\*\*Correlation is significant at the 0.01 level (2-tailed)

Tab.23: Correlation of frequency of recruitment activities and effective recruitment

To analyze whether there is a positive relationship between the frequency of recruitment activities and effective recruitment, a linear regression analysis was conducted. As outcome of this analysis (Appendix 19) indicates, 31% of effective recruitment activities is explained by the variability of the frequency of recruitment activities. Findings show that there is a significant relationship between the frequency of recruitment activities and effective recruitment ( $\beta=.21$ ;  $t=2.77$ ;  $p\leq 0.01$ ).

## **5 Discussion**

### **5.1 Limitations of the study**

This study has some limitations. First of all, a limitation can be the translation of the questionnaire. The questionnaire was translated from German into English and translation mistakes which lead to a change in content could have occurred, because the German language is well known for abstract words (Usunier, 1998). A possible technique to avoid translation errors is the back-translation technique (Campbell and Werner, 1970). According to this method, one person translates the questionnaire from German into English. The second person translates the text of the first person back from English into German and compares the source-language versions. In this research, the translated questionnaire was checked by some colleagues who have advanced language abilities in German and English, but the questionnaire was not checked by the back-translation technique which could have reduced translation errors. The research sample may raise some generalizability issues, because it contains only German companies and it cannot be ruled out that certain cultural influences have affected the results of the research. Consequently, the results are based on German perceptions and their experiences about Social Networking Sites and recruitment. However, the generalization in this study concerns the theoretical level, and not the countries. Furthermore, it is important to note that the sample size of companies which make use of social-oriented networking sites like Facebook for their recruitment is small. Only 13 companies use them and therefore this small sample size may limit the generalizability. In order to ensure the generalizability of the results in this study, more participants who make use of social-oriented sites would be necessary. In addition, Social Networking Sites are a fast moving topic. New applications and sites are developed continually. As a consequence, the whole landscape is changing and has to be monitored at regular intervals. At the moment, XING is the leading business-oriented networking site for recruitment in Germany. Survey findings indicate that the majority the companies asked made use of XING and assume that XING will become much more important in the future, but this can only be a trend and has to be observed for a longer time.

## 5.2 Discussion of the findings

As a direct consequence of the enormous growing of the Internet and the hype of Web 2.0 applications, especially Social Networking Sites, the recruitment landscape is changing. The use of technology in recruitment is a new issue and a challenge for organizations (Lievens, van Dam & Anderson, 2002). This study represents the opinion of HR departments of German companies about the use of Social Networking Sites for recruitment. It has been established what kind of experiences HR departments have made with Web 2.0, in particular with Social Networking Sites and what their opinions are about the future of different sites. Additionally, the study examined the effect of qualities of Social Networking Sites on effective recruitment and answered the question which qualities of Social Networking Sites are the predicting factors of effective recruitment in detail. The results are based on the perception of HR departments of German companies at a particular point in time.

### *Social Networking Sites and recruitment*

This study among 326 companies (76 of them make use of Social Networking Sites for their recruitment) was conducted. Some authors figured out many advantages and disadvantages of Social Networking Sites and recruitment, but there is a lack of studies about this topic. Most of these studies are about Social Networking Sites and the exploration on to the business landscape (Kaplan & Haenlein, 2010, Benson et al. 2010). In general, Social Networking Sites are an often discussed topic and previous studies on Social Networking Sites deal with a variety of issues. Interestingly, there are a lot of articles about the social-oriented networking site Facebook as described in the following section. Privacy settings of sites are a topic which is examined by Debatin/Lovejoy (2009). They studied the intersection between Social Networking Sites, focusing on Facebook and privacy concerns. The authors found out that users are unaware of their privacy settings on this site. Dwyer et al. (2007) examined trust and privacy within Social Networking Sites, a comparison of Facebook and MySpace. A significant finding of the study is that Facebook users have a greater amount of trust and are more willing to share their personal information. Brandtzaeg et al. (2010) also based their study on Facebook in order to find out how content sharing and sociability affect privacy experiences and usage behavior (differentiating between younger and older people). They observed differences between the age groups regarding the users social practices and the ability to control their privacy. Other authors like Roblyer et al. (2010) found out that faculty and students differ in their use of Facebook. Students are more likely than faculty to use Facebook. Sheldon (2008) surveyed students to investigate the relationship between unwillingness-to-communicate and motives of Facebook use. She found out that students

who had a problem with face-to-face communication used Facebook in order to feel less lonely. In addition, the topic of self-presentation 2.0 on Facebook is examined. Mehdizadh (2010) did a study about how narcissism and self-esteem are illustrated on Facebook. A major finding was that people who score higher in narcissism and lower in self-esteem have greater online activity on Facebook. Kim et al. (2010) focused on the relationship between a user's understanding of self as a predictor of social computing and satisfaction based on Facebook. They found out that users with strong interdependent self-construal are more motivated to use Social Networking Sites. As previously shown, there exist a lot of studies about Facebook which demonstrate its popularity and appeal for research. In this research Facebook is defined as a social-oriented site and due to the results, it is not often used for recruitment at this point in time. But the majority of companies (62.9% of n=326) predict that Facebook will gain (much) more importance within the next three years. As a consequence, Facebook should be taken into consideration for recruitment. Results show that companies make use of Social Networking Sites in order to update their business homepages and to post jobs. In practice, there are a lot of German companies which use Facebook for their recruitment marketing in order to establish their employer brand and to attract candidates. However, strikingly a few studies about Social Networking Sites and recruitment are conducted. Consequently, there is a need for research and some authors have started to take Social Networking Sites into account when it comes to recruitment issues.

As an example, Smith & Kidder (2010) focus on the role of Facebook for checking out candidates. They explain several reasons for caution when using Social Networking Sites for checking out candidates. Klumper & Rosen (2009) examined the use of Social Networking Sites in employment decisions and found out that based on viewing profiles, companies can judge whether the person is a low or high performer. There are articles about clues for recruiters and recommendations for using Facebook for recruitment (e.g. Eldon, 2009). These studies can be considered as the first relevant studies about this topic. Social Networking Sites concerning recruitment are in the early stages of research attention. Therefore, this study focuses on this current topic and based on the results of this study, a first conclusion can be drawn about the behaviour of companies regarding recruitment through Social Networking Sites. Generally, the findings of this study support the relevance of Social Networking Sites for recruitment. However, there are respondents who are not using Social Networking Sites for their recruitment at the moment. But it can be expected that Social Networking Sites will become an important part of the recruitment landscape. Nearly all of the respondents predict that XING will be important in the future in Germany.

Furthermore, companies are interested in the result of this study, because it is a current and interesting topic. Most of the companies plan to take Social Networking Sites into consideration for their recruitment.

#### *Qualities of Social Networking Sites and recruitment*

The findings show that the networking scope of Social Networking Sites is the strongest predicting factor for effective recruitment. German companies perceive the networking scope as a benefit for recruitment, because there is a significant relationship between the networking scope of the sites and effective recruitment, in particular the target group orientation. As shown by the results, the networking scope of Social Networking Sites is important for organizations and guarantees a high level of valuable connections and enhances the networking scope. As a result of this, the wider networking scope makes it easier to reach more people and to hit people of the right target group. As mentioned in this study, the use of Social Networking Sites has intensified immensely and offers companies new perspectives to improve the matching quality of the applicants. If companies want to practise effective recruitment supported by Social Networking Sites, they have to take the networking scope of these sites into account. In particular, if HR departments want to reach the right target group for their vacancies, they should profit from the networking scope of these sites. The results of this study show that the availability of the target group via Social Networking Sites is higher and job advertisements can be tailored to the needs of these groups. If HR departments search for special requirements like languages skills or IT skills, they can search for candidates which command these skills and fit the job exactly. The matching quality, the extent to which an applicant matches the job characteristics of the respective vacancy, is believed to be higher when companies make use of Social Networking Sites for their recruitment. As findings indicate, HR departments make use of XING and this site offers recruiters the possibility to filter the right target group and establish contact with them.

Furthermore, companies can filter candidates in order to reduce time (Schäuble et al., 2008). According to the findings, time is affected by the qualities of Social Networking Sites as well. The networking scope of the sites and the information quality are predictors for time (reduction) which is a part of effective recruitment. Adapting this to Social Networking Sites and the findings, it becomes obvious that companies can make use of Social Networking Sites to save time. They assume that the information quality of Social Networking Sites supports time reduction and as mentioned in this study, the higher the quality of the information provided by Social Networking Sites about the applicant, the better the picture of

the applicant. A complete picture of the applicant supports a faster pre-selection of the candidates which evokes a time reduction of the whole recruitment process. According to Barber (2006), recruiters reduce the time-to hire by posting the jobs online and applicants can reply promptly on these job postings. Looking at the findings in this research, there is a relationship between the networking scope of Social Networking Sites and time. A wider scope of potential candidates can be addressed by the networking scope of the site and these candidates have the possibility to react directly via the sites. This leads to time savings, because the recruiters rely on the networking effect of the sites whereby, for example, job postings can easily be spread via the Internet. Thus, if companies want to save time during recruitment processes, they should use Social Networking Sites and benefit from the information quality and networking scope of the sites. Furthermore, privacy/security of Social Networking Sites affected effective recruitment. Privacy and security is an often discussed ethical topic in the media (Smith et al., 1996). Therefore, companies have to deal with this topic as well and see it as a predictor for effective recruitment. If companies want to strive for effective recruitment via Social Networking Sites, they have to deal with the topic privacy/security of Social Networking Sites.

