SOCIAL MEDIA RECRUITMENT: INTEGRATING OF SOCIAL MEDIA INTO THE RECRUITMENT STRATEGY OF AN INTERNATIONAL SME

Case Company: Globuzzer

Abstract

Tran, Anh	Type of publication	Published
	Bachelor's thesis	Spring 2019
	Number of pages	
	72	
	pages, 5 pages of ap-	

Title of publication

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Name of Degree

Bachelor of Business Administration

Abstract

Within the explosion of technology and the internet, the recruitment strategy has been dramatically changing over the past 20 years. Since 2010, recruitment has changed to another game when social media and the internet are more popularly adopted. Social networking sites allow recruiters to head-hunt more easily during hiring process. Observing the optimistic shift that social media brings to the recruitment process, the author decided to write this thesis to adopt social media into recruitment and develop an effective recruitment strategy for the case company.

The research mainly employs an inductive approach and uses both qualitative and quantitative research methods at different stages of the study. The theoretical and empirical parts are evenly discussed throughout the whole content. Regarding the theory section, it provides the reader with the basic knowledge of recruitment and social media in recruitment strategy.

Regarding the empirical part, qualitative data was collected from the owner of the case company while the data of potential candidates was analyzed by adopting the quantitative method. The author conducted an interview by discussing with the owner via email and a survey online to gather data from candidates.

All in all, the findings of the research revealed that the case company should combine social media into their recruitment strategy which helps them reach a larger pool of targeted audience. To integrate social media into recruitment strategy, the company should choose the right social channels for recruiting to attract talented candidates for the company in the future. Finally, the author pointed out some suggestions for other researchers to conduct further research in the future.

Keywords

Recruitment, Social Recruiting Strategy, Social Recruiting Channels, Employer Brand, Development Plan

CONTENTS

1 INTRODUCTION

The introduction chapter discusses the thesis topic and gives sufficient background information. The chapter puts a focus on research background, objectives, research questions, limitations, theoretical framework, research methodology, data collection, and thesis structure. All information about this thesis is provided and explained separately.

1.1 Research Background

The global definition of recruitment is described as a process in which a candidate is attracted, screened and selected for a job by a recruiter or an employer. In the past 20 years, recruitment has been growing considerably. Before the explosion of the internet and social media, recruitment was formed as the basics. Back to the past, the main tools of recruiting were all about bulletin boards, which were slowly transformed into advertisements in newspapers. In order to attract applicants, recruitment had to put an extensive dependence on word-of-mouth and face-to-face applications. The agency also struggled with storing the mass of information and CVs written on paper, which made the recruitment process harder to sort through. Since 2010, the recruitment industry has changed drastically when more people use social networks for employing staff and seeking for jobs. Thanks to social media, recruiters can easily reach thousands of professional profiles with the click of a button. Furthermore, the rise of social networking improves the quality of the recruiters' candidate search because it enables recruiters and employers to share one universal database of candidates. (Karssing 2018.)

In 2016, there was approximately 72% of global companies regarding digital HR as important or very important. According to another survey of HR professionals in the United States, it was discussed that over 90% of companies applied their social media networks to the recruitment process. Additionally, job recruiters in the U.S revealed that the use of social media in recruitment improved both the quality and quantity of candidates. Based on the data statistics of a global survey, there was 40% of hiring decision makers considering professional networks as a trustworthy source for employing. Plus, there has been an increase of candidates in online searching and self-promoting to satisfy the demand for recruiters. However, the mass of inaccurate information on social channels makes the recruiters harder to hire. In 2017, 54% of hiring managers revealed the reason for not hiring a candidate because of the content found on social media. Therefore, choosing the suitable platform to seek for professional qualification of job-seekers is a must. (Statista 2019.) The popular social channels for recruiting can be listed as LinkedIn, Facebook, Twitter or

Instagram. They are considered as one of the most suitable and potential sites for attracting a group of talented candidates. Furthermore, Karassing (2018) also claims that "although the recruitment industry is ever-changing, and could be an entirely different environment by 2020, if recruiters can adapt and use these changes as a tool to enhance their resources and to expand, they will succeed just like they have for the past 70 years".

After getting to know about the recruitment trends nowadays, the author decided to examine how the social media trend would impact on the recruitment industry and the perspectives of potential candidates and the company. The report will provide enough information to understand the relation of applicants' preference and social media recruitment and the information for designing a development plan for the case company. The ultimate goal of this report is to prepare a recruitment strategy to recruit more potential and prospective candidates for the company.

1.2 Thesis Objectives, Research Question, and Limitations

Thesis objectives

The objective of the thesis is to provide a profound knowledge of using social media for a recruitment strategy. Based on the academic information and analyses, the author will build up the social recruitment strategy as the development plan for the future regarding this topic.

Research Question

After the objective is determined, the core research question is formed as "How to integrate social media into the company's recruitment strategy?"

In order to provide a detailed answer to the main research question, the thesis will discuss more related sub-questions:

- SQ1: Is the employer brand important for social recruiting?
- SQ2: What are the challenges and opportunities that the company has by using social media for attracting employees? What are the solutions to handle the problems?
- SQ3: How does social media recruitment strategy relate to applicants' preferences?
- SQ4: What is the suggestion for the most suitable social media tool for recruiting that the company should adopt?

Scope and limitations

First of all, the scope of the research will not cover all of the recruitment strategies but put a focus on social media recruitment. The thesis also will not discuss the issues relating to legal factors such as social media policy and guidelines. Moreover, the author only provided the concept of certain social channels that are suitable for the company's hiring strategy. Thus, the report will not include all of the social channels.

Secondly, the viewpoints of recruitment types such as internal recruitment will be discussed in section 2.1.1, which will not be mentioned in the empirical research. The information about internal recruitment is provided just to compare internal and external recruitment. Based on the comparison, the author will conclude suitable recruitment types for the case company. Hence, the detailed empirical research of internal recruitment section will be not examined and does not add significant values to the final findings.

Finally, the empirical part only pays attention to the perspectives of the two important factors for building the recruitment strategy which are the owner of the company and potential candidates. The company aims to recruit applicants internationally while the limitation of time and resources allows the author to approach only a limited number of candidates. The number of interviewed people is also small and restricted, which only the owner engaged in the interview. Furthermore, the research is based on the case company which is regarded as a small and medium-size company. And, the social recruiting strategy is built by observing the company background, business type, and recruitment strategy as well. Therefore, the development cannot work the same on big companies that have a more complicatedly and largely structured and organized recruitment system.

1.3   Theoretical Framework

The research attempts to integrate social media into the recruitment strategy for the case company. To understand how to use social networks during the hiring process, the theoretical framework, first and foremost, includes the basic knowledge of recruitment and its categorization in Chapter 2. Moreover, the close connection between recruitment and employer brand is carefully examined in subchapter 2.2. Its role is to give a strong base to develop an effective recruitment strategy. The theories in Chapter 2 aim to answer the first research sub-question: Is the employer brand important for social recruiting?

Table 1 Theoretical Framework

How to integrate social media into recruitment strategy?		
Sub-questions	Theory content	Content location
SQ1: Is the employer brand important for social recruiting?	• Recruitment and employer brand	Chapter 2
SQ2: What are the challenges and opportunities that the company has by using social media for attracting employees? What are the solutions to handle the problems?	• Social media in recruitment • The advantages and disadvantages of using social media • Suggestions to solve the problems	Chapter 3
SQ3: How does social media recruitment strategy relate to applicants' preferences? SQ4: What is the suggestion for the most suitable social media tool for recruiting that the company should adopt?	• Social recruiting strategy framework	Chapter 5

To support empirical research, the theoretical section of Chapter 3 provides detailed research of social media into recruitment, which is considered as a core theoretical framework of the whole thesis. The background and development of social media in recruiting is emphasized in this chapter. It provides readers with information about social media trends in the recruitment process.

Moreover, the detailed framework of social media recruiting strategy is emphasized carefully via subchapter 3.2, which is considered as a concrete foundation to develop the suggestions and development plan in Chapter 5. To continue the flow of theoretical research, the social media channels in subchapter 3.3 are narrowed down to only three platforms, along with providing profound information for each channel.

Subchapter 3.5 and 3.6 will discuss the advantages and disadvantages of using social media into the recruitment strategy. The solutions are also provided to support the answer to the second sub-question SQ2: What are the challenges and opportunities that the company has by using social media for attracting employees? What the solutions to handle the problems?

In chapter 5, the social recruiting strategy which is outlined in subchapter 3.2 directly applies to the case company combining with gathered data and theories. This chapter responds to the third and final sub-question – SQ3: How does social media recruitment strategy relate to applicants' preferences and SQ4: What is the suggestion for the most suitable social media tool for recruiting that the company should adopt?

1.4   Research Methodology and Data Collection

Kothari (2004, 8) states that research methodology and data collection help researchers to uncover the research questions. While data collection's responsibility is to collect data to reveal the research questions, research methodology is used for building the logical structure of the research and research questions (Jonker, Pennik & Bartjan 2009, 22; Bryman & Bell 2015, 14). Based on the "research onion" theory of Saunders, Lewis and Thornhill (2007, 132), the total number of factors forming the methodology are six, namely techniques and procedures, time horizons, choices, strategies, approaches and philosophies. Because of its scope and limitations of the thesis, the thesis only discusses three elements which are research approach, research method, and data collection. Figure 1 demonstrates the research methodology of the thesis.
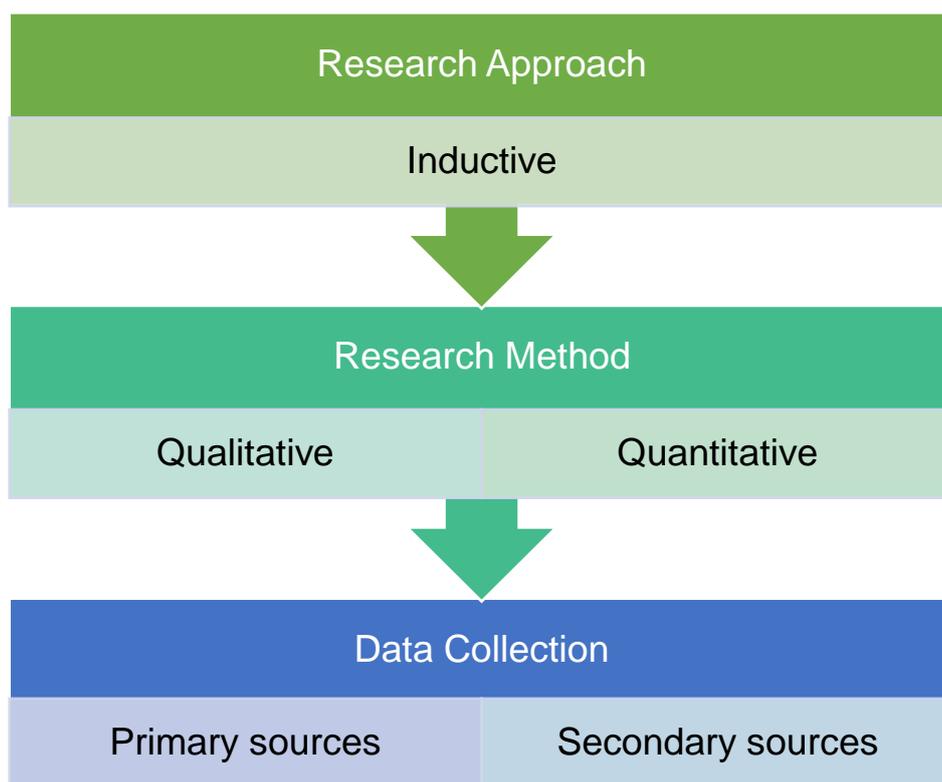
Figure 1 Research Methods

Research approach: Inductive

There are two main research approaches that are based on the empiricist and rationalist epistemology respectively: a deductive and an inductive approach. According to Walliman (2011, 17-19), empiricism necessitates the knowledge with regard to sensory experience, whilst rationalism requires the gained knowledge via reasoning. To be specific, a deductive approach aims testing and discussing the theory before collecting the data (General statement leads to conclusion). On the contrary, inductive research is concerning with the generation of new theory emerging from data (repeated observations lead to conclusions). (Saunders et al. 2007, 38.) The differences between inductive and deductive approach are explained in Table 2.

Table 2 Difference between deductive and inductive approach (Tavory et al. 2014, 36-37)

	Inductive	Deductive
Process	Rule → Case → Results	Case → Results → Rule
Proposition	The proposition is assumed before the fact	The proposition is observed
Conclusions	Generalization	Corroboration or falsification

The author will adopt the inductive approach in this research, which aptly fits the objectives of this thesis. Firstly, the theories will be presented relating to recruitment and social media first. Then, the author will analyze the case company, specifically conduct an online survey with potential candidates and an interview with owner. Finally, the author will conclude the final findings of the whole research.

Research method: mixed method - quantitative and qualitative methods

Quantitative and qualitative methods are basically known as two typical patterns of research method (Jonker et at. 2009, 38). Quantitative research is involved in a wide range of numerical data and connecting to the series of theory and research as deductive. In contrast, qualitative research is broadly described as focusing on words rather than numbers. Furthermore, the qualitative method also embeds inductive viewpoints into theories and research. Nevertheless, it is argued that the distinction between the two methods is unclear. (Bryman et al. 2015, 37, 159 & 391.) Additionally, the mixed method which combines both quantitative and qualitative methods gives a more profound and multifaceted understanding of the research content (Saunders et al. 2007, 145-146.)

