



**SAVONIA**

# **The influence of social media on employee recruitment. (Cameroon Development cooperation)**

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Bachelor's/Master's Thesis

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<p>Abstract</p> <p>The goal of the Thesis is to find out if Cameroon Development cooperation should in the future use other social media tools as part of its recruiting processes. Secondly, to find out how social media can be utilized in recruiting, suitable methods and benefits of it use.</p> <p>The fact that this thesis was commissioned by an existing company, utmost importance was placed in ensuring accuracy and reliability of the result, as part of the company's success in its utilization of social media would be based upon the application of the conclusions of these results, which in itself were obtained via different means.</p> <p>The general recruitment process, policies are examined in the theoretical background of the thesis. The concepts of social media, social recruitment, as well as some common social media channels, are covered in the theoretical part of the thesis. The empirical part was a qualitative research through a face to face interview during September 2014. In other to obtain results of this thesis the author interviewed some recruitment specialist alongside employees.</p> <p>Research results shows that, social recruitment is not likely to facilitate candidates search but goes a long way to impact positively the employers' brand, and competitiveness. However a social media profile in itself is not a shortcut to success. continuous monitoring, time, update, reviews are activities needed to ensure its full potential are ascertaining other to assist Cameroon Development Cooperation build an online presence ,development suggestions such as strategy formulation ,continuous review, updates and putting a person in charge are presented in the theoretical part of the thesis.</p>			
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## 1 INTRODUCTION

The increased rate of the use of technology has revolutionized the way in which individuals communicate with one another privately and with organizations in a work-related context.. The world as a global village is changing; paper works are almost being eliminated with the emergence of technology .Technology has brought about new ways of doing things. Social media is one of the areas been revolutionized by technological change. Businesses are changing their methods not just for sales, marketing but most importantly getting the right employees to make a difference in today's competitive world. One of the goal for the human resource officer with this present changing situations is to attract and retain potential workforce within the organizations and remain competitive. Social media tools and social networking sites are advancing a lot in the business world in developed countries that have expanded tremendously to the developing countries; this expansion, has changed communication methods increasingly in businesses, especially with the uplifting of trade barriers making it easier for business to go abroad. Through a variety of services, most of which are web-based, offers opportunities for interactions among people over the internet. E.g. via email, instant messages, and others. Employers becoming aware of these changes, aim to utilize it to target employees fit for their jobs and to make better recruitment decisions, believing that success belongs to organizations that define profitability not just in terms of profit and lost but also with regards to development of human resource and intellectual capital. Cameroon Development cooperation (CDC) is for the fact that Attracting and retaining potential employee is becoming essential for the performance, continuation of the cooperation, which is why it is important for the business to ensure the most secure ways of attracting talent. Social media has been broadly defined to refer to the many relatively inexpensive and widely accessible electronic tools that enable anyone to publish and access information, collaborate on a common effort, or build relationships(Wikipedia 2013) with regards to the use of social media for employee recruitment in (CDC),the company has been in use of radio announcements, references when in need of employees . Nowadays jobseekers are reported to be increasingly using social media tools in order to build an online presence, and search for jobs and even schools at home and abroad for exam-

ple, the Friedrich Ebert Foundation's Central Africa Office in Yaoundé commissioned a research report on the use of social media in Cameroon, the research was to find basics about who uses social media in the country. The research found out that the level of ICT usage in Cameroon is high compared to other nations in West-Central Africa like Equatorial Guinea, Gabon, Congo-Brazzaville, and DR Congo. However very little is done in maximizing social media usage in recruitment processes(The Friedrich Ebert Foundation's Central Africa 2014). It is with no doubt that social media usage as recruiting tool comes with challenges and good opportunities for employers which will be outlined below. With the increased rate of employment in CDC, the limited use of social media and the advantages that are involved the CDC human resource manager in head office Limbe intend to make efficient use of social media for employee recruitment to find the right people in the right place to make the very best out of it.

#### 1.1 Objectives and limitations

The aim of the Thesis is to find out if Cameroon Development cooperation should in the futures use other social media tools other than radio announcement as part of their recruiting processes. Secondly, to find out how social media can be used in recruiting potential employees and what methods would be suitable for an Agricultural and export company like CDC, in other words boosting the use of social media for employee recruitment.

The research also aim to draw out a guideline comprising of various suggestions for a business(CDC) to follow to optimize social media usage for recruiting employee to attract present and potential employee in the cheapest possible way. Lastly the research aim in Discovering threats /opportunities of using social media for recruiting in Cameroon development cooperation.

The research questions that are answered to reach the objects are:

1. Why Should Cameroon Development cooperation start utilizing social media in recruiting and what opportunities does social media usage provide for the company?
2. Which social networking tools and strategy will be more suitable for Cameroon Development Cooperation?
3. What are the implications of this research for provision of advice to managers, individual workers, employer representative bodies on using social media for recruitment purposes and What next steps should the company take?

it is however important to understand that results gotten from this thesis will not only be centred around CDC, but in the wider context, the result will be beneficial to other organizations aiming to use social media in recruitment .On the other hand, other organizations already using social media will gain more insight and new methods to better utilize social networking tools for employment.

There have been some limitations considered to hinder this research work which includes the following; First of all, getting some respondents to answer to the research questions especially in Finland due to language barriers was challenging. However a possible technique to avoid this problem for the researcher was, taking a face to face interview, this helped the researcher to explain things better to the interviewee basically. Also the research sample may raise some generalization problems as the main companies used by the researcher was Finnish companies and it cannot be ruled that some cultural influences have effects on the research results. This is to say that results of the research study are based on Finnish perceptions and their experiences on the use of social media for employee recruitment. However the generalization of the study is especially concerned with the theoretical levels and not the countries involved. More so it is however important to understand the fact that the sample sizes which uses social media for recruitment in Europe is more than those in the third world countries and their experience are somewhat advanced and their opinions and experiences can however work well when generalized with the company under study. Most company in Europe and some abroad now uses



social media for different purposes and in a way it is however logical to say that what worked for one company can work well for the other with regards to the fact that some changes can be made to adapt with the companies own cultures and policies. The samples used for this research is small but in order to ensure the generalizability of the research results in this study, more participants who made use of social networking sites would be necessary. In addition recruiting through social media is a new topic and fast growing, new sites and applicants are growing, with the change involved it is important for this areas to be continually monitored at regular intervals.

Another possible limitation was time constraints for the research. This limited the amount of participants, contributing to the lack of many samples. In case of another study on this topic, an increase in time duration and alternative distribution methods would be a recommendation to get a wide range of responses.

## 2 RECRUITMENT AND EMPLOYER BRAND

Recruitment and employer brand forms a core part of the central activity of a human resource manager. Managing of human resources and companies emphasis on it has grown over the years, and today its functions has a significant role in business plans, strategy and competitive developments.

The ability to attract and retain the best talents is key for any organisation in a highly competitive society, where there is high demand of skilled employers. Thus, it is important for organisations to strengthen its guide on the best possible methods in recruiting the best possible employees, through effective communications of the brands and its value in the best recruitment ways possible, while strengthening a strong employer brand (Sills M 2014). The relationship between employer branding and recruitment can be enabled by a close collaboration of the Human resource managers and top level management. Human resource management includes different level of activities such as rewarding, branding, evaluating and recruiting of employees just to mention a few. (Sills M. 2014)

Human resource strategy can involve specific plan recruitment and branding techniques. The assistance of a continuously updated plan, helps the recruitment department to optimize the source of potential employees (Segal 2014). Through the use of social media employers can recruit and as well advertise the company's brand to employees as well as stakeholders. Recruiters can through social media present the organisation as a good employer and as a great place of work while recruiting and can as a result help with retention and a great market perception of the company. Moreover a combination of the two sources can be utilized for recruiting potential employees which are sourcing employees both internally and externally. While this is done the employer can also create great perceptions to the company via social media usage for instance opening a site where the company and its brand are continually exhibited to the existing employees as well. It should also be noted that employer branding affects every touch point the organisation has with the employer which then extends to every aspects of their employment such as training, recruitment, development and so on. Organisation that create a better recruitment method and strategy via social media, will however end up not just with improved application rates but

also put the company in the enviable position of having a wide pool of talent to choose from in a tight recruitment market. Social media recruitment can help keep the organisation top of the mind internationally.

With such significant benefits associated with social media, in creating a great brand and recruiting potential employees, it is no surprise that having an online social presence and an increase spending to developed a great social networking site will be beneficial for the company (segal 2014) .

The emphasis of this thesis is on external method via the use of social networking sites since that is the focus of the commissioning party.

## 2.1 Recruitment

. Recruitment is defined as the process of having the right person, in the right place, at the right time. (Chartered Institution of personnel and development, 2005.) Nowadays, social media and recruitment has been top of the mind for recruiters and Human resource personnel. Organizations are in regular need of potential employees which seem a challenging task for a human resource management especially with regards to the increase application wired in each day by job applicants. Some challenges face is not based on the number of applicant or selecting an individual based on their professional skills, but most importantly finding important ways to get such candidates, and still maximize profit for the company. (Sills 2014)

The advent of internet has made it beneficial as well as challenging for recruiters and HR to choose good recruiting methods. The fact that recruitment process does not simply begin with interviews and end with job offers, but extends to planning and considerations prior to interview based on the value of recruitment for a company. It is how ever important for human resource management and recruiting personnel's to handle such areas with care, looking at the value an efficient employee has on a company .Extending a company's recruitment process with efficient techniques and methods is valuable for gaining potential employees. Having an online base for recruiting is also relevant as its attract outside talents with new brand new ideas into the company.

Not worthy is the fact that a company's recruitment process should be based on the need of the company either in the future or the present. Also the human resource department of the company should manage the recruitment of employees by monitoring the time to time need of employees at different point in time, and recruits the best candidates possible for the job. Recognizing the need of an employee is quite important for the company (Douglas & weiner2015).

During the recruiting process the employer looks for ways and methods to link with employees and this gives the employers an open opportunity to select the one he/she thinks is fit for the opening or future needs. Recruitment is a critical activity not just for the HM. Most of the time, line managers are actively involve with the HR department in the recruitment process so as to ensure the efficiency of the candidates to meet organizational goals. It is however important for all the involved party to be well equipped with the appropriate knowledge and skills needed the process (Applegate 2015). While being equipped finding a proper and best method for recruitment is what makes it successful, therefore social media being a useful recruitment methods requires good choice and plan for it to be effective recruitment can be done both internally and externally and outlined bellow:

### 2.1.1 Internal recruitment

Internal recruitment is any method that identifies and attracts job candidates from within an organization to fill up positions within the organization (Douglas & weiner2015). Many mechanism are entail in this process, some formal while some are informal that can be used to identify quality internal candidate. Firms may use different methods to advertise jobs within the organization some of which can be intranet post, email flashes, job posting boards. This recruitment may be either in the form of a permanent change or shuffling temporary teams to fill certain task. Applegate (2015) illustrated that, internal recruitment have some natural advantages, for instance managers do not have to reinvent the wheel, where internal recruitment is utilized in filling vacancy ,job openings can be advertised via the companies website,companies newsletters or creating a social networking site where employers and other job seekers have advantage of. With internal recruitment the employee turn to understand the business

model, culture and processes already before assuming the new position, this beforehand knowledge will aid in assimilating into the new position faster than a new staff, who will need more training on the formalities of the company( Applegate 2015). New employee can be at times difficult to find, longer to train, more finance to prepare and May sometimes fail to integrate even after this process (Chartered Institution of personnel and development, 2005.) Therefore it is appropriate for an enviable method to be utilized when recruiting internally as well. Internal recruitment does not regularly produce the number or quality of personnel needed, in such cases the organisation needs to recruit from external sources for instance via social media or college recruitment just to mention a few. This thesis however focuses mostly on external recruitment and the influence of social media on such recruitment

### 2.1.2 External recruitment

External recruitment is a recruitment process whereby, the human resource department couple with line managers extends their search for employees outside the organization to fill in positions in the company according to the needs of the organization (Veger 2006.) .

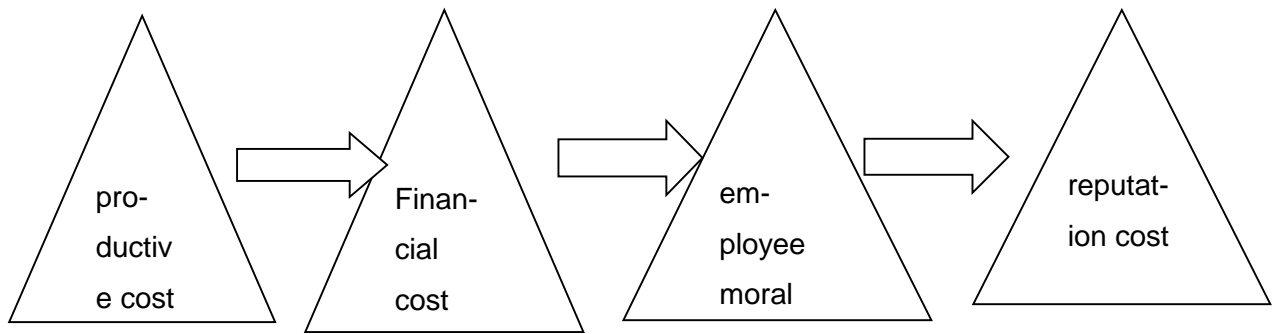
More so, Veger (2006) also illustrated that Nowadays jobseekers are increasingly expecting companies to have a social presence online, that is engaging in social platforms such as face book, twitter , companies are now trying to distinguish themselves by fulfilling this needs. The traditional method of such search before the advent of the use of internet ,was done by the use of email, advertisement in newspapers, job fairs, and referrals from current employees, which is the method commonly used by Cameroon Development Cooperation(and other companies).