As companies strive for cost reduction, Internet technologies look like a guarantor for cost reduction during recruitment processes. Lee (2005) and Cober et al. (2000) argue that the use of some form of e-recruitment methods reduce the recruitment costs in comparison to common traditional recruitment tools like newspapers. Therefore, it can be assumed that Social Networking Sites save recruitment costs as well. Interestingly, the findings of this study indicate the opposite. According to the results, HR departments do not see an effect of qualities of Social Networking Sites on costs. Due to the findings, companies do not have to expect lower costs for their recruitment when they make use of Social Networking Sites for their recruitment. Different reasons can be responsible for this finding. First of all, the findings are based on the perception of HR departments and their opinion about cost reduction. The majority of companies have recently started using Social Networking Sites for their recruitment and they cannot observe the long-term effect. Furthermore, costs and time reduction are strongly related to each other and as mentioned before, there is a relationship between qualities of Social Networking Sites and time. Consequently, time is affected and time reduction automatically leads to a reduction of costs, because the HR departments have less time effort and can save their resources. This cannot be measured at the moment, because as mentioned before; HR departments have only recently started using Social Networking Sites for recruitment and cannot estimate the long term effect. When companies measured the truth value of Human Resources activities within an organization, the HR

Scorecard (Becker et al., 2001) can be used. An important step in this model is building a business case as a strategic asset. If companies want to make use of Social Networking Sites for their recruitment, the business case should be built on other outcomes and not on cost reduction. As mentioned before, the networking scope is the most predicting factor of the sites and a strategic asset for HR and should be part of the HR strategy. Companies should not take costs reduction into consideration as a benefit of Social Networking Sites for recruitment at this point in time. Instead, they should take time to observe the effect of Social Networking Sites on recruitment costs and concentrate on the other benefits. Eisele (2006) and Pin et al. (2001) argued that e-recruitment leads to a higher quality of applicants. In this study, it was also assumed that the use of Social Networking Sites leads to a higher quality of applicants. The outcome of the survey shows that the quality of applicants is not affected. Only a weak relationship ( $\beta=.19$ ;  $t=1.68$ ,  $p<0.05$ , bivariate analysis) was found between privacy/security and the quality of applicants. This is an interesting finding, because apart from costs, the enhancement of the quality of applicants is believed to be an important advantage of e-recruitment. A possible explanation for this could be the high quantity of applications which e-recruitment generates, because this can evoke a high quantity of applications which seems to outline an advantage, but can lead to an overwhelming and enormous time procedure as well (Carlson et al., 2002). A high number of applicants does not automatically enhance the quality of applicants. Accordingly, if HR departments want to enhance the quality of their applicants, they should not rely on Social Networking Sites, because quantity of applicants does not equal quality. The screening out of under-qualified candidates is a main advantage of e-recruitment (Pin et al., 2001), but it does not seem to be an advantage of Social Networking Sites for recruitment.

Another interesting finding is that there is no significant relationship between the popularity of Social Networking Sites and effective recruitment. According to the HR departments, the popularity of the Social Networking Sites is not relevant for recruitment. In addition, the ease of navigation of Social Networking Sites is not an important factor for effective recruitment among German companies. There are only weak significant relationships between ease of navigation and effective recruitment, especially diversity of applicants ( $\beta=.22$ ;  $t=1.93$ ,  $p<0.05$ , bivariate analysis) and target group orientation ( $\beta=.26$ ;  $t=2.32$ ,  $p<0.05$ , bivariate analysis). In summary, if companies want to make use of Social Networking Sites for recruitment, they should focus on the special qualities of these sites and see them as an advantage for their recruitment. Referred to the results, the networking scope of Social Networking Sites is the most powerful predicting factor for effective recruitment and has the greatest influence on effective recruitment, in particular on target group orientation. As a

consequence, if companies build a strategy for their recruitment through Social Networking Sites, they should realize that not all objectives of effective recruitment can be achieved.

#### *Type of Social Networking Site*

Due to the results, 83% of HR departments choose business-oriented sites and only 13% make use of social-oriented sites. Therefore, it is difficult to draw an explicit conclusion about the moderating effect by the type of Social Networking Site whether recruitment is more effective if it relies on business-oriented sites. The results show that the networking scope of the sites is again the strongest predicting factor for effective recruitment and that there is a trend towards a positive relationship between networking scope and effective recruitment of both types of site. In this research, companies primarily make use of business-oriented sites for their recruitment and do not apply social-oriented sites. A possible reason for not using social-oriented sites can be that Facebook is not the easiest means for recruiters to search for candidates (Eldon, 2009). Furthermore, companies have to take the privacy of data and ethics into consideration, which is an often discussed topic in the media regarding social-oriented sites like Facebook. Besides this, Clark & Roberts (2010) argued that applicants use sites for social interaction and they are unconscious that employers use these sites to collect character information. This information is often irrelevant for recruitment. Business-oriented sites like XING offer more relevant data to recruiters. The data, e.g. a Curriculum Vitae, is editable and meets recruiters' needs. According to German companies, XING is the most important business-oriented site and has more than 10 million members worldwide (December 2010). Using XING for recruitment is attractive for German companies while LinkedIn is not yet very popular in Germany. LinkedIn is the world's largest professional network with over 75 million members, but the majority of German companies does not use or even know about LinkedIn. Related to the results, companies use Social Networking Sites for active recruitment, job posting and updating their business homepage. This corresponds to the results of Schäuble et al. (2008) who discuss the potential of XING for recruitment. Recruiters can contact candidates and use XING as a talent pool for active recruitment.

#### *Usage frequency*

Findings point out that companies do not spend much (0-25%) of their total recruitment time on Social Networking Sites. Therefore, it cannot be assumed that recruitment would be more effective if the usage frequency of the recruiter were high. But due to the findings it can be assumed that there is a positive relationship ( $\beta=.21$ ;  $t=2.77$ ;  $p\leq 0.01$ ) between usage frequency and effective recruitment. Companies use the sites for recruitment activities like updating their business homepage, job posting, active recruitment and other activities.



Companies do not make use of the sites for their recruitment activities very often (monthly to semi-annually), but HR departments assume a positive effect on their recruitment process. In practice, it is logical that when companies intensify the use of Social Networking Sites, the chance of getting the right candidates is higher. Because of the limitations of the results, it is not possible to rely on this outcome.

### **5.3 Conclusion**

The key objective of the research is to expand the knowledge about Social Networking Sites and recruitment. In order to achieve this objective, a survey was conducted in HR departments of German companies which to give an answer to this question. In conclusion, the results show that the role of Social Networking Sites in recruitment becomes much more important and is an upcoming topic in German companies. At this point in time, it is in the fledgling stage, but the outcomes indicate a trend to use Social Networking Sites for recruitment. HR departments make tentative steps and first experiences with these sites. Most of the companies questioned make use of the business-oriented networking site XING. At the moment, HR departments do not spend much time (0-25%) of their recruitment time on Social Networking Sites. Furthermore, it becomes obvious that in order to find the right employees to fill their vacancies, recruiters profit from the networking scope of these sites. The networking scope of the site is the strongest predicting factor for effective recruitment, in particular for the target group orientation. Another interesting finding is that costs are not affected. Companies have recently started using Social Networking Sites for their recruitment and there is a need for more knowledge about it. This study is a contribution to the research about the role of Social Networking Sites in recruitment and is a first overview of this fast moving field.

### **5.4 Further research (implications for science)**

The current study contributed a first overview to what extent the use of Social Networking Sites leads to effective recruitment. But there is still a need for further research. According to the HR departments, XING is the most important Social Networking Site for recruitment in Germany at the moment. But is it only a trend? Companies can change their user behaviour and preferences over time. In this study, costs are not affected by the qualities of Social Networking Sites. A possible explanation for this is that German companies have only recently started to use social networking and cannot observe the long-term effects- and

costs reduction is a long-term focused topic. As a consequence, much more research is needed to support the first findings and ideas of this study. This study can be seen as an exploratory study. The results of the study were collected at a special point in time and thus it is necessary to conduct a longitudinal research in order to see the changes over time.

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The reference list is adapted to the author guidelines of the *German Journal of Research in Human Resource Management*.



## Appendix 1:

Construct (Definition) 1st order construct	Variables 2nd order construct	Scale-Items (Survey)	Scale-Items (Survey in German)
<b>Social Networking Sites</b> 4. A Social Networking Site essentially consists of a representation of each user, his/her social links and a variety of additional services. Generally, Social Networking Sites are web based and provide various ways for users to interact over the Internet via e-mail and instant messaging services. (Malita et al. 2010)	<b>4.1 Social Networking Sites for recruitment</b> Social Networking Sites, which companies use for employee recruitment. (Own definition)  <b>4.2 Business-oriented networking sites</b> Business-oriented networking sites allow applicants to interact with one another through business oriented information, endorsements, testimonials and reputations. (O'Morchu, Breslin, Decker 2004)  <b>4.3 Social-oriented networking sites (Social Communities)</b> Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members' religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone. (O'Morchu, Breslin, Decker 2004)	<b>Which Social Networking Sites does your company use for recruitment the most?</b>  - Business-oriented networking sites - Social-oriented networking sites (Social Communities) - none, why?	<b>Welche Sozialen Netzwerke setzen Sie hauptsächlich in Ihrem Unternehmen für die Personalrekrutierung ein?</b>  -Business-orientierte Netzwerke -Sozial-orientierte Netzwerke (Social Communities) -Wir setzen keine der Soziale Netzwerke ein. -Falls keine, warum nicht?
<b>Usage frequency</b> 5. Usage frequency is the number of usage within a given time period.	<b>2.1. Usage frequency of Social Networking Sites</b> The number of usage (in percent) of the	<b>How many percent of the total recruitment are being covered by Social Networking Sites as recruitment</b>	<b>Wie viel der gesamten Personalrekrutierung nimmt die Rekrutierung über die Sozialen</b>