The report uses a mixed methodology as a strong base to analyze the theory and data in the entire structure of the thesis. First of all, the researcher adopts qualitative methods to give the evaluation to the perspectives of the case company's owner, which contributes to building the development plan in Chapter 5. The data analysis will be explained with the detailed information presented in Chapter 4. Secondly, the author uses quantitative method to analyze the potential candidates' viewpoints about using social media into recruitment, offering the response for the third sub-question SQ3: How does social media recruitment strategy relate to applicants' preferences?

Data collection: primary and secondary sources

After determining the research approach and research method, the author initials the step of collecting data which is the focal point of any research project (Kothari 2004, 9). Basically, primary and secondary sources are widely mentioned as two paradigms of data acquisition. Primary data is described as observed, experienced or recorded close to the event. It employs four key types namely measurement, observation, interrogation and participation. Regarding secondary data, it is discussed as "interpreted and recorded" which is formed in the written sources such as newspaper, documentaries and the internet. (Walliman 2011, 69 -71.)

The thesis adopts both secondary and primary sources to collect data. Primary sources will be adopted in two main stages. Firstly, the researcher applies primary source by creating and sending an open-ended questionnaire to the owner of the company. Regarding the second stage, the author designs an internet survey which is delivered to potential applicants to evaluate their viewpoints of using social media during recruitment process. Regarding the secondary data, the author obtains the information originating from reliable reports, white papers, published books, and credible internet sources.

1.5   Thesis Structure

This thesis mainly covers two core foundations which compose theoretical and empirical contributions. Figure 2 presents the detailed structure of the thesis

The internal framework of the thesis is presented in different sections including thesis background, thesis objectives, research questions, limitations, theoretical framework, and research methodology and data collection.

The theoretical basement of Chapter 2 responds to the first sub-question SQ1: Is the employer brand important for social recruiting? The theory of recruitment and employer brand in Chapter 2 provides the reader with the basic knowledge of recruitment and employer brand including its definition, its type of recruitment strategies, the connection of recruitment and employer brand.

Chapter 3 deepens the theoretical base by digging into social media in recruitment. It also discusses the social recruiting strategy's framework, types of social platforms, the chosen of social media to push employer brand, the advantages and disadvantages of social media and the solutions to back up for issues. Chapter 3 supports for the answer to the second sub-question: What are the challenges and opportunities that the company have by using social media for attracting employees? What are the solutions to handle the problems?

Chapter 1	• Introduction
Chapter 2	• Recruitment and employer brand
Chapter 3	• Social media in recruitment
Chapter 4	• Data collection and analysis
Chapter 5	• Case company and development plan
Chapter 6	• Conclusion
Chapter 7	• Summary

Figure 2 Thesis structure

Chapter 4 builds empirical research and research model of social recruitment strategy. After going through the theories in Chapter 2 and 3, the author conducts two separated analyses for potential applicants and the owner of the case company. Its purpose is to give an answer to the third and fourth sub-questions SQ3: How does social media recruitment strategy relate to applicants' preferences? and SQ4: What is the suggestion for the most suitable social media tool for recruiting that the company should adopt?

Chapter 5 plays an important role in the entire thesis because it gives an answer to the core question. It discusses the case company and builds a recruitment strategy that the company can adopt for their recruitment process in the future. Chapter 6 does not put an end to the thesis but makes recommendations for future research and also answers the research questions. Furthermore, it includes reliability and validity as well. Lastly, several suggestions for future research are also emphasized in Chapter 6.

The entire thesis is summarized in Chapter 7.

2 RECRUITMENT STRATEGY

This chapter discusses and gives an option for recruitment strategy. Subchapter 2.1 will provide the categorization of the recruitment strategy and highlight the main points of each strategy. The connection of employer brand and recruitment will be explained in subchapter 2.2.

2.1 Recruitment

According to Flippo (1984, 131), recruitment is identified as the selection process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organization. However, the recruitment process has to go through different complicated stages to hire the right employees for the right jobs. Armstrong (2006) notes that the recruitment of the wrong person costs a company double the person's annual salary which is up to approximately six times the annual salary. To build an effective recruitment process, organizations should not define recruitment as an isolated organizational function but understand that recruiting talented applicants is a key role in the talent management strategy (Gallardo-Gallardo & Thunnissen 2016, 31-56).

One of the ultimate elements to determine organizational effectiveness and success is based on the ability to attract and recruit the best employees (Kehinde 2012). Furthermore, Handfield-Jones and Axelrod (2001) note that the talented employees the company has, the better the work performance is. If those companies can demonstrate their distinction in their recruitment strategy, they ultimately possess the successful recruitment system (Al Ariss, Cascio & Paauwe 2014).

A "war for talent" illustrates precisely the current competitive market where skilled people are scarce. There are certain reasons contributing to "war for talent". The first reason is "competency deficit" which is considered as one of the most difficulties that organizations are coping with recruiting potential applicants (Herman, Olivio & Gioia 2003). A competency deficit means that the employees lack particular skills to execute a required task. This is because they have insufficient training (Koch, Gerber & Klerk 2018, 2).

Another reason that increases the competition for talent is the skills gap and talent shortage. The world will have an inadequate 40 million college-educated workers. Developing countries will face a shortage of 45 million workers with secondary-school educations and vocational training while the countries with the developed economies are reaching nearly 95 million low-skilled workers in the employment industry. (Dobbs, Madgavkar, Barton, Labaye, Manyika, Roxburgh, Lund & Madhav 2012.) In addition, birth rates are gradually

decreasing in some developed countries, along with the highly demanding of the qualified performers resulting in the fierce competition for talents (Hunt 2014).

Employees not only pursue psychological but sociological elements as well. Organizations put a stronger focus on working environments where employees have to experience eight hours every day. The challenge is not simply about the perks or high salary but concentrating on building a nice place to work. Companies want to understand why and how employees' behavior process at the workplace which means employees' feelings, opinions or concerns matter importantly to employers as well. (Morgan 2017.) It can be concluded that the significant growth of the demand for qualified workers and the high competition result in "war for talent".

Recruitment should not be seen as the often-outsourced back-office function but shift the view to a key differentiator in the competition for talent (Hunt 2014). Companies should put more effort into their recruitment strategy which produces unique tactics to appeal to talented people. It can be concluded that companies gradually increase the awareness of the important strategies of the identification, attraction, and recruitment of talented applicants in their organization (Houran 2017, as cited in Koch et al. 2018, 5).

In order to enhance the effectiveness of recruitment, a recruitment strategy should pay attention to both internal and external recruitment. When choosing between internal and external hiring, managers have to take their organizational workplace into consideration because each environment has a preferable method. Understanding internal and external hiring can be a useful tool for managers to make the right decision in the recruitment process. (Devaro 2016, 2.)

2.1.1 Internal Recruitment

Internal recruitment's function is a recruitment process of employees who are recently working for a certain position in their organization. It is assumed that seeking the best applicants to fill vacancies can be found in the company as employees are already familiar with the company's organizational operation and their employers understand very well their performance. (Koch, Gerber & De Klerk 2018, 3.) The following can be listed as Internal sources: an existing workforce of an organization, employee referrals, former employees and previous applicants. According to Rashmi (2010 as cited in Bogatova 2017), employee referrals are the best sources of recruitment that contributes to the efficiency cost to the company rather than other sources. To be specific, the source of employee referrals saves up to 70% in recruitment. Furthermore, employee referrals are more aware of the company culture, qualifications and job requirements that make them become a

great asset for the organization. (Rao 2009, 104, as cited in Bogatova 2017.) The internal recruiting is less complicated than the outsourcing method in which the announcement for an open position is informed domestically inside the organization by sending an email or contacting in person (Bogatova 2017, 7).

The advantages of using internal sources for recruiting are emphasized in this section. First of all, it brings encouragement and motivation for employees. They have a positive feeling that their work performance is acknowledged, and they have a lot of opportunities for high promotion. Furthermore, organizations can make use of the employees' competence in different positions because domestic employees are more trustworthy sources rather than external candidates. The internal employees already have a strong bond with the company. And, their loyalty aligns with the company's long-term vision. The outsourcing process requires to spend more money than the internal one. Thus, the organization can save the budget by cutting down some unnecessary fees. (Patel & Rana 2007, 41.)

On the contrary, when an organization decides to apply internal staffing strategy into recruitment system, they have to consider carefully the disadvantageous side as well. If the company possesses small-medium size, it would be a huge risk of only recruiting the internal candidates. This method can prevent SMEs from hunting talented employees for the company. According to Rashmi (2010, 26), current employees are accustomed to the comfort zone in the organization and cannot produce more fresh ideas while the outside candidates may bring new perspectives for the company's future development. Another issue is that internal staffing may lead to the "employer's favoritism" which means evaluation and selection process might come out with unfair results. That can link to promote the wrong applicant for an important position and has a negative effect on the efficiency of the recruitment process. (Sarma 2008.)

After analyzing both the benefits and drawbacks of the internal recruiting, it is possible to conclude that the commissioning organization should not apply this method into the company recruitment's system due to some certain reasons. Firstly, the company has a small-medium size which keeps requiring new and fresh sources engaging into the organization. In the "war for talent" age, the limited choice will be a huge risk that stops the employer from seeking for the best talents to join the company's workplace. Secondly, the main source of the company is from intern students which means that the company does not have sufficient employees to promote to another position. Last but not least, new ideas are crucial to job requirements that the organization is looking for from the external candidates while the internal employees cannot bring in. However, the company can consider adopting this method in the future when the workplace organization is larger and stable.

2.1.2 External Recruitment

According to Veger (2006), external recruitment is a process of searching for the employees outside the organization to fill vacancies depending on the needs of the company. Compared to internal recruitment, external staffing provides a variety of sources throughout hiring process. Outsourcing method might be costly and time-consuming, but it possibly minimizes the disadvantages if the organization has a good plan and strategy. (Patel et al. 2007, 41.)

The traditional methods of external recruiting are known as job advertisement, job portals/organizational websites and job fairs. Regarding job advertisement, it is one of the most classic and oldest tools to frequently use for searching for new candidates, but the company needs to equip with a good budget and creative ideas before deciding to implement this method. Advertising jobs can be executed via a printed tool such as newspaper, magazines and professional sources or electronic media which are television, radio, telephone or online advertising. (Bogatova 2017, 9.)

Concerning a job portal, it is a definition of an online job board that supports applicants to find a job or helps employers to look for the ideal candidates based on the job needs. Due to the strong development of the internet, more companies are using job portals as a concrete tool to recruit new employees. The examples of popular career websites can be listed as Monster, Indeed, and SimplyHired which offer a broad range of jobs in a variety of fields. (Tucker 2018.)

In terms of organizational websites, there are more companies creating their own career sites for taking on new employees. That encourages them to have a better understanding of the company's culture and branding building (Bogatova 2017, 10). While advertisements and career portal focus on digital channels or non-physical methods to attract talented applicants, job fair requires candidates to have a face-to-face meeting to exchange information about the positions that they are looking for.

 A decade ago, the recruitment trend had a significant intention of concentrating on formal research practices such as job advertisements, employers' websites and job boards with little or no focus on social media (Breaugh 2008). Moreover, until recently, recruitment advertising in national scale by using the local newspaper, trade journals and the own sites of the organizations is to attract applicants (Koch et al. 2018, 3). According to Phillips and Gully (2012), job fairs, asking candidates for referrals or job fairs were one of the popular

methods of candidate sourcing. However, it is argued that pushing a recruitment advertisement on the media or in the company's websites can limit the chances of recruiting the right applicants (Nikolaou 2014).

Phillips and Gully (2012) also claim that it is not an utmost method to approach candidates by putting the advertisements in the popular media. Only active candidates who are craving for a job will be quickly attracted by these advertisements while semi-passive and passive candidates who already had a job and seeking new positions will give an indifferent look on those advertising jobs. Thus, this external approach might lead to a small and limited candidate pool. (Phillips & Gully 2012.)

Besides, there is a method known as the "spray and pray" which specifically targeting to active candidates. The recruiters spray advertising jobs in a bunch of printed media and on websites and applicants get back to these advertisements by spraying their CV, with both sides "praying" for positive results. (Joss 2008.) As the growth of the war for talents, there is an increased awareness of organizations that the external-traditional practices limit them to access to the big and countless active candidate pool (Koch et al. 2018, 3).

Due to the exponential development of technology, there is a continuous changing of sourcing candidates, and new recruitment methods are rapidly developed. The research of Sinha and Thaly (2013) demonstrates that new and innovative sourcing tools can have a strong effect on the varied elements including quality, cost, availability and time. It is said that the internet and social media are recently shaped as a powerful driver in enhancing the development of the recruitment strategy. And, combining with the use of the proper technique is to produce a dominant tool for sourcing candidates. To attract not only active candidates but also a large number of passive and semi-passive candidates, it necessarily removes the traditional method "spray and prays". The reason is that this approach does not produce effective and certain outcomes. It is time for organizations to be active and use innovative sourcing methods rendered by internet and social media. (Dutta 2014.)

At the moment, Globuzzer takes use of only job portal method to outsourcing candidates. By using this way, the commissioning organization might find sufficient candidates to fill vacancies in the company but might not the best or talented ones. Although the main business of Globuzzer is focusing on a wide range of social media to provide services for users, the organization does not take full of advantages of social channels for employing the talented people. With the given evidences, it is believed that the commissioning party hardly attracts the right candidates if they maintain recruiting employees through only career sites. In conclusion, the company should choose an external recruitment method by using social media for the company's recruitment strategy.

2.2   Recruitment and Employer Band

Employer branding is defined as the process of building a uniquely great workplace and promote the working environment to the talent who possesses knowledge and skills demanded by the organization to meet its goal and objectives. According to Mosley and Schmidt, employer branding is similar to consumer branding, but it needs less push and more pull. Establishing a positive reputation and image is one of the most attractive factors to appeal to more talented candidates during recruitment process. Companies whose employer brand are strong can attract a big number of qualified candidates and improve the recruiting methods while cutting down the overall cost of the recruitment process. (Mosley & Schmidt 2017, 8 - 9.)