Another challenge faced by companies is the need to stand out from competition in the labour market. The increase usage of social media by most other companies in the labour market has put pressure on other companies to meet up with competitors and stand out. This is because companies with an online presence are in better position to attract potential talents even internationally less costly. Some social networking tools are (whatsApp, face book, LinkedIn, instagram, and websites) which have become crucial now more than ever for

organisations to ensure that the right talents gets aware of their offers and conveying of the right messages to potential employees. Social media usage is considered essential for its wide scope of search.

Applegate (2015) illustrated some advantages of external recruitment a company gets, one of which is an inflow of completely new ideas. A new recruit might bring ideas from former employer that is beneficial to your company in the form of new information or methodologies. In addition Social media recruitment team can for instance share online videos and articles about a company via establishing an online presence. Companies using this recruitment methods can in a great way presents its culture as a motivating factor for potential job seekers, that is being where jobseekers expects companies to be. Also companies can use medium like facebook, linkedIn to bring their culture to life and engage potential talents (Deleon 2005).

During the hiring process importance of diversity should be considered at each stage of the recruitment process. Possible hidden Bias has to be eliminated in order not to block talents from entering the organization. It is important for everyone involved in the organization process of recruiting to be educated on the legislation and the importance of avoiding discrimination (Deleon 2005). Recruiting a potential employee means a whole lot for the company's future. External recruitment could bring new innovative idea for the company while reducing training cost and a competitive advantage for the company. On the other hand, when a company hire the wrong person this can have financial cost effect on the company as the company will have the responsibility of looking for various ways to reassign the employee into the organization in a way, most often letting the employee go is quite difficult, the employer rather have the responsibility of spending time, money on training and ongoing performance review which may have a serious drain on the company resources (Deleon 2005). With this in mind it is important for organization; to make a well drafted strategy, methods and process of employing in order to make the very best out of it. Some of the cost on the company's resources when the wrong decisions and wrong method use during recruiting can be divided into the following:



**Figure 1 Cost of poor recruitment (Deleon 2015)**

Managers and managing staffs in case of hiring the wrong person, hardly let go of that wrong employee. Instead, they spend time to train and retrain the new employee and as well manage the personality conflict between existing and newly hired staff, which most often times strained the resources of the company. The time spent on the new staff is a drain on productivity, For instances, the result of a survey conducted by Robert Half International on financial officers indicated that, bad hires had cost them productivity, 11 percent noted that bad hires had cost them fewer sales. Moreover, the result also indicated that supervisors spend 17 percent of their time which is about one day in a week, managing poorly performing staffs ( see for example Deleon 2015.)

Another cost encountered during bad hire by company is financial cost. The financial cost come as a result of the company not paying just for salary, but also for an additional training of an employee who May not perform according to expectation, additional cost might also be included if the employee is let go, known as the severance cost. The company also incurs the cost of conducting another employee search for replacement, Deleon (2015) illustrated that the U.S department of labour estimate the cost of bad hire, can equal about 30 percent of the employees potential first year earning. Employee morale cost is another cost encountered when companies conduct a bad hiring process. When company spend time trying to correct the mistake human resource and management made hiring the wrong personnel, the rest of the team may become disengaged or dissatisfied. Most often it is quite difficult to meet up to other expectations of the company. When much attention is directed towards one team member, this might affect the entire team as a whole. Research conducted by Robert Half International indicates that making a bad hire somewhat affect

the morale of the team, while 35 percent outlined that a good hire greatly boost employee morale see for example ((Deleon 2015).

The online presence of transparency has made it possible for job seekers to be well informed about how transparent a company should be and provide an easy recruitment method for Hr and recruiters. Such knowledge is mostly based on reviews from employees themselves. It is relevant for management with a bad hire to monitor the reputation of the company closely, to ensure that a single individual does not cause a downward experience to the rest of the team. Time and money are very important for the company (Deleon 2015). Deleon (2015) illustrated that, rather than spending a lot of money and time on a bad hire it is important for management to be conscious in hiring the right person via the right methods and strategy. With such awareness from jobseekers in the job market, companies need to monitor their online reputation closely, increase an online presence to see others opinion about the companies working environment, be candid on the companies next step to take during an interview process and meet the needs of potential jobseekers.

### 3 E-recruitment and its growth

Before now companies had no online presence or using social networking sites ( Facebook, Twitter, Google and so on). Some years back recruitment was all centred on who you know and to who they are connected with, employers will expect less applicants for an open job due to the difficult recruitment process. It was quite impossible technologically and was time consuming. Job seekers were most likely the ones to look for employers. The rise of technology has completely revolutionized communication and interaction means, privately and publicly not living out the business sector where a profound impact has been felt on the recruitment and the human resource department (Segal 2014). However, today these practices and the wide gap between employer and employees have been reduced with the advent of social networking sites, offering greater possibilities and challenges for companies. For example, Germaine (2011) illustrated that today; it is possible for job seekers and recruiters to log on to start connection. He also made us to understand that whether young or old, social



medial has changed the way of communication. Jobseekers now spend a lot of time, of their daily lives online looking for jobs and others this has increased the need for employers to connect with these individuals to be competitive in the job market and get the right talent pool. This chapter elaborates on E- recruitment, the growth of e-recruitment, and Changing ways for searching talent (from traditional to e-recruitment), social medial channels.

### 3.1 E-recruitment and it use in companies

E-recruitment also known as online recruitment ,is the use of technology in particular web-based resources for finding, attracting, Interviewing, hiring and reaching new employees (Rouse 2012). Social media or e-recruiting is used to describe the different web-based platforms, applications and technologies that help people not just to interact with one another through web, but entails practices such as blogging, instant text messages, internet videos, HR email marketing, which are used for recruiting candidates. Social media also have some popular sites which are increasingly used such as LinkedIn, face book, twitter, intstagram (Simons 2008) .The above mention social media tools can help attract the attention of job seeking candidates for a look on the different social media tools. (see chapter above).

Currently, research has show that, half of job seekers nowadays make use of social media to assist them in job search. Research from Potential Park revealed that in Europe about 100% of jobseekers will prefer to interact and contact employers online, while 89% of all recruiters report having employed their employees through social networking sites. The use of social media tools and their applications seems to be different between different employers (Medved 2014).However the case maybe, it is important for organizations to not only focus recruiting through social media but should analyze the different ways of using social media in other for it to be effective( Simons 2008).

In other to analyze the ways company should use social media, it is important for them to consider the targeted employees, that is who they are targeting for the job position. This is so because while it can be easier to reach some employees online, it can also be difficult to reach others through that same means, this goes a long way to explain why it is important for companies to make a

blend of e-recruitment with traditional recruitment. For instance dealing with employees who are not computer literates or in some second world countries where there is still lack of electricity, might be a hazard, in those cases the traditional methods is an option to utilize. But with all this companies do not have to be discouraged no matter how small a business is, they need social media (Ingram 2013).

However, it is very important for companies to have some online presence, this social network sites can help build a customer base when utilize correctly. More so E-recruitment can also attract the attention to those who already have jobs and need new once. Though, the use of social media in the recruitment process still remain under researched, studies of the society of human resource management that surveyed its members during the years ,2013 on the use of social media in the recruitment of employees and selection revealed that, 77percent of respondent companies use social networking sites to employ, and this numbers are increasing so far(Reynolds & Weiner 2009,20).

Employers are becoming smart to reach as many potential candidates as possible, by increasingly using social media as part of their recruitment strategy. Since not all job seekers uses social media, it is however important for HR to diversify their recruitment approaches to reach potential talent even across the less economic advantage, that is using social media as one of many tools and not the main one.

The author (Segal) also reminds that it is important for HR to remember that social media postings are advert that has to include the right equal opportunity and actions. The postings have to be retained like all other hiring documents as the law requires or longer if the companies policy has a longer duration period.

An example can be seen from the case studies research, results found that the most popular social media tools used by theses organizations in recruiting employees tend to be instagram, face book, twitter and mol.fi, and cooperate websites, while the Cameroon Development cooperation head office branch based its recruitment mostly on radio announcement, however CDC is now opening up into the use of social media. The above mention organization studied in this research work did not use the social media tools in isolation, social media was

rather used as part of the company's strategy while incorporating more traditional methods for instance employee reference .

In addition, online recruitment gives recruiting practitioners the opportunity to hire staffs both locally as well as globally. With E-recruitment, employees and companies are bestowed with different important features such as, Customized e-mail notification of recruiters for both active and passive candidates. On the part of the employees, there is easy access to as many jobs as possible with very little expenses. The company is open to choose different options from a variety of options, in terms of deciding the approach to e-recruitment(TribeHR 2013). The Company can make use of Job sites which can be either generalist in nature. The company might as well decide to focus on specific industries or the use of private recruitment exchanges. Another option can be the posting of jobs openings on the company's own websites which in a way acts as an online promotion of the organizations as a desirable place to work, cost effective especially when the company is a growing company, small and medium sized companies(Rouse 2012)

A company might also choose the option of setting a corporate recruitment webpage which may include or exclude incorporating social media websites. (foster 2012,3) illustrated that, managers who are in need of employees can easily search on Google, run search, and will find instantly thousands of resumes and home pages that matches their needs due to the advancement of the internet. In adjusting a single password, it is easier to search hundreds of resumes with just an instant login. Emails can be sent to many candidates as possible and can be directed to an online screening tool. The scheduling of interview are made afterwards for the best candidate (Foster 2002,7).

### 3.1.1 Changing ways for searching talent

Finding new ways to search for talents is a common task for most companies and recruitment practitioners. Employee may move external in search for job or within the organizations, some may move to other locations, resigned, retire or been fired. Whatever the situation may look like, the employers challenge is however to have the job opening filled up. Filling job vacancy gets a little more

challenging which entails that the employer needs creative and proactive strategies to attract and keep needed potential employees. Companies recruit not only as a means of success but also to excel compare to their competitors (TribeHR 2013).

Some old recruitment ways, included news papers, face to face networking, hiring internally, phone calls, hand written applications, phone calls, and temporal employment agencies. The world evolving and emergence of internet, social media to be precise, has also affects the world of recruitment greatly. As the world, changes, recruitment world change as well. New technologies as well as Smartphone's have made information available at anytime and anywhere (TribeHR 2013). The new ways of recruitment has not yet been like a replacement for the traditional recruitment process, but has rather been a supplement to them. understanding the recent changes with the advent of internet technologies is important for HR managers who are deciding on whether or not to build component with software engineers (Reynolds & Weiner 2009,20). A brief look at the general models for hardware and software are important for a company and can help ensure that interest are directed towards understanding of the benefit and risk that are associated with the behind the scene aspects of human resource. As a HR manager reviewing the various models is as important as noting how each models will operate in your organization (Reynolds & Weiner 2009, 21). The internet search provides a distinctive approach to recruitment even though the traditional method of recruitment is still carried out in a re-branded way. The emergence of internet has brought new ways for recruitment; the internet has not replaced the old ways, but has most especially added to an easier and faster ways for recruiting. As noted by Lauby (2015), even though technology needs to be part of job description and business; this does not mean companies should concerned more about technology.. The switch from the traditional recruitment approach to online recruitment using social media requires a lot of effort from the recruitment practitioners; it does not entail just switching the tools but a more strategic change in the recruitment process. Parry and Tyson (2008) illustrated that, the use of online method of recruitment is widespread but has not dominated the recruiting market as predicted by popular media because of the mix success organization experience with their online recruitment.

The recruitment practitioner must have a deep understanding of human resources, strong ability of market planning and promotion to attract job applicant, therefore the website should be design towards achieving this goals. The company size is an important consideration, for instance it might be expensive and entails intensive use of resource for small and medium size firms that recruit sparingly, Even though social media is simple and straight forward to use. lastly it is important for the company to consider the activities carried out within the organization for research have shown that young business are more likely to make use of social media for recruiting usefully. (See the website of ukeassays 2003. Also, companies should not create strict boundary between the traditional and the social media method of recruitment. Because information on potential candidate used combined with traditional method, such as cover letter and resume during the application process is still valuable and gives space for traditional method in the recruitment market.