(Own definition)	respective Social Networking Site within a given time period.	<b>method?</b> -0-25% -25-50% -50-75% -75-100%  <b>How often does your company make use of these Social Networking Sites for recruitment?</b>  -Updating our business homepage - Job posting - Active recruitment  daily, weekly, monthly, semi-annually, less than semi-annually	<b>Netzwerke ein?</b> -0-25% -25-50% -50-75% -75-100%  <b>Wie oft setzen Sie diese Soziale Netzwerke für die Rekrutierung ein?</b>  -Aktualisierung unserer Unternehmensprofile - Stellenanzeigen einstellen - Aktive Personalsuche  Täglich, wöchentlich, monatlich, halbjährlich, seltener als einmal im halben Jahr.
<b>Social-oriented networking sites</b> 6. Social-oriented networking sites are built on personal information of members who participate in and contribute to the online network. These personal profiles contain information from relationship status to members` religion and sexual orientation, and are shared with their friends and the extended community online. Some sites allow viewing of a reduced profile by anyone. (O`Morchu, Breslin, Decker 2004)	<b>6.1 Facebook</b> Facebook was founded in 2004 and has more than 500 million active users and about 50% of them log on to Facebook every day. Facebook helps people communicate more efficiently with their friends, families and coworkers. ( <a href="http://www.facebook.com/press/info.php?factsheet">http://www.facebook.com/press/info.php?factsheet</a> )  <b>6.2 StudiVZ/MeinVZ</b> The VZ-Networks have about 17 million users (mainly) in Germany. It is a large network for young people who want to connect to their friends. ( <a href="http://www.studivz.net/l/about_us/1/">http://www.studivz.net/l/about_us/1/</a> )  <b>6.3 Ning</b> Ning is an US online platform for the	<b>To which extent do you think the Social Networking Sites are successful for recruitment in your company?</b>  Facebook, StudiVZ/MeinVZ, Ning, Wer-kennt-wen  Likert scale: not at all successful, little successful, neither...nor, successful, very successful and no answer, the application is unknown/unused	<b>Wie erfolgreich haben Sie die unten aufgeführten Soziale Netzwerke für die Personalrekrutierung eingesetzt?</b>  Facebook, StudiVZ/MeinVZ, Ning, Wer-kennt-wen  Likert scale: gar nicht erfolgreich, wenig erfolgreich, weder noch, erfolgreich, sehr erfolgreich, keine Angabe, da Applikation unbekannt

	<p>world`s organizers, activists and influencers to create their social experiences that inspire action. Ning has about 300.000 active users and focus on topics across politics, entertainment, small business, non-profits, education and so forth. (<a href="http://about.ning.com/">http://about.ning.com/</a>)</p> <p><b>6.4 Wer-kennt-wen</b> The German Social Network Wer-kennt-wen has about 8.5 million users and is a platform for free. (<a href="http://www.wer-kennt-wen.de/static/wersindwir">http://www.wer-kennt-wen.de/static/wersindwir</a>)</p> <p>Top 10 of relevant Social Networking Sites used in Germany for recruitment: 1.XING, 2. LinkedIn, 3. <b>Facebook</b>, 4. Twitter, 5. <b>StudiVZ</b>, 6.<b>MeinVZ</b>, 7. Kununu, 8. <b>Ning</b>, 9. YouTube, 10. <b>Wer-kennt-wen</b></p> <p>(stoll &amp; fischbach e Business, <a href="http://www.sfe.de/top-10-social-media-dienste-employee-recruitment/">http://www.sfe.de/top-10-social-media-dienste-employee-recruitment/</a> 30.03.2010)</p>		
<p><b>Information quality</b></p> <p>7. Information quality is the quality of the information that the system produces and delivers. It is characterized by delivering relevant, updated information and easy-to-understand information. (Lee/Kozar 2006) Furthermore, believability, the amount of information and the completeness of information are relevant indicators of information quality. (Lee et al. 2002)</p>	<p><b>7.1 Believability</b> the quality of being believable or trustworthy</p> <p><b>7.2 Completeness</b> the state of being complete and entire; having everything that is needed</p> <p><b>7.3 Relevance</b> the relation of something to the matter at hand</p> <p><b>7.4 Up-to-date (timeliness)</b> Informed of or reflecting the latest information or changes</p> <p><b>7.5 Easy-to-understand (clearness)</b></p>	<p><b>The information on the Social Networking Site (s) about applicants...</b></p> <p>4.1.1 can be trusted 4.2.1 includes all necessary information. 4.3.1 is relevant to our recruitment. 4.4.1 is up-to-date for our work. 4.5.1 is clear. 4.6.1 is of sufficient volume for our needs.</p> <p>Partly based on: Source: Y.W. Lee at al. , AIMY. A methodology for information quality assessment</p> <p>Likert Scale: strongly agree, agree, undecided,</p>	<p><b>Die Informationen in den Soziale Netzwerken über die Bewerber....</b></p> <p>4.1.1 sind glaubwürdig. 4.2.1 sind vollständig. 4.3.1 sind relevant für die Rekrutierung. 4.4.1 sind aktuell. 4.5.1 sind klar verständlich. 4.6.1 haben den passenden Umfang.</p>

	<p>free from obscurity and easy to understand; the comprehensibility of clear expression (<a href="http://www.thefreedictionary.com/">http://www.thefreedictionary.com/</a>)</p> <p><b>7.6 Amount of information</b> Quantity of the required information (Own definition)</p>	<p>disagree strongly disagree</p>	
<p><b>Popularity among applicants</b></p> <p>8. Popularity among applicants is the degree of publicity of the Social Networking Site among the target group, the respective applicants. (Own definition)</p>	<p><b>8.1 Registered Users</b> A registered user is one who uses a program or a website and provides his credentials, effectively proving his identity. (<a href="http://encyclopedia.thefreedictionary.com/registered+user">http://encyclopedia.thefreedictionary.com/registered+user</a>)</p> <p><b>8.2 Reputation</b> Reputation is the beliefs or opinion that is generally held about someone or something. (Oxford Dictionaries) Here, the reputation of a company among respective applicants.</p>	<p><b>The Social Networking Site (s) we use for recruitment....</b></p> <p>5.1.1 have the largest number of registered users.</p> <p>5.2.1 are the most popular among applicants in Germany.</p> <p>5.2.2 are often discussed in the media.</p>	<p><b>Die Soziale Netzwerke, die wir für die Personalrekrutierung nutzen....</b></p> <p>5.1.1 verfügen über die meisten registrierten User.</p> <p>5.2.1 sind die bekanntesten Seiten in Deutschland.</p> <p>5.2.2 werden oft in den Medien diskutiert.</p>
<p><b>Networking scope</b></p> <p>9. Networking scope is the scope of the web of the social relationships and the number of people that is expected to be involved in this network. (Own definition)</p>	<p><b>9.1 Connections</b> People with whom one has social or professional contact or to whom one is related, especially those with influence and able to offer one help. (Oxford Dictionaries)</p> <p><b>9.2 Network effect</b> The phenomenon whereby a service becomes more valuable as more people use it, thereby encouraging ever-increasing numbers of adopters. (<a href="http://www.marketingterms.com/dictionary/network_effect/">http://www.marketingterms.com/dictionary/network_effect/</a>)</p>	<p><b>The Social Networking Site (s) we use for recruitment....</b></p> <p>6.1.1 guarantee(s) a high level of valuable connections.</p> <p>6.1.2 has/have a wide networking scope.</p> <p>6.1.3 makes it easier to contact international contacts.</p> <p>6.2. 1 increases the networking effect.</p>	<p><b>Die Soziale Netzwerke, die wir für die Personalrekrutierung nutzen....</b></p> <p>6.1.1 garantieren eine Vielfalt an nützlichen Kontakten.</p> <p>6.1.2 verfügen über eine große Netzwerkreichweite.</p> <p>6.1.3 vereinfacht die Kontaktaufnahme zu internationalen Kontakten.</p> <p>6.2.1 erhöhen den Netzwerkeffekt.</p>

<p><b>Ease of navigation</b></p> <p>10. Ease of navigation means that a site contains functions that help customers (users) find what they need without difficulty, possesses a good search engine, and allows the customer (user) to manoeuvre easily and quickly back and forth through the pages. (J.P.C. Tong et al)</p>	<p><b>10.1Ease of use</b> Ease of use refers to the property of a product or thing that a user can operate without having to overcome a steep learning curve. (Websters Online Dictionary)</p> <p><b>10.2Usefulness/Usability</b> The extent to which a product can be used by specified users to achieve specified goals with effectiveness, efficiency and satisfaction in a specified context of use. (ISO 9241-11: Guidance on Usability 1998)</p>	<p><b>The use of the Social Network (s)...</b></p> <p>7.1.1 is easy to learn.</p> <p>7.1.2 make it possible easy becoming a skillful user of the site.</p> <p>7.1.3 is user-friendly designed.</p> <p>Partly based on Lederer A.L. (Technology acceptance model)</p>	<p><b>Die Bedienung der Sozialen Netzwerke....</b></p> <p>7.1.1 ist einfach zu erlernen.</p> <p>7.1.2 macht es möglich schnell fachkundiger Nutzer der Seite zu werden.</p> <p>7.1.3 ist benutzerfreundlich gestaltet.</p>
<p><b>Security/privacy</b></p> <p>11. Security/privacy involves the degree to which the customer (user) believes the site is safe from intrusion and personal information is protected. (J.P.C. Tong et al)</p>	<p><b>11.1Improper Access</b> Concern that data about individuals are readily available to people not properly authorized to view or work with this data. (Smith, J.H)</p> <p><b>11.2Unauthorized Secondary Use (intern/extern)</b> Concern that information is collected from individuals for one purpose is used for another, secondary purpose (internally within a single organisation or an external party) without authorization from the individuals. (Smith, J.H)</p>	<p><b>The business data on the Social Networking Site (s) we are using...</b></p> <p>8.1.1 are protected against abuse.</p> <p>8.1.2 can only be accessed by authorized users.</p> <p>8.2.2 are protected for unauthorized secondary use.</p> <p>Based on Smith, J.H</p>	<p><b>Unsere Firmendaten in den Soziale Netzwerken...</b></p> <p>8.1.1 sind gegen unbefugten Zugriff geschützt.</p> <p>8.1.2 können nur von berechtigten Usern gesehen werden.</p> <p>8.2.2 werden nicht unbefugt an Dritte weitergegeben.</p>
<p><b>Effective recruitment</b></p> <p>12. Recruitment is described as "the set of activities and processes used legally to obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interests." (Schuler/Jackson) Effectiveness is the extent to which an activity fulfils its intended purpose or function. (<a href="http://www.qualityresearchinternational.com/glossary/#e">http://www.qualityresearchinternational.com/glossary/#e</a>)</p>	<p>Effective recruitment includes the following variables.</p> <p>12.1 More diversity of applicants 12.2 Higher quality of applicants 12.3 Costs 12.4 Time 12.5 Target group orientation</p>	<p><b>Since your company make use of Social Networking Sites for recruitment, the.....</b></p>	<p><b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, hat sich...</b></p>