According to Xie, Bagozzi and Meland (2015), their studies in the personnel psychology discuss that the company's image plays a crucial role in the recruitment process. Then, the more company polishes its self-image in the public, the more skilled employees are easily lured into hiring trap.

According to the signaling theory, employer brand will send the signal to present the firm's values, systems, policies and describe the characteristics of the firm. The theory revealed that the potential employees gain the psychological benefit by engaging themselves into the well-respected organization (Alshathry, Clarke & Goodman 2016). Therefore, talented candidates can capture the signals and see a matching between their requirements and the company's organization. It is further argued that if the communication of these signals is implemented in the proper way, the information costs relating to search potential candidates are decreased. (Widen, Gudergan & Lings 2010.)

Based on the findings of Neetu and Prachi (2014), the similarity of individual identity and organizational identity is one of the crucial parts of employer branding. They emphasized that the person-organization fit is a strong base that contributes to employee attraction. The person-organization fit discussed the match of the candidates' personalities and employer brand image based on the company's needs. The better the match, the more employees will be appealed to the firms (Backhaus & Tikoo, 2004). It is also believed that job attributes play an important role in attracting potential candidates (Neetu et al. 2014).

By using the social identity theory and the job signaling theory, Weerawardane & Weerasinghe (2018, 35) reveal that if the company has a good reputation, attractive job attributes and person-organization fit to the potentials, the company will pull a pool of talented candidates for a specific position in recruitment process. Hence, employer brand

can be considered as one of the potential elements that help organizations attract more candidates.

3   SOCIAL MEDIA IN RECRUITMENT

This chapter puts a strong focus on outlining the use of social media in recruitment. Sub-chapter 3.1 will provide a basic knowledge of social network in recruitment. The next sub-chapter 3.2 shapes the process of building the social media recruiting strategy framework. Subsequently, subchapter 3.3 introduces suitable social networks for the hiring process. Next, subchapter 3.4 demonstrates the concrete tools for boosting employer brands. Finally, subchapters 3.5 and 3.6 discuss the advantages and disadvantages of applying social media to recruitment strategy and provide the solutions for certain issues as well.

3.1   Social Media in Recruitment

According to Safko and Brake (2009), social media is defined as using the web-based tool with its function to create and transform contents, following the format of words, pictures, videos and audios in the digital environment that allows people to meet online to share information, perspectives and knowledge. The development of using the internet for recruiting has been increased since the beginning of the twenty-first century. In the late 1990s, only IT, academic or university graduate jobs were placed on the web. In the next decade, there was an increase in the advertisement of different positions on websites due to the positive effect of the growth on purchasing home broadband connections from households. Nowadays, candidates would prefer looking for open vacancies on the internet rather than on printed sources. Additionally, advertising job via emails might approach effectively semi-passive and passive candidates who are not necessarily looking for a job. (Taylor 2014, 145.)

The topic of using social media in recruiting has been a discernible trend in recent years. Charted Institute of Personnel and Development conducted a research survey called "The Annual Resourcing and Talent Planning". Its results revealed that the use of social media in recruiting of British organizations accounted for 50% in 2013. Additionally, the majority of employers confirmed that though they had not used social media for recruiting, they believed social media will bring the advantage for them as well. (CIPD 2013, 5-13, as cited in Nordström 2014, 23.) According to Taylor (2014, 147-148), 80% of the organizations that integrated social media into their recruitment system for attracting new candidates and managing reputation saw an increase in their image popularity and the pool of prospective candidates.

According to Simply Hired, its research demonstrates that 90% of job seekers believe that the organizations will look at their social media accounts when recruiter offer an interview (Broughton, Foley, Ledermaier & Cox 2013, 8). The European survey discussed that there

was around 100% of young job hunters (under the age of 25) showing a preference for communicating with the recruiter via online. Based on the survey of Potential park, young job seekers would like to choose Facebook over LinkedIn regarding looking for a job (Potential Park, as cited in Broughton et al. 2013, 8).

Furthermore, a global study shows that employers are more aware of the importance of social media in recruitment and its potential development. There was 92% of respondents using social media for recruiting purpose which contributed to an increase of 10% from 83% of using social media for outsourcing candidate in 2010. (Jobvite 2012.). The trend is positively upward when there was 90% of global 500 companies confirmed that they use social media to attract potential employees (Searle 2006).

Social media channels facilitate the searching for a job and recruiting process for applicants and recruiters. The internet provides service for new candidates to access job vacancies in a faster and easier way. Weiss and Barbeite (2001) argue that the internet is a favorable source for hunting new jobs and provides further information than traditional methods of searching (Rooy 2003, as cited in Broughton et al. 2013, 9). Additionally, there are a lot of technological functions on social channels that notify applicants about new-potential vacancies from different professional organizations. Social recruiting also allows recruiters to break geographical limits and employ talented people globally and locally. (Searle 2006.)

Due to the development of different social networks and the adoption of social data, social media can be used in the whole recruitment life cycle. Headworth (2015, 23) suggests that if companies decide to use social media for hiring, they should embed social media into every stage of the recruitment process – sourcing, attraction, application, selection, onboarding, working time and leave (Figure 3 demonstrates social network can be used in different stages of the process). He also states that the most efficient way of using social channels is using them alone. However, sometimes it is powerful if the companies combine them together. It is believed that each social channel has its own targeted users and it leads to a different objective of a recruiting tool. (Headworth 2015, 23.)
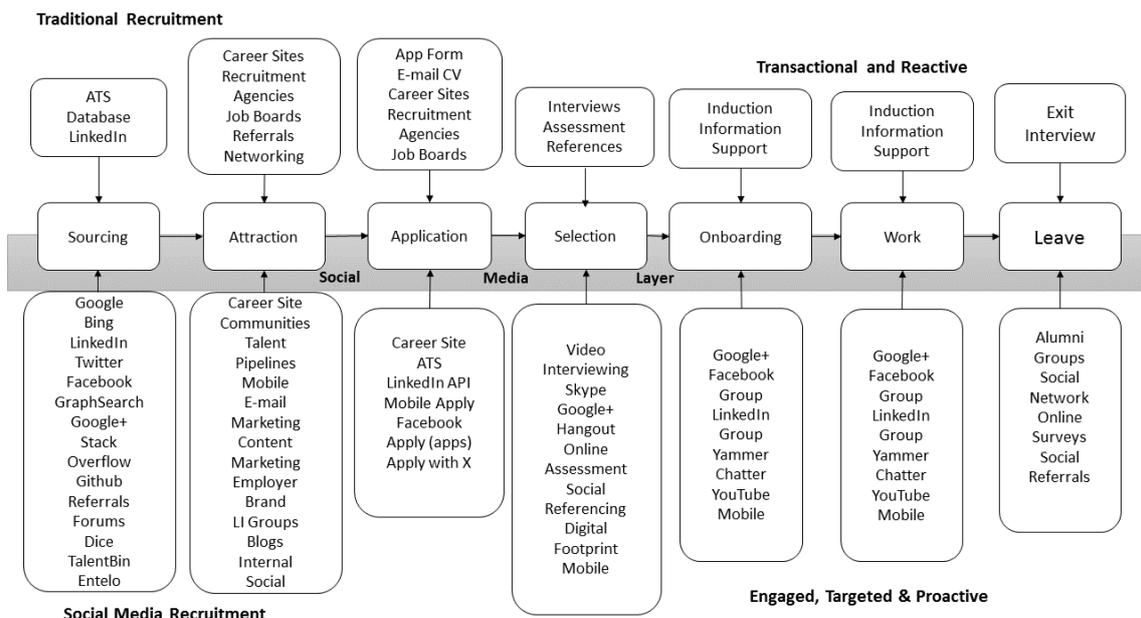
Traditional Recruitment

| ATS Database LinkedIn | Career Sites Recruitment Agencies Job Boards Referrals Networking | App Form E-mail CV Career Sites Recruitment Agencies Job Boards | Interviews Assessment References | **Transactional and Reactive** Induction Information Support | Induction Information Support | Exit Interview |

| Sourcing | Attraction | Application | Selection | Onboarding | Work | Leave |

Social   Media   Layer

| Google Bing LinkedIn Twitter Facebook GraphSearch Google+ Stack Overflow Github Referrals Forums Dice TalentBin Entelo | Career Site Communities Talent Pipelines Mobile E-mail Marketing Content Marketing Employer Brand LI Groups Blogs Internal Social | Career Site ATS LinkedIn API Mobile Apply Facebook Apply (apps) Apply with X | Video Interviewing Skype Google+ Hangout Online Assessment Social Referencing Digital Footprint Mobile | Google+ Facebook Group LinkedIn Group Yammer Chatter YouTube Mobile | Google+ Facebook Group LinkedIn Group Yammer Chatter YouTube Mobile | Alumni Groups Social Network Online Surveys Social Referrals |

Social Media Recruitment   **Engaged, Targeted & Proactive**

Figure 3 Using social media across all aspects of the recruitment process (Headworth 2015, 24)

3.2   Social Media Recruiting Strategy Framework

The social recruiting strategy framework was invented by Headworth to outline the guidelines for integrating properly social media into a recruitment strategy. The social recruiting process includes 8 main stages. Headworth notes that the fundamentals of the recruitment process are not strongly affected by social media factor. The size of the company, legal criteria and culture have a slight impact on the social recruiting process (Headworth 2015, 83.) Every step is interpreted in more detailed in Figure 4 below.
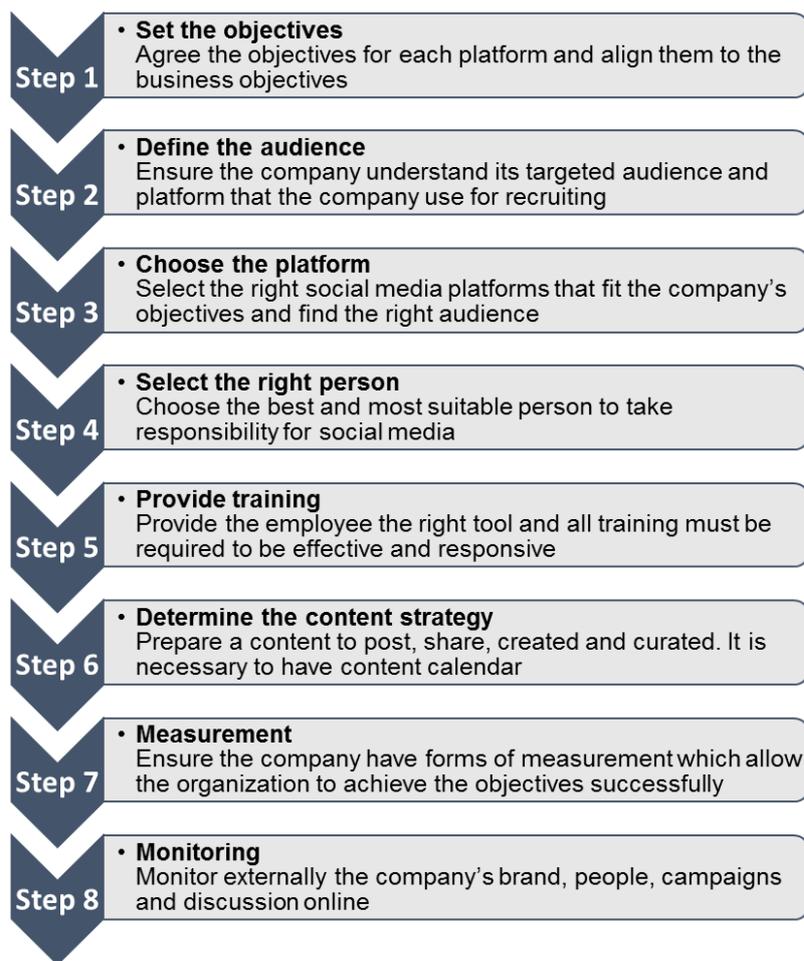
Step 1
- **Set the objectives**
  Agree the objectives for each platform and align them to the business objectives

Step 2
- **Define the audience**
  Ensure the company understand its targeted audience and platform that the company use for recruiting

Step 3
- **Choose the platform**
  Select the right social media platforms that fit the company's objectives and find the right audience

Step 4
- **Select the right person**
  Choose the best and most suitable person to take responsibility for social media

Step 5
- **Provide training**
  Provide the employee the right tool and all training must be required to be effective and responsive

Step 6
- **Determine the content strategy**
  Prepare a content to post, share, created and curated. It is necessary to have content calendar

Step 7
- **Measurement**
  Ensure the company have forms of measurement which allow the organization to achieve the objectives successfully

Step 8
- **Monitoring**
  Monitor externally the company's brand, people, campaigns and discussion online

Figure 4 Social media recruiting strategy framework (Headworth 2015, 88)

Step 1: Set the objectives

In order to increase the chance of successfully using social media in the company's re-cruitment strategy, the company must drive the social media objectives to align with its business objectives. The first step is normally neglected by many companies, but it is con-sidered as the crucial foundation for using social media in recruiting talented candidates. Each different social media goes along with certain objectives depending on the charac-teristic of that network. Here are some examples of business and social media objectives (Headworth 2015, 87-89):

- Business objectives: reducing the dependence on recruitment agencies and cut-ting down the expenditure budget by 50% which spends on agencies annually. Therefore, social media objectives can be listed as:
  - Exploiting social media to increase the awareness of the company's brand online and striving for attracting 50% applications for a different position on career sites.