Research concerning internet recruitment also shows that online recruitment does not result in lower applicant satisfaction when compared with the traditional recruiting method. With internet based applicants, it is possible for them to view a wide volume of jobs on websites which improves quality of information. This makes it crucial for organizations to introduce the new web-based method into recruiting system by a careful design of an appropriate website (see the website of ukeassays 2003). It is also important for companies to make space for traditional recruiting method in the recruitment market because ,for instance paper based job postings and cover letter are still done by job applicants and needed by companies. The above mention reason should however not limit companies into elimination the traditional method completely but however should create a blend of both the traditional and internet based method. Nowadays many companies that did not use social media in recruiting process plans to do so in the future for instance Cameroon Development Cooperation (and other companies). The limited use of social media for recruitment has been either for one of the following reasons, for instance preference for more traditional form of recruitment, satisfaction of the current forms of recruitment and some privacy concerns, but in all the above, the world is developing with new ways of doing things especially with the advent

and continuous growth of technology .It is quite important and advisable for companies to ensure a mix of both methods and maximize the possible advantages of both the traditional and the modern method of recruiting. (See the website of Ukeassays 2003.)

#### 4 Social networking tools and boosting its use

Social recruiting is defined as a recruitment strategy that involves the use of social media channels to source out potential candidates for vacant positions in an organization. Social recruiting can take different paths; the first part is reached by spreading of jobs and relying on the power of people's social networks and social currency to spread the jobs worldwide. The second part is reach by searching for potential candidate through publicly available information and social networks. (See for example the website of HRzone 2015). In Finland for example most companies limit their recruitment process to the most traditional media tools such as face book and LinkedIn, meanwhile in Cameroon the idea is quite new and still growing. However, recruitment means seems to evolve and some companies in Cameroon are finding the needs to introduce social media in the business sector. The report introduces some social media tools for recruitment, chosen mainly by their popularity, easy to use, less costly and most especially the interviews conducted and how to boost its usage. The fact that the company under research is still picking up the idea to utilize this tools and developing its social media presence, it would sound supernatural to present all the prospective tools in this research work .All the mentioned tools might not be utilize initially for recruitment as some might have an indirect effect on recruitment therefore, this might require plan strategies for boosting its use and effective utilization (Taylor 2004). This chapter explains social media and networking tools such as face book, twitter, instagram, Google, blogs and others and how to boost its usage.

## 4.1 social networking tools

### 4.1.1 Google

Google is a public related multicultural organization, it is also a popular search engine whose specialties includes internet related services , advertising technologies, web applications browsers and operating systems development(Taylor 2004). It is the most popular search engine used by most employees and also acts as social networking sites highly in use in the world today.

### 4.1.2 Face book

face book is a social networking sites, very popular nowadays with about 1.49 billions of subscribers, the networking site allows it users to create a profile, add friends or other users, messages as well as comment are been exchanged. A user can upload photos and update their status in which friends and other users can make comment. More so users are able to create and join common groups and send instant messages.(see the website of linkhumans 2015) . Because face book users are making most of its data public, this is like a gold mine for recruiters as it provides interested jobseekers with information about current job openings, important videos and introduces the companies recruitment team, job search advice and also information about the company brand as well. Statistics has shown that the average person spends 11 every 7 minutes on face book 2012 52% of job seekers used face book to search for job . Also, the younger generation is growing up immensely on face book, so it would be a nice venue for recruiters to fish for younger generation job seekers on the platform of social media that they feel most comfortable with. For instance job seekers are likely to search for the career pages of industry and specific companies and match up their skills with existing vacancies. By following a face book profile of a company a prospective jobseekers would be able to get a clear picture of what they are searching for quite similarly with the recruiter. Because of the face

book career page, recruiters would be able to make a better fit between a candidate and a company.

Face book is also a good avenue to convey a company's culture to potential hires in a way that neither twitter nor LinkedIn allows. Face book can display the company's culture through visuals, images as well as regular updates. The interactive appealing nature of face book is a dominant factor that makes these tools a successful tool for recruitment.(see the website of link humans 2015) .Presently, face book recruitment is still young. This makes it a better tool for recruitment with good planning and strategy. It provides recruiters the chance to scan through the talent and opening while competition is still quite busy elsewhere. A Company Considering the use of face book for recruitment stand the chances of a head start in building the brand online, connections and proving its credibility.(see the website of linkhumans 2015)

#### 4.1.3 LinkedIn

LinkedIn is a social business related networking site mainly used for professional networking with millions of subscriber to source out candidates and to build relationships. This site is basically business oriented; users can create and maintain a list of people, professionals with whom they have some level of connections with, companies can also create discussions about a company and other topics to interest the LinkedIn community. The page has over 1400000 followers with several jobseekers (sullivan 2012). The number of LinkedIn users continues to increase because of it professional focus and its many users outside of recruitment. One of the positive sides of LinkedIn is that members are visible on this channel without being suspected of job hunting. Because LinkedIn has added more professional features like answers, groups, events and so on, employees have more reasons joining this site, this goes a long way to expand the percentages of members who are currently not active job hunters. With the creation of a profile recruiters are able to see employees, which is an added advantage even when one is not active, this help companies to know if they are still marketable.



Another effective source of recruitment is employee referrals. LinkedIn is a referral friendly site which is both effective in volume and quality. Most often, companies that have employees with a linked profile who frequent LinkedIn to benchmark, gain monitors, ask questions and learn. LinkedIn provides opportunity for employees to identify and create contact with others in similar professions which may eventually become employee referral. Recruiters with broad access to LinkedIn data base can as well suggest names within LinkedIn that an employee may want to build a relationship with hoping to make them a referral (sullivan 2012).

More so, LinkedIn has a job posting capabilities, which make it easy for companies to post and distribute their current job openings .when seeking active candidates, companies can use LinkedIn job posting as a supplement to the company normal job posting tools. LinkedIn also help recruiter get an inside of the kind of current professional events being attended by the companies targeted audience and can be used to popularize the companies own events .information can be placed on the careers page for job seekers to contact the company recruiters (sullivan 2012). Regarding the fact that LinkedIn has its challenges, but even with them, the power of the portal in the recruitment field is unmistakable. For recruiters looking for databases with large percentage of passive prospects, LinkedIn stand out as one of the best with just some few factors outlined above. (Sullivan 2012).

A growing number of Finnish staffing recruiters(and other companies ) have come to realize the possibilities of using LinkedIn in recruitment and communicating with candidates and use these channels as a medium for employment.CDC( Other company) following suit will stand as a competitive advantage for the company.

#### 4.1.4 My space

My space is an internet base site offering interaction between users, it allows users to create a personal profile .users can network friends, personal profiles and about personal interest areas, groups, videos as well as music's just like face book, user can send message and socialize (sullivan 2012). This site with its growing amount of users including jobseekers, stand as a better ground for

recruiters to source out potential employee pool. Using this tool, employers can recruit, openly presents and advertise vacant positions and other interesting vibes to jobseekers in a twinkle of an eye via videos and introducing users the companies Brand.

#### 4.1.5 Twitter

Twitter is a real time short message service and works over multiple devices and networks. Twitter is an online networking sites enabling users and subscribers to send and read messages of up to 140 characters known as tweets (Veronica 2015). When you are a subscriber and registered member on twitter you can however tweet and read messages, while unregistered members can only read but cannot tweet. jobseekers and other individual in countries around the world, follow the sources most relevant to them and are able to access information via twitter round the clock.

Tweets are not necessarily message in text format; they may include links, photos as well as videos. Users can as well publicize important messages by re-tweeting them on their profile, where all their followers can see. Tweeter can also be useful for organizations. With the aid of tweeter, a company may create a profile and create interesting links for its target group which other users can easily forward or retweet on their profile, which helps expand the brand and other interesting things about the company. The challenge with tweeter is the shortness of the tweet message as it can only include 140 characters and also the possibility of making mistakes, companies can avoid such challenge by writing short messages that involve the essentials as well as taking absolute cautions and possible corrections when writing tweets in other not to make mistakes. More so, a twitter account can be linked to other social media channels, such as face book and LinkedIn, which improves visibility and circulation of update (reed 2011)..

For example, some Staffing agencies in Finland (PeeSaa, Amarillo) have understood the possibilities of twitter in candidate's communication and started tweeting job adverts. Most Finnish twitter users are from different specialties which makes it a suitable platform for connection employees from different groups.

#### 4.1.6 Instagram

Instagram is an online networking site that enables users to take and share, photos, videos which can also be shared on other networking sites like twitter e.t.c. When utilize properly, this site can be useful in sharing videos, messages about work placement and the company as a whole.

#### 4.1.7 WhatsApp

WhatsApp is an application that operates with smart phones users who download the application, with this application on your phone, it is possible to send in stand messages, photos, voice messages, videos and audio, more over users are able to make groups of common interest where opinions and ideas are being discussed on. This APP can be utilize in recruitment based on its high usage by jobseekers today .It can as well be linked with cooperate website links and also utilize in combination with other networking sites.(Veronica 2015).

#### 4.1.8 Blog

Blog is a networking site that is open to all including potential employees, it is an informational site on the internet consisting of post that are displayed written by large numbers of authors and which are edited professionally .On this sites, there are regular entries of comments and description of events and experiences. Blogging can be single, individual or done in groups. Blog post, can be demonstrated in instant videos, photos to convey message. Companies can blog on their websites; meanwhile individual users can use external platforms, such as word press or bloggers for different purposes.

Blog is different from other websites in different ways .the most outstanding feature is the option of making a comment and a two way discussion, which is the main element behind blog. Blogs are used by many companies and jobseekers nowadays be it small or big and it serve variety of purpose(reed 2011). It can act as a medium of communication and is of great financial benefit.

That is, it offers companies cheaper marketing medium than traditional media. To create and use blogs is quite cheap and mostly free communication means, compared to the cost of a television advert. Blog text are communicated from one user to another, such an interaction can provide knowledge about a company to jobseekers and other interested parties. Users can easily see and know more about a company and vice versa. Companies can utilize such means to advertise open positions in the company and others (Siren 2013).

From a recruitment domain, blogs are typically seen as a direct recruitment channel but also it is more as a platform for employer development of brand. Heebo is one example of a Finnish company that uses Blog and meets services for recruitment and career development (Heebo 2014)

#### 4.1.9 YouTube

YouTube is a video sharing website and a space for companies to showcase videos and highlight key aspects of its culture and employer brand. YouTube can be integrated with other different social media sites including Google twitter and so on. Videos on the channel can receive over millions of views in a day which can however spread widely many aspects about a company to the world around including jobseekers. companies can upload, share videos about the life of the organisation and provide insights into the interview process while users including jobseekers can and comment on videos posted giving the company and insight of external views which either positive or negative companies can use such to become better (Siren 2013). The videos posted allow users to leave an opinion based comment about a company while companies can use for job advertisement and recruitment.

#### 4.2 Boosting the use of social media for employee recruitment

The three main organizations used in the research work had a cooperate culture that is quite open and does not restrict the use of social media. Having a cooperate culture that supports the use of social media paves the way for its usage,

(see for example the website of Lifemarketing, 2015). More so if staffs in an organizations have the opportunity to make use of social media for instance in holding meetings ,like the case of Amarillo were meetings are held with other staffs in different areas, such a scenario contributes to the effective use of social media as it can help to link people even in a distance. In some cases the idea was that when there are important issue to be discussed with other branches of the company, suitable time are organized in which all staffs from different city in the same company will meet via social media and discuss the issues at hand. This is in a way to save time for other company issues. For example, Amarillo view social media as a tool to accelerate means of communication with other departments of the company. The company makes it as a habit that, all staffs in the management department have access to social media to enable an ease of contact and interactive communication with other staffs in other branch of the organization.

Social media can also be viewed as tool to assist and ease the recruitment of staffs and employees, in case where the organization rely mostly on the use of social media sites like face book, twitter to recruit potential young employees. For example Lassila ja Tikanoja make use of social media sites to recruit employees and advertise jobs, and this is reported to work effectively. Moreso the company also regards and actively encourages its employees to use social media ,believing that it is an important way to promote the brand and background information's on the company. WhatsApp on its part is used to communicate working schedule with employees. Such examples are quite effective to boost the usage of social media for recruitment.

The companies had a relaxed culture regarding the use of social media on employee recruitment, which is also a trigger for employee using social media. Another trigger for the use of social media in recruiting is the fact that ,other companies use social media for recruiting, Because other company make use of social media platforms for recruitment ,the companies under research finds it important to be in a competitive edge and make the very best of it.

Out of the case study companies, the most common triggers are the cost effectiveness of social media for recruitment. Social media is quite cheap compared to other traditional method, (see for example the website of Lifemarketing, 2015) for instance news papers. The most common and clearly defined strategy for

the companies for recruiting via social media can be focus not just on recruitment ,but also as a means to easy communication ,promote their brand and doing the job, for example ,Lassila ja tikanoja use social media for recruitment and communication as well as promoting their brand.

