Recruitment via Social Media Sites: A critical Review and Research Agenda

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ABSTRACT
Social media is becoming increasingly more important in today's world. It brings together supply and demand in recruitment and selection. In addision to this it also gives employers the possibility to verify potential employers. This article presents an exploratory investigation on the role of social networking sites in recruitment. Particularly, the aim is to identify how and why companies use social media to attract and screen applicants during their recruitment processes and if applicants know how to use social media sites properly. This article also examines the advantages and limitations of recruitment through social media for employers as well as jobseekers. This is done by performing a literature review. The findings show that companies are currently using social media in recruitment, but perhaps not as effective as they could be. Several recommendations and conditions for success are given to help employers and jobseekers to make the most out of social media in recruitment.

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1. INTRODUCTION

The practice of using social networking sites for pre-employment screening and selection has become more and more popular. This might not seem as a very strange in a world were every one in four people already have a Facebook account (Statista, 2015). But is using social media truly a pratical way of screening and selecting new employees? Using social media might prove to be a potentially promising source of applicants' information, but it is also filled with potential risks, legal as well as ethical. The latter is also the reason why there are conflicting views about using social media in recruitment among employers and employees as well as legal systems.(Suder, 2014).

This thesis focuses on recruitment and social media. But what is meant by recruitment and by social media? To scope this project I use Sinha & Thaly's (2013) definitions of 'recruitment' and of 'social media'. In which recruitment can be defined as: ''a vital function of human resource management, which can be defined as the process of searching the right talent and stimulating them to apply for jobs in the organization. It is the process of discovering the sources of personnel to meet the requirements of the staffing agenda and attracting the adequate number of employees, as to be able to make the effective selection among the applicants''. Social media can be defined as: ''a refers to the Websites, which enable people to exchange and work together on digital content in virtual communities (networks). Some of the most popular include the Facebook, Blogger, Twitter, WordPress, LinkedIn, Pinterest, Google+, MySpace and Wikipedia''. (Sinha & Thaly, 2013)

So many different things are being written about social media. What is true and what should we believe? Melanthious et al. (2015) consider recruitment through social media to be a positive thing. That social networking sites help companies to locate and attract aplicants while it enables them to run background checks. However, they believe that many companies avoid the use of social media and that companies fail to take advantage of the opportunities that social media offers to recruitment. Compton et al. (2009) and Torrington et al. (2004) on the other hand say that companies are already using social media effectively and that social media brings an advantage for companies in recruitment. Recruiters can easily access both national and international applicants. Plummer et al. (2009) think that social media recruitment is not just a positive thing for companies, but it could also be helpful for jobseekers. It helps the recruitment process of the jobseeker by making it more responsive or because jobseekers can access influential referees as well as information that may prepare them better for the job screening process. Others like Kilpatrick (2013) don't think social media is effective in recruitment at all. Because none of its tools and systems help recruiters develop their judgement or improve their assessment. Nor do they offer ways to manage greater numbers of relationships with clients and candidates. And some like Reiners & Alexander (2013) think that real success through social media in recruitment can only be achieved when parties in all countries know and understand social rules that influence both the content, style and use of their posted profiles.

I was inspired by the diversity of the opinions and practical complexity of using social media in recruitment. Such an inspiration led me to the goal of this study, to explore the most important trends in social media recruitement. I will do this by performing a literature review.

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2. METHODOLOGY

Recruitment through social media is a relatively new research area. Seeing how Facebook, LinkedIn and Twitter have all been founded after 2003. Therefore I have found that articles that have been published before the year 2000 will probably not be very relevant in a review about social media recruitment. That is why I have chosen to only include articles in this review that have been published between the years 2000 and 2015. I expect that most relevant articles will have been written in the last few years. I don't expect articles that have been written last year of even this year to have that many citations. Because I did not want to overlook any important and recent articles I have chosen not to include a minimum number of citations for the articles.

The articles that have been included in the literature review have all been written in English. Articles written in other languages have been excluded from this study. This because I expect the main publications to have been in international journals and most of those are written in English.

The fields of research that I have identified to be of relevance for the litarature review have been summarized under the following keywords:

- Social sciences
- Business & Management
- Computer science
- Decision science
- Human Resource Management
- Recruitment & Selection

I have chosen Scopus as an appropriate database for this research project. Scopus is known to be one of the market's leading search engines for scientific literature. It provides meta information about scientific articles, has the possibility to within the title, abstract and keywords of articles and allow batch exportation of article meta information into Excel. I have not used Google Scholar for this research project. This is because its search results were too broad and it did not limit its search to title, abstract and keywords, but included the whole article. Google Scholar also did not offer direct batch exportation of article meta information into a third party program. Web of Science has also not been considered because it is hard to extract data from Web of Science to excel.

After I had chosen my searchforum I needed to distinguish my searchterms. The main searchterms I used were 'recruitment', 'selection' and 'networking'. Then I expended them by integrating them with words as 'social media' and 'human resource management'. After brainstorming I came up with the following research terms: social media recruitment, Linkedin recruitment, Facebook recruitment, future recruitment social media, integration social media in recruitment, social network sites recruitment, recruitment & social networking, opportunities recruitment social media, best practices for using social media as a recruitment, e-recruitment, social media employment selection, future employment selection methods Social network screening, online social networking, employer's use social networking sites, evaluating social networking web sites, social media in HRM, social media & job application, social media and human resource management.
I used Scopus to search for the terms mentioned above.
The search for the various research terms on Scopus revealed 1183 results, including duplicats from similar combinations of research terms leading to the same results. I exported the results to Excel using the export function that scopus provides. In

Excel I used the option to remove duplicate values, this left me with 1045 articles.