- o Enhancing the direct recruiting of new employees through social networks. Then, it will grow 50% of the application submitted to hiring managers.
- o Creating and building a network list of talented candidates with requiring specific skills. Using LinkedIn is to connect to future potential candidates by engaging with them and tagging them. The recruiters can also use Twitter by making private Twitter lists of talented candidates.

- Business objectives: Tracking competitors on social media to see their updated activities and observe their new recruiting strategies. In this case, social media objectives are determined as:
  - o Follow all the competitors' LinkedIn pages. The company should check their competitor on the profile home page once a day.
  - o On the Twitter sites, the company can build a string search which contains the competitor keywords, URL and hashtags that the company is usually searching.
  - o The company is likely to identify its competitors and should follow them on Facebook without adding them as a friend. If the company's recruiters have their own account on Facebook, they can take advantage of "Create a list" function and name the list with something relevant to the business objectives. This tool allows the recruiters to add different people on this list. When they click to "Follow" or "Pages" button, it will show all of the people or pages that the recruiters are following and can add them or pages to the list. Furthermore, the recruiters can choose the specific content that they want to see from their competitor or pages.

According to the given examples, Headworth emphasizes that the company should take its business objectives into consideration. The organization must tailor the execution of social media objectives matching with the business objectives that the company designed at the beginning.

Step 2: Define the audience

This is one of the important steps to determine the success of using social media in recruitment process. If the company cannot determine the segmentation of customers that they want to target, engage or reach, it will waste an amount of time on social media's activities. When the recruiters start processing social recruiting, they should keep in mind a good profile that they expect their targeted candidates must have. The recruiters seek for potential applicants on social media based on the information from what they posted on

their bio or on the groups they belong to or what they share on their personal account. However, because of the social network's unstructured nature, the recruiters cannot completely rely on the available information on social media such as job titles, company names or industry keywords. Besides, the limited characters on social network bio can encourage people to change the description of who they are or what they want by using different words or synonyms. Therefore, it is quite a challenge for recruiters when they aim to attract a certain number of audiences. (Headworth 2015, 92.)

In contrast, Headworth (2015, 93) suggests some useful tips that support recruiters during the social hiring process. Hiring managers can list the job titles that they want to recruit and put down these jobs' names into a spreadsheet and trying to find a synonym and different version of these job titles. Take sale jobs as an example, the recruiters can identify targeted audience by using different job titles' names including sales executives, sales account manager, business development manager or sales managers. If the recruiters have difficulty in finding synonyms, they are able to use Google Keyword Planner as an effective tool to help them find alternative keywords. This tool allows users to access to related phrases, popular searchings, and competitive search rankings.

Step 3: Choose the platform

After identifying business objectives and potential candidates, the best-suited social media channels help the company approach the targeted audience and achieve certain objectives more effectively and easily. The first move that the company should take is to conduct a small survey among the existing employees inside the organization because they are the representatives of the type of people that the recruiters want to hire. Thus, they will give hiring managers a great idea of a social network that they can start with for recruiting activities. The employers can send open-ended questions to their employees via email to collect their viewpoints about social media's activities. The employers can also use Survey Monkey in case the employees want to leave the answers as anonymous. (Headworth 2015, 93.) Here are some example questions that hiring managers can ask their employees:

- Which is the social network that you signed in?
- Which the social network that you are most active on?
- Which is the social media that you would prefer to have a conversation with your peer group?

The results that the recruiters receive from employees can be the best source for initially identifying a suitable social network. Furthermore, Headworth (2015, 94) also discusses

some methods that the company can use to determine the right social networks for re-cruiting. In order to test and identify the correct networks, the recruiters can create some basic searching tools and spray them into various networks including LinkedIn, Facebook and Twitter. After running a social recruiting trial, the recruiters can have their own judg-ment and decide which type of social network they should start.

The second method is that the recruiters can take advantage of LinkedIn to define a group that includes their targeted audience. According to Headworth, the recruiters can check the profile of potential candidates and scroll down at the end of the page to see which groups they are in at the moment. Then, the recruiters can find similar candidates via these groups. (Headworth 2015, 94.)

Step 4: Select the people

The fourth step focuses on finding the right employees to advertise job posts and to en-gage with candidates via social networks. According to Headworth's perspectives, there is an error trend that is repeated a lot of times for allocating people to manage social net-works. Headworth emphasizes that a new graduate or intern is not a good choice for tak-ing care of the company's social media activities due to some reasons.

Firstly, new graduates or interns are supposed to "know" social media and the company usually believes that they are most suitable for these roles. However, their understanding of social network is limited in the shallowness conversation by only interacting with their friends and family or in their own social groups, and sharing content between their closed people. The problem is that new graduates or interns do not have enough experience in reaching new people in a meaningful way and engage with candidates professionally. It is argued that they do not have an insufficient depth of work experience to handle the social network.

Even though new graduates might have knowledge about social media and recruit, they will lack experience in identifying the right candidates for the company and even if they can find, it will be timely. It would be risky for a company to entitle these people to be the "social face" of the company's social media activities.

The final reason is the shortage of knowledge about the company. As new graduates are fresh people, they do not understand deeply the company's culture and brand. It is hard for new graduates or interns to write content about the company, internal employees or successful stories. Furthermore, the company should consider giving credibility for them to create, manage and facilitate a full content calendar. (Headworth 2015, 94-95.)

Step 5: Provide training

In the fifth step, the training is divided into two important parts. The first training part is focusing on giving comprehensive knowledge about social media network and tool/platform. It is very crucial for the employees who are chosen for managing social media's activities to completely understand how to use the platform correctly. The company can speed the time of this training by designing self-learning video training for employees. Regarding the other training, it should be provided by the trainer who has specific experience not only in using social media but also applying those experience to recruiting, content marketing and candidate sourcing. Training days are crucial as it helps cut down the time to get familiar with social media. By providing training, trainers can give some supportive methods and useful tips to enhance the improvement of social media activities. (Headworth 2015, 96.)

Step 6: Decide the content strategy

To design the content strategy for the social media channels, it depends on two major factors which are the business objectives and targeted audience. The production of content is based on the purpose of using social network and the segmentation of targeted audiences. Though the company has a variety of content, it should carefully select and share the external articles to its users. The company should not simply share articles with the audience but adding discussion frame by asking triggering questions such as why people should read the article or why people find the article interesting. By using this way, the company manages to enhance its reputation in its own industry and sector. (Headworth 2015, 96.)

According to Headworth, there are a lot of different sources that the company can use to apply to their social media channels. The content can be created based on stories, pictures, video, micro-video (Vine and Instagram), podcasts, presentations, case studies, reports, white papers, interviews, infographics, studies, latest news, blog, and new industry. (Headworth 2015, 96.) When the contents are produced, the organizations should know how to use the sources in different ways to exploit their effectiveness. Take a blog post as an example, it can be designed as a slide deck presentation, an audio podcasts, a video or an infographic. (Headworth 2015, 96.)

Due to the importance of content strategy, the companies should outline the detailed 30-day content calendar in advance which helps the company manages and schedules the produced contents across all social platform. It is crucial not only to take care of the content but also to consider the audience experience in various social networks. It means the presence of the contents is consistent in the tone of voice, style, colors, header image,

and logos. This can help the audience recognize the company's brand equity more easily. (Headworth 2015, 96.)

Step 7: Measurement

The step of measurement identifies social media's activities if they are on the right track or need to be improved. The measurement form is tailored depending on the objectives that the company sets in step 1. One of the basic measurement tools that support the analysis of the mobile traffic of social media channels is website analytics.

Candidate sourcing tracking is considered as the most efficient tool to see candidates flow – where they are hired and come from. When the candidates apply the application via career sites, there are some companies asking the job hunters "where did you hear about this job" on the drop-down box during recruitment process. (Headworth 2015, 97.) The recruitment software called ATS and CRM allows recruiters to track applicants and manage the application process while creating talent pools and building a relationship with passive talent (Beamery 2019).

Step 8: Monitoring

Headworth defines social media monitoring as social media listening which is a process that companies should build up to access and identify the word-of-mouth across on social media platforms regarding the company's brand, services, and products (Headworth 2015, 97).

It is inevitable that people will give both negative and positive feedback for the services and products of the company. For example, candidates raise their voice of their dissatisfaction about some certain issues during the hiring process. Thus, it is important to position and captures the "social media listening" by using social media monitoring tools to handle the negative issues in time (Headworth 2015, 97.) When the company turns on the email alerts, social media monitoring tool will cover the company's brand name (misspelling or abbreviations), slogans or the common phrases, website or career site URL, Twitter name and keywords (Headworth 2015, 68). Here are some examples of the free monitoring tools that the company can use.

The first option is Mention, it is considered as one of the perfect tools for social media monitoring which has a great mobile and tablet app. Mention tool supplies the excellent results and provides recent updates while strongly pushing the notification and e-mail alerts.

The other choice is falling on Google Alerts, it enables companies to take advantage of the power of the Google search engine. Recruiters can tailor the specific keyword and search phrases. Notifications will be sent to recruiters when Google track the information on the internet.

3.3   Social Recruiting Channels

Social recruiting is defined as the process of searching and employing new candidates by using a wide range of social media channels. Meister and Will (2010, 119) points out that, because of the growth of using social media, recruitment realm is dramatically changing when outsourcing procedure becomes more interactional and clearer.

LinkedIn, Facebook and Twitter are social networking sites that encourage recruiters to push job advertisements to attract a large number of potential candidates. Social media allows these candidates to approach potential positions, and helps the recruiters figure out potential candidates who have not applied for jobs yet. (Sinha & Thaly 2013.)

The well-known social media sites are listed as Facebook, LinkedIn, Twitter, YouTube, and Instagram, among which LinkedIn, Facebook and Twitter are mainly used to vie for talent and offer flexible work options (Maron 2018). LinkedIn and Facebook are classified as a digital tool that encourages users to update their personal information and profile picture via online by themselves while Twitter is belonging to a subcategory of microblogging methods that let users have a conversational media which limits words of less than 140 characters in a message. (Safko & Brake, 2009).

Based on the given information, this report puts a focus on analyzing social channels including Twitter, Facebook, and LinkedIn. These social channels are mentioned in more details in following subchapters.

3.3.1   Twitter

Twitter is described as a microblogging service that enables people to create posts under the form of short text which is called "tweets" (Ryan & Jones 2012, 165). The tweet includes a wide range of formats such as links, text, photos, and videos as well. The users of Twitter take full use of hashtag keywords which are marked by the hashtag symbol (#) to sort out tweets and push the visibility in searches. (Nordström 2014, 18.) Twitter also has 326 million active users per month and, the total number of tweets is up to 500 million per day. The age segmentation of job seekers is usually falling on 18 to 34 which accounts for more than 37% of Twitter users. (Aslam 2019.)

There are some basic functions of Twitter that recruiters can exploit to employ new candidates (Headworth 2015, 56):

- Followers are a certain number of users that companies have on their Twitter sites and they are able to see all the tweets of companies. The bigger the number of followers they have, the more chance they can reach people by sharing the content.

- Following is the people that the company follow. However, the following must be properly filtered by subscribing the talented candidates, companies and related-filed influencers which bring benefits throughout recruiting and selecting process. Therefore, companies can update the latest information and reshare it with their followers.

- Direct Message (DM) is a tool that offers people a two-way approach by sending and receiving private messages from an individual or a group of users (up to 20 people). This tool brings a smooth and fast communication between the recruiters and prospective candidates.

- Reply (@) is used when the users want to reply to a tweet. They add the symbol @ in front of the originator's Twitter name.

- Retweet (RT) is used in the case that the users want to reshare someone's tweet with the followers. According to Headworth, it is known as one of the powerful tools of Twitter that encourage to share content and earn followers' attention.

- Like (♥) is represented on the website by red heart icons and replaced "Favorite" button for star symbol since 2015. The company can use this function to show their preferred contents by liking the tweets. Both organizations' followers and non-followers are able to follow up the companies' favorite information and content by checking the "Like list" on Twitter.

- Hashtag (#) is usually used to mark the keywords which are included in the content of a tweet. And, the candidates can find job posts on Twitter based on particular hashtags such as #HR, #Recruitment or #summerjob #internship.

- Twitter lists are determined as the gold tool for recruiters. Its function allows them to establish endless lists of people they want to follow. Therefore, the recruiters can update their followers' tweets without missing any information. On top of that, companies can keep the list as private or public mode, so that recruiters can secretly track their competitors.

In addition, Twitter's notification is suitable for the purpose of recruiting. The recruiters will receive the notification whenever any interaction is notified. When their followers retweet, reply a tweet or send directly a message to recruiters, they will receive the notification im-

mediately. If any organization considers Twitter platform as a main tool for sourcing candidates, notification function is important for them not to miss any question, comments or important events. The notification also works well in the other way which means the users will get a notification as well when the recruiters take action on their Twitter account. If recruiters want to create and develop a new relationship on Twitter, they can also count on notification tool to build a strong network on this platform. (Headworth 2015, 56.)

By using Twitter, recruiters have to shorten recruitment information with only 140 characters. On the other hand, Twitter can obtain a large number of active users and there are more employers using Twitter platform to recruit nowadays. Additionally, Twitter's function allows users to connect with anyone on its platform without necessarily following the account. That helps interaction and information sharing among users become smoothly and easily.

Based on the given information, Twitter can be considered as one of the potential recruiting channels. Twitter account can be automatically connected to other social channels such as Facebook and LinkedIn. And, it contributes to the increase of visibility and repetition of updated information. It also provides useful links and information for its target groups. For instance, users are able to see the interesting news, available statistics and important news of companies. (Nordström 2014, 19.)