From the above mention points, the companies have been in the business of using social media for recruitment for several years and similar strategy can be used or followed by other companies trying to introduce and boost the use of social media for recruitment .Some considerations might be some modification to fit cooperate responsibilities and policies.

## 5 Recruitment policies and procedure

Recruitment policies and procedure are quite important for selection of potential candidate. Recruiting and retaining the right candidate for any company is quite important for the continuous success of the business and its image as a whole, Due to the importance of recruiting a new employee for an organization. A company outlines certain policies and procedure which all participants' parties should achieve in carrying out such task; this entails a whole lot of procedures undertaken by the hiring supervisors. (HelpBord 2015) Getting the right procedures means getting a potential candidate ,which can mean a healthy organizational growth, fast fulfilment of a business goal ,on the other hand , getting the wrong approach can mean heavy cost ,sinking moral and a stunted growth for the company (Reynolds and Weiner 2009). A blend between right procedure and the right policy in place is essential for the human resource and top management as a whole, its sets as a beforehand plan and can eliminates unforeseen mistakes

### 5.1 Recruitment policies

Recruitment policies are standards norms that are intended to govern the supervisors who are responsible for filling vacant positions (HelpBord 2015). Creating an efficient recruitment policy is a crucial step in the hiring process and it is paramount in providing a sound framework for recruiting and selecting staffs based on the outlined policies of the company. A concise and well outlined recruitment policy helps ensure a sound recruitment process. The major aim of recruitment policy is to select and appoint employees with efficient and appropriate skills throughout the selection process, free from all discriminatory bias and based on principle of equal opportunity. Most often staffing or recruitment policies are often directed to the human resource office as they are responsible for such task. Such policies provided by the HR on insight and assistance to hiring supervisors and other search committees in all the areas of the search process. According to HelpBord (2015) a proactive recruitment policy involves continuously identifying suitable job candidate for a position in the company regardless of the fact that the position is filled. The policy assists the hiring supervisor in areas like screening applications, interviewing, and reference checking. Recruitment policies most often should be directed towards the elimination of bias and discriminatory act, as well as giving a thorough inside to the employee which will assist employees to direct their goals towards achieving the goal of the company. Another goal of recruitment policy is that it provides a sound framework for the recruitment and selections of staffs based upon principles which as well as meets the requirement of the organization. The recruitment policy aid employees and encourage them in realizing their own full potential (HelpBord 2015).

More so, organization should however based their recruitment policy in a way that will enhance transparency, recruitment of the best potential people, integrating the need of the organization with employees need, defining a competent authority that will approve each selected candidate, equal treatment of candidates, task oriented and merit based selection and should as well as abide by relevant public policy and not just company policy, legislation on hiring, as well as employment relationship. (See for example Helpboard 2015). The above mentioned recruitment policy is a concise approach recruitment policy used by the Cameroon Development cooperation.

Moreover companies with recruitment policies have to be aware of some factors which can affect the recruitment policy some of which are: personal policies of competitors, organizational objectives, recruitment cost and limitations, needs of the organization. Being aware of this the company can however control such challenges (see for example the website of HRCite 2015).

The above mentioned procedures and policies initiated into and organisation are taken into consideration can help in recruitment via social networks .

#### 5.1.1 Recruitment procedures

Recruitment procedures are the actual procedure where organization solves dependency by specifying, defining opening and filling vacant positions for the company( Baumeyer 2013). On the other hand Recruitment process is the actual reviewing of applications, selecting potential candidates for review, testing and choosing between candidates to make hiring decisions and performing various pre-recruitment test and checks ( Baumeyer 2013).In other for companies to avoid such hazards during a recruitment process, it is very much important for a company to endorse the right procedures in other to attract potential candidate, in other words making the applied vacancy attractive and interesting. Jane and Ann (2012) illustrated that the internet has made it quite easier for companies to find potential candidates, in other words the perceived value of this aspect of an external recruiters role has diminished. For this reason recruiters need to provide a greater service and added value portfolio in other to boost the in demand parts of what they do, that is the processes.

There are usually three phases involved in the recruitment process, which are the position analyzing phase, communicating the vacant position and the phase of choosing the rightful candidate for the position. it s however important for HR practitioners to recognize the actual strategic need of the organization, because organizations have certain goals to fulfil which cannot be achieved if the right kind of employees are not sorted. Defining the qualities of the vacant positions is also important as it will go a long way to make clear what makes the performance of the job successful. After defining the position for the talent needed, Interviews and assessment are executed and other recruitment procedures for the job candidates to be chosen .Qualified candidates are chosen for the posi-



tion, the goals of the recruitment and job descriptions are been taken into consideration during this process to ensure success in other words design jobs with recruitment in mind. It is important to build in attractive features of the job this however helps in retention and most importantly provide key information that can be used in recruiting messages (Nikolaou & Oostrom 2015, 17), for instance our pay is the highest in the industry .The job candidates on his/her part finds out all the available and necessary information about the company, areas available on different channels and media during the job hunting process



Figure 2.recruitment procedure (see chapter 6.2)

Companies mapping out the above outlined processes and procedures can better help them in selecting not just the right candidate for a job position but also the best methods possible for recruitment.

## 5.2 The recruitment guidelines and recommendations via the use of social media

Social media today is a trend that is changing the way business works and it goes well beyond marketing( Baumeyer 2013).. Most Business today focus on social media trends to assist in recruitment process. For a business using or intending to use social media in recruiting or other purposes ,it is important for them to understand important guide before jumping in. Some of these tips are outlined below:

Reviewing an applicant's own public postings. Employer believes reviewing an applicant post provides a better picture of future potential employee. In using this method employer have to be extremely careful . The employer should try not to expand interview questions or any decision they make beyond the legal limits (Quine S 2013). More so, as an employer in case you find out that the candidates profile shows a negative image and the candidates lack of ability to

carry on the job ,the following are necessary tips to follow: Note that ,Not all information's are real, so as an employer, if you choose to use social media as part of your recruiting practice, it is better to wait until you have a face to face contact with the candidate, because by using social media to make your final decisions you can be accused of relying on no concrete and protected evidence .If social media is used as recruitment process, be sure to save screen shots, if you see something that causes you to have doubts about the candidate's professionalism (Berkowitz 2014).Also if checking the profile is considered as a means for employments, then it is advisable to inform the applicants beforehand, and to treat everyone with no discrimination. Privacy issues have to be considered beforehand because; this can lead to lawsuit, if an applicant decides to fire a case.

Secondly, it is wise not to over invest in social networking tools. This is because predicting which tools will be popular is quite difficult. Recruitment managers and companies should try to carry out continuous monitoring, update and site maintenance of social media tools over Time. This is essence will help you to measure the effectiveness of your site Over time and letting your clients know your company still existing. More so it Ensures that you are sending out the right info and answering queries properly. A regular check is an important Consideration. Employers should also ensure considering how to resource and engage someone to carry on this job (Jane and Ann 2012).

Furthermore, it is advisable to use social media tools as part of the recruitment strategy. Using a social media tool as part of your strategy helps to ensure a wider search for candidates as much as possible. Moreover when recruiting mangers make use of social networking sites in conjunction with other, more traditional forms of recruitment (Leslie 2002) this give the company a double edge advantage , as it ensure that candidates who lack access and interest to social media ,have other possibilities to partake in the vacancy opportunities.

Also, using social media to a great extent is important. Recruitment managers who use social media tools for recruiting should consider using social media tools to a great extent considering the low cost, and easy administration. for

instance creating a face book profile is low and free of charge as it is to maintain twitter and others networking sites, this sites drive a lot of traffic during recruitment as it is used by many, which is most likely needed by big organizations which means a likely easier recruitment process. In conjunction with this employers are advised to provide relevant information and training for managers that are involved with social media recruitment purposes. Important note should be consider when sending out information, such information have to be accurate and handled in a responsible way. Consideration should be place on the fact that mistakes can easily occur, with such in mind, employers are advised to put in place possible solutions for unforeseen situations beforehand.

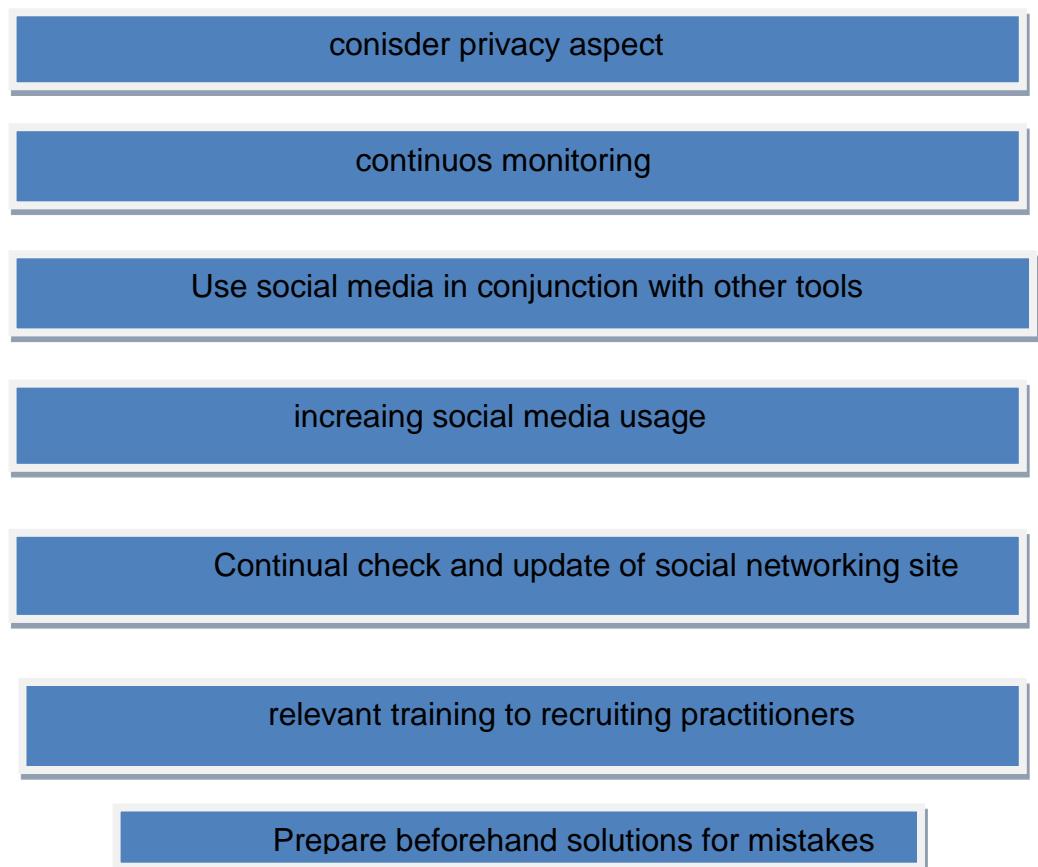


Figure 3.recruitment guidelines (see chapter 7)

## 6 Advantages and Disadvantages of using social media for recruitment

There are lots of benefits and challenges that are centred on recruitment through social media. Some of the advantages of using social media are: reduced human resource expenses, applicant personality and quality, key words and scanning, improve external communication, building brand, attracting present and potential employees, quicker turnaround time to recruit (Damarious 2009). While on the other hand some disadvantages includes cost, legal risk and also the accurateness of information gotten. It is important for human resource managers to understand the way the internet has transformed business, this will help Human resource managers, however to weigh the advantages and the disadvantages of using this medium to recruit employees. Having an insight knowledge of the advantages and disadvantage of social media will assist recruiting practitioner in minimising risk and using the for opportunities, while using the advantages for bring greater profitability for the company.

### 6.1 Advantages of using social media for recruitment

Some of the advantages of using social media for recruitment are outlined below:

#### 6.1.1 Cost savings and targeting

The research widely accepts the use of social media in recruiting, this tend to offer a cost effective methods and easy to use compare with the traditional recruiting method. The HR and company can save the company a lot recruiting expenses by using the internet. The use of the internet offers the company little or no need for hiring HR generalist personnel, who will have face to face communication with job applicant, responding to questions, and accepting resume while conducting employment printerest(johnny 2015). Creating a social media account is free of charge. The traditional method entails companies to pay a fee to advertise through traditional media channels (TV, radio, newspapers) with the hope that a huge number of job candidates will see the adverts. More over

the value and benefit a company can get from recruiting via social media exceeds its cost therefore the recruiting investment is significantly better compared to traditional. For instance recruiting through social media gives benefit not just on the quantity of job applicants but also quality personnel's (johnny 2015). With respect to targeting through social media, social networking sites now offers more sophisticated tools with the advent of the internet, which are fair and make job adverts more targeted by the job candidates and employers through scanning of profiles by just clicking a link relating to the organization and subsequently bringing up relevant vacancies for the company.