2.1 Select & Analysis

To refine the sample of 1183 articles from Scopus, I had to apply additional filters. First I removed all the articles that were published before the year 2000. This reduced the number of articles in total to 1019. After that I decided that the articles that came from the search term 'online social networks' were to be removed. I found that it was a much to broad research term and that it did not provide articles that were really interesting for this review. So the number of articles in total was reduced to 819. The same was done for the search term 'e-recruitment', which reduced the number of articles in total to 716. I did this for the same reason I excluded 'online social networks'. Hereafter articles that did not have that much to do with social media and recruitment were excluded. I made this decision by reading the titles and the abstract parts of the articles. This left the number of articles remaining at 206. The specifics of the 206 articles were put into columns in Excel. Idependently of eachother my supervisor and I judge the articles. On 23 of the articles we agreed immediately, they were found to be right for the review seeing how they were clearly about recruitment through the use of social media websites. There were 20 articles we discussed, from with 7 articles were also chosen. This lead to a number of 30 articles that were considered relevant for the literature review. A representation of the selection process can be seen in Figure 1.

Figure 1: Schematic representation of the selection process
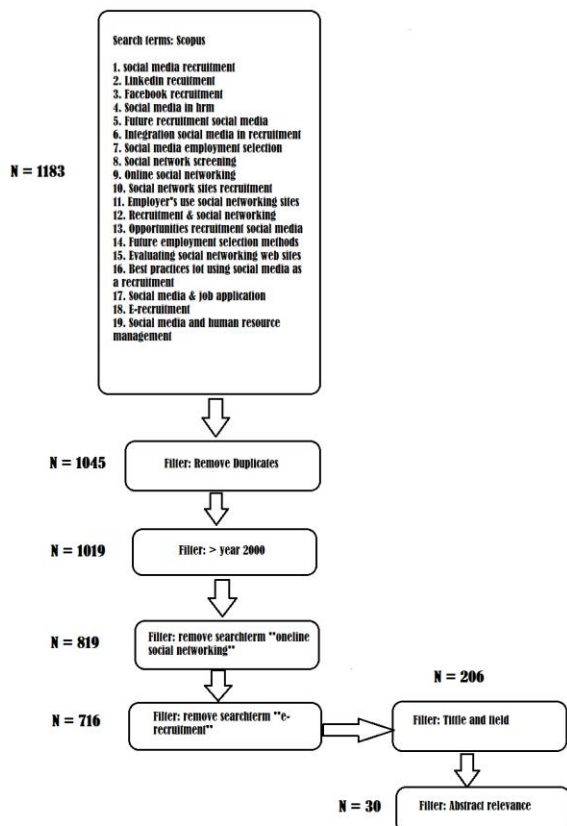
3. FINDINGS
3.1 Advantages and Limitations of Using Social Media in Recruitment

Why should employers and jobseekers be using social media for recruitment? What are the advantages and what are the limitations of using social media? Do they differ for employers and jobseekers or actually the same?

3.1.1 Advantages for employers

Recruitment through social media differs somewhat from recruitment in the old ways. Nowadays, recruiters typically use social media, not to gain new information (this they obtain primarily from the candidate's résumé), but to check if those résumés are correct and to try to learn something about the applicants' network (Reiners & Alexander, 2013). An advantage for employers for using social media is that the effective range in which recruiters can search for applicants is much broader. Recruiters can easily access both national and international applicants. Selection of applicants can also be supported by filtering and cross-checking online resources. Web forms can be standardized and this can help to make the search process simpler, it can even help to make it automated completely (Compton et al., 2009) (Torrington et al., 2004).

A proportion of the work load has been moved from the employer to the applicant. Applicants themselves need to make sure their social media platforms look well. Moving workload from the employer to the jobseekers makes the recruiting process less expensive for the recruiter. Costs also become lower because social media websites are (mostly) accessible without costs (Jacobs, 2009). Cost reduction might be a logical reason for companies to be using social media in recruitment. SHRM (2008) found that companies use social networking websites for screening to gain information with little time and effort (51%). Or to obtain information that is not mentioned in a cover letter, résumé, or curriculum vita (i.e., CV) (49%). Companies also use social media to easily verify information in a cover letter, résumé, or CV (26%), and to assess the applicant fit with the organization (26%).

Another advantage for companies is that if they use social media in the proper way they could save time in the recruitment process. A study by Workforce (2000) claims that online recruiting has proven to be up to 30% faster than other traditional hiring methods. According to them this is due to the elimination of intermediaries and a shorter recruiting cycle.

3.1.2 Limitations for employers

Unfortunately for the employers using social media in recruitment also has its limitations.

For starters, employers may look at information that has been provided on social media in the wrong way. Negative information that has been retrieved from the jobseekers' personal profile may not be considered in the right context. They could therefore result in a hasty rejection decision (Brown & Vaughn 2011, p. 220-221). This could lead to a lawsuit for the employer. This is very serious consequence. There are also consequences that might at a first look seem smaller, but could also have a negative influence on the company. For example, a study by Madera (2012) showed that an organization that uses social media sites as a selection tool was perceived as less fair than an companies that did not use social media in recruitment and selection. Job pursuit intentions were also found to be lower for an organization that used social media sites as a selection tool than for an organization that did not. This study suggests

that using social media sites for selection purposes has a negative impact on the fairness that is perceived in the selection process. Because of this, organizations should be careful about inviting or encouraging potential applicants to join their social media sites as part of their selection process. Applicant see privacy violations as unfair and often this leads to a negative perceptions of the company (Truxillo et al., 2004). This is obviously not something a company wants.