Therefore, effective recruitment contains the most effective set of activities and processes used to obtain a sufficient number of qualified people at the right place and time so that the applicants and the organization can select each other in their own best short and long term interests.			
<b>Diversity of applicants</b> 13. A wide range of abilities, experience, knowledge, and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other attributes. (http://www.businessdictionary.com/definition/diversity.html)	<b>13.1 Applicants with different background</b> Applicants have different background regarding their education and experiences.  <b>10.2 National applicants</b> Applicants from Germany, especially from other parts of Germany.  <b>10.3 Regional applicants</b>  <b>10.4 Applicants from other parts of Germany</b>  <b>10. 5 International applicants</b> Applicants from other countries. (Own definitions)	<b>Since your company make use of Social Networking Sites for recruitment, the.....</b>  10.1.1 amount of applicants with different background has increased. 10.2.1 amount of national applicants has increased. 10.2.2 amount of applicants from other parts of Germany has increased. 10.3.1 amount of international applicants has increased.	<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, hat sich...</b>  10.1.1 die Anzahl der Bewerber mit unterschiedlichen Qualifikationen erhöht. 10.2.1 die Anzahl der nationalen Bewerber deutlich erhöht. 10.2.2 die Anzahl der aus anderen Regionen Deutschlands deutlich erhöht. 10.3.1 die Anzahl der Internationalen Bewerber erhöht.
<b>Quality of applicants/applications</b> 14. Applicant quality scores estimate each applicant's position in the distribution of performance potential for a given position. (Connerley, Carlson and Mecham 2002)	<b>11.1 Number of qualified applicants</b> More qualified applicants, the number of qualified applicants has increased.  <b>11.2 Quality of applications/applications</b> Quality of the incoming applications. (Own definitions)	<b>Since your company make use of Social Networking Sites for recruitment, the.....</b>  11.1.1 number of qualified applicants has increased. 11.2.1 incoming applications are more structured. 11.2.2 incoming applications have a high-quality. 11.2.3 incoming applications are more readable.	<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, hat sich...</b>  11.1.1 die Anzahl der qualifizierten Bewerber erhöht. 11.2.1 sind die eingehenden Bewerbungen strukturierter. 11.2.2 sind die eingehenden Bewerbungen inhaltlich hochwertiger. 11.2.3 sind die eingehenden Bewerbungen besser lesbar.

<p><b>Costs</b></p> <p>15. Costs savings-decision or action that will result in fulfilment of the objectives of a purchase, at a cost lower than the historical cost or the projected cost.  <a href="http://www.businessdictionary.com/definition/cost-saving.html">http://www.businessdictionary.com/definition/cost-saving.html</a>  (20.09.2010)</p>	<p><b>12.1 HR-marketing costs</b>  The HR-marketing costs which include all HR marketing activities for example job advertisement.</p> <p><b>12.2 General recruitment costs</b>  General recruitment costs have decreased.</p> <p><b>12.3 Costs-per-hire</b>  The formula for cost-per-hire: total cost of recruitment and selection process divided by the number of hires made (Thaler-Carter, 1997)</p>	<p><b>Since your company make use of Social Networking Sites for recruitment, the.....</b></p> <p>12.1.1 HR-marketing costs have decreased  12.2.1 administration costs for recruitment activities have decreased.  12.3. cost-per-hire has decreased.</p>	<p><b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ...</b></p> <p>12.1.1 sind die Personalmarketingkosten gesunken.  12.2.1 sind die allgemeinen Rekrutierungskosten gesunken.  12.3.1 haben sich die Kosten pro Einstellung (Costs per hire) verringert.</p>
<p><b>Time</b></p> <p>16. Time savings- shortening the length of time required for an operation, activity, etc.  (<a href="http://dictionary.reverso.net/english-definition/time-saving#cd1">http://dictionary.reverso.net/english-definition/time-saving#cd1</a>, 20.09.2010)</p>	<p><b>13.1 Time-to hire</b>  Usually measured in days, time to hire broadly reflects the total elapsed time required to staff an open position.  (Dr. Steve Hunt, 2004)</p> <p><b>13.2 Time of the applicant administration</b>  Administration time has decreased.</p> <p><b>13.3 Time for advertisement</b>  Time for advertisement has decreased.  (Own definitions)</p>	<p><b>Since your company make use of Social Networking Sites for recruitment, the.....</b></p> <p>13.1.1 time of the whole recruitment process has decreased. (Time-to-hire)  13.1.2 time of the applicant administration has decreased.  13.1.3 time for advertisement has decreased.  13.1.4 applicants react faster on job advertisements.</p>	<p><b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ...</b></p> <p>13.1.1 hat sich der gesamte Rekrutierungsprozess (Time-to-hire) zeitlich verkürzt.  13.1.2 hat sich Aufwand für die Bewerberadministration verringert.  13.1.3 ist der Zeitaufwand für die Anzeigenschaltung geringer geworden.</p>
<p><b>Target group orientation</b></p> <p>17. Target-group oriented recruitment ensures that the message reaches the right target group regarding their qualifications for a vacancy.  (Own definition)</p>	<p><b>14.1 Availability of the target group</b>  The availability of the target group via Social Networking Sites.</p> <p><b>14. 2 Tailored job advertisements</b>  The job advertisements are tailored to the needs of the target groups.</p> <p><b>14. 3 Matching quality of applicants</b>  The matching quality of the applicants is the extent to which an applicant matches with the job characteristic of the respective vacancy.  (Own definitions)</p>	<p><b>Since your company make use of Social Networking Sites for recruitment, the.....</b></p> <p>14.1.1 target-group is easier to reach.  14.1.2 job advertisement are easier to place target-oriented.  14.2.1 matching quality of adequate applications has increased.</p>	<p><b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ...</b></p> <p>14.1.1 ist es einfacher die richtige Zielgruppe anzusprechen.  14.1.2 ist es einfacher die Stellenanzeigen zielgerichtet zu platzieren.  14.2.1 hat sich die Anzahl der passenden Bewerbungen auf unsere Stellenanzeigen erhöht.</p>

## Appendix 2:

Sandra Abel

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Gronau, den 25.11.2010

### Studie zum Thema *Personalrekrutierung in Sozialen Netzwerken*

Sehr geehrte Damen und Herren,

das Web 2.0 ist ein Phänomen, das in den letzten Jahren das Internet geprägt hat und beschreibt neuere Techniken, Dienste und Formen im Web wie z.B. Wikis, Blogs, Podcasts und Soziale Netzwerke. Gerade Soziale Netzwerke können in der Personalrekrutierung ein hilfreiches Instrument darstellen.

Aber welche Sozialen Netzwerke nutzen Unternehmen für die Personalrekrutierung? Wie hat sich die Personalrekrutierung durch diese Netzwerke verändert? Was haben Unternehmen in Bezug auf die Personalrekrutierung für Erfahrungen mit Sozialen Netzwerken gemacht? Diesen Fragen möchte ich gerne in meiner Studie auf den Grund gehen. Bitte beachten Sie, indem beiliegenden Fragebogen unterscheide ich Business-orientierte Netzwerke, wie z.B. XING, und Soziale Netzwerke (Social Communities), wie z.B. Facebook.

Um mich kurz vorzustellen: Mein Name ist **Sandra Abel** und im Rahmen meiner Masterarbeit im Studiengang *Business Administration mit dem Schwerpunkt Human Resource Management* an der Universität Twente im niederländischen Enschede führe ich eine Studie zum Thema „**Personalrekrutierung in Sozialen Netzwerken**“ durch. Unterstützt werde ich bei dieser Arbeit freundlicherweise von der *border concepts GmbH*, einer Organisationsberatung für Hochschulen und Unternehmen.

Im Rahmen meiner wissenschaftlichen Untersuchung habe ich einen Fragebogen erstellt, der diesem Schreiben beigelegt ist. Ich würde mich sehr freuen, wenn Sie meine Arbeit unterstützen und den Fragebogen entweder unter dem folgenden Link ausfüllen

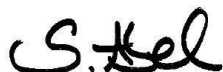
**<http://www.surveymonkey.com/s/netzwerke>**

oder ihn **per Fax** an die Nummer **02562 993810** bis zum **10. Dezember 2010** zurücksenden. Die Ergebnisse dieser Studie werde ich Ihnen selbstverständlich im Frühjahr 2011 zur Verfügung stellen, so dass Sie die gewonnenen Erkenntnisse für Ihre eigene Personalrekrutierung nutzen können. Alle Einzeldaten unterliegen der Anonymität und werden streng vertraulich behandelt.

Im Voraus bedanke ich mich herzlich für Ihre Mithilfe.

Gerne stehe ich Ihnen für Rückfragen zur Verfügung.

Mit freundlichen Grüßen aus Gronau,



Sandra Abel



## **Questionnaire (English Version)**

### **Recruitment by Social Media**

**1) Please check the most accurate description of the business, with respect to your company.**

***(These are the most common industries in Germany:)***

- ☐ Agriculture and forestry, fishing
- ☐ Mining and quarrying of stonde and arch
- ☐ Manufacture industry
- ☐ Energy supply
- ☐ Water supply; Drain water-and waste disposal and disposal of environmental pollution
- ☐ Building industry
- ☐ Trade, Maintenance and repair of motor vehicles
- ☐ Transport and stocking
- ☐ Hospitality industry
- ☐ Information and communication
- ☐ Finances and insurance
- ☐ Real estate
- ☐ Freelance work, scientific and technical services
- ☐ Public administration, social insurance, defence,
- ☐ Education and lesson
- ☐ Medical and social services
- ☐ Art, Entertainment and relaxation
- ☐ Other services
- ☐ Others: \_\_\_\_\_

**2) How many people are employed within your company?**

- ☐ less than 500
- ☐ 500-1000
- ☐ 1000-2000
- ☐ 2000-5000
- ☐ more than 5000

### **Recruitment supported by Web 2.0**

#### **3) Does your company make use of Web 2.0 applications (Wikis, Blogs, Podcasts, Social Networking Sites, Virtual Worlds) for Human Resources Management?**

- ☐ Yes, since\_\_\_\_\_
- ☐ No, why not?