From the case study researched, it was discovered that, they use social media to reach a pool of potential candidates and diversify. Social media can also help companies to diversify, this is however because with the different tools used, employers can be able to reach diverse number of candidates in different areas by tapping into online forum discussion that engage potential candidates which they may have been struggling to reach, this strategy could help organizations to widen their search.

#### 6.1.2 Improve external communication

Social media can help to improve communication. Communication via social media is beneficial not just within the organizations but externally, which for the agricultural company (CDC) that deals with the public sector organizations can be of a significant advantage. Tools such as WhatsApp, Twitter, Facebook can help staffs communicate in a clearer and, brief way, which for a group is an added advantage as communicating and engaging with the external community, is an important issue to them (Hull 2011). For instance if one has a choice choosing between a huge written document and a short post and a blog that give a clear basics, most people will go for the blog post.

With the use of such short blogging, candidates out there will look at the company as being human and most people will however be encouraged and feel more uplifted working for an organization with such a human face.

### 6.1.3 Competitive advantage

For any organization, having competitive advantage is a key issue. Most companies today are out looking for better opportunities and ways to excel above their competitors; social media recruitment has proven to be one of those advantages taking by organizations to have a competitive advantage over their competitors

(Heather 2014). The internet and social media is played a key role in organization functions and operations. The use of social media in recruitment gives competitive advantage to companies over competitions that are not utilizing it in recruiting. Having an online base is quite an advantage .This is however so because social media portrays a business as dynamic and tech-savvy to emerging trends. Social media also help companies to get the best potential candidates to fill the vacant positions easier and faster than ever before (Jane and Ann 2012).

### 6.1.4 Attracting present and potential employees

Another advantage is that, Companies that recruit via social networking sites are able to get more better and productive employees than companies using other methods or programs (Jonny 2015). For example looking for a specific skill that is relevant in the international job market, an employer using social media has more access to target such employees using social network sites than when using adverts as a means or radio stations that are not widely recognized (johnny 2015). This is however so because candidates using social media may be more tech-savvy and innovative .which will mean more creativity and productivity for the firm. Since most of the hired employees have skills that match the companies need, there will be more retention rates.

### 6.1.4 Building the brand

Social media can also be beneficial to a company in that it can help in building a firms brand worldwide. The building of brand is quite important in that For

instance instagram, face book have millions of subscribers that turn out to like and share post like job vacancy, this however in a way raises the companies public image, create brand awareness and profile even when not all is applying for a job, people turn to be aware of the firm. Another example is the companies under researched (see for example Jobvite web services 2015). This are companies that have build strong brands from the awareness they create in using social media which has helped to strengthen the company's image and generate a pool of candidates when an employee is needed. As CDC recruits about 50,000 staff, it is particularly important for it to promote its employers image and generate interest in it jobs, such things that can be faster immensely via the use of social media. An important focus can be on how social media programs and tools can support CDC, by directing interested parties towards its websites and other social media tools such as whatsApp, face book that can be created easily, the company can offer a large volume of information about itself an brand, if people turn to like what they see, they can be directed to the official recruitment websites of the company.

More so, It is also an added advantage for companies using or intending to use social media for recruitment to initiate an approach that will allow employees to act as promoters for the organization by allowing them to use social media at work or home (Jonny 2015). for instance they can post an organizational content on their personal account or creating a whatsApp group adding and sending organizational contents that are meant for the public to aid with recruitment A company doing this can significantly increase the reach of the content for instance employers looking for niche skills or having job located in an unpopular area can have more luck using social media network sites to find employees than they have in the past with adverts (Jane and Ann 2012). This method will offer first hand information to potential applicants for interested individuals. For small and medium size companies using their own employees without having hiring recruitment practitioners can be an easier and better if not the only option. Though some companies might still want to be close and not opened to seeing employees involved in such task, but it is an option that is important to give a try on.

### 6.1.5 Quicker turnaround time to recruit

Thanks to social media the task of targeting specific job seekers on a social network sites such as face book, saves companies a lot of time that can be use to engage in other company activities. This can save a company having pool of adverts and receiving hundred of applications, companies can find employees that meet the needs of their business by just a click to a program other than spending loads of energy on reading piles of applications ( O'Neill 2013).

More so social media recruitment can help employers to gather a huge quantity of information on candidates easily than paper resume has ever provided them with. For example faster possible ways to gather such info's are the use of web searches like face book and other popular social media sites that can provide the employer with information such as interest, social interactions and even some work samples that can be gathered by an internet search which sums up an overall overview of the candidate without wasting loads of energy. ( O'Neill 2013)

## 6.2 The cons for using social media to recruit

Even though social media offers good advantages to the employers in terms of providing good opportunities in reducing cost and targeting of the right personnel, recruiting through the use of social media also have some challenges .While using social networking sites in recruiting it is important for recruiting practitioners to be aware about the cost, legal risk and also the accuracy of information gathered during the process which are all analyzed bellow.

### 6.2.1 Accuracy of information

Accuracy of information is one challenges faced when recruiting via social networking tools. Employers have to ensure that, the information gathered from the social media sites does not detract them from securing potential talents .reports have shown that majority of the job seeking candidate edit their personal profiles



in other to appeal employers, for instance removing their photos or posting photos to impress friends but not recruiters ( Davidson 2014)

For example, a candidates posting photos while in the nightclub dancing and drinking and other important information's which are strongly dependent on the individual, due to these risk investing in the online recruitment may sometimes turn to be fruitless. Since using social media in recruitment is not formalized, verifying whether the information obtained are accurate is mostly impossible(Pophal 2013) for instance social media sites like LinkedIn designed for viewing by recruitment practitioners, face book serve as a sites for personal function. Some Employers however uses this social networking site to watch over candidates because they believe that the information they put especially on face book are almost genuine which is not the case because some re out to impress friends and families(Foster 2002).

More so, in other to access information about candidates employers may also use a third party means of which such information might as well be fruitless as they cannot be verified. Because information's cannot be verified, it has however been of great concern, whether job relevant characteristics , getting information about candidates can be measured accurately via the use of social media and whether computer programs should be used in evaluating skills and ability that is determining whether candidates should be interviewed (Whitepaper 2013).

#### 6.2.2 Making errors

Another major aspect to be noted when using social media is the errors that can be made. Errors can occur at some point especially when using fast social networking tools like instagram and twitter. When using these tools because messages are tweeted quite fast and informally, while responses and reactions are rapid, the swiftness of these tools does not give enough time for the organizations and people to reflect thoroughly on the information's. Such defect can be rectified by twitting again and taking a lot of planning before sending external information's

### 6.2.3 Negative online conduct and brand

Social media can also generate negative remarks for a company. Even though social media has been known to bring out positive contents, which have been supportive for companies in fostering their brand and image it also generates a platform for criticism, negative remarks which spread quite fast. According to the 2014 edition of its annual social recruitment survey jobvite, the data found out that 93% of hiring practitioners will review a job candidate social profile before making the initial hiring decision. The recruiting practitioners believe that reviewing is quite important, 55% of employers have reconsidered a candidate based on what they found on their social media profiles (Davidson 2014, 22).

In becoming an active social media user, the organizations researched has experienced a lot of challenges, challenges like how to deal with negative and false allegations made on social media, by public users. Though the company has several positive experiences, it has also been an advocate of stressing the fact that frequent monitoring is important on what are writing and said on social media sites so as to rectify them as fast as possible (Davidson 2014,25).

### 6.2.4 Legal risk

The information's available via social networking sites introduces variety of unique legal liabilities and challenges .The idea of recruiting online via social media is still very new and most of the challenges and implications that come with it are still left untested legally( Quine 2013 ). Because of this, there are a lot of ways job candidates who use social media to search jobs could challenge the practices of employer's I who have free access to variety of information's online such as posting jobs, digital recruiting and hiring legally.

### 6.2. 5 Information accuracy

The use of social media in recruitment involves a pool of information's retrieval from social networking sites by the employers, which they use for analyzing the

potentiality and fitness of the candidates to be employed. Some of this information's lead to the turned down of candidates, of which if the applicants are turned down on an inaccurate information's particularly if obtained without their concert, the employers may be open to legal liabilities.

#### 6.2.6 Feeling overwhelmed

Employers might turn to feel overwhelmed by the number of resumes that comes in during the recruitment process. This feeling leave the employers with lesser time to cross check every single resume that comes in. This might cause them to use screening software to get potential candidates, by just using particular words to select the best candidates. Such approach only works as well as the software, which however have significant legal risk. if an employer makes a poor selection in the resume screening software. The wrong software may exclude groups of people from various protected categories for instance the lawsuit against Walt Disney that allege that, the screening software created a reverse selection process. It turn out picking the worse that had the or phrases the company was looking for rather than deleting resumes which was not the same word needed to be used (see for example the website of workforce 2015). For instance many companies turn to use resumes screening software, which screens applicants using certain words and if the wrong words are use this may cause accusation of discrimination for the company.

#### 6.2.7 Defamation of character

The defamation of character might occur when recruiters use social media to recruit. Defamation of character is as an outcome of inaccuracy of information gotten by the recruitment practitioners especially with the potential to unearth too much information to determine the candidate's appropriateness for a job(Grensing-Pophal 2013). Knowing more than you need to know about a particular candidate can create legal problems. For instance going online to search information and get false information's that are not real and rejects a candidate on that basis which was actually not real. If a candidate is turned down on the basis of inaccurate information especially when obtained without their concerns, the employers might be open to legal liabilities. Especially if the website contain

inaccurate and false information this could be of a legal concern with background checks (Grensing-Pophal 2013)

The online recruitment process, give employer's access to individual's photos, detail about their personal life's and more, which as discussed earlier could be positive or inaccurate. The legislations in different countries make highlights on different classes in which individuals can be discriminated upon. Some of which include information on gender, disability status, ethnicity, religion, nationality and sexual orientation which are termed as legally protected which might instilled an unbiased recruitment decision. Good recruitment practices in organization have to ensure that recruiters do not discriminate base on the above (Segal 2014). with the use of social media for recruitment ,employers have the opportunity to carry on with informal information search of candidates such as access to photos and other information's which is a situation that can be a trigger for employers to discriminate intentionally or unintentional. Nowadays there are laws that states that employers needs to put in written or document information obtained and used in assessing candidate due to the increasing scanning of social media sites, to assess the cultural fit of potential candidates (Taylor 2014). The question of proof can be difficult especially when there is nothing documented about it. If employers turn to be more open in the use of social media scanning of candidates information, this might lead to legal liabilities and actions, especially for international companies having more than one jurisdiction, due to the fact that laws varies across countries.

The case study organizations in this research, had the awareness of the risk of knowing a lot about a candidate and the outcomes ,especially discrimination for instance ,an employer finds out about the race religious background of an employee via social media at the recruitment stage ,discriminates on that employee for racial reasons which subsequently the employer decides to dismiss the employees based on competency, the employer might be charged for discrimination by law on the fact that the employer was aware of the employee religion and nationality. The organizations under study for this research had not experienced such.

More so obtaining information about job applicants via the internet maybe considered as invading applicants privacy, especially when it is carried out without

their knowledge. With employers increasing search via social media sites to assess the fits and potentialities of candidates (Quine 2013). many authors have made mentions of the fact that judgment or implications concerning this issue of invading of privacy has been clarified by law fully .Also it is stated that, it is not so cleared privacy laws linked to information's individuals post on face book or other social networking sites can be interpreted yet –but however the issue at hand is for employers to consider whether information gotten via social networking sites are a factor in the recruitment decision as they will be exposed to a discrimination complaints .The author further explains that if for the reason highlighted above, employers should ensure a documentation of the information obtained from social media used in candidates assessment and should however ensure that it has direct relevance to the job requirements.

There are also laws suggested to apply which entails the employers to proof the manner in which recruitment decisions were taken, and without a written document it can be difficult for it to be proven. It is however important for employers to have readily available evidence on how hiring decisions are made, managing performance, fire, misconduct.

More so, privacy act is another relevant exposing area for employees who use social media for recruitment and gathering information's about potential candidates. This is because the law does not apply if the employers just have a look on .for instance a photo that reveals a bad image of an employee without documentations. Depending on how the employer intends to go about the hiring process, most importantly, it is best for the employer to upfront the fact that social media will be a source of information to make. The employer has to be aware of the fact that, if the candidate's social media for instance face book is set to privacy, then the employer has no right to access it (Quine 2013).

The above laws and principle as indicated by the author is like a renewed commitment by the government to strengthen principles of privacy especially with the increased use of social media in recruitment and the ways information's are shared on social media nowadays.

Most importantly, organizations have to consider their image and how candidate will react when screening such information. This is however because, most applicants consider that their use of networking sites is

not their employers business. It is also possible for applicants data such as address, phone number ,education be seen by other employer through different ways despite the protective laws and might sometimes be used for unethical achievements once they are posted.