Another matter that could be considered as negative is that the information available on social media sites may vary considerably. This makes comparison between applicants unreliable. Information that is available about some of the jobseekers might not be available about others. Shared information on social media sites might also be brought in a way that is seen as socially desirable. So there is a very real possibility that the information on social media sites might be inaccurate (Suder, 2014).

When employers are using social media for recruitment they also need to be aware of the risks of negligent hiring. If an employer discovers negative information about a jobseekers using social media sites, but decides to ignore the information and hires the individual anyway, then the employer could be sued for negligent hiring, if the employee later harms a third party (Davidson et al. 2012, p.8).

The last limitation for employers that I discuss here is considered by some to be the most major and difficult. This limitation concerns privacy. Social media sites have made it very easy for private information to become accessible to the general public and not just to the public that someone would choose (Marwick & boyd 2010) such as family and friends. It also made it possible for recruiters to read them (Suder, 2014). But concerning the privacy on social media you should try to answer the question; Does an applicant actually have a right to privacy on social media platforms? When discussing the privacy expectations of a jobseeker some people, like Suder, say that a person loses their right to privacy to information if they post it on social media sites themselves. Seeing how public information is not considered private it makes it hard to argue otherwise. You could say that because the information on social media sites is publicly searchable a jobseekers should not have the right to privacy on them. Saying that you should also take into account that some of the information on social media sites is posted by others. Seeing how they did not place this information themselves you could say that this information should be private. In any case there is still a lot to be said about privacy on social media and I would say it has not all been figured out yet.

3.1.3 Advantages for jobseekers

One advantages of using social media sites for recruitement for jobseekers is that social media is a low costs mean to search for jobs. Jobseekers can join the social media platforms of companies and then easily have access to the vacancies companies post. Jobseekers can even do this anonymously, which could be an advantage for jobseekers who currently have a job. Plus it helps the recruitment process of the jobseeker by making it more responsive (Reiners & Alexander, 2013).

Another advantage is that jobseekers can easily access infuential referees and important information about the company. This may help them to prepare even better for the job screening process, because they are likely to have, or feel like they have, an edge over competitors with similar credentials (Plummer et al., 2009). Social media, and social networking sites in particular, can increase the possibilities of contact and

exchange of information between the recruiter and jobseekers in person (Roberts & Roach, 2009). Both jobseekers and recruiter can maintain, mobilize, and develop their social network more efficiently because of social media. They can both filter out relevant information and use them to create new collaboration opportunities (DeKay, 2009; Girard & Fallery, 2011).

3.1.4 Limitations for jobseekers

The first limitations for jobseekers I found is that jobseekers do not always realize what information about themselves might leak out into the public (Madejski et al., 2011) or how an ordinary posts or comments might be misunderstood (Wang et al., 2011) by a possible future employer. Not just the personal data they post online themselves can be found, but a possible employer could also find personal data uploaded online by others (such as friends, family, or institutions). This information might be incorrect, it might even damage them as an individual (Henson et al., 2011). Online information can also be inaccurate. For example when individuals are become the victim of identity theft (Connerly et al., 2001), or when false information is posted about them on someone else's website (i.e., libelous information) (Davison et al., 2012). It is important that jobseekers realize the seriousness of this. A study by Kluemper showed that employers reject jobseekers based on what they find about them on social media. Kluemper (2013) found that 35% of employers said that they would reject a jobseeker because of information they found on social media. The top reasons that were given for rejecting applicants included the presence of provocative or inappropriate photos or information, content about drinking or using drugs, bad-mouthing a previous employer, poor communications skills, discriminatory comments, lying about qualifications, and sharing confidential information from a previous employer.

3.2 Differences between Social Media Platforms

There are many different platforms for social media today. The three most popular social media websites in October 2015 are: Facebook at number one with 900,000,000 unique monthly visitors, Twitter at number two with 310,000,000 visitors and LinkedIn at number three with 255,000,000 visitors (eBizMBA, 2015). In short, the difference between these three social media sites can be described as follows:

LinkedIn: Tells others who you are.

Facebook: Tells others who you know.

Twitter: Tells others what you are doing.

This of course is a very compact explination. There are a lot more differences between Facebook and LinkedIn about a wide range of issues. Facebook (when compared to LinkedIn) has more users, generally has more information on it, is typically focused on ''friends'' (rather than professional ''connections'), it has a greater ability to restrict access, etc. LinkedIn, on the other hand, is more like an expanded resume and explicitly used for connecting with eachother professionally, including connecting because of recruitment and selection (Kluemper, 2014). LinkedIn appears to have gained wide acceptance as an effective recruiting tool, Facebook and Twitter on the other hand are viewed with skepticism by the device companies. Provost (2009) held a survey in which the test group did not believe that Facebook and Twitter reached the experienced professionals they are seeking,. They feld that both platforms were purely socially focused or for a younger demographic group with predominantly entry-level skills. So Facebook might

not be considered as a helpful selection platform for employers. From the viewpoint of the jobseeker, Facebook is far from an ideal search tool. In order to uncover potential opportunities on a company's social media platform page, the jobseeker first has to become a fan of each company's social media page and then visit each page to try to track and identify new job postings and then apply online through the corporate Web site (Provost, 2009).