3.3.2 Facebook

Facebook is known as one of free social networking sites where registered users are allowed to create digital personal profiles, import photos and video from their own devices or send messages to their friends, family or colleagues (Rouse 2014). According to some statistics, there is 67% of candidates using Facebook while only 35% of them using Twitter to look for a job. Facebook has recently launched a new function that allows company pages to update job vacancies and review the application they received from their new candidates through Facebook. (Talentwork 2019.)

There are some specific factors that companies should pay attention when they aim using Facebook to source candidates effectively. Firstly, Facebook search function – Facebook Graph Search – is considered as a great search engine that provides access for recruiters to search for anything or anyone across the whole platform. The tool enables recruiters to seek people's contents, profiles, and connections. It is said that there are more than one billion people on Facebook. Therefore, to target specific segmentation of candidates that recruiters want, they can follow some tips of searching tips mentioned below (Headworth 2015, 54):

- Engineers who work at <company name>;
- Engineers who live in <location>;
- Engineers who are from <location>;
- Engineers who ever worked at <company> and live in <location>;
- English graduates who live in <location> and speak <language>;
- People who graduated from <university name> after <date>.

Another factor is regarded as company page on Facebook. A Facebook page can become a powerful tool to source candidate if organizations can use it in a proper way. The companies' page should be more active in updating content, sharing people with news, encouraging the employees to contribute content, increasing the interaction with candidates and creating a fun environment at the same time. There are some important points that companies should consider when using Facebook page for recruiting purpose:

- Creating an attractive cover photo, attaching companies' phone number and a short strapline about the company;
- Filling all of the information in the "About" page to highlight keywords, products and offered services of companies;
- Being more active in sharing image-based, video-based and text-based content;
- Monitoring strictly the Facebook page and guaranteeing that there is no spam message impacting negatively on companies' image.

Specific content is the final factor that needs to be emphasized by organizations. The highest engagement normally comes from images or photos. The second and third of high interaction belong to video & text and links. Thus, to increase retention rates for Facebook page, a mix of content is a must. Organizations can use "Page Insight" tool to track what types of content receive the highest engagement from users and put more focus on these contents. (Headworth 2015, 54-55.)

3.3.3 LinkedIn

LinkedIn is defined as a professional networking site that is normally used in B2B (Business to Business) environment. Users are allowed to update their resume online in terms of their relevant work history, education, and skills. Furthermore, the public recommendations and assessments can be provided by their colleague or friends which partly helps recruiters identify the suitable and potential candidates on that social channel. (Nordström 2014, 17.)

In order to use LinkedIn as an effective tool to source candidates, organizations should prepare a high-quality LinkedIn profile which determines their professional image. Headworth (2015, 50) suggests some useful tips that recruiters should follow to make an impressing LinkedIn profile. As LinkedIn is a professional network, using a great profile picture which fills 75% of the image frame is the first and foremost step for recruiters. It is important not to use a logo, cat, dog or a wedding picture that enhances the negative image to candidates or companies' partners.

Furthermore, candidates cannot reach or be reached by recruiters if they do not highlight their position clearly on LinkedIn's headline. The keywords including recruitment, recruiter or recruiting are needed to be mentioned on profile. It is necessary for recruiters to understand correctly the keywords and synonyms that are placed on their sector and industry section because their targeted candidate will use those keywords to look for jobs. Additionally, the recruiters should fill fully detailed information in LinkedIn profile regarding the summary and job description.

Additionally, LinkedIn networking is equipped with a search function which is an excellent tool for a recruiter to hunt for right candidates. In order to use correctly the search function of this site, it is recommended for recruiters to adopt "Advanced" search tool which is placed on the top of the page. This search tool allows organizations to make use of the structured data on LinkedIn. To produce the best results of searching, recruiters can put search terms in the respective boxes such as putting job title in the "Title" box, company name in the "Company" box or only keywords in the "Keywords" box (shown in Image 1). (Headworth 2015, 50.)

Image 1 Advanced people search tool on LinkedIn

According to Bullhorn (2014, as cited in Koch. et al 2018, 5), although it is believed that Facebook is one of the biggest social media in global scale, it is not the most popular platform for recruiting and selecting candidates. Furthermore, jobs posted on LinkedIn attract more potential candidates than on Facebook and Twitter combined. The engagement of the game position's posts on LinkedIn is doubly reached by candidates more than job advertisements in general. One of the concrete reasons that people have a strong preference for using LinkedIn rather than other social networking sites is its presence as an exclusive platform to establish professional relationships. Compared to LinkedIn, Twitter and Facebook tend to be more general social media (Zide, Elman & Shahanidennig 2014).

Jobvite (2014) claims that LinkedIn is the preferred networking platform for online recruitment. Recruiters usually put job advertisement, searching and contacting candidates on LinkedIn. There is 95% of recruiters using LinkedIn in the recruitment process while using and interacting with candidates on Facebook and Twitter accounted for 66% and 52%, respectively. (Koch. et al 2018, 5.)

LinkedIn enables recruiters to have a deep insight into candidates' background including employment history, education, skills and work experience (Zide et al. 2014). There were 1855 recruiting and human resources professionals participating in a survey called the Jobvite annual Social Recruiting Survey. The survey demonstrated the results of the different application of social media platforms and revealed the different results for recruiters. 79% came from recruiters who admitted to source candidate through LinkedIn while 26% represented for recruiting on Facebook and only 14% of recruiters used Twitter to recruit candidates. (Jobvite 2014).

3.4 Using Facebook and Twitter to Boost Employer Brand

Subchapter 3.4 provides a guidance to to push employer brand by using Facebook and Twitter.

3.4.1 Twitter and Employer Brand

According to subchapter 2.2, good employer brand can be an advantage to attract talented candidates for organizations. This subchapter will present how employer brand is pushed by using Facebook and Twitter social media channels.

Regarding Twitter, Nordström (2014, 19) states that Twitter is not only known as a tool for recruiting talented people but also a powerful platform for developing and building the companies' image and reputation. There is a guideline which was provided by Mosley and

Schmidt for recruiters to use Twitter as a tool to promote employer brand (Mosley & Schmidt 2017, 190 – 191).

Firstly, companies should outline strategies by observing other Twitter accounts that have already possessed a positive employer brand and take note of their employer brand's strategy – content, tone and voice and their engagement to their potential candidates. Following the companies' peers and competitors is also an effective way to analyze their competitive strategy.

Secondly, using hashtags to source candidates is a must. Twitter is a great platform for involving semi-passive and passive candidates who are not in the market for a new job. Using hashtags to recruit candidates can increase the more chance because not only active audiences but also semi-passive & passive candidates know about companies' brand. There are some great examples of job hashtags that companies can use (such as #digitalmarketing, #PR, #webdesign or #accounting). There are some certain tools that provide companies various popular hashtag on Twitter communities such as:

- Google Trends: www.google .com/trends;

- Audiense: www.audiense.com ;

- Hashtags: www.hashtags.com.

Moreover, to increase the high engagement with candidates, organizations should design valuable contents on companies' Twitter account. Contents can include behind-the-scenes videos or photos inside the workplace to give candidates an overview picture of the working environment in companies. Contents can be varied from articles and resources in the relevant industry to the organizations' insights and expertise. Interacting with the followers by responding to every @mention and question is also vital for building community.

The involvement of employees is crucial for building a good reputation and image. Candidates would prefer to hear internal employees' perspectives who might become their colleagues in the near future. For example, recruiters are looking for the product manager position. If he can see products from companies' teams via Twitter platforms, he might get a feel for a work, team atmosphere and culture.

Talented people are attracted by similar talents. Therefore, employer brand managers can build a program that motivates existing employees to share their knowledge and experience with potential candidates on companies' Twitter site. This strategy enhances the professional visual and builds themselves an expertise image among Twitter's communities.

It not only helps employees build a close network to other professionals but also increases the possibilities for recruiters to attract and select talented people.

Finally, recruiters can use different tools to measure retweets and tweet's interaction activities. By using software ATS (which was mentioned in subchapter 3.2), it allows recruiters to track job applications coming from Twitter. And, companies should focus on "quality more than quantity" which concentrates on designing value content which helps them attract talent people instead of obsessing with the number of followers.

3.4.2   Facebook and Employer Brand

Mosley and Schmidt (2017, 187) note that Facebook is one of the most powerful and influential platforms and nearly 20% of the world population is using Facebook. It gives companies an enormous opportunity to boost companies' employer brand. There are some important and useful tips that companies can adopt to build employer brand in an effective way.

First of all, creating a Facebook page is one of the useful methods to boost employer brand. Facebook page is used to promote products or services to customers. If companies want to use their own fan page to launch employer brand, there are two offered options for them. They can choose to build a new and separate page for only pushing employer branding or using the available Facebook page.

Regarding using companies' existing Facebook page, companies might increase the engagement and use of the page's influence. Therefore, they can share the content of employer brand related to jobs and company culture topic. However, boosting should be adjusted based on companies' size, resources, and the contents that the existing Facebook page is focusing on. The huge advantages of using available page are that it already settled down with stable management, content strategy and a certain number of audiences. On the contrary, due to the change of content, companies might lack some control and has to go through Facebook calendar to add the contents of employer branding.

Concerning a new Facebook page, companies might consider using this method in case companies possess sustainable resources and finance. Then, they can build up a separate page which focuses merely on employer brand. Companies will have a full right to manage the content, content share, tone of voice and engagement strategy. That is also a good way by which companies can make use of the largest social media channel like Facebook.

Secondly, the engagement of existing employees can be a plus point for building a successful employer brand. Companies can require employees to follow, share and promote the page's content with their friends or acquaintances. The involvement of employees can enhance candidates' awareness of the companies' employer brand and give audiences a chance to understand more the workplace via employees' stories. (Mosley et al. 2017, 187 – 188.)

Furthermore, organizations should create and host different groups on Facebook platform. Facebook groups enable companies to create public or closed groups that design a great environment for members to interact, share and engage with each other. Companies should create a private group that includes only three parties – employees, audiences, and fans. This method allows smooth communication between companies' prospects and employees. Hence, it can encourage prospects to ask questions and help candidates have a profound insight into companies' culture. Additionally, employees can help recruiters identify suitable and talented candidates. (Mosley et al. 2017, 189.)

Besides, Facebook live – live streaming – is a new function and recently is added to Facebook's portfolio that provides recruiters direct interaction with candidates. Audiences can put their questions into comment section and these questions will pop up on live-streaming's screen. Then, recruiters can select important questions and give audiences straightforward answers to their concerns. Furthermore, Broadcast live is available on both computers and mobile phones, which bring convenience to hiring managers. (Mosley et al. 2017, 189.)

3.5   The Advantages of Using Social Media

Social media in recruitment brings a lot of benefits during the recruitment process. Social recruiting helps companies cut down on some additional costs, enhance the opportunity to reach more applicants and identify specific groups of talented candidates. (Davison, Marist & Bing 2011.) Furthermore, social channels help companies determine potential applicants based on particular requirements or qualifications and increase the chance to approach non-traditional applicants in a more effective and quicker way. According to Jobvite (2012), the report highlighted that 49% of the recruiters who inserted social media into recruitment process realized the growth of the number of candidates while 43% of them acknowledged the outstanding increase in the quality of the audience. Quality means that candidates match the job descriptions with the requirements of qualifications, experience and overall suitability of the targeted applicants (Broughton et al. 2013, 19).

Firstly, the advantage of using social media is cost-saving and targeting. It is said that online recruitment provides a cost-efficient strategy more than using traditional ways for recruiting. According to the statistics, it illustrated that traditional job adverts of a firm consumed the average amount of $3,295 and much more expensive to their web-based counterparts which were $377 on average (Harris & Dewar 2001, as cited in Searle 2006). Clements (2012) demonstrates that Jon Hull – Global Head of Resourcing at RS Components in the UK – claimed hiring a senior position by using social media cost them £714. Compared to the spending cost on traditional methods, it took huge money from the company's budget which was £7500.

The research of ACAS argued that they found out a strong connection between cost saving and targeting. Take Pet at Home as an example, the wider talent pool companies reached by using social media, the more costs they reduced. They transferred the recruiting tasks to the recruitment agencies. They started using social media for recruiting purpose and cut down an enormous expenditure on agencies. The positive results were produced in the same case as the Monmouthshire Country Council. They realized the benefits of using social media not only as reaching a high number of potential candidates but also as creating a cost-effective method by advertising job posts on LinkedIn. (Broughton et al. 2013, 20-21.)

The next benefit can be mentioned as fostering realistic expectations. Social media plays a crucial role in the recruitment process since it not only provides important information of recruitment but fosters realistic job expectation among talented candidates as well (Broughton et al. 2013, 21). Searle (2006) identifies "enhancing realistic expectations" as present realistic job previews to potential employees. It means that job reviews of employers are displayed on companies' website and social media sites. By using social media, these informative reviews can reach candidates easily. It also helps new employees gain an insight into companies' organizational culture and give them more information to decide whether they would like to apply for a job. If their decision is no, it will save them and organizations time and money. Additionally, fostering realistic expectations about the job position under the question form can help companies sort out unqualified candidates.

The term "Work fit questionnaires" is to scan potential candidates' preferences by posting the job-related questionnaire on corporate websites (Searle 2006). The strategy aims to provide a realistic idea of what the job is and re-filter unsuitable candidates at an early point. The "de-selection" of applicants may result in cost savings for organizations regarding time. Furthermore, social media brings a positive impact on the recruitment experience for candidates who apply successfully in the first place. After having a two-way interaction

with organizations via social channels, they would have a feeling of personalized experience rather than limitedly interacting with the letter. Therefore, applicants might have a good impression of companies and it will make them consider applying again. (Broughton et al. 2013, 22.)