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\_\_\_\_\_ (Proceed with question 13 if your answer is "no".)

#### **4) Which Web 2.0 applications does your company use for recruitment? (Multiple choices are possible)**

- ☐ Social Networking Sites (e.g XING, LinkedIn, Facebook)
- ☐ Wikis
- ☐ Weblogs
- ☐ Podcasts
- ☐ Virtual Worlds (e.g. Second Life)
- ☐ Others:\_\_\_\_\_

- ☐ None

(Proceed with question 13 if your answer is "no".)

### **Recruitment supported by social networks**

#### **5) Which Social Networking Sites does your company use for recruitment the most?**

**(Please choose only one answer.)**

- ☐ Business oriented networking sites (e.g. XING and LinkedIn)
- ☐ Social oriented networking sites (Social Communities) (e.g Facebook and StudiVZ)
- ☐ None, why not?

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(Proceed with question 13 if your answer is "no".)

**6) For which fields of activities does your company make use of Social Networking Sites (as chosen in question 5)?**

- ☐ Administrative graduates
- ☐ Technical graduates
- ☐ Other graduates: \_\_\_\_\_
- ☐ Other administrative employees
- ☐ Other technical employees
- ☐ Trainees
- ☐ Interns
- ☐ Apprentices
- ☐ Students
- ☐ Others: \_\_\_\_\_

**7) How many percent of the total recruitment are being covered by Social Networking Sites (as chosen in question 5) as recruitment method?**

- ☐ 0-25%
- ☐ 25-50%
- ☐ 50-75%
- ☐ 75-100%

**8) How often does your company make use of these Social Networking Sites (your answer to the question 5) for recruitment?**

	daily	weekly	monthly	semi-annually	less than semi-annually	never
Updating our business homepage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job posting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other activities: _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9) To which extent do you think the Social Networking Sites (as chosen in question 5) are successful for recruitment in your company?**

	very successful	successful	little successful	not at all successful	no usage
XING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
StudiVZ/MeinVZ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wer-kennt-Wen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10) Does your company make use of Twitter?**

☐ Yes,  
for \_\_\_\_\_

☐ No, why not?

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**11) To which extent do you agree with the following statements about Social Networking Sites (from question 5) that your company uses for recruitment?**

**a) Information quality about applicants**

	strongly agree	agree	neutral	disagree	strongly disagree
<b>The information on the Social Networking Site (s) about applicant(s)...</b>					
can be trusted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
includes all necessary information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is relevant to our recruitment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is up-to-date for our work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is of sufficient volume for our needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**b) Popularity of Social Networking Sites**

<b>The Social Networking Sites we use for our recruitment...</b>	strongly agree	agree	neutral	disagree	strongly disagree
are the most popular among applicants in Germany.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
are very popular and have therefore, the largest number of registered users.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
are often discussed in the media.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**c) Networking effect**

<b>The Social Networking Sites we use for our recruitment...</b>	strongly agree	agree	neutral	disagree	strongly disagree
guarantee a high level of valuable connections.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
have a wide networking scope.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
make it easier to contact international contacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
increase the networking effect. (availability of contacts from contacts)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**d) Ease of navigation**

	strongly agree	agree	neutral	disagree	strongly disagree
<b>The use of the Social networking sites we use for recruitment....</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is easy to learn.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
makes it possible becoming a skillful user of the site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is user-friendly designed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**e) Privacy/Security**

	strongly agree	agree	neutral	disagree	strongly disagree
<b>The business data on the Social Networking Sites we are using for recruitment...</b>					
are protected against abuse.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
can only be accessed by authorized users.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
are protected for unauthorized secondary use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	strongly agree	agree	neutral	disagree	strongly disagree
A protected communication with applicants is possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12) Please assess the following statement regarding Social Networking Sites (as chosen in question 5) and recruitment.**

**a) Diversity of applicants**

	strongly agree	agree	neutral	disagree	strongly disagree
<b>Since your company uses Social Networking Sites for recruitment, the...</b>					
amount of applicants with different background has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
total amount of <b>national</b> applicants has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
total amount of <b>regional</b> applicants has increased.					
amount of applicants from other parts of Germany has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
amount of international applicants has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**b) Quality of applicants/applications**

	strongly agree	agree	neutral	disagree	strongly disagree
<b>Since your company uses Social Networking Sites for recruitment, the...</b>					
number of qualified applicants has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
incoming applications are more structured.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
incoming applications have a high-quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
incoming applications are more readable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### c) Costs

	strongly agree	agree	neutral	disagree	strongly disagree
<b>Since your company uses Social Networking Sites for recruitment, the...</b>					
HR-marketing costs have decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
general recruitment costs have decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cost-per-hire has decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### d) Time

	strongly agree	agree	neutral	disagree	strongly disagree
<b>Since your company makes use of Social Networking Sites for recruitment, the...</b>					
time of the whole recruitment process has decreased. (Time-to-hire)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
time of the applicant administration has decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
time for advertisement has decreased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### e) Target group orientation

	strongly agree	agree	neutral	disagree	strongly disagree
<b>Since your company uses Social Networking Sites for recruitment, the...</b>					
target-group is easier to reach.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
job advertisements are tailored to the needs of the target groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
matching quality of adequate applications has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



### 13) Let's predict the future!

Please indicate for each of the following networking sites, your opinion about the importance of the site for recruitment within next three years.

Within the next three years...

	will become much more important	will become more important	will stay constant	will become less important	will become extremely less important	no answer, application unknown/u nused
XING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
StudiVZ/MeinVZ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wer-kennt-Wen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*End of the questionnaire.*

*Thank you very much for your support.*

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## **Fragebogen zum Thema:**

### **Personalrekrutierung in Sozialen Netzwerken**

#### **Unternehmensfakten**

##### **1) In welcher Branche ist Ihr Unternehmen tätig?**

- ☐ Land-und Forstwirtschaft, Fischerei
- ☐ Bergbau und Gewinnung von Steinen und Erden
- ☐ Verarbeitendes Gewerbe
- ☐ Energieversorgung
- ☐ Wasserversorgung, Abwasser-und Abfallentsorgung und Beseitigung von Umweltverschmutzungen
- ☐ Baugewerbe
- ☐ Handel, Instandhaltung und Reparatur von Kraftfahrzeugen
- ☐ Verkehr und Lagerei
- ☐ Gastgewerbe
- ☐ Information und Kommunikation
- ☐ Finanz- und Versicherungsdienstleistungen
- ☐ Grundstücks-und Wohnungswesen
- ☐ Freiberufliche, wissenschaftliche und technische Dienstleistungen
- ☐ Öffentliche Verwaltung, Verteidigung, Sozialversicherung
- ☐ Erziehung und Unterricht
- ☐ Gesundheits- und Sozialwesen
- ☐ Kunst, Unterhaltung und Erholung
- ☐ Sonstige Dienstleistungen
- ☐ Andere: \_\_\_\_\_

##### **2) Wie viele Mitarbeiter beschäftigen Sie in Ihrem Unternehmen?**

- ☐ weniger als 500
- ☐ 500-1000
- ☐ 1000-2000
- ☐ 2000-5000
- ☐ mehr als 5000

## **Personalmanagement im Web 2.0**

### **3) Welche Web 2.0 Anwendungen nutzen Sie für das Personalmanagement in Ihrem**

**Unternehmen? (Mehrfachnennungen möglich)**

- ☐ Soziale Netzwerke (z.B. XING, LinkedIn, Facebook usw.)
- ☐ Wikis
- ☐ Weblogs
- ☐ Podcasts
- ☐ Virtuelle Welten (z.B. Second Life)
- ☐ Andere: \_\_\_\_\_
- ☐ Keine

**(Bei „keine“, gehen Sie bitte weiter zu Frage 13)**

## **Personalrekrutierung in Sozialen Netzwerken**

### **4) Setzen Sie in Ihrem Unternehmen Web 2.0 Anwendungen (Wikis, Blogs, Podcasts, Soziale Netzwerke) für die Personalrekrutierung ein?**

- ☐ Ja, seit \_\_\_\_\_
- ☐ Nein.

Falls nein, warum nicht?

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**(Bei „nein“, gehen Sie bitte weiter zu Frage 13)**

**5) Welche Sozialen Netzwerke setzen Sie hauptsächlich in Ihrem Unternehmen für die Personalrekrutierung ein? (Bitte wählen Sie nur eine Antwort aus.)**

- ☐ Business-orientierte Netzwerke (z.B. XING und/oder LinkedIn)
- ☐ Sozial-orientierte Netzwerke (Social Communities) (z.B. Facebook, StudiVZ)
- ☐ Wir setzen keine Soziale Netzwerke ein.

Falls keine, warum nicht?

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**(Bei „nein“, gehen Sie bitte weiter zu Frage 13)**

**6) Für welche Tätigkeitsfelder nutzen Sie vorwiegend die Rekrutierung über Soziale Netzwerke?**

- ☐ Hochschulabsolventen im kaufmännischen Bereich
- ☐ Hochschulabsolventen im technischen Bereich
- ☐ Hochschulabsolventen in sonstigen Bereichen \_\_\_\_\_
- ☐ Sonstige Angestellte im kaufmännischen Bereich
- ☐ Sonstige Angestellte im technischen Bereich
- ☐ Trainees/Volontäre
- ☐ Praktikanten
- ☐ Auszubildende
- ☐ Studentische Mitarbeiter
- ☐ Andere: \_\_\_\_\_

**7) Wie viel Prozent der gesamten Personalrekrutierung nimmt die Rekrutierung über die Sozialen Netzwerke ein?**

- ☐ 0-25%
- ☐ 25-50%
- ☐ 50-75%
- ☐ 75-100%

**8) Wie oft setzen Sie diese Sozialen Netzwerke für die folgenden Aktivitäten ein?**

	täglich	wöchentlich	monatlich	halbjährlich	seltener als halbjährlich	nie
Aktualisierung unserer Unternehmensprofile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stellenanzeigen einstellen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aktive Personalsuche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstige Aktivitäten:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9) Wie erfolgreich haben Sie die unten aufgeführten Sozialen Netzwerke für die Personalrekrutierung eingesetzt?**

	sehr erfolgreich	erfolgreich	wenig erfolgreich	gar nicht erfolgreich	kein Einsatz
XING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
StudiVZ/MeinVZ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wer-kennt-Wen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Andere:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Andere:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 10) Nutzen Sie Twitter für die Personalrekrutierung?