LinkedIn can be used in a whole variety of ways – to identify business contracts, candidates or clients, to canvass opinion on a particular topic, to advertise jobs, to hook back up with a former colleagues or to contact or to advertise your services, credentials or availability for a new job (Thew, 2008). LinkedIn was initially a free service and for the functionality mentioned above it stays that way, but there are now tiers of membership that allow the user to buy a number of direct contracts (In-Mails) and send a message directly to another member that is not already on their level one network. This only works if that member has indicated that they are happy to receive direct contracts. It is quicker, cleaner and more discreet, and at about $1 a go it is cost-effective. It is cheaper than advertising and more targeted (Thew, 2008). This gives LinkedIn an advantages over the other social media platforms, that do not have this option.

But which social media platform currently the best to use for social media recruitment? Nikolaou (2014) designed a study to try to give an answer to this question. He provided a study to try to discover which social media platform would be the best to use for social media recruitment. He quantitatively compared the usage for recruitment and screening, and the effectiveness of LinkedIn and Facebook. The results showed that LinkedIn is used more extensively for recruitment and screening purposes than Facebook ($t=7,79$ [$df=106$], p < .00). His study also showed that LinkedIn is considered to be more effective for recruitment and screening purposes in comparision to Facebook ($t=8.77$ [$df=67$], p < .00). So based on Nikolaou's study you could say that LinkedIn is a more effective platform than Facebook for recruitment purposes.

3.3 Differences between Age and Gender of Jobseekers

Is there a difference in groups that use social media when it comes to age? Are young people more effective when it comes to social media, because they grew up with it? Or have older people adapted to social media and are they using it just as well as younger people are? And are there differences in recruitment through social media between men and women? Do men use social media more or better or are woman using social media in the same ways and just as effectively?

As far as age is concerned Aspridis et al. (2013) state that in all age groups a large proportion of users keep a profile on Facebook. But it seems to them that as age increases the smaller the % rate on the number of users in each age group becomes. Also, with age increasing, a larger percentage of people who either do not use, or use some of the less popular social networks appear. So, the older people become, the less percentage of them is found to be on social media platforms as Facebook (Aspridis et al., 2013). Aspridis et al. also say that diferent age groups use social media platforms in a different way. They found that older jobseekers are found to be more on LinkedIn, than on other social media sites. In comparison to younger jobseekers who mostly use Facebook and job boards. Younger participants tend to spend more time online on social media sites and visit them more regularly, I think this is a

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finding most people expected. So it can be stated that people from different age groups have different preferences when it comes to several platforms of social media (Nikolaou, 2014). Age might be a possible moderator of the effect of using social networking sites on job pursuit intentions. Because younger individuals are more likely to have a social network account than older individuals, older applicants might have different reactions to employers using social network account as a selection tool (Withiam, 2011).

More people from younger age groups are present on social media. This makes the applicant pool for younger people larger than for older people, so it is very probable that more younger people will be hired from social media. If more young people really are hired through social media it will probably be because there are a lot more young jobseekers on social media sites. I have not found any research to suggest that people from older age groups are less capable on social media.

What about the differences between men and women in social media recruitment? I have not found there to be much written about this topic. What I did find was a study by Nikolaou (2014). He said that males tend to be more active than females on LinkedIn, in terms of engagement, usage, and perceptions of its effectiveness. Females, on the other hand tend to spend more time using social networking sites, especially job boards, in the job search purpose. So maybe male and females are equally effective in recruitment on social media, they just work at it a different way.

3.4 Differences between Countries

Is there a difference in recruitment through social media in different countries? Is it used more in the United Stated than in Europe, or is it just the other way around? And if that would be the case, then why it is so? Are there difficulties about social media recruitment that some countries face but others don't?

Reading the articles I have found that there has not been looked into the differences in reciurtment through social media between different countries that much. It is mentioned that social media originates from the United States for the most part. Facebook, LinkedIn and Twitter all originate from the United States. So it would not come to that much of a surprise to see that the United States have more people active on social media than Europe has. There are 118 million U.S. users on LinkedIn compared to 93 million European users (LinkedIn, 2015). Seeing how social media has existed longer in the U.S. and more people are active on it, some say that the U.S. has developed a better strategy for recruiting through social media. But so far I have not found research to support nor object this. One thing that I did find in multiple articles is the difference when it comes to privacy on social media sites. Most countries in Europe explicitly recognize basic privacy rights in their constitutions and have adopted general data protection laws, the US Constitution does not provide protection for employee privacy in private sector workplaces (Suder, 2014). In Europe the right to privacy and data protection are two distinct human right that are recognized in numerous international (e.g. the Charter of Fundamental Rights of the European Union) and national instruments. In Europe the right to privacy is bound with human dignity. Human dignity is not generated by the individual, but is instead created by one's community and bestowed upon the individual. Therefore it cannot be exchanged for other rights, but this is possible in the U.S. (Lasprogata, King & Pillay 2004). In the U.S. it would be possible to give up the right for privacy, seeing that it is considered a right that can be traded. In Europe a person can not do this. Some European

countries, such as the UK, Germany and Finland, however, even restrict employer's right to monitor applicants' social media profile. For instance, in the UK they have the Data Protection Act. This is a primary legislation that regulates the holding of an individual's personal data by companies. It also regulates the processing of personal information of individual. This act however does not contain specific regulations on data collection during recruitment (Suder, 2014).

There are also other countries in Europe that prioritize employees' rights to privacy protection when gathering information online. In Finland the Act on the Protection of Privacy in Working Life 759/2004 (Finlex 2004) expands the privacy rights of employees.