Improving external communication is mentioned as one of the advantages of using social media. Social media gives an incredible improvement in communication in general. Social channel such as Twitter provides a useful tool for staff to communicate in a more effective, succinct and clearer way. For example, Monmouthshire Country Council's communication and engagement gain benefits from social media. They strive for getting rid of the idea that they are too professional if they are talking in jargon. They want to show that they can be very good at their own jobs and friendly as well. The advantage of social media helps the Council to breakdown the wall between "them" and "us". This communication stimulates people to work for such these organizations because they show more approachable and a human face. (Broughton et al. 2013, 23.)

Last but not least, social networking sites help companies enhance brand-building element much easier. Take Facebook as an example, people might like and share vacancy posts even though they have no intention of applying for these jobs. However, the engagement of these people contributes to the increase in the public awareness of companies. Social media not only pushes the companies' brand image to a lot of people but also creates more traffic on their career website. Furthermore, organizations should encourage their existing employees to engage more in their social network by spreading organizational contents on their personal accounts. Thanks to the involvement of employees, it can lead to the exponential growth of the content's interaction and target like-minded individuals. (Broughton et al. 2013, 23.)

3.6 The Disadvantages of Using Social Media

Under subchapter 3.6, the author will not only illustrate the drawbacks of applying social media to recruitment but provide the solutions to address some certain issues as well.

3.6.1 The Drawbacks of Social media in Recruitment

Contrasting with displaying the certain advantages of using social media in recruitment, this external strategy presents the downside of using social media. The most serious problem usually falls into legal risks and broader ethical questions. The application of using social networks to the recruitment strategy leads to a rise in questions related to cost,

accuracy reach, and legal concerns among attendants. (Broughton et al. 2013, 24.) This subchapter will cover these issues in more details as bellows.

The accuracy of information is one of the most popular problems of using social media. The information exposed on social media networks might not be accurate (Davison, Maraist & Bing 2011). People tend to edit the information based on the social desirability or perceived audience before they post and share it on social media. For example, people might upload their photos of socializing and enjoying the parties with their friends to showcase their daily life activities. Nevertheless, it is unnecessary information to impress potential recruiters.

Social media channels such as Facebook and Twitter put more focus on serving personal purposes. It is argued that employers tend to assume the posted information on social networks to be more accurate than what audiences present on their cover letter because their personal accounts are not expected to be viewed by employers. However, it becomes a big problem when some people try to impress their friends and families by creating fake information. Additionally, information can be edited for the intended viewers. Third parties can help employers access to information of audiences on these types of social networking, but the information cannot be identified. The accuracy of the information on social media becomes a controversial issue among hiring managers. If job-relevant characteristics cannot be verified accurately, it will be difficult to make a hiring decision via social networks. (Davison et al. 2011.)

Besides, companies should consider the negative side of online conduct and brand squatting. The digital environment allows users to make fierce criticism and give negative feedbacks. These anti-rumors remarks can be spread easily and harm companies' reputation by the word-of-mouth among social networking sites. Furthermore, companies' branding might be copied illegally which means the third party can use companies' name or logo without official permission for nefarious purposes. (Broughton et al. 2013, 29.)

Moreover, legal risk is another disadvantage of using social media. The available information across social networking that employers might freely access online and permanently can lead to a variety of legal issues and challenges (Brown &Vaughn 2011, Broughton et al. 2013, 29). The legal issues that employers might encounter are the accuracy of online information used in HR decision and perceptions of invasion of applicant privacy.

3.6.2 Suggestion to Address The Problems

In subchapter 3.6.2, the solutions are discussed to deal with the issues which are mentioned on the subchapter 3.6.1

According to the accuracy of the information on social networks, recruiters should not allow applicants' information on Twitter or Facebook to deceive them. Hiring managers should be careful when they filter candidates' personal information and their background as well. It is suggested that companies should use LinkedIn for hiring new candidates. LinkedIn is a perfect platform for recruiters to search for education history or work experience instead of going for Twitter and Facebook where platform is usually used for serving personal demanding. Another problem falls on the defamation via copied posts without companies' consent from third parties. It is emphasized that the third parties might encounter legal risks if their website keeps including inaccurate and misrepresentative information. Thus, if other parties copy or use companies' logo or brand for deviance, they can be brought to the court for plagiarism and copyright infringement. (Davison, Maraist, Hamilton & Bing, 2012.)

To deal with negative feedback on social media, there are some tips that companies can apply (Goff 2017):

- Listen carefully: an angry customer is not willing to talk directly to managers but they will spread negative feedbacks on social media. Therefore, companies should track all mentions about their service, branded or service hashtags and service URLs which is shared on social media with or without including an @ mention.
- Response time: there is a percentage of 42% customer complaining about social media who expect to receive a response in 60 minutes. Regarding the sensitive problems, a slow response can deteriorate the situation. It makes customers have a feeling of being ignored and increase their dissatisfaction. It is important to respond to negative feedbacks in time before they are explored and multiplied on social networks.
- Be human, be transparent and never go negative: It is important to reply in a helpful and polite way. Companies should have a professional approach to negative comments by not responding negatively or defensively. And, companies should make sure that customers feel that they are listened to and should apologize for the inconvenient experience. Therefore, building a human connection is an effective solution for solving negative remarks.
- Respond publicly before moving to a private conversation: Companies should provide a response in public at first and then transferring the conversation into a personal one. The main purpose of public response is making companies' brand

transparent, attentive and helpful. Then, companies can offer individual customer a private conversation to help them with a detailed solution such as asking for sensitive information, account number or detailed information.

- Know when to engage – and when not to: If the negative comments direct to racism, sexism or disrespectful-attitude feedbacks, then they are often left untouched. In case, the comment violates the page rules, companies should remove any postings of a vulgar, discriminatory or inappropriate nature. If companies afraid of the rising rampage of original posters, they can hide the comment from the public eye but it is still visible to the user who posted it.

Regarding the privacy of employees' personal data, there are several authors arguing that the invasion of applicant privacy in Social Networking Services (SNS) has not been officially verified by the law. It is said that even the main purpose of job applicant's information is unreasonable, the case cannot be fully clarified by the court (Davison et al. 2012). Moreover, the argumentation of Clark and Roberts states that there is no clarification about the privacy laws when it is mentioned as the information of individual posts on a social network. Davison points out the applicants' name, address, phone number, education or other private information that is presented publicly for anyone to see. These personal data can be taken for granted and be used for unethical purposes once this information is displayed (Davison et al 2012).

However, in spite of data protection laws, personal information and CVs of the candidates can reach potential employers via different ways which contain private information, such as disseminating personal data across social networks. Therefore, job hunters should be aware that companies might identify both suitable and unsuitable candidates by using social networks. Searle mentions the phrase "insidious growth in the use of surveillance to gather information about applicants". The surveillance method is a system of collecting, interpreting and analyzing of data and timely dissemination of information. Searle (2006) believes that these methods are gradually developing and the growth of its application is acceptable in every day. By using this strategy, companies are able to find the most suitable potential candidates for them. When candidates are willing to display their personal information on SNSs, they might be aware that potential employers can access their information. Candidates understand that the spread of personal information on SNSs is an acceptable and suitable option for looking for a job and take a risk that employers can reach their private data.

4   RESEARCH METHODS, DATA COLLECTION AND ANALYSIS

This chapter presents the empirical part of the thesis. It is created to explain how the study was implemented and formulated. Additionally, Chapter 4 gives an analysis of the results that were collected from the research. The author gives a detailed explanation for questionnaire design, data collection, and data acquisition.

In Chapter 4, the author demonstrates the case company first. Then, the application of the research methodologies is emphasized. Subsequently, data collection and data analysis are described in following subchapters 4.2 and 4.3.

The empirical part includes a survey which was conducted among potential applicants and an interview with the Globuzzer's owner. The research has been done by using mixed method – quantitative and qualitative methods. The author applied a quantitative method to analyze data from the survey's results. The qualitative method is used to analyze the data which was gathered from the interview with the owner of Globuzzer. The main purpose of this research is to find out the opinions of potential applicants and Globuzzer's owner of using social media in a recruitment strategy. Both primary and secondary sources are combined in the chapter to produce the suggestions and recommendations, which will be discussed in Chapter 5.

Table 3 Research Plan

Social Media into Recruitment Strategy	Potential Applicants	Globuzzer's Owner
Research Methods	Quantitative methods	Qualitative methods
Research Technique	Survey online: Multiple choices	Interview and Recommendation

4.1   Case Company

Globuzzer is known as a social network for international students, travelers, and expats, which was launched in 2016. Globuzzer was nominated as a successful showcase in Silicon Valley by Mighty Networks. The platform provides free, fast and trusted guidance for the expat community. It creates a digital environment that allows users to interact with each other and easily get accessed to the updated information of the cities that expats tend to locate. After operating for three years, Globuzzer has gained approximately 17000 followers on the Facebook page and has more than 22400 members on its own websites.

Because of the small size, Globuzzer has been run by one member with a total number of 11 – 50 multinational employees. There are five main positions in the company that are opened monthly including IT, Digital Marketing, Content writers and Photographers. The employees have two choices for working at the company. The first option is to work at an office, and the other choice goes for working remotely which depends on their current circumstance and schedule. The majority of employees comes from different nationalities and mostly work or study in Nordic European countries. The structure of the company is unstable and unorganized. Therefore, each department does not have its own supervisor or manager. And, new employees will be trained by the previous ones who have been in the company for three or four months.

At the moment, Globuzzer does not use social media for recruiting but posting opening jobs on career sites such as dunnitori.fi or hub.no. The weekly number of incoming candidates is 20 people and will be selected by Globuzzer's owner. He is responsible for selecting, recruiting and interviewing new employees. The workload is heavy for him to handle but recruiting is one of the essential steps for the development of Globuzzer's business. Thus, Globuzzer's owner wants to make sure that he employs the right candidate for the right job.

Globuzzer is using different social channels to promote its own platform which are Facebook, Twitter, and LinkedIn. Nevertheless, Globuzzer does not take full of advantage of Twitter and LinkedIn which have been neglected for a certain time. If the company tends to use social media for recruiting in the future, they can consider using LinkedIn as a potential tool for sourcing. Furthermore, Globuzzer has already had Twitter and LinkedIn page, so they only need to develop further for recruiting purpose.

4.2   Questionnaire Design and Data Collection

The survey was conducted among people who is considered as potential employees and have had experience in the international working environment. The online survey aims to analyze the relation of applicants' preferences and social recruiting strategy, which is mentioned in subchapter 3.2. Additionally, the author conducted a structured interview with the CEO of Globuzzer who is mainly responsible for recruiting and selecting. Most of the questions are based on the social media recruiting strategy framework.

The online survey was delivered to different groups which contained potential candidate. It was designed by using Google form and included two main parts. The first part was formulated by multiple-choice questions. The survey included questions about the applicants' background, international experience, and their preferred activities on social channels.

The second part was formed by using Likert scale, which required the participants to express their opinions on five statements by rating from 1 – strongly agree to 5 – strongly disagree. Part two focused on the candidates' perspectives about using social media to find jobs. The survey had 133 respondents who might represent talented employees for the company in the future. The given answers from participants are important to build a recruiting strategy framework for the case company.

Apart from the online survey, the author carried out the structured interview with the CEO of Globuzzer to gain additional data. There is a total of eight open-ended questions that focus on his viewpoints of using social media for recruiting purpose.

4.3   Data Analysis of Potential Applicants

Subchapter 4.3 discusses empirical results and findings from the survey online. The collected data aims to address the sub-questions and integrate applicant's preference into social recruitment strategy. Based on the given results, the author points out the effect of applicants' factor on recruitment strategy at the end of subchapter 4.3.

The author analyzes the collected data via four layers: (a) the general background analysis, (b) finding a job by using social media and (c) the impact of employer brand on recruitment. Last but not least, the relation of applicants' preference and social recruitment strategy is emphasized in results (d) as well.

a.   General background analysis

Figure 5 summarizes the demographic background of 133 respondents in terms of Age and Gender. The gender chart illustrates that there are more women engaging in the survey online than men (71% and 29% respectively). Concerning age, young adults stand out in the social media consumption with 71% of respondents. Normally, the young segmentation of 22 to 35 years old also contributes to the largest portion of job hunters and social media users.
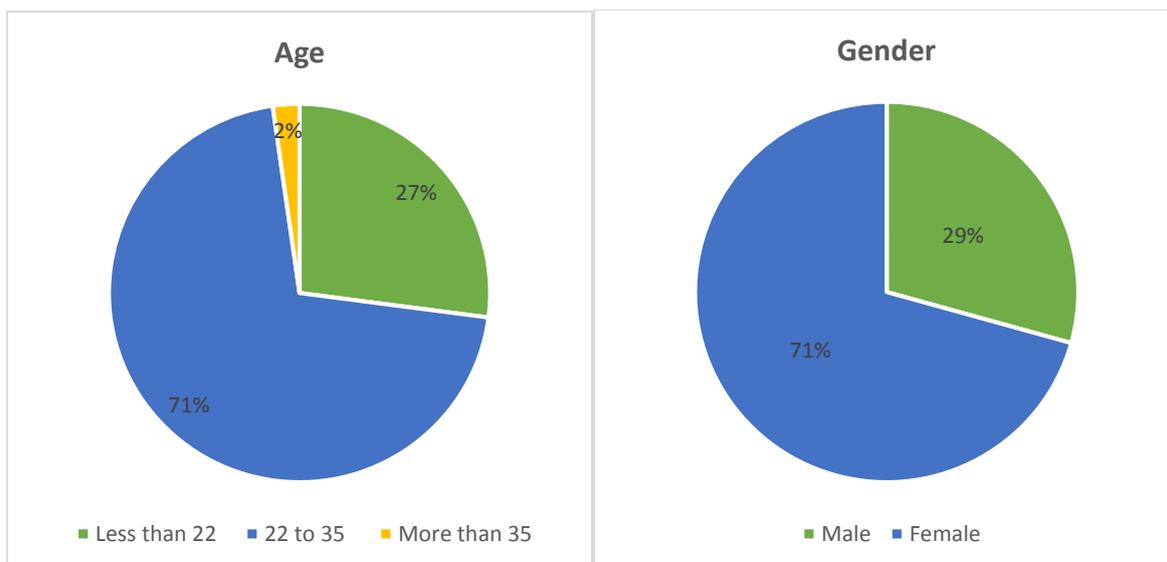
Figure 5 Respondents' age and gender

According to Figure 6, there are 56% of the respondents who have 3 or 4 social media accounts, and 55% of them confirm that they spend at least 3 or 5 hours on social media's activities. There are 100 respondents confirming that they have experience in the international working environment. Figure 6 also demonstrates that 87% of participants often seek for a job by using social media.