- ☐ Ja, welche Erfahrungen haben Sie damit gemacht?

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- ☐ Nein

Aus welchen Gründen setzen Sie Twitter nicht ein?

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### 11) Bitte bewerten Sie die folgenden Aussagen bezüglich der Sozialen Netzwerke und deren Nutzung für die Rekrutierung.

#### a) Qualität der Informationen über die Bewerber

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Die Informationen in den Sozialen Netzwerken über die Bewerber...</b>					
sind glaubwürdig.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind vollständig.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind relevant für die Rekrutierung.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind aktuell.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind verständlich.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
haben den passenden Umfang.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### b) Popularität der Sozialen Netzwerke

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Die Sozialen Netzwerke, die wir für die Personalrekrutierung nutzen, ....</b>					
sind die bekanntesten Sozialen Netzwerke in Deutschland.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind populär und verfügen daher über die meisten registrierten User.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
werden oft in den Medien diskutiert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### c) Netzwerkeffekt

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Die Sozialen Netzwerke, die wir für die Personalrekrutierung nutzen, ....</b>					
garantieren eine Vielfalt an nützlichen Kontakten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
verfügen über eine große Netzwerkreichweite.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
vereinfachen die Ansprache internationaler Kontakte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
erhöhen den Netzwerkeffekt. (die Erreichbarkeit von Kontakten von Kontakten).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### d) Benutzerfreundlichkeit

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Die Bedienung der Sozialen Netzwerke...</b>					
ist einfach zu erlernen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
macht es möglich, schnell fachkundiger Nutzer der Seite zu werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist benutzerfreundlich gestaltet.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### e) Datensicherheit

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Unsere Firmendaten in den Sozialen Netzwerken...</b>					
sind gegen unbefugten Zugriff geschützt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
können nur von berechtigten Usern gesehen werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
werden nicht unbefugt an Dritte weitergegeben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Eine geschützte Kommunikation mit Bewerbern ist über die Sozialen Netzwerke möglich.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 12) Bitte bewerten Sie die folgenden Aussagen bezüglich der Sozialen Netzwerke und deren Nutzung für die Rekrutierung?

### a) Diversität der Bewerber

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ...</b>					
hat sich die Anzahl der Bewerber mit unterschiedlichen Hintergründen erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat sich die Gesamtanzahl der <b>nationalen</b> Bewerber erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat sich die Anzahl der <b>regionalen</b> Bewerber erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
bewerben sich vermehrt Leute aus anderen Regionen Deutschlands.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat sich die Anzahl der <b>internationalen</b> Bewerber erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



## b) Qualität der Bewerber/Bewerbungen

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ....</b>					
hat sich die Anzahl der qualifizierten Bewerber erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind die eingehenden Bewerbungen strukturierter.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind die eingehenden Bewerbungen inhaltlich hochwertiger.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind die eingehenden Bewerbungen besser lesbar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## c) Kosten

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ....</b>					
sind die Personalmarketingkosten gesunken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sind die allgemeinen Rekrutierungskosten gesunken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
haben sich die Kosten pro Einstellung (Costs-per-hire) verringert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### d) Zeit

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ....</b>					
hat sich der gesamte Rekrutierungsprozess (Time-to-hire) zeitlich verkürzt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat sich der Zeitaufwand für die Bewerberadministration verringert.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist der Zeitaufwand für die Anzeigenschaltung geringer geworden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### e) Zielgruppenorientierung

	trifft zu	trifft eher zu	neutral	trifft eher nicht zu	trifft nicht zu
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen, ....</b>					
ist es einfacher die richtige Zielgruppe anzusprechen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ist es einfacher die Stellenanzeigen zielgerichtet zu platzieren.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hat sich die Anzahl der passenden Bewerbungen auf unsere Stellenanzeigen erhöht.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**13) Wie schätzen Sie die Bedeutung der verschiedenen Sozialen Netzwerke in den nächsten drei Jahren für die Personalrekrutierung ein?**

**In den nächsten drei Jahren werden die Sozialen Netzwerke...**

	deutlich an Bedeutung gewinnen	etwas an Bedeutung gewinnen	weder an Bedeutung gewinnen noch verlieren	etwas an Bedeutung verlieren	deutlich an Bedeutung verlieren	keine Antwort, da Anwendung mir unbekannt
XING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
StudiVZ/MeinVZ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wer-kennt-Wen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Andere:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Andere:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Andere:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Der Fragebogen endet hier.*

*Herzlichen Dank für Ihre Mitarbeit!*

Gerne sende ich Ihnen im Frühjahr 2011 die Ergebnisse dieser Studie zu.

Geben Sie hierzu bitte Ihre Emailadresse an \_\_\_\_\_ oder

senden Sie mir eine kurze Email an [s.abel@student.utwente.nl](mailto:s.abel@student.utwente.nl).

### Appendix 3: Pretest

Statement	Right	Wrong
<b>Die Informationen in den Sozialen Netzwerken über die Bewerber.....</b>		
sind glaubwürdig.	10	0
sind vollständig.	9	1
sind relevant für die Rekrutierung.	10	0
sind aktuell.	10	0
sind klar verständlich.	9	1
haben den passenden Umfang.	10	0
<b>Die Sozialen Netzwerke, die wir für die Personalrekrutierung nutzen....</b>		
sind die bekanntesten Sozialen Netzwerke Deutschlands.	10	0
verfügen über die meisten registrierten User.	6	4
werden oft in den Medien diskutiert.	9	1
garantieren eine Vielfalt an nützlichen Kontakten.	9	1
verfügen über eine große Netzwerkreichweite.	10	0
vereinfacht die Kontaktaufnahme zu internationalen Kontakten.	9	1
	10	0
<b>Die Bedienung der Sozialen Netzwerke.....</b>		
ist einfach zu erlernen.	10	0
macht es möglich schnell fachkundiger Nutzer der Seite zu werden.	10	0
ist benutzerfreundlich gestaltet.	10	0
<b>Unsere Firmendaten in den Sozialen Netzwerken....</b>		
sind gegen unbefugten Zugriff geschützt.	10	0
können nur von berechtigten Usern gesehen werden.	10	0
werden nicht unbefugt an Dritte weitergegeben.	10	0

Statement	Right	Wrong
<b>Seit Sie im Unternehmen Soziale Netzwerke für die Rekrutierung nutzen,....</b>		
hat sich die Anzahl der Bewerber mit unterschiedlichen Qualifikationen erhöht.	9	1
hat sich die Gesamtanzahl der nationalen Bewerber erhöht.	10	0
hat sich die Anzahl der internationalen Bewerber erhöht.	10	0
bewerben sich vermehrt Leute aus anderen Regionen Deutschlands.	9	1
hat sich die Anzahl der qualifizierten Bewerber erhöht.	10	0
sind die eingehenden Bewerbungen strukturierter.	10	0
sind die eingehenden Bewerbungen besser lesbar.	10	0
sind die Personalmarketingkosten gesunken.	10	0
sind die allgemeinen Rekrutierungskosten gesunken.	10	0
haben sich die Kosten pro Einstellung (Costs-per-Hire) verringert.	10	0
hat sich der gesamte Rekrutierungsprozess (Time.to-hire) zeitlich verkürzt.	10	0
hat sich der Aufwand für die Bewerberadministration verringert.	6	4
ist der Aufwand für die Anzeigenschaltung geringer geworden.	5	5
ist es einfacher die richtige Zielgruppe anzusprechen.	10	0
ist es einfacher die Stellenanzeigen zielgerichtet zu platzieren.	10	0
hat sich die Anzahl der passenden Bewerbungen auf unsere Stellenanzeigen erhöht.	8	2

#### Appendix 4: Number of employees (SPSS Output)

##### Statistics

Number of employees

N	Valid	326
	Missing	0
	Mean	3
	Std. Deviation	1

##### Number of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 500	6	1,8	1,8	1,8
	500-1000	104	31,9	31,9	33,7
	1000-2000	88	27,0	27,0	60,7
	2000-5000	71	21,8	21,8	82,5
	more than 5000	57	17,5	17,5	100,0
	Total	326	100,0	100,0	

#### Appendix 5: Description of the business

##### Statistics

Description of business

N	Valid	326
	Missing	1

##### Description of business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manunfacture industry	81	24,8	24,8	24,8
	Energy supply	18	5,5	5,5	30,4
	Water supply	2	,6	,6	31,0
	Building industry	5	1,5	1,5	32,5
	Trade, Maintenance and repair	8	2,4	2,5	35,0
	Transport and stocking	9	2,8	2,8	37,7
	Hospitality industry	2	,6	,6	38,3

Information and communication	7	2,1	2,1	40,5
Finances and insurance	43	13,1	13,2	53,7
Real estate	1	,3	,3	54,0
Public administration	11	3,4	3,4	57,4
Medical and social services	21	6,4	6,4	63,8
Other services	9	2,8	2,8	66,6
Others	109	33,3	33,4	100,0
Total	326	99,7	100,0	
Missing System	1	,3		
Total	327	100,0		

### Statistics

Other industries

N	Valid	109
---	-------	-----

### Other industries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chemistry	12	3,7	11,0	11,0
	Aircraft	2,6		1,8	12,8
	Automobile	11	3,4	10,1	22,9
	Electrical Engineering	5	1,5	4,6	27,5
	Engineering	12	3,7	11,0	38,5
	Others	67	20,5	61,5	100,0
	Total	109	33,3	100,0	
Missing	System	218	66,7		
Total		327	100,0		