In conclusion it can be said that not that much research has been done to find if there are differences in recruitment through social media in different countries. The research that has been done so far leads to believe there is not that much of a difference between recruitment through social media in different Western countries. The difference that has been written about mostly in recruitment through social media so far is privacy, or rather the perceived right to privacy. This right is perceived as high in European countries and as something that is seen as tradable in the United States.

3.5 Differences between Social Media and Other Recruitment Options

Several people such as Falcone (2009), Coutu (2007) and Smith-Buhler (2009) claim that nowadays employers and management face ethical dilemmas with regard to whether to do an online background search on social media sites or not.

Screening future workers (Slivensky et al., 2012) has given good results in finding highly skilled employees quicker (Dafoulas et al., 2002). But management still needs guidance on how to deal with their findings in a socially responsible manner (Clark et al., 2010) ((sanchex Abril et al., 2012) (Schoening et al., 2010). Using social media in employment is undergoing a transition in terms of behavioral norms, regulations, and law. Dealing with online privacy problems in a way that is in compliance with a company's social responsibility is still a matter that is under dispute (Hirsch, 2010) (Pollach, 2011). These sort of problems are not necessarily new in recruitment. The difference is that recruitment without social media has been around for much longer, therefore they have had time to deal with these problems. But they are still new in social media recruitment.

The last few years researchers have dealt with the impact of social media in human resource management and particularly the effectiveness of the functions of attracting, selecting and recruiting candidates. A research done by Jobvite (2011) about companies that have their headquarters in the U.S., came to the following interesting results: Over 80% of companies said they use social media and 9% will be launched soon. The percentage of use of social media for selecting staff increased last year by 12%. Nearly 2/3 of those who make the choice of candidates have managed to hire a talent using social networks, this is 5% higher than last year. Among the social networking sites used for personnel selection LinkedIn is in first place, and Facebook follows with some difference. Furthermore, 64% of the companies under investigation, say that it uses two or more social media platforms for personnel selection. 100% of the Fortune 500 companies (ranking of American companies in the magazine) have executives with profiles on LinkedIn and 75% of Fortune 100 companies pay for ads and / or for improved search services. 55% of companies who are located in the U.S.

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increase their investment in staff selection through social media. Finally, over two million firms have profiles in LinkedIn (Jobvite, 2011). One of the difference between social media recruitment and old fashion recruitment has to do with the life cycle of the vacancy. On the internet, the life cycle of a vacancy is longer and allows the display of the duration of the advertisement (Valvis, 2005). Markkanen (2002) reported that for active jobseekers, the ad/vacancy is only ''hot'' for ten days. If the ad is displayed for too long it can actually make it unattractive to candidates. It can make the jobseeker wonder if there is something wrong with the company, since it is so difficult to find employees (Aspridis et al., 2013).

So I think, judging from the articles, that the largest difference between recruitment through social media and other recruitment options is time. Time in how long social media has been around and time in that most things on the internet move faster. Because regular recruitment options have been around longer they have had the time to come up with rules and regulations. Social media recruitment is relatively new, therefore they are only now beginning to discover the possible problems and possible solutions to those problems.

3.6 Value, Effectiveness, Efficiency and Success

Probably the most common current approach to social networking screening is to view profiles for potential disqualifying information. This approach resembles a type of background check. It seems that applicants with social network information that indicate to drug use, discriminatory comments, misrepresented qualifications, or shared confidential information about a current employer (Forty-five Percent of Employers, 2009) might provide a strong basis to reject an applicant, particularly when considering the potential for deviant workplace behaviors. Hence, a primary concern of some companies may be related to public relations. They want potential employees to have a clean online presence that will not likely harm the company if the information is viewed by the company's stakeholders (Kluemper, 2014). The use of social media to attract and select candidates is being used to make a global pool of prospective employees on the one hand and prospective employers on the other, it eliminates distances and costs, as the candidate selection can be made from anywhere in the world (Aspridis et al., 2013). It builds networks and connections between users and enhances publicity and public image of both the prospective employer and the prospective employee. As in most social media relevant information and interconnections are visible if the user prefers them to be (Parry & Wilson, 2009). Social networking sites are a tool for faster and immediate job searching from the candidates, through key-words or through common interfaces they can locate the desired job, fill out the page of a company that attracts staff. They enhance the transparency of companies' claims, since through the links on their pages the candidates can talk and exchange views with other candidates. Finally, they encourage the exchange of views and ideas with customers, suppliers and staff of a company (Boyd & Ellison, 2003).

Currently, what for some is seen as one of the most problematic issues surrounding the use of social networking sites in selection or screening, is the lack of validity evidence supporting the appropriateness of using this method to gather information. Despite the importance of following selection system validation procedures in professional guidelines no research has yet investigated the content validity of the information gathered by employers. Without well-documented evidence for validity, the   conclusions that are drawn by

managers on the basis of profile searches may be tenuous at best. Furthermore they might result in undocumented discriminatory actions. Consistent with the weaknesses surrounding the use of unstructured interviews (Guion, 1998), the use of informal decision making methods that are supported with validity evidence in the hiring process may increase the likelihood of legal repercussions (Brown & Vaughn, 2011). Brown & Vaughn are not alone in this thought. Another study addressed an important issue with using social media as a hiring tool, that the reliability as well as the validity of using social networking sites to screen and select applicants is unknown. Until the reliability and validity of the information from social networking sites is examined, hiring organizations should be cautious when relying on social networking sites to make selection decisions (Madera, 2012).