Finally, job seekers have to be assured that the employers might use the before and after application data for assessment. Nowadays there is an increase growth of the use of surveillance methods by employers to recruit, this is however as its gives ways for data to be gotten about candidates and actions to be taken before recruitment, which is relevant in the recruitment process and is gaining growth and acceptance today as it helps identify suitable and unsuitable job candidates.

## 7 Suggestions for companies to follow when planning to use social media for recruitment.

Social media can also be seen as an online version of word of the mouth advertising (Applegate 2005). Companies utilising social networking sites however needs to put in place, strategy to be successful in the process this entails being aware of the possible means and ways to go about its use. This chapter elaborates on the different suggestions for companies planning to use or already in the business of using of social media in recruitment( Beal 2008).

### 7.1 Start with a company presence

Starting with a company presence is important. For small businesses that want to start using social media as recruiting tools, it is important to start with a company presence and different appropriate social media sites, For instance by creating a fan page on face book, get employees on LinkedIn, sign up for twitter, and better still start submitting important articles and other contents on social networking sites( Babbitt M 2009). There are free blogs like blogger and free apps like WhatsApp which companies can however open free dialogue between their business and consumers ( Beal 2008)

Beal (2008) further illustrates that it is important to link up profiles to the company's website. When creating profiles on the social networking sites. For example on a companies face book profile the company can create a dig application so others can see their favourites, and face book, twitter application, the company can aloud the tweets to be the face book status updates and the twitter feeds added to the blogs. Linking the profile with updates in the company is an important way to blast message to the outside world. More so, even though whatsApp is not yet used for recruitment by the researched companies it can allows one to create groups, send unlimited images,videos,and audio messages ,with people relying more on their mobile devices, reaching out to job seeking candidates can be easier through this app (Douglas, H. and Weiner 2009). Today many people spend time on whatsApp than with facebook, linkedIn or twitter with this, it is easier for companies to create groups and get the brightest candidates almost instantly as people are connected to their smart phone

all the time. This means can allow one get response from candidates faster than other methods. For instance team's members within the company can connect with candidate and build long term relationships; relationship building with candidate should be paramount when using this app.

#### 7.1.1 Socializing, honesty and openness.

To market and be successful in a market place, being open and creating an honest and open profile that will be appealing to the external world is quite important. It is important to let users know it's a business and not just another user( Beal 2008). When using this site by a business, the business is opened up to direct dialogue and comment from users. and it is important not to make the mistake of not responding when messages are posted on the companies blog, face book fan page, it is important to make sure you give a reply to all comments .It does not have to be a long reply, but showing interest in what they are saying. if you do not respond, the users might lose interest to revisit your page. It is also important to have staff members updating these page continually a on a daily basis with new post and fresh comments to users (Damarious 2009) .As a business operating internationally, be sure of getting comments that are negative, those that might feel hurtful to the company's reputation. Such concerns of negative comments have to be dealt with cautiously and addressed appropriately. Note that social media links can travel very fast, so no matter how bad the comment is try to be cautious.

#### 7.1.2 Merging advertisement with social media.

Merging advertisement with social media is an important step for companies to follow. In cases where your company is thinking of diverting current advertisement practices in favour of going in with social media, there should be a second thought, this is because ,as a business it is important to look at putting together current marketing channels with new social media opportunities (Deleon 2015). For instance, social media provides a good way for launching products and



other business dealings, companies news and announcements can be twitted through links, products and demonstration videos can as well be added in video format even on whatsApp or face book fan page. When such online publication covers the business or products the news and stories can as well be added to various social media profiles like, radio and paper adverts (Heather 2014)

### 7.1.3 Optimizing the business for social media

Optimising the business for social media is another suggestion for companies using social media for recruitment .Important note should be placed on the fact that not every business needs a twitter or a face book profile. Most often than not it might be that some business are not financially able or have the time and resources needed to invest in social networking sites which is not the case with CDC, however the case, a business can still take advantage of social media traffic without having a profile or being a member of this sites but rather making sure to have the basics in place (Ingram 2013). The availability of an RSS feed, (rss Feed is an acronym used for the description of the de facto standard for syndication of wed based content, while it can be used for content distribution, and it's mostly used in distributing news headlines online. Ideas on how to create an RSS feed can be found on the (website of webopedia.com) can help a company contribute its contents to other users (Beal 2015). Most especially, a company can also make its web page to be that which offers users a recognize bade, they can just click on and submit a web page or blog to many of the social sites. Ingram (2013) also illustrated that; the sharing button service can help in spreading a company's page across different social media sites. It is important for companies intending to open a social media web site to create a free account and customize the button for use on social networking site, a copy paste code on the page can be done on the companies page that will allow visitors to the site, a one click access can help share the social media sites they are using (Beal 2015).

It is important also not to ask for an applicant's social media password, this is because asking for a candidate's password is risky and unlawful thefore, an employer who intent to have a check on an applicant public image should look only at the content that is in the public. It is also important for the Hr or the recruitment candidate to consider the source by focusing on the candidates own

post or tweets and not on what others have commented about the candidates. Any worrisome social media contents and employee should be given an opportunity to say something about it because there are fake social media accounts out there (Berkowitz 2014).

#### 7.1.4 Ensure to document decisions

More so, it is important for a company to ensure documenting decisions taken. Documentation of decisions taken can be done by printing out Pages containing a social media feeds which an employer wants to base a decision on and reason for rejections should also be recorded( Segal, J., 2014) this will protect the employer if the content has in any way been deleted in future and if the decision is challenged. Be aware about the application of laws while using social media (see for example the website of Helpboard web services 2015) . For instance there are laws that prohibit actions that are taking on off duty conducts except otherwise For instance the Cameroon development cooperation response in not using social media was that, having your human resource management check candidates is better than line managers. This is because the human resource manager is professionalize in this area and is more likely to know what is accepted or the don'ts.

For the company using social media to ensure that personnel are placed in charge for continues review, responding to comments and updates of the sites to attain its best usage and best results of the social media platform.

#### 7.1.5 Continuous updates of the site

Lastly, ensure frequent update of the site is relevant for the company. Stories of social media feeds getting hacked are becoming more frequent and the possibility of a feed been hacked is higher with an older website as it relies on older technology. With this in mind ensuring the frequent update of your site is quite relevant( Hall 2007).

## 8 The research

This chapter introduces and analyse the empirical studies conducted by the author. The research methods used the structure of the questionnaires and the company profiles. The aim of this chapter is to present an overview of the companies the research was carried on, the data collection process, the interview structure, the research methods used and reasons for chosen such research method. The sub chapters presented below elaborates on the above mention points.

### 8.1 Qualitative Research

The Research methods used was qualitative research method. Qualitative research was chosen because it is especially effective in obtaining culturally specific information about the values, opinions, behaviours, and social contexts of particular populations. It also provides information about the human side of an issue that is, the often contradictory behaviours, beliefs, opinions, emotions, and relationships of individuals. (Bricki & Green 2007). Because Qualitative research does not just answer to questions like what, where and when, it really focuses on deeper information and understanding of human behaviour, and can be organized so that there are smaller samples, which is what this thesis seeks to achieve. Another outcome of the thesis, was to get respondents opinions from a small sample Cameroon development cooperation and a couple of Finnish companies, to make decision in long-term rather than just make decisions about this specific moment, which is what qualitative research offers. Moreover If we know behaviours why people are doing what they are doing, it is easier to look to the future also, even though we do not know any specific data about what the future holds for recruiting and social media. Because of this reasons, qualitative research is choosing over quantitative method. Regarding the fact that Social media is still quite a changing ideology, it was not necessary for this research to find out exact numerical answers about company`s use of social media. (Quantitative research) because, numbers and facts can change with the passage of time(Bricki & Green 2007). The above are the main reasons why qualitative research was regarded to be a suitable method.

## 8.2 Data Collection

Qualitative research was conducted with two recruiting managers from the different companies, which consist of two separate face to face interviews. The interviewees were prepared to know the topic, the aims and the length of the interview. The author ensures that separate questions were done one for the managers, and some were done for 30 employees. Because the author took a face to face interview, notes were taken down during the process to ensure accuracy of results. The author separates and labelled the interviews Q, Y, Z. The interviewee Q has been a recruiter for 4 years and Interviewee Y has been a recruiter for 6 years.

Specifying and identifying the aim of an interview is advantageous in conducting a research. The aim of the interview was mainly to focus on the opinions of organisations that have been utilizing social media tools for recruitment, and to find out how recruiters perceive the way recruiting process is developing and its value. While employees interviews was in a way to get an insight on their opinions about the developing trends of using social media or traditional methods to job hunts, in other words, how they perceive both, and which one is most preferable. Both recruiters recruit for two separate fields'. Q recruit for customer service, kitchen chef while Y recruits for cleaning services giving a way of getting different responses from different departments. Both managers presently work in Big Q and Big Y Company. Employees were selected randomly from both companies including employees from the company label Z which is the commissioning party(CDC).

## 8.3 Company Profile

The company Big Q, owned by peeSää, and operate as a unit; the branch in Kuopio has about 60 employees. Big Q was chosen as it is a cooperation that employs diverse candidates and utilized social media for recruitment. On the other hand, the company Big Y employs about 6000 employees and has other units around Finland, Big Y was also chosen because it is a large cooperation dealing with employees from diverse nationality and, a company that utilises social media for recruitment and other purposes. Company Z is the company

which does not utilize social media yet, but other traditional method like radio, news paper, and so on which are quite costly. This company, in other to reduce cost and be more efficient, plans are being put in place for introducing less costly and efficient recruitment methods in recruiting, development of employer brand, candidate attraction, sales, competitiveness, which are objectives the company intend to reach with the help of social media. However, the human resource recruiter in charge of employee recruitment thought that, focus should be place on social recruiting due to some challenges relating to time, competitiveness and getting potential candidates via traditional recruitment methods. Result of the research intends to provide ideas and opinions on which way company Z can start using social media for recruitment in accordance with its cooperate culture.

#### 8.4 Interview structure

The Questionnaires were put together based on the research question semi - structured and also formulated with in-depth method. The author designed the questions in a manner that focused on the purpose of the study. Each of the questions was formulated to get specific response from the interviewee without any limitations. All the questions ask during the research are shown in the Appendix on the last page ,the questionnaire were conducted within a two –three weeks period begging from 22 September to 14 October 2015. The interview session lasted for 35 minutes each with the managers and 15 minutes with each employees, face to face.

## 9 Results of the research

The responses obtained during the interviews are outlined in this chapter and are divided according to the structure of the questionnaires. The objectives are to reflect the view points of the employers and the employees of the companies representing their individual opinions about the use of social media for recruitment, their experience and their future view of social networking sites for recruitment. The companies undertaken the interview have used both traditional and e-recruitment method and have in-depth ideas about it. In other to enlighten the points some direct quotes have been presented in the chapter. It should be noted that, the results are based on their perceptions for Finnish companies at the particular point in time

### 9.1 Recruitment methods

Efficient social recruitment requires using the right methods for Candidate search. Initially the author wanted to find out the opinion of the recruiting managers for both companies, what they know about recruiting, methods used and how they conduct recruitment activities in their organisations. Because both recruiters, recruit for different areas of expertise, their response were however expected to vary. Each interviewee had different approach to the questions, but the methods were very much similar to each other, for instance the questions on how they search for candidates, methods they used were quite similar. Like other companies in our contemporary society that manage to adapt and utilize current recruiting methods, Big Q and Big Y makes use of e-recruitment as a major tool for recruiting. The companies most preferred channels and methods of recruitments and attracting of potential candidates are via social media, internet, and company social networking sites. Both companies, in addition to the above mention methods also make use of employee referrals as a recruiting method. Searching candidates also depends on the persons needed and requirements for the position, for instance Big Q makes use of face book to target young employees. This is an indication that the recruiter need to be actively present in the digital world. Today companies all over the world adopt recruiting via social media into their recruiting and communication practices.

The employer in company Y interviewee mentioned some advantages of using social media for recruitment which are: helping the company to reach a wide range of candidates, she illustrated that, there are some candidates with jobs who are not searching for new ones. Such candidates can be reached through posting on jobs boards, social media and employee referrals. Another advantage mentioned was the fact that, the high level of technological use for instance social networking sites, has made it possible for candidates to be easily reached. The Research result Conducted show that, 27 out of 30 employees interviewed use at least 1 social networking site for job search and other activities. Another upcoming possible method discovered during the research is the high usage of the application WhatsApp. Most employees in Cameroon and Finland use WhatsApp for communication with employees and not recruitment. Facebook is the dominant method amongst all, used by the interviewed employees and employers for job search and recruitment. Company Y interviewee mentioned that, the best active and young employees are gotten from face book.

“I preferred utilising face book as a recruitment tool, when I am in need of young and vibrant candidates, and in addition to this, I consider employee referrals as a targeted and easy way I get potential candidates, this is however because people know the strength and weakness of their peers, their background and they will also want to refer someone who will not betray their trust to the employer. Therefore it is an intelligent tools and it also shows that the employees are appreciative of the company’s ways of doing things and culture as a whole “

From the research results 65% of individual’s employees make use of social networking site meanwhile only 4% of recruiters do not use social media as part of their recruitment effort. From this research it is however easier to get employees via social media than the traditional method without straining lots of resources and energy.