The majority of answerers spend a lot of times using social networks and often look for a job /an internship across different platforms. Furthermore, they also have worked at multinational companies. Based on the overview of respondents' background, it is proved that they can be considered as potential candidates for the company and their responses can be valid for the company's suggestions.
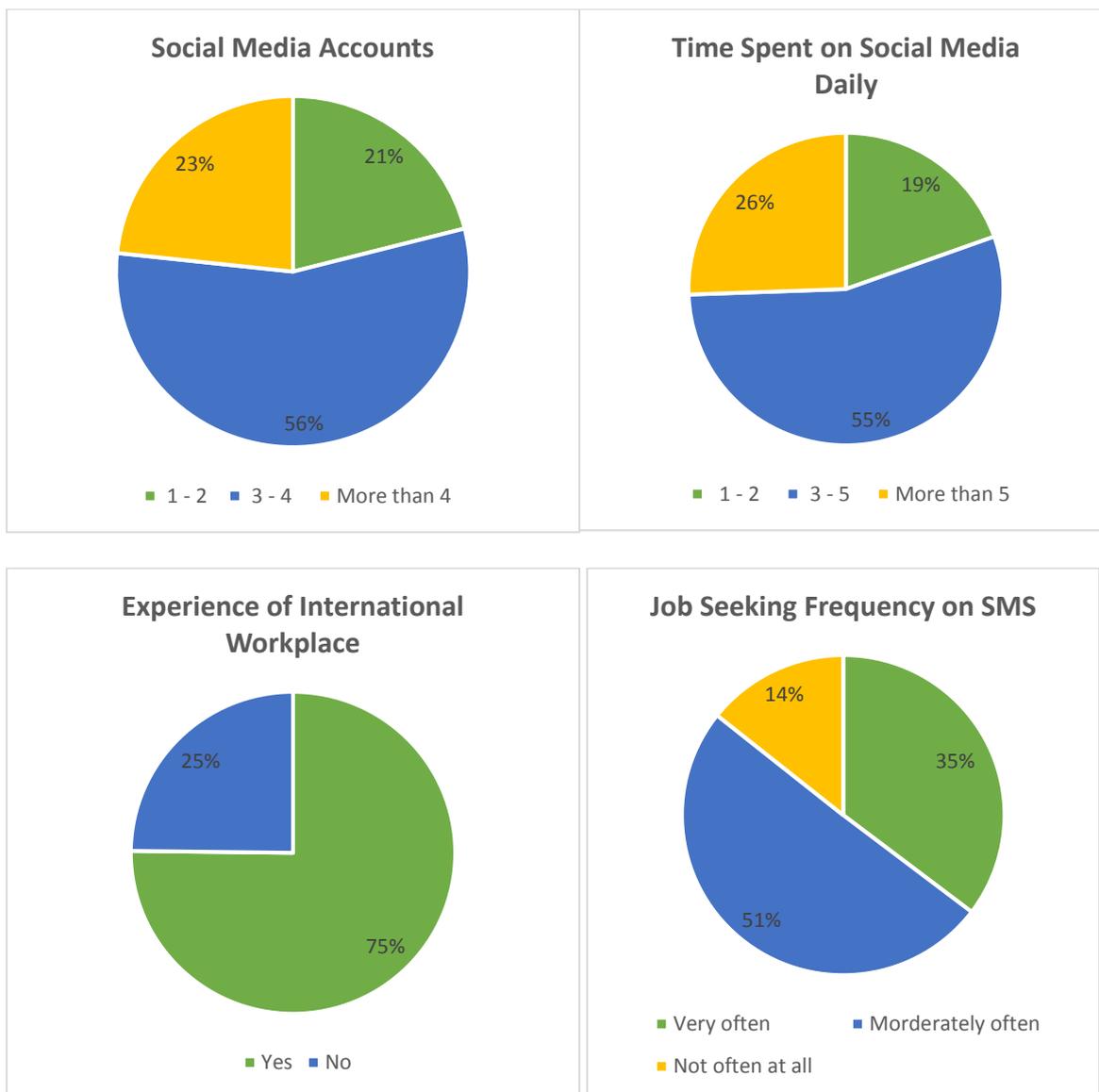
Figure 6 Respondents' background information

b. Finding a job by using social media

Figure 7 demonstrates the methods that job seekers often follow to find a job or an intern-ship. According to the collected statistics, social media can be seen as one of the potential sources to search for job positions. There are 87 participants choosing social platforms to find a job. Compared to traditional media, only 11 respondents used this source for hunt-ing jobs.
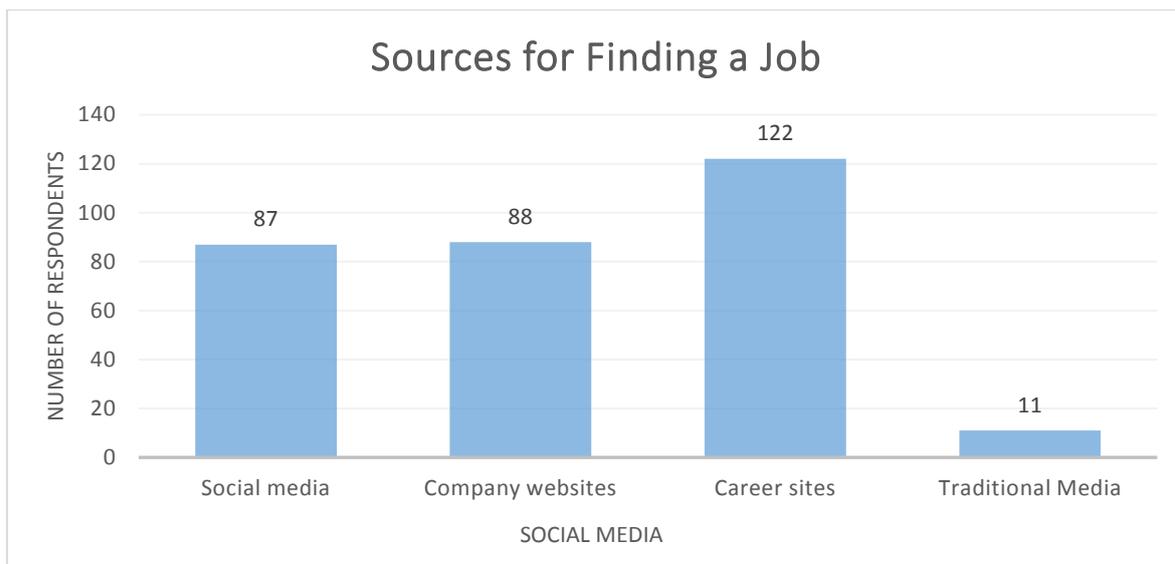
Figure 7 Sources for finding a job

In order to deepen the analysis, the bar chart (Figure 8) discusses the chosen social media platforms for potential candidates to find and apply for jobs. There is a high number of 119 candidates selecting LinkedIn to search job posts. On the contrary, only 3 and 5 participants chose Twitter and Instagram as job-hunting platforms, respectively.
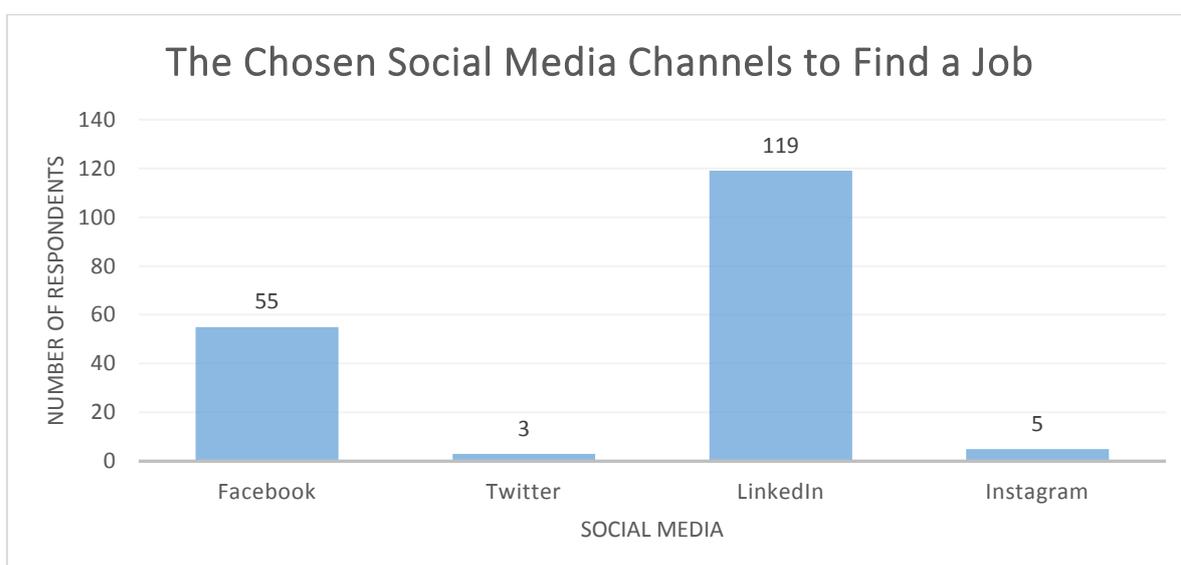

Figure 8 Chosen Social media channels to find a job

Furthermore, LinkedIn creates a professional networking site which enables users to build their own professional profile and upload work experience history. Therefore, most of the participants choose LinkedIn when it comes to job searching. 80 participants show their strong preference for using LinkedIn to find jobs and are willing to display their professional information on that platform. Those statistical numbers are visualized in Figure 8

In addition, another survey which was called the Robert Walter Whitepaper, which interviewed 896 job seekers and 280 hiring managers. Figure 9 points out that there are 85% of job seekers signing themselves into LinkedIn networking site. In contrast, 74% and 39% of candidates use Facebook and Twitter to look for jobs, respectively. (Walters 2018, 1.)

What social media sites do you have a profile on?

- None of the above: 5,2%
- Instagram: 15,6%
- Google+: 19,1%
- MySpace: 2,2%
- Twitter: 38,6%
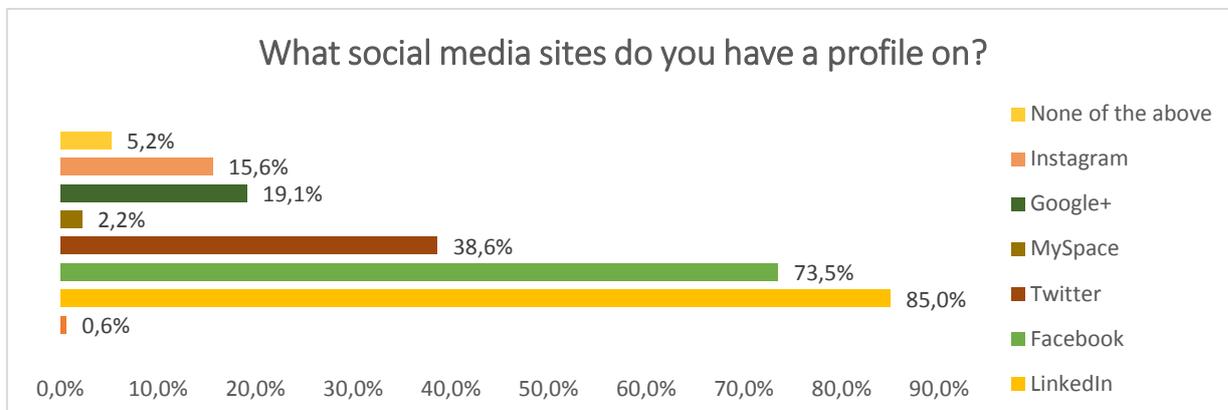- Facebook: 73,5%
- LinkedIn: 85,0%
- (0,6%)

Figure 9 Job seekers' profile on social media

To employers' perspectives, there are a percentage of 69% of employers having a professional profile on LinkedIn and, followed by 43% on Twitter and 42% on Facebook. Moreover, a small figure of 9% of recruiters have a profile on Google+ and 3% for the Instagram site, which is illustrated in Figure 10. (Walters 2018, 1.)

What social media sites does your company have a profile on?