Validity is not the only thing that is hard to determine. It is also difficult to determine whether social networking sites screening is increasing or decreasing. One possibility is that both are true. It seems plausible, from a closer look at the roles of the participants in surveys conducted by Kluemper, that HR representatives may be less likely to use social networking sites for screening purposes (perhaps due to the legal and other risks associated with such use), while non-HR hiring managers may be more likely to use social networking sites to screen (perhaps due to the ease of accessing a potential treasure trove of information about the job applicant) (Kluemper, 2014). Some research says that the importance of online recruitment is established, others disagree. A research was conducted to examine the relationship between the use of social media as a recruitment source and student attitudes (Rozelle & Landis, 2002). They hypothesized that Internet recruitment would be seen as presenting less accurate information to applicants as compared to informal forms of recruitment. In addition, greater applicant use of Internet-based recruiting information was expected to be associated with lower satisfaction with the company. The data did not support the hypotheses, hence the role of online recruitment was significantly established through this study (Sinha & Thaly, 2013). Others say that social media recruitment mostly have negative outcomes. A study by Madera (2012) suggests that using social networking websites for selection purpose does have a negative impact on the fairness perception of the selection process. As such, companies should be cautious about inviting or encouraging potential applicants to join their social networking website. Employers should be aware that applicants might have negative reactions if they use social networking websites as part of their selection process. Applicants perceive privacy violations as unfair and often this leads to a negative perceptions of the company (Truxillo et al., 2004). Or like Melanthious et al. (2015) who thinks that social media sites could help companies to locate and attract jobseekers and run background checks. But who thinks that companies avoid the use of social media and fail to take advantage of the opportunities offered. Or Kilpatrick (2013) who thinks social media in recruitment is not helpful at all. This because he feels that none of social media's tools and systems help recruiters develop their judgement or improve their assessment. Nor do they offer ways to manage greater numbers of relationships with clients and candidates.

Others look more at the technology behind social media recruitment. A paper was presented at an international conference by Florea & Badea (2013), which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel (Sinha & Thaly,

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2013). They feel that social media do not replace other e-recruitment tools, but consider them as more dynamic and relational tools. Most experts do not consider social media as ''just complementary'' or simple gadgets but as more and more important tools both for recruitment and employer brand strategy. Nevertheless the nature of social media remains for the moment subjected to controversy (Girard et al., 2014).

Finally, it should be noted that the impact of social networking sites may not yet be similar in different parts of the world, due to Internet availability and literacy limitations (Hargittai, 2007), such as computer literacy, this may also allow demographical biases to arise (Caers & Castelyns, 2011).

3.7 Conditions for success

Many things have been said about social media. What the benefits and the limitations are for more than one party. But what are the conditions for success? Different opinions arise when asking this question.

First I think that recruiters as well as jobseekers should realize that social media sites are the Internet's expression current world and are nothing if not changing. The usage of these sites are constantly developing. Facebook's rapid replacement of MySpace shows us how quickly these changes can occur (Reiners & Alexander, 2013). So a first condition for success is that recruiters and jobseekers should try to keep paying attention to what is happening in the field of social media. Are they still using the right and most successful platform?

Secondly a company should determine if what specifically they are going to use social media sites for. Are they going to use it for recruitment only then it would be wise to explain the recruitment purpose to potential applicants, as well as providing an official statement that their profiles will not be used for selection or screening. Research suggests that applicants have positive reactions when companies provide information and explanations about how information is gathered and that the jobseeker's information will be used in a consistent and systematic manner (Hausknecht et al., 2004). When recruiters have explained to the jobseekers that they will be looking into their social media account it may be wise to get the jobseekers to give consent for this. Have applicants sign a written consent form prior to conducting social network screening (Slovensky & Ross, 2012). The Fair Credit Reporting Act requires applicant consent prior to conducting certain background checks. Thus, if employers use social media sites for background check, candidates may be legally entitled to have this information disclosed to them (Smith& Kidder, 2010). This could be convenient for an organization, because it will prevent them from being sued.

Something that companies could also do to increase success is to verify the accuracy of the information that is found about jobseekers. A company could do this by incorporating social screening policies, to verify that an applicant's social media profile is truly their own (Davison et al., 2012). This can help a recruiter to limit the number of incorrect information they might receive about an applicant. After a company has weighted the pros and cons of social media screening practices and had made a decision to use invasive procedures, these procedures could be made into a part of a formal policy, rather than allowing or encouraging in practices such as ''friending'' or ''over the shoulder'' screening. These practices are not illegall, but their are likely less legally defensible than accessing open public information. There are also more likely to result in negative reaction from the applicant than an open policy.

Another action that could also be helpful for a company is to conduct social network screening toward the end of the hiring process, rather than in the beginning. The Repplier.com (2009) and SHRM (2011) both performed studies that found that social media screening occurs at different stages in the hiring process. Some social networking screening protocols may do so very well early in the selection process, prior to an interview to allow the applicant to address certain issues that have been raised, or after a conditional job offer has been given. While there are pros and cons to various approaches, a negative view by applicants is reduced when social network screening is performed later in the selection process (Sackett & Roth, 1996).

It might also be smart for a company to use multiple screeners. Multiple screeners will likely improve the reliability and the validity of social media screening (Kluemper & Rosen, 2009; Kluemper et al., 2012; Roth et al., 2012). In addition to using multiple screeners it could also be helpful to use the same screeners. Consistency is likely to improve when companies use the same evaluators for all applicants (Kluemper et al., 2012). It will also give the applicants a greater sense of fairness.