## Appendix 6: Since when makes the company use of Web 2.0 applications for HRM

### Statistics

N	Valid	76
	Missing	0

### Since when makes the company use of Web 2.0 applications for HRM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2005	3	3,9	3,9	3,9
	2006	3	3,9	3,9	7,9
	2007	6	7,9	7,9	15,8
	2008	20	26,3	26,3	42,1
	2009	23	30,3	30,3	72,4
	2010	21	27,6	27,6	100,0
	Total	76	100,0	100,0	

## Appendix 7: Type of Social Networking Site (SPSS Output)

### Statistics

Type of Social Networking Site

N	Valid	76
	Missing	0
	Mean	1
	Std. Deviation	0

### Type of Social Networking Site

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business oriented networking sites	63	82,9	82,9	82,9
	Social oriented networking sites	13	17,1	17,1	100,0
	Total	76	100,0	100,0	

## Appendix 8: Fields of activity

**\$Recruitmentfield Frequencies**

		Responses		
		N	Percent	Percent of Cases
Which fields	Administrative graduates	53	21,0%	70,7%
	Technical graduates	43	17,1%	57,3%
	Other graduates	29	11,5%	38,7%
	Other administrative employees	34	13,5%	45,3%
	Other technical employees	17	6,7%	22,7%
	Trainees	22	8,7%	29,3%
	Interns	26	10,3%	34,7%
	Apprentices	19	7,5%	25,3%
	Students	9	3,6%	12,0%

## Appendix 9 : Successfulness of Social Networking Sites for recruitment

**To which extent the use of XING was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very successful	9	11,8	11,8	11,8
	successful	30	39,5	39,5	51,3
	little successful	25	32,9	32,9	84,2
	not at all successful	3	3,9	3,9	88,2
	no usage	9	11,8	11,8	100,0
	Total	76	100,0	100,0	



**To which extent the use of LinkedIn was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very successful	3	3,9	3,9	3,9
	successful	5	6,6	6,6	10,5
	little successful	1	1,3	1,3	11,8
	not at all successful	2	2,6	2,6	14,5
	no usage	65	85,5	85,5	100,0
	Total	76	100,0	100,0	

**To which extent the use of Facebook was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very successful	2	2,6	2,6	2,6
	successful	9	11,8	11,8	14,5
	little successful	11	14,5	14,5	28,9
	not at all successful	6	7,9	7,9	36,8
	no usage	48	63,2	63,2	100,0
	Total	76	100,0	100,0	

**To which extent the use of StudiVZ was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	successful	1	1,3	1,3	1,3
	little successful	5	6,6	6,6	7,9
	not at all successful	1	1,3	1,3	9,2
	no usage	69	90,8	90,8	100,0
	Total	76	100,0	100,0	

**To which extent the use of Ning was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very successful	1	1,3	1,3	1,3
	no usage	75	98,7	98,7	100,0
	Total	76	100,0	100,0	

**To which extent the use of wer-kennt-wen was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	successful	1	1,3	1,3	1,3
	little successful	1	1,3	1,3	2,6
	no usage	74	97,4	97,4	100,0
	Total	76	100,0	100,0	

**To which extent the use of other sites was successful for recruitment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	successful	2	2,6	2,6	2,6
	little successful	2	2,6	2,6	5,3
	not at all successful	1	1,3	1,3	6,6
	no usage	71	93,4	93,4	100,0
	Total	76	100,0	100,0	

## Appendix 10: The importance of Social Networking Sites for recruitment

**Importance of XING**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid will become much more important	116	35,6	35,6	35,6
will become more important	128	39,3	39,3	74,8
will stay constant	49	15,0	15,0	89,9
will become less important	2,6	,6	,6	90,5
will become extremely less important	2,6	,6	,6	91,1
no answer, application unknown/unused	29	8,9	8,9	100,0
Total	326	100,0	100,0	

**Importance of LinkedIn**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid will become much more important	43	13,2	13,2	13,2
will become more important	69	21,2	21,2	34,4
will stay constant	66	20,2	20,2	54,6
will become less important	6	1,8	1,8	56,4
will become extremely less important	5	1,5	1,5	58,0
no answer, application unknown/unused	137	42,0	42,0	100,0
Total	326	100,0	100,0	

### Importance of Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	will become much more important	42	12,9	12,9	12,9
	will become more important	90	27,6	27,6	40,5
	will stay constant	110	33,7	33,7	74,2
	will become less important	26	8,0	8,0	82,2
	will become extremely less important	13	4,0	4,0	86,2
	no answer, application unknown/unused	45	13,8	13,8	100,0
	Total	326	100,0	100,0	

### Importance of StudiVz/MeinVz

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	will become much more important	104	31,9	31,9	31,9
	will become more important	99	30,4	30,4	62,3
	will stay constant	65	19,9	19,9	82,2
	will become less important	16	4,9	4,9	87,1
	will become extremely less important	13	4,0	4,0	91,1
	no answer, application unknown/unused	29	8,9	8,9	100,0
	Total	326	100,0	100,0	

### Importance of Ning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	will become much more important	32	9,8	9,8	9,8
	will become more important	78	23,9	24,0	33,8
	will stay constant	101	31,0	31,1	64,9
	will become less important	34	10,4	10,5	75,4
	will become extremely less important	33	10,1	10,2	85,5
	no answer, application unknown/unused	47	14,4	14,5	100,0
	Total	325	99,7	100,0	
Missing	System	1	,3		
Total		326	100,0		

### Importance of wer-kennt-wen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	will become much more important	3	,9	,9	,9
	will become more important	12	3,7	3,7	4,6
	will stay constant	55	16,9	16,9	21,5
	will become less important	13	4,0	4,0	25,5
	will become extremely less important	7	2,1	2,1	27,6
	no answer, application unknown/unused	236	72,4	72,4	100,0
	Total	326	100,0	100,0	

#### Importance of others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	will become much more important	7	2,1	2,1	2,1
	will become more important	20	6,1	6,1	8,3
	will stay constant	90	27,6	27,6	35,9
	will become less important	28	8,6	8,6	44,5
	will become extremely less important	35	10,7	10,7	55,2
	no answer, application unknown/unused	146	44,8	44,8	100,0
	Total	326	100,0	100,0	

#### Appendix 11: Twitter

##### Use of Twitter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	14	11,3	18,4	18,4
	no	62	50,0	81,6	100,0
	Total	76	61,3	100,0	
Missing	System	48	38,7		
Total		124	100,0		

#### Appendix 12: Correlation Matrix

		Diversity of applicants	Quality of applicants/appl ications	Costs	Time	Target group orientation
Information quality about applicants	Pearson Correlation	,015	,029	,015	,238*	,123
	Sig. (1-tailed)	,450	,402	,450	,019	,145
	N	76	76	76	76	76
Popularity of Social Networking Sites.	Pearson Correlation	,031	-,072	,015	,025	,144
	Sig. (1-tailed)	,395	,267	,448	,416	,107
	N	76	76	76	76	76
Networking Effect	Pearson Correlation	,200*	,143	,062	,224*	,467**
	Sig. (1-tailed)	,041	,109	,297	,026	,000
	N	76	76	76	76	76
Ease of Navigation	Pearson Correlation	,219*	,161	,080	,050	,261*
	Sig. (1-tailed)	,029	,083	,247	,335	,011
	N	76	76	76	76	76
Privacy/Security	Pearson Correlation	,408**	,192*	,073	,063	,163
	Sig. (1-tailed)	,000	,048	,266	,295	,080
	N	76	76	76	76	76
Diversity of applicants	Pearson Correlation	1,000	,561**	,370**	,485**	,489**
	Sig. (1-tailed)		,000	,001	,000	,000
	N	76,000	76	76	76	76
Quality of applicants/applications	Pearson Correlation	,561**	1,000	,535**	,539**	,587**
	Sig. (1-tailed)	,000		,000	,000	,000
	N	76	76,000	76	76	76
Costs	Pearson Correlation	,370**	,535**	1,000	,635**	,497**
	Sig. (1-tailed)	,001	,000		,000	,000
	N	76	76	76,000	76	76
Time	Pearson Correlation	,485**	,539**	,635**	1,000	,544**
	Sig. (1-tailed)	,000	,000	,000		,000
	N	76	76	76	76,000	76
Target group orientation	Pearson Correlation	,489**	,587**	,497**	,544**	1,000
	Sig. (1-tailed)	,000	,000	,000	,000	
	N	76	76	76	76	76,000

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

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

### Appendix 13: Factor analysis dependent variable effective recruitment

**Correlation Matrix**

		Diversity of applicants	Quality of applicants/applications	Costs	Time	Target group orientation
Correlation	Diversity of applicants	1,000	,561	,370	,485	,489
	Quality of applicants/applications	,561	1,000	,535	,539	,587
	Costs	,370	,535	1,000	,635	,497
	Time	,485	,539	,635	1,000	,544
	Target group orientation	,489	,587	,497	,544	1,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,103	62,051	62,051	3,103	62,051	62,051
2	,673	13,455	75,507			
3	,483	9,654	85,161			
4	,414	8,276	93,437			
5	,328	6,563	100,000			

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
Diversity of applicants	,729
Quality of applicants/applications	,823
Costs	,772
Time	,818
Target group orientation	,794

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



### Reliability Statistics

Cronbach's Alpha	N of Items
,842	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Diversity of applicants	13,3783	9,736	,574	,829
Quality of applicants/applications	13,3000	9,360	,699	,799
Costs	13,0950	8,318	,633	,820
Time	13,0336	8,925	,702	,795
Target group orientation	13,9590	9,074	,658	,807