## 9.2 Reasons for the use of social media for recruitment.

Interview results shows that there are a lot of reasons why companies use social media for recruitment. A direct implication of the growth of internet and technology, especially social networking sites has made the recruitment landscape to change enormously. Organisations are now in the business of utilizing social

media for different purposes and for different reasons. Though employee referrals were listed as the most valuable and preferred methods for search for candidates by the interviewed employers, the use of social media turns out the next preferred methods which the Finnish companies used in the research. However, the specialist interviewed for the research remarked that, there is no better and easier way to find candidates than via the internet's considering the double advantage of introducing the brand at the same time and because of the significant relationship between the networking scope of the sites and efficient recruitment in particular, the target group oriented. In line with the above mention, Forster (2002, 5) reminds that, today relatively few companies manage their enterprises with employee referrals, because most programs are locally managed, poorly conceived and weakly promoted. Many employee referral programs are restrictive, complicated and stingy which place employees with less interest to it, with this in mind administration tend to neglect it rather than nurture it. The employers interviewed added that, the web offers a free way solution building, a web based referral system that can automate the administration promotional activities, which are required to run a powerful company ideal referral system, that is by offering just one stop self service interface, and most especially provide tracking tools for employees, announce companies program and keep parties to update. As shown by the research study carried out, results indicated that majority of people today both employed and unemployed, developed and undeveloped world make use of social media and internet for different purposes. It was also mentioned by the employers interviewed that, with the high rate of using social media nowadays by individuals, businesses need to take it as an advantage to benefit the company and business by advertising jobs and also branding. The interviewee made mention of the fact that, the use of social media sites by organisations is important and guarantees a high level of valuable connections, providing comprehensive information on vacancies, working atmosphere, career development and opportunity to attract more relevant and motivated candidates which can only be done easily via social media other than traditional methods. The interviewee stated that, a wide networking scope makes it much easier to reach a pool of potential candidates and the right target group. Additionally research result shows that, a company that wants to reach a particular target group of employees for vacancies can profit from the networking scope of social media. The employers interviewed also mentioned that,



the availability of potential candidates via social networking sites is way higher, and that recruitment and job advertisement can be tailored via this means to the needs of this groups.

A question was asked; how often do you log in to social media networks? over 90% of employees interviewed made use of one social media if not several, more than once in a day .Due to the high use of social media by people today it is logical to conclude that, cooperation's can make good use of social media and recruit potential candidates for their companies via social networking sites.

Furthermore, it is however important to understand that there are disadvantages in everything, but with the use of social media for recruitment, the pros outweighed the cons. The interviewed persons gave their thoughts on the advantages and also the challenges faced. The challenges mentioned by the interviewee where quite similar, though presented differently ,they mentioned Companies might lack resources to update sites, due to the fact that having an outdated site is risky than having no online presence. Company Q interviewee mentioned the challenges that can come up with unsatisfied candidates who are not selected ,which can be a negative remark on the websites , conveying a negative image of the company if not reacted to immediately. Company Y interviewee also made mentioned about making mistakes especially with tweets. However the case, the author realised during the interviews that, it was more of a challenge than a disadvantage. The above mentioned challenges can be handled with a well planed strategy, some of which are outline on a previous chapter above.

The above challenges of social media are interesting feed and are however noticeable that technology and possible advancement in the human resource field is changing the way of recruitment. For instance organization Z understands technology and preferred radio, direct contact and employee referrals. For the companies that are not so into the latest development of making appropriate use of social media, it is up to the recruiting agent to provide a personal contact means through phones or connecting on social media. The results of the research conducted on the employees indicate that job seekers now expects recruiters to be focused mostly on social media ,thus a faster response

times and an easy access. There are the challenges cases where candidates are not present on some of the social network sites, in such situations alternative methods can be job fairs. Though this are still a traditional methods of recruitment, they have a relevant grip on companies today. This allows those who are not available online or comfortable applying via social network sites a chance to get to see the opportunities out there and to network personally.

### 9.3 Fast application cycle; same process of recruitment.

The recruitment practice of using social media for recruitment of today has reduced the time and cycle of application. The respondents pointed out that they use social networking sites together with the cooperate career websites, career networks for recruitments purposes. She Further noted that, Usually the amount of applications are so high, with such high rate of applications and CV received, it is quite difficult to keep a particular profile in mind, this however makes the process challenging and slows it down a little on the recruiters point of view but using online apps help to fasten the process. When ask of the challenges and length it takes for the process from initial search to getting candidates. Big Q interviewee noted that the process is however very fast, some few considerations are, the nature of the skills needed for at the moment and how fast a candidates get back to you. She further added that, companies with good public image in the media gets good responds rate, with exceptions being that if a company has had a bad news risen and bad public image, this however put off candidates from responding to job ads and emails. Other than this “it takes an approximate time of maximum 4 days before a candidates respond to such opportunity”. From the above mentioned results, it is logical to say that, the application cycle and response time is quite fast and shorted with social media than with traditional method.

### 9.4 Social media hindering the chances of candidates to be chosen

The respondents were ask if social media hinder the candidates chances of been chosen? Both respondents however agreed that it has never hindered the chances of candidate to be chosen, this is however because the candidates profiles are not checked, the company recruiters do not check candidates face book profiles to make any hiring decisions. Both company hiring managers felt

that it was not quite necessary to intervene in people's private affairs , most especially candidates are chosen on qualification basis rather than what they share on their social networking sites.

Another question was asked on how the company gets the possibility to hire candidates with no social network. Opinions were outlined separately; Big Q mentioned that it does not, in any way affect the hiring decision. While Big Y mentioned that it depends on the vacant position and beside that, the company also has other possible means combined with social media recruitment. Companies, in order to reduce the risk of chosen a candidate should avoid interference in candidates private life that are not related with their skills needed

#### 9.5 The networking sites that drives the most traffic for the company

The advent of several recruitment methods today has provided companies with a Variety of options to choose. Companies can make use of different social media networking tools to recruit, but however have a particular social networking tools that provides them a pool of potential applicants needed to fill up the vacancy at the moment. When asked the question of the social media tools that drives the most traffic for the company Both interviewee mentioned that, face book is the networking sites that the company mostly enjoy pools of applications , with face book the company can advertise and creates links that direct users to other websites of the company. Research Results show that, aside face book recruiting managers also choose their business oriented sites and only make use of face book as an adage.

Furthermore, companies try to take quality of candidates required into consideration. The interviewee of company Y mentioned that "schools are better options for making recruitment". A possible reason for the use of schools for recruitment is targeting professional trained students in a particular field needed. The interviewee further cited the fact that, face book is not the easiest means however for recruiters to get candidates, because it is especially used for socializing and most at times, candidates are not aware of whether employers use these sites to collect personal information's of candidates, this however fosters the employer's use of different sites other than concentrating on one, even though face book drives the most traffic for the company. The results further

shows that, companies use social networking sites not just for recruitment but also for, job postings, business products and services.

LinkedIn is another sites used for recruitment, but in another branch of the same company. The interviewees of both companies have not make use of LinkedIn for recruitment, but they were recruited via it .The interviewee see LinkedIn as a social networking sites for recruiting highly educated professionals. As mentioned in the earlier chapter, LinkedIn is a social media site that can assist employers to target professionals in the marketing, human resource, technology fields just to mention a few. Company that want to involve in the online business of recruiting can very much make use of LinkedIn depending on the companies need at the point in time.

Twitter, on its parts, from the point of view of the interviewee, is a target possibility. The mentioned networking platform, provide possibilities for messages to be forwarded to users. According to the interviewee, twitter is used for recruiting potential candidates, spreading of job advertisement and new brands with short messages and images. The interviewee of company Y sees it as a fast and cheap recruiting method which also depends on the targeted group in question. The interviewee also motioned that with tweets though easier and fast to send out messages or ads, caution is needed when sending out tweet to avoid mistakes. The interviewee also recommends a fast correction in case of mistakes in tweet.

“I feel that face book is now used by many people and this sets as a good sites to hold grip of young and vibrant applicants into the company”

#### 9.6 Reason for using social media for recruitment

Nowadays many companies are in the business of using social media for recruitment. Research result shows that only 4% of employees do not use social networking sites for recruitment. The question was asked to both company hiring manager what urges them to use social media for recruitment, both had similar view on the reasons for using social media in recruitment they mentioned that, accessing a pool of candidates which seems quite easier than the traditional method was one of the reason, other reasons mentioned were; low cost,

as their companies strive for cost reduction, Internet technologies look like a guarantee for reducing cost of recruitment. The company Big Y interviewee mentioned that, the use of e-recruitment methods reduce the cost of recruitment and advertisement compared to the traditional recruitment tools like news papers (Savon sanomat). From this results it can however be assumed that social networking sites are a cost saver method for recruitment. Company Big Q interviewee added that "it is cheaper to use social networking sites like face book or the company websites than news papers as it is quite costly. A follow up question was asked, on the cost of traditional advertisement. As companies like CDC strive for reducing cost, internet looks like a guarantee for reducing cost during recruitment. In connection with this other secondary search results shows that, the use of social media not only reduce man power but actually reduced cost from 7,500 per hire to 714 via the use of social media(jobvite 2011).

Interviewee of company Big Q mentioned that social media for recruitment is free, Compared to newspapers that cost more than 1000 euro per advert. Findings from the research indicate that, companies do have to expect a lower cost for recruitment when utilizing social networking sites for recruitment purpose. In addition, cost and time reductions are related with each other this is however because the lesser the time the lower the cost as well and resource are been saved. it is important that if a company wants to make use of recruitment via social media their initial reasons should not be relied on cost reduction but on other outcomes, companies should not take cost reduction as a primary motive for using social media for recruitment but instead time can be invested to observe other effects of and benefit other than cost. In this research another results outcome was that, social media use in recruiting leads to high quality applicants and the quality of the applicants are not affected which is believed to be a good advantage for the company. More so, if a recruitment manager wants to enhance the quality of applicants, social media should not be the reliant factor because the quantity of candidates does not equate quality. Screening was also another added reason mentioned by the interviewee when social media is used for recruitment, because it helps screen out unqualified candidates. Both interviewee added that, social media is quite fast that is reduce time that can be invested in other areas of the company which however help in saving resources.

Big Y mentioned that competitive advantage is another reason for utilising social media in recruitment.

“Most company nowadays uses social media and so we use it to stand out as well, in other not to be behind our competitors”

#### 9.7 Job relevant characteristics gotten via social media

When thinking of using social media as a recruitment tool, most recruiters are left with the question of whether job relevant characteristics can be gotten from making use of social networking sites for recruitment. After conducting the interviews, the researcher is of the opinion that, if the recruitment managers seek for specific requirements they can search for candidates, who command these skills and fit the job exactly, for instance language skills or information technology skills. Also the extent to which an applicant matches the job characteristics of the vacancy is believed to be higher when the company makes use of social media for recruitment. Findings indicates that, Recruitment managers make use of face book and this offers recruiters the possibility to filter that right targeted candidates and create contact with them. The filtering method can help reduce time as well. The question was asked whether job relevant characteristics can be gotten from making use of social media for recruitment .Both interviewees had quite similar responses, the response given was that ,there is a high possibility of finding job relevant characteristics via using social media for recruitment as it also involve candidates handing in a CV and cover letter and most especially after having found a potential candidates via social media , accepted candidates are always invited for an interview. Compnay Big Y mentioned the fact that it depends on the kind of position, for instance positions like cleaning can be accompanied by training of employees. When employees are trained it paves a possible way to become skilled on a particular profession.

#### 9.8 Social media a threat to human resource management

The use of social media for recruitment has raised eyebrows of many recruiting agent who are non users of whether it is affecting the position of the human resource managers in the organizations. In other to find out possible opinions about the above mention issue, the questions was asked if the use of social

networking sites sets as a threat to human resource managers, both interviewees mentioned that ,social media usage for recruitment has no threat on their career. Their opinions were that ,social media acts as an added advantage to their career that assist in making the job easier, but there are no known threats of using social media for recruiting purposes. Big Y Company mentioned that, possible threats could arise when legal issues are not taking into account for instance invading of candidates profiles and refuse of job based on what candidate's posts on their profile could be threats to the recruiting managers using social media for recruitment.

"But as it is, we do not invade or check candidates profiles before considering them for hiring ,candidates post are kept out when making hiring decisions" .

More so, privacy and security is an often discussed topic for companies using social media networks and this can in a way affects recruitment, therefore it is important for company to deal with this topic as a predictor for an effective and efficient recruitment.

Findings equally reveal that companies do not spend their entire equipment time on social networking sites. Therefore, it cannot be assumed that the use of social media would have an effect on the human resource management personnel; this would have been the case if the usage frequency was quite high. companies use the sites for other things like job postings ,updating business home page and others .Companies do not however make use of social media for recruitment very often, but the recruitment managers assume a positive effect on the recruitment process when it is been used.