A company could also think about if they choose to outsource or insource the recruitment process. If a company chooses to outsource, job-relevant information could be conducted by independent evaluators within HR and then be passed to hiring managers within the company. Because of this these hiring managers would have no knowledge of job-irrelevant information (Davison et al., 2012) that might have been found on social media sites, such as disability status and sexual orientation. This could help some firms to minimize legal issues. The liability of a company could increase because they decided to hire a third party to view social networking profiles, because they now only rely only job-relevant information for the employer (Slovensky & Ross, 2012).

Establishing criterion-related validity could help a company as well. If a company establishes these criteria evaluators could be trained regarding issues as potential discrimination, inaccuracy, inconsistency, and violations of applicant privacy, social network evaluators and prevent them from becoming a problem for the company(Slovensky & Ross, 2012).

As you can see a lot can be done to try to be successful in recruitment through social media. E-recruitment may be seen as the means to ''transform the future of the recruitment industry [by] opening new doors for employers and jobseekers to connect in ways not possible before'' (Beyond.com, 2008). Still it is important that all the parties in all countries know and understand social rules that influence both the content, style and use of their posted profiles (Reiners & Alexander, 2013). However, when new technologies become the norm of everyday life and try to make this a successful development for all parties involved, the law may have to respond accordingly (Suder, 2014).

4. OVERVIEW OF THE ADVANTAGES AND LIMITATIONS OF USING SOCIAL MEDIA IN RECRUITMENT

To give an overview of the advantages and limitations of using social media I have made a comparative table as you can see below in Table 1. Advantages and Limitations of Using Social Media in Recruitment.

Table 1. Advantages and Limitations of Using Social Media in Recruitment

Advantage	Limitations

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Advantages and Limitations of Using Social Media in Recruitment	
For employers	
Can help them filter out relevant information for the recruitment process	Employers may look at information on social media the wrong way, this could eventually lead to lawsuits
Helps them easily access national and international applicants	Companies using social media in recruitment may be perceived as less fair
Broader effective search range applicants	Job pursuit intentions for companies are lower
Could possibly help to automate the recruitment process	Information on social media may very considerably among jobseekers
Lighter workload employers	Information about applicants might be overly positive
It makes the recruitment process more responsive	Social media recruitment could lead to negligent hiring
Employers could save time	The employer might violate an applicant's privacy
Lower costs	
For jobseekers	
It can help them filter out relevant information for the recruitment process	Information they post might be misunderstood
They can easily access a broader range of vacancies	Others might post negative information about them
It makes the recruitment process more responsive	Information can be false; e.g. identify theft
Can easily access information about the company and vacancy	Employers reject applicants based on what they find on social media
Lower costs	
Differences between Social Media Platforms	
Facebook	
Has more information on it than LinkedIn	Considered as less usable for recruitment than LinkedIn
Has a greater ability to restrict access than LinkedIn	Viewed with skepticism by the device companies
It is a free service	From the viewpoint of the jobseeker, Facebook is far from an ideal search tool. Because he jobseeker first has to become a fan of each company's social media page and then visit each page to try to track and identify new job postings and then apply online through the corporate Web site
Anyone can use it	
LinkedIn	
LinkedIn appears to have gained wide acceptance as an effective recruiting tool	
It can be used in a whole variety of ways	
It is a free service	
Anyone can use it	

Results show LinkedIn is used more extensively for recruitment and screening purposes than Facebook	
Study showed that LinkedIn is considered to be more effective for recruitment and screening purposes than Facebook	
Differences between Age and Gender of Jobseekers	
Younger people	
Larger representation (viewed more)	Larger representation (more competitors)
Older people	
Smaller representation (viewed less)	Smaller representation (less competitors)
Differences between Countries	
Europe	
More privacy regulations (advantage for jobseekers)	More privacy regulations (limitation for employers)
U.S.	
Less privacy regulations (advantage employers)	Less privacy regulations (limitations jobseekers)
Differences between Social Media and Other Recruitment Options	
Social media	
Faster	Doe not yet have established rules and policies
Is becoming more popular	Short vacancy life cycle
Old ways	
Already has established rules and policies	Is not becoming more popular
Longer vacancy life cycle	
Value, Effectiveness, Efficiency and Success	
It builds networks and connections between users and enhances publicity and public image of both the prospective employer and the prospective employee.	The lack of validity evidence supporting the appropriateness of using this method to gather information.
They enhance the transparency of companies' claims, since through the links on their pages the candidates can talk and exchange views with other candidates.	Difficult to determine whether social networking sites screening is increasing or decreasing

5. FUTURE RESEARCH

More has been written about recruitment through social media that I had at first suspected. A lot of topics have already been discussed, but there are still several topics that future research could involve.

First of all I agree with Henderson et al. (2013). They suggest that ethics in social media recruitment should be investigated further, because it could be a valuable way forward in identifying the relevant problems and ethical questions for each research project and in finding a path that upholds ethical principles of justice, beneficence, and respect.

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The use of social networking sites does not appear to be a temporaty business, so it could be usefull for researchers to examining how employers and applicants might harness social networking sites to their advantage. Research that is embedded within an organizational context could also help in specifically testing the validity of the social networking sites screening method (Brown & Vaughn, 2011).