## Appendix 14: Regression analysis: qualities of Social Networking Sites on effective recruitment:

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,273 <sup>a</sup>	,075	,062	,71572

a. Predictors: (Constant), Networking scope

b. Dependent Variable: EffectiveRecruitment

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,674	,284		9,410	,000
	Networking scope	,299	,123	,273	2,441	,017

a. Dependent Variable: EffectiveRecruitment

**Excluded Variables<sup>b</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Information quality about applicants	,063 <sup>a</sup>	,551	,584	,064	,974
	Popularity of Social Networking Sites	-,142 <sup>a</sup>	-1,087	,280	-,126	,729
	Ease of Navigation	,065 <sup>a</sup>	,492	,624	,057	,722
	Privacy/Security	,174 <sup>a</sup>	1,544	,127	,178	,964

a. Predictors in the Model: (Constant), Networking Effect

b. Dependent Variable: EffectiveRecruitment

**Appendix 15: Multivariate regression analysis**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,045	,604		3,387	,001
	Information quality about applicants	-,068	,179	-,042	-,382	,704
	Popularity of social networking sites.	-,146	,152	-,121	-,959	,341
	Networking scope	,156	,189	,120	,827	,411
	Ease of Navigation	,213	,183	,146	1,166	,247
	Privacy/Security	,386	,108	,386	3,563	,001

a. Dependent Variable: Diversity of applicants

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,774	,619		4,483	,000
	Information quality about applicants	-,038	,184	-,024	-,206	,837
	Popularity of social networking sites.	-,243	,156	-,211	-1,559	,123
	Networking scope	,205	,193	,164	1,058	,294
	Ease of Navigation	,155	,188	,111	,828	,411
	Privacy/Security	,168	,111	,176	1,514	,134

a. Dependent Variable: Quality of applicants/applications

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,130	,860		3,640	,001
	Information quality about applicants	,001	,255	,000	,003	,998
	Popularity of social networking sites.	-,039	,216	-,025	-,178	,859
	Networking scope	,049	,269	,030	,184	,855
	Ease of Navigation	,117	,261	,063	,450	,654
	Privacy/Security	,080	,154	,063	,521	,604

a. Dependent Variable: Costs

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,353	,675		3,485	,001
	Information quality about applicants	,337	,200	,195	1,682	,097
	Popularity of social networking sites.	-,121	,170	-,095	-,712	,479
	Networking scope	,396	,211	,289	1,878	,065
	Ease of Navigation	-,148	,205	-,097	-,725	,471
	Privacy/Security	,023	,121	,021	,186	,853

a. Dependent Variable: Time

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,090	,631		1,729	,088
	Information quality about applicants	,054	,187	,031	,288	,774
	Popularity of social networking sites.	-,170	,159	-,133	-1,072	,287
	Networking scope	,702	,197	,507	3,565	,001
	Ease of Navigation	,025	,191	,016	,133	,894
	Privacy/Security	,085	,113	,080	,753	,454

a. Dependent Variable: Target group orientation

## Appendix 16: Bivariate regression analysis

### Dependent variable: Diversity of applicants

Independent variable:	$\beta$	t	Sig. (two tailed)	R <sup>2</sup>
Information quality	.02	.13	.90	.00

### Dependent variable: Diversity of applicants

Independent variable:	$\beta$	t	Sig.	R <sup>2</sup>
Popularity among applicants	.03	.27	.79	.00

### Dependent variable: Diversity of applicants

Independent variable:	$\beta$	t	Sig. (two tailed)	Sig. (one tailed)	R <sup>2</sup>
Networking scope	.20	1.760	.08	.04	.04

### Dependent variable: Diversity of applicants

Independent variable:	$\beta$	t	Sig. (two tailed)	Sig. (one tailed)	R <sup>2</sup>
Ease of navigation	.22	1.93	.06	.03	.05

### Dependent variable: Diversity of applicants

Independent variable:	$\beta$	t	Sig.	R <sup>2</sup>
Privacy/Security	.41	3.85	.00	.17

### Dependent variable: Quality of applicants/applications

Independent variable:	$\beta$	t	Sig.	R <sup>2</sup>
Information quality	.03	.25	.80	.00

### Dependent variable: Quality of applicants/applications

Independent variable:	$\beta$	t	Sig.	R <sup>2</sup>
Popularity among applicants	-.07	-.62	.54	.01

**Dependent variable: Quality of applicants/applications**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Networking scope</b>	.14	1.24	.22	.02

**Dependent variable: Quality of applicants/applications**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Ease of navigation</b>	.161	1.402	.17	.03

**Dependent variable: Quality of applicants/applications**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig. (two tailed)</b>	<b>Sig. (one tailed)</b>	<b>R<sup>2</sup></b>
<b>Privacy/Security</b>	.19	1.68	.10	.05	.04

**Dependent variable: Costs**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Information quality</b>	.07	.63	.53	.01

**Dependent variable: Costs**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Popularity among applicants</b>	.08	.69	.50	.01

**Dependent variable: Costs**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Networking scope</b>	.06	.53	.60	.00

**Dependent variable: Costs**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Ease of navigation</b>	.02	.13	.90	.00

**Dependent variable: Costs**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Privacy/Security</b>	.02	.13	.90	.00

**Dependent variable: Time**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Information quality</b>	.24	2.1	<b>.04</b>	.06

**Dependent variable: Time**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Popularity among applicants</b>	.03	.21	.83	.00

**Dependent variable: Time**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Networking scope</b>	.22	1.98	<b>.05</b>	.05

**Dependent variable: Time**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Ease of navigation</b>	.05	.43	.67	.00

**Dependent variable: Time**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Privacy/Security</b>	.06	.54	.59	.00

**Dependent variable: Target group orientation**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Information quality</b>	.12	1.07	.29	.01

**Dependent variable: Target group orientation**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Popularity among applicants</b>	.14	1.26	.21	.02

**Dependent variable: Target group orientation**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Networking scope</b>	.47	4.54	<b>.00</b>	.22

**Dependent variable: Target group orientation**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Ease of navigation</b>	.26	2.32	<b>.02</b>	.07

**Dependent variable: Target group orientation**

<b>Independent variable:</b>	<b><math>\beta</math></b>	<b>t</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>
<b>Privacy/Security</b>	.16	1.42	.16	.03

## Appendix 17: Output regression analysis

**Type of Social Networking Site**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business oriented networking sites	63	100,0	100,0	100,0

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,411 <sup>a</sup>	,169	,096	,68777

a. Predictors: (Constant), Privacy/Security, Information quality about applicants, Ease of Navigation, Popularity of Social Networking Sites. , Networking scope

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,476	5	1,095	2,315	,055 <sup>a</sup>
	Residual	26,963	57	,473		
	Total	32,438	62			

a. Predictors: (Constant), Privacy/Security, Information quality about applicants, Ease of Navigation, Popularity of Social Networking Sites. , Networking scope

b. Dependent Variable: EffectiveRecruitment



Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1,907	,578		3,302
	Information quality about applicants	,282	,184	,188	1,534
	Popularity of Social Networking Sites.	-,127	,143	-,128	-,884
	Networking scope	,368	,195	,352	1,890
	Ease of Navigation	-,118	,200	-,096	-,588
	Privacy/Security	,153	,105	,186	1,463

a. Dependent Variable: EffectiveRecruitment

\*Two tailed: .06/2= .03=one tailed

## Appendix 18: Usage frequency

### Statistics

N	Valid	76
	Missing	0

### How many percent of the total recruitment are being covered by Social Networking Sites?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-25%	73	96,1	96,1	96,1
	25-50%	3	3,9	3,9	100,0
	Total	76	100,0	100,0	

		Updating business homepage	Job posting	Active recruitment	Other activities
N	Valid	76	76	76	76
	Missing	0	0	0	0

#### Updating business homepage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	daily	4	5,3	5,3	5,3
	weekly	8	10,5	10,5	15,8
	monthly	18	23,7	23,7	39,5
	semi-annually	14	18,4	18,4	57,9
	less than semi-annually	15	19,7	19,7	77,6
	never	17	22,4	22,4	100,0
	Total	76	100,0	100,0	

#### Job posting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	daily	5	6,6	6,6	6,6
	weekly	15	19,7	19,7	26,3
	monthly	22	28,9	28,9	55,3
	semi-annually	15	19,7	19,7	75,0
	less than semi-annually	9	11,8	11,8	86,8
	never	10	13,2	13,2	100,0
	Total	76	100,0	100,0	

### Active recruitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid daily	8	10,5	10,5	10,5
weekly	15	19,7	19,7	30,3
monthly	18	23,7	23,7	53,9
semi-annually	15	19,7	19,7	73,7
less than semi-annually	14	18,4	18,4	92,1
never	6	7,9	7,9	100,0
Total	76	100,0	100,0	

### Other activities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid daily	5	6,6	6,6	6,6
weekly	8	10,5	10,5	17,1
monthly	7	9,2	9,2	26,3
semi-annually	3	3,9	3,9	30,3
less than semi-annually	7	9,2	9,2	39,5
never	46	60,5	60,5	100,0
Total	76	100,0	100,0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Updating business homepage	76	1	6	4,04	1,501
Job posting	76	1	6	3,50	1,447
Active recruitment	76	1	6	3,39	1,461
Other activities	76	1	6	4,80	1,736
Valid N (listwise)	76				

## Appendix 19: Regression analysis

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,307 <sup>a</sup>	,094	,082	,70807

a. Predictors: (Constant), Usagefractivities

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,859	1	3,859	7,696	,007 <sup>a</sup>
	Residual	37,101	74	,501		
	Total	40,960	75			

a. Predictors: (Constant), Usagefractivities

b. Dependent Variable: EffectiveRecruitment

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,509	,310		8,104	,000
	Usagefractivities	,211	,076	,307	2,774	,007

a. Dependent Variable: EffectiveRecruitment

## **Statutory declaration**

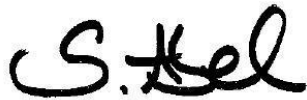
I declare that I have developed and written the enclosed thesis entitled

*"The role of Social Networking Sites in recruitment: Results of a quantitative study among German companies."*

entirely by myself and have not used sources or means without declaration in the text. Any thoughts or quotations which were inferred from these sources are clearly marked as such.

This thesis was not submitted in the same or in a substantially similar version, not even partially, to any other authority to achieve an academic grading and was not published elsewhere.

Enschede, May 2011

A handwritten signature in black ink, appearing to read 'S. Abel', with a stylized flourish at the end.

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Sandra Abel