The employees interviewed were asked of the most preferable method for applying for jobs, specification where made on the traditional or social media by the researcher, almost all the employees responded that their preferred recruitment method would be e- recruitment .Regarding the most preferable social media tools employees will preferred for job search, face book was the most common, while Google followed suit. An employee mentioned preferring

Google for the fact that, more details are given about the company and its functions.

The results also indicated that, most employees nowadays make use of social media tools more than once a day, with this in mind business can however use this to their advantage, by creating several online bases in other to get the best out of jobseekers. Getting several bases is preferable than one, because employee preferences on which networking site to use varies.

As earlier mentioned WhatsApp was recorded as the most frequent app by the interviewees, the researcher is of the opinion that ,business should however see into the possibilities to make the best use out of this tool ,be it for recruitment or other possible purposes.

#### 9.10 External assistance needs.

The interviewee of Company Z (the company research is done for) was asked if external assistance is needed during the use of social. The responses were quite positive, this is because the interviewee saw this as a platform where functionalities of the sites can be better and efficient when assisted by professionals. The same interviewee mentioned that external help could be relevant especially in the initial stage, for instance in layout preparations and other functions of the sites. Interviewee saw outside assistance as a way to get a better insight into the social media platform and practices. A similar possibility can be followed by companies aiming for recruitment via social networking sites due to the fact that the idea is also brand new for them .Outside idea would be a valuable option



## 10 CONCLUSIONS AND DISCUSSION

The major objective of the research is to obtain and expand knowledge about social networking sites in recruitment for companies that want to initiate the use of social media for recruitment. To attain this objectives, a survey was conducted in the recruitment managers of some Finnish companies to get valuable answers to the research question. In summary the results obtain indicates that the use of social media for recruitment is very important and is an upcoming topics for Cameroon companies (and other companies). The companies interviewed made use of face book, twitter, in connections with the company's business sites. At the moment recruitment agents do not depend solely on particular networking sites, but make use of varieties depending on the type of employee needed and profit from the networking scope of the different sites. Most importantly the recruitment managers do not spend all of their time in recruiting via social networking sites but a blend of the traditional methods as well. Another interesting finding of the research is the cost reduction attain via using social networking sites for recruitment. Because the use of social media is a new idea which companies just started making use of, there is need for more knowledge about it. In a world where technology is constantly changing, one can perceive the world of recruitment as a process that is becoming more digital and less traditional. As a result, this will influence a shorter recruitment process and a cost reduction method. research findings also indicates the short application and recruitment cycle which does not affect recruitment process as potential candidates are quick to respond to adverts, understand the technology used by recruiting agents. In a nut shell this research is a contribution to the study about the role of social media in recruitment.

The idea of this thesis came as a suggestion from the Human Resource manager of a branch in Cameroon Development cooperation, looking into the possibilities of a diverse method and implementation of changes in the recruitment system, the possibility of using information technology, social media to be precise for recruitment of employees. The fact that the initial idea about this thesis is from a real company was actually an interest of possibilities to cooperate by the management in responding to any questions that concerns this research

project. The overall Finnish companies that the author used for the thesis participated positively, because the author is employee of those companies which also provided a possible part way for gotten responses for the questionnaires upon which the findings of the research work are based on.

After obtaining all necessary data for the thesis, a thorough analysis of the data were done and the written part. Obtaining the data was not much of a difficult task because there was more than enough participant who were very much willing to participate including the various employers of the different companies that took part in the thesis. The written part was the most challenging of the entire thesis process. The timing was quite good and went very much as planned, but a lacking alternative was the possibility of getting more companies to participate due to some new developments and cultural challenges that presented itself during the thesis process. With regards to those challenges, they did not in any way; affect the result of the entire thesis process. The fact that this thesis cover a broad information and applicable results, Cameroon development cooperation or any other cooperation that intends using this result for future purpose, can in a way consider a development of the thesis or better still make a review, this is however because technology change with time, and what is possible and effective today might be different in the future or might need readjustments. The company might do an update add information's or relate it with their cooperate needs.

The thesis presented the author with an exceptional opportunity to apply analytical knowledge obtained during theoretical lectures and knowledge obtained during work with a real estate. Knowledge obtained during practical work as an intern was of a valuable contribution. The contact faced, interview done during the data obtainment process was a practical way of being exposed to the business world on its own, communicating with the management of the companies, getting in contact with other employees was itself a challenge that posed a great opportunity which is not only valuable at this point in time to the author but, a great opening to the authors future career. The thesis on its own is quite instrumental to developing future knowledge for instances WhatsApp was discovered as a trend nowadays which business can use for recruiting ,because for the

companies interviewed none has started using WhatsApp ,but employees interviewed make great use of it .This practical part of the thesis provided a practical application of a firsthand knowledge of existing organizations and some clues on how they operate and many others which is of great future use for the author and the main company which this research is done.

With this in mind, considering the advent and widespread use of social media in Cameroon and the world at large, making use of social media as a recruitment tools for a company like Cameroon development cooperation would expand the company's brand worldwide and bring in elites workers that will end up contributing a major portion to the company's success and diversify the business in another dimension. Looking at the challenges encountered with the use of social media by companies utilizing it already, the researcher is of the opinion that ,before an initial use of social media for recruitment ,it is important that ,a beforehand strategy is formulated that is in line with the cooperate culture and policy ,couple with an assistance or a personnel ,placed with the responsibility of constant update and review necessary. See page 47 for further suggestion

The author believes that the information gotten from this thesis will be practically useful not just for CDC but for other companies planning to implement social media for recruitment. It is quite a reward that great portion of the idea of this thesis has been considered by the commissioning party and some of the suggestions are already in process of implementation which is quite a motivation.

The author is quite confident that despite the challenges face, the entire experience gave the author a good experience of managing projects, time which are all skills valuable in work like.

Moreover, the weight, quality of this research was an integral in contributing to part of the success of the thesis. A research is often evaluated with the terms validity and reliability.Raliability of a research is the ability to which an assessment produces stable and consistence result. This states that the actual result of the research need not vary with respect to the observer. More so the findings should be similar and consistence if conducted by the researcher, another time. Validity of a research is looked at with regards to the truthfulness of the research that is how well the test or result measures what it is purported to measure.

Reliability and validity work together for it is not sufficient for the result to be realizable, it need to be valid (Phelan & wren 2005-06).

The quality of this research and result can be viewed in the light of the quality of the questionnaires as well. The questionnaires for the interview were carefully planned by the author with assisted supervision of a supervisor. The author tried to ensure that all the questions on the questionnaire were correctly understood during the face to face interview. Examples and thorough explanations were given in case of clarification to the respondents. With the secondary data gotten ,thorough research was done and applicable reference attached. An issue of note is that very few employees from the commissioning party answered via whatsApp and email which might pose a little challenge in case of misunderstanding of the question. In addition the author could not get the gestures which could provide the author with some clues in case of fudging by respondents. Never the less based on the responses the author believes that the questions and answers went as planned and no terms or ideas where left unclear.

## 11 FURTHER RESEARCH (IMPLICATIONS OF STUDY)

The current study contributed to the influence of social media on employee recruitment. More so a further research to examining the influence of social media on recruitment should be carried out to discover how WhatsApp can influence recruitment and job hunting. According to the HR managements WhatsApp has not yet been used for recruitment, still companies can change their user preference as time goes by to focus on the use of WhatsApp for recruitment . This study and its results were conducted at a particular point in time; with change being a constant thing in life, thus it is necessary to conduct continuous research in other to monitor the necessary changes over time

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## APPENDIX 1

1. Identify where your company is based at

- Country/state/province
- Country FINLAND

2. How can you define your business?

- Small—50 employees
- Medium –300 employees
- Large—over 300 employees

3. How many employees are currently in your business (company?)

- Less than 50#
- 50—100
- 100 –300
- 300 and above

4 how many vacant positions do you recruit on average each year

- Less than 10#
- 10—20
- 21 –60
- 61—100
- 100 and above

5 What is your role in the company?

- CEO
- Managing director
- Line manager
- Recruiting agent
- Human resource manager
- HR director
- Office manager(RESTAURANT MANAGER)
- Other (please specify

6. Who is responsible for recruitment in your organization?

- CEO

- Managing director
- Line manager
- Recruiting agent
- Human resource manager
- HR director
- Office manager
- Other (please specify)

7 Do you use social media to recruit? If yes why?

- To access a pool of candidates than with traditional recruitment methods
- Cost#
- To target potential candidates
- Timeliness#
- To get information about candidates that would have been impossible by other methods
- To help with the selection process
- Industry norm#
- Others (please specify)

7 which of the following method has your company use in recruiting employees in the past 1 year?

- Recruitment agencies
- Traditional methods
- Radio
- Job Boards (monster)
- Employee referrals#
- References
- Social media (please specify)
- Other (please specify)

8 which of the following social media networking sites do your company include on its website (tick all that apply)

- Face book
- Twitter
- LinkedIn
- WhatsApp
- Instagram#
- YouTube
- Others (please specify)

9. Which of the following social networking sites drive the most traffic to your company's website?

- Face book#
- Twitter

- LinkedIn
- WhatsApp
- Instagram
- YouTube
- Others (please specify)

10 if your company was to use one of the following networking sites, which would it, use?

- Face book#
- Twitter
- LinkedIn
- WhatsApp
- Instagram
- YouTube
- Others (please specify)

11. How often does your organization use social networking sites when recruiting job candidates?

- Always#
- Most of the time
- About half the time
- Once in a year
- Never

12 from which of the following social networking site does your company find its most qualified job candidates?

- Face book
- Twitter
- LinkedIn
- WhatsApp
- Instagram
- YouTube
- Others (please specify)

13. What is the cost of traditional advertisement for your company?

- less than 500 euro
- 600 -1000euro
- 15000 -2000 euro
- 2500 euro and above

14 what are the main benefits for using social media for recruitment in your organization? Tick as many as possible

- Access to passive candidates
- Cost effectiveness
- Better and higher response rate
- Shorter recruiting time

- Competitive advantage
- Easy access to better and high quality employee
- Others (please specify)

15 which are the most important concerns if any, your organization had since becoming active user of social media in recruiting staff? (Tick as many as possible)

- Lack of candidate's privacy
- Possible discrimination
- Financial cost accuracy of information
- Making errors (e.g. twitter)
- Negative online conduct and brand
- Legal risk
- Information accuracy
- Deformation of character
- Others (please specify)

16 What are the triggers for your company's usage of social media?

- A policy that accepts the use of social media
- Employees need social media tools to do jobs Social networking sites are parts of everyday life
- Important in promoting the brand#
- Other companies using social media
- Part of the company's policy
- Others (please specify)

17 Can job relevant characteristics be gotten from using social media in recruitment?

If yes ,why?

18 Do you make mistakes when using social media? If yes how does your organization handle such mistakes?

19 Does the use of social media have any threat on HR in your organization? if yes ,why?

21 is your company aware of the privacy issues and laws involve in recruitment and non invasion of candidates privacy? If so how does your company handle privacy issues?

## APPENDIX 2

### QUESTIONNAIRES for EMPLOYEE SURVEY

#### QUESTIONNAIRES ON EMPLOYEE SURVEY ON THE USE OF SOCIAL MEDIA FOR JOB SCREANING

1) How can you define your current status?

- employed
- unemployed

2) If employed, through which of the following methods do you job hunt?

- Social media
- Traditional media (e.g., newsletters, news papers, broadcast, print, radio, or signage)
- others (please specify)

3) Through which of the following formats do you prefer to learn about companies and the products and services they offer? (Select all that apply)

- Social media posts (e.g. tweet, facebook post,)
- Shorter articles or content (e.g., email newsletter, blog post)
- Photos, info graphics, images or illustrations
- Slides or presentations
- Others (please specify)

4) When you share information about companies and their products and services, which of the following do you use? (Select all that apply)

- Email
- Face book
- Google
- LinkedIn
- Twitter
- I don't share this type of information online
- Other (please specify)

5) How often do you use social media?

- Once a day or more
- A few times a week
- Once a week
- Every now and then
- Never

6) If you where to use only one of the following social networking services, which would you prefer?

- Google
- Face book
- Tagged
- Twitter
- Instagram
- WhatsApp
- Others (please specify)

7) How often do you stream jobs through social media?

- Extremely often
- Very often
- Moderately often



- Slightly often
- Not at all often

8) How often do you log into social media networks (e.g facebook, google etc?)

- Less than a few times a month
- Few times a month
- A few times a week
- About once a day
- More than once a day.

9) On a typical day, about how many hours do you spend using social media?

- 0-1
- 2-3
- 4-5
- 6-7
- More than 7

10) How often do you read job ads?

- Extremely often
- Very often
- Moderately often
- Slightly often

Not at all