These future researches are all more about social media in general. But there could also be done more research about specific social media site. LinkedIn for example is a social network site that focuses on job-posting or resume-related information, such as the past- and current employers and education. Individuals can also post job and resume-related information on Facebook, this social network site also allows for the posting of personal and non-job related information. Thus, future research might examine if fairness perceptions vary by the type of social network site an employer uses to screen applicants. In particular, future research might examine if attitudes toward employers that use social networking sites varies as a function of the type of social networking site that is used, for example Facebook in comparision to LinkedIn. Another subject for future research is Google+, this is now the fastest growing social networking site that integrates social life with work life (Ovadia, 2011). Future studies exploring the role of social networking sites could conduct more elaborative and ideally longitudinal studies on the predicted validity on social networking sites in job search, recruitment, and selection. In this way, the real usefulness of social networking sites for jobseekers and recruiters will be showed more accurately.

It would also be interesring to read more studies about the connection between social media sites with other, already established, job search methods such as the traditional networking (Nikolaou, 2014).

The final topic in social media recruitment that I think could be examined much more closely is the difference in social media recruitment in different countries. Especially between Europe and the U.S. The U.S. has much more flexible legislation when it comes to hiring and firing employees than Europe. Does this have an influence on the role of social media recruitment? Does it make social media recruitment more effective in the U.S. than in Europe? So far I have not found any research that examines if there is a difference in success in social media recruitment in different countries. I would find it very interesting to know if there is and what makes one country more successful than another. I also believe it would be usefull, because countries could learn from each other and make recruitment through social media work better.

6. RECOMMENDATIONS
6.1 Recommendations for employers

Internet screening in organizations is often proceeding without any policies, and with limited guidance or best practices. Although it could simply be recommended that Internet screening should not be used at all (Davison et al., 2012), I also believe that this would be cutting a lot of parties short. I has to recognized that the use of the Internet in screening and selection is already occurring and will most likely will continue to grow. Davison et al. (2012) provide the following preliminary guidance and recommendations for organizations that use Internet screening. First of all companies should try to develop policies regarding appropriate and inappropriate use of Internet screening. If this is done properly everybody in the company will know what the standards are. This could help to limit the

problems concerning social media recruitment. Companies could also conduct a risk-benefit analysis. This will help them to determine if the legal risks of using social media screening media outweigh the potential benefits. It might be wise to standardize assessments of social media screening and use multiple raters. This will help to provide more validity. Verifying the accuracy of information that is obtained from social media screening is also a smart thing to do. Finally Davison et al. recommend you disclose the potential use of Internet screening media for selection decisions to applicants (Davison et al., 2012).

Davison et al. are not the only people who recommend companies to develop policies regarding appropriate and inappropriate use of Internet screening. Provost (2009) says that is might even be wise to incorporate social media into your corporate recruitment strategy. Thereby making it even more important. But what if you are a small company and do not have the resources for this? If you do not have the resources to define a comprehensive strategy, you could begin by picking a tool and piloting its use (Provost, 2009). You could also encourage hiring managers to build their LinkedIn networks and to use them as a source of employee referrals. Develop a corporate Facebook page – if not recruitment, then at least for corporate branding purposes. Remain open to learning about new applications that will increase social media's viability as recruitment tools. And finally keep in mind that there are legal issues associated with misusing social media tools for recruitment (Provost, 2009).

6.2 Recommendations for jobseekers

When it comes to recommendations for jobseekers I agree with Kilpatrick that you should definitely be on LinkedIn (and possibly Facebook and Twitter too), but ensure that you do not have anything on these sites that you would not feel comfortable being seen by a potential employer. This includes your main photo, status updates and personal information. Try to show the best qualities you have and demonstrate your expertise. For example, choose a subject that you are passionate about, and use that interest to become a knowledgeable expert in that field by staying on top of current news and opinion.

Make a personal statement in one sentence. Use it to identify what you do and to separate yourself from your competitors. Use this as a message to promote yourself, just as a brand develops a slogan to promote itself. Think of your strengths, knowledge and what you can bring to a company. Make sure this message is conveyed clearly on social media sites, and your personal website.

Ensure your LinkedIn profile is complete. Join groups that are relevant to your experience and interests, include your personal statement and career goals in your 'summary', and ask former employers and clients to make recommendations on your behalf.

Try to make sure your profile and pictures on social media sites, and other websites you contribute to, show total consistency. This will help you to create a strong and memorable web presence (Kilpatrick, 2013). An advice for future workers would include: look into your own behavior, and do not make the mistake of letting everybody take picture or videos about you. Try to ''search and destroy'' information online when you think it could be damaging your online profile. Of course the best thing to do is to prevent all of this from happening in the first place (Lorenz & Kikkas, 2014)..

6.3 Recommendations for Multiple Parties

The rising use of social media screening and selection has raised serious issues about personal privacy and identity management. Companies ask of their recruiters that they search out information, ask around for background information, or if they are not allowed to do that find other sources. This might be violating peoples' rights to privacy. The government could attempted to to solve this problem by giving more attention to it in high schools and universities. They could do this by giving career guidance. This way you could try to ensure that young people know how the recruitment processes on social media works, so it would not come as a surprise to them at the time they begin to search for jobs. It might also be helpful to make the recruitment process more visible and transparent. Private companies usually cannot be asked to do that directly (for example, by proposing a law), but it can probably be done effectively in the government sector. However, to really discuss these issues more is a must that more publicly occurs about it (Lorenz & Kikkas, 2014).

I think the use of social media in recruitment could be made extremely effective. If companies decide to implement good and fair policies and regulations concerning social media recruitment and if they find a way to generalize the search. For now I do not believe that it is as effective as it could be, but I think it will not be long before that happens. Even so social media has become an essential part of today's world. It is for a reason that one in every four people is already on Facebook (Statista, 2015).

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