- None of the above: 49,2%
- Instagram: 0,0%
- MySpace: 0,6%
- Twitter: 14,4%
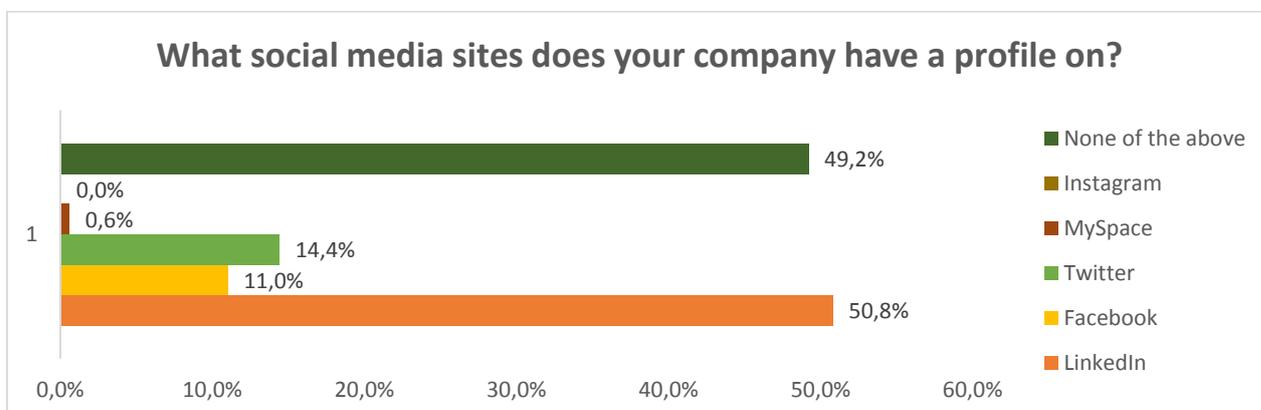- Facebook: 11,0%
- LinkedIn: 50,8%
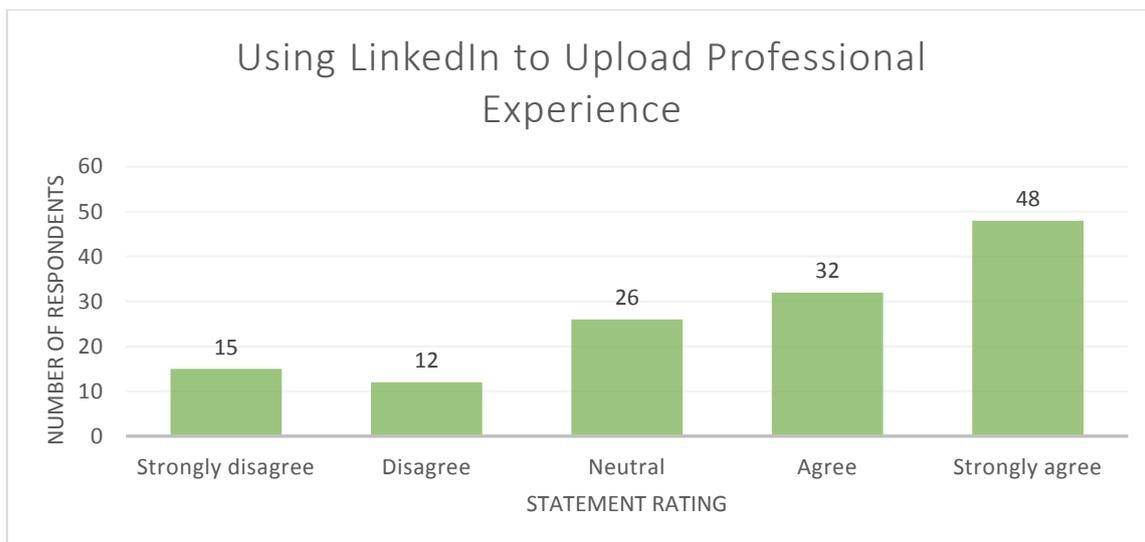
Figure 10 Employers' profile on social media

Figure 11 Using LinkedIn to upload professional experience

In the survey, the author also questioned the candidates their opinions about the professional and personal nature of Twitter or Facebook platform. Based on the data in Figure 11, the respondents would like to use Facebook or Twitter for private networks such as chatting with friends or family and sharing their personal hobbies. There are 77 people showing their agreement that Twitter or Facebook is not a suitable platform for professional activities. Only 6 people wanted to build a professional profile on Facebook or Twitter to attract employers. In contrast, 120 interviewees agreed that Facebook or Twitter should be regarded as an individual's personal network more than a professional one.
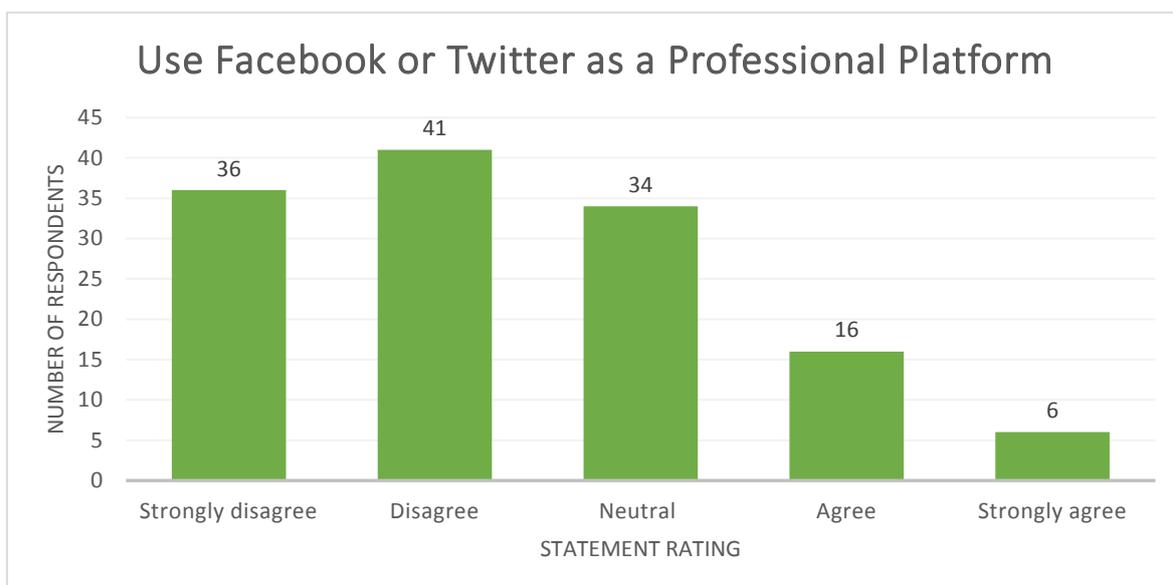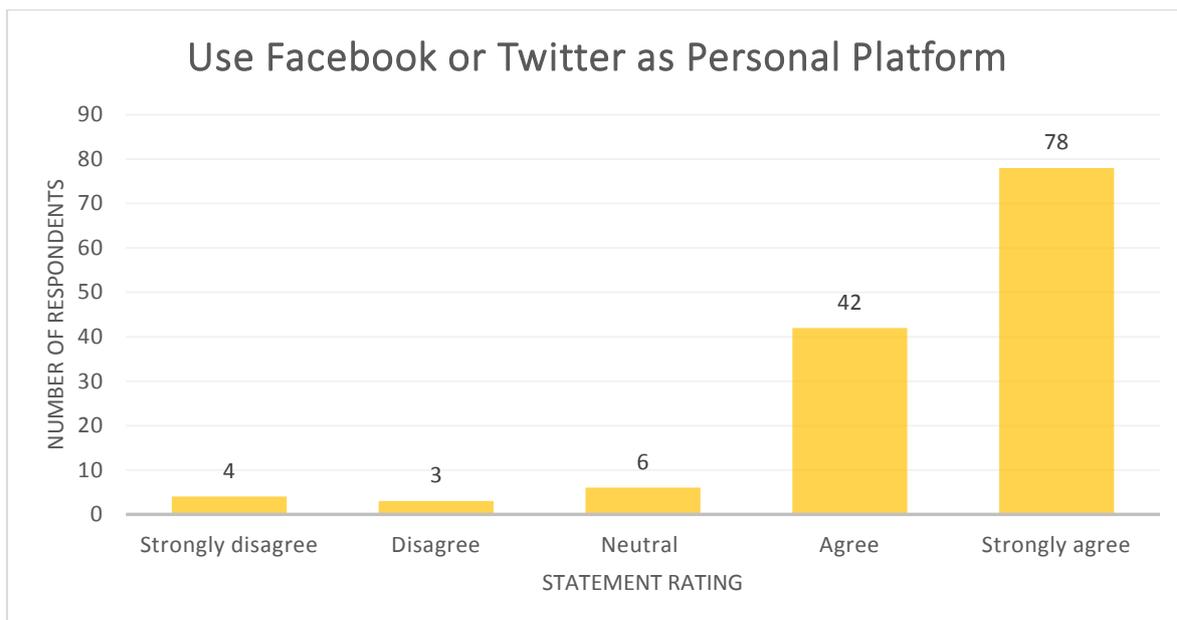
Figure 12 Facebook and Twitter as professional and personal networks

After analyzing the given data, LinkedIn is possibly the most suitable option for the commissioning organization because the statistics illustrated that there was a great majority of job seekers looking for an opportunity on LinkedIn and searching for a job. LinkedIn can be seen as a differentiated and unique social platform that provides a digital environment for professional image and communication. And, they preferred using Facebook or Twitter to present their personal desires.

c. The impact of employer brand on recruitment

The survey also aims to conduct the research of the effect of employer brand on recruitment. Concerning Figure 13, 102 respondents approved that the company's image and reputation affect their decision of applying for jobs. In contrast, there was only a small number of 6 people that disregarded the company's employer brand. Moreover, the responses revealed that the engagement of existing employees in social media's activities earns the candidates' attention. A high number of 68 candidates agreed that they will be attracted to the position if employees show their profession by answering the candidates' concerns. The employee's stories in the workplace give the candidates the insight into the organizational culture that also appeals their interest to the job. Therefore, employer brand can be considered as an important factor to attract talented candidates during the recruitment process.

The Effect of the Company's Image and Reputation on Recruitment

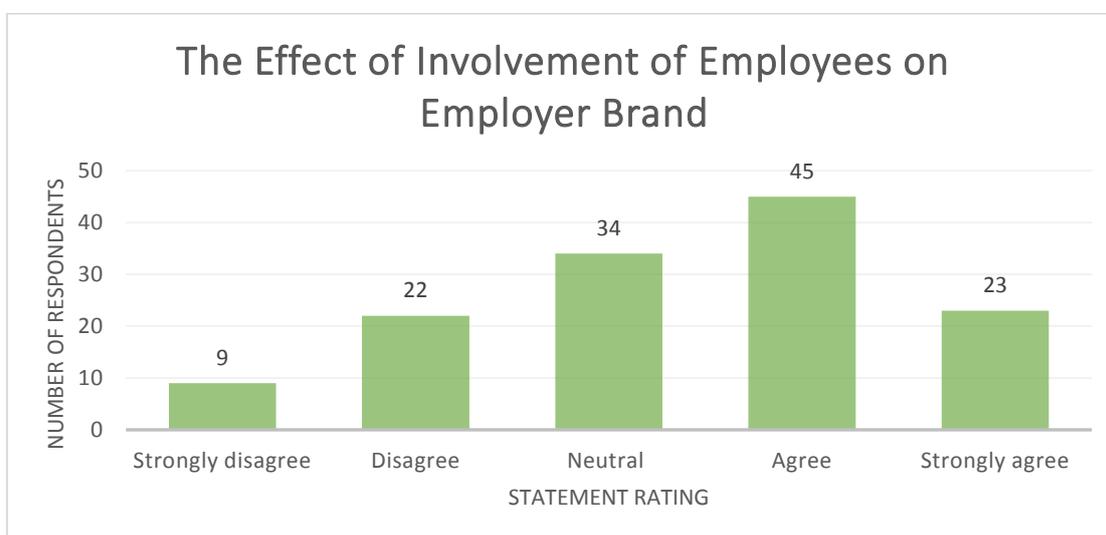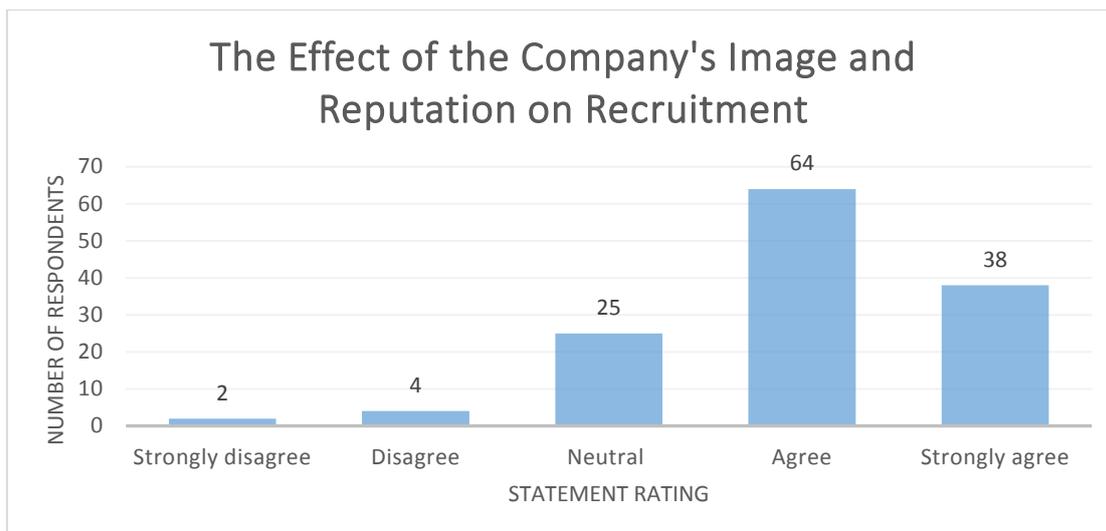## The Effect of Involvement of Employees on Employer Brand

Figure 13 The impact of employer brand on recruitment

In order to build the effective employer brand, Facebook platform is considered as a wise choice. Figure 14 shows that 88% of respondents admitted to having used Facebook on a daily basis. Thus, they might follow the company's main page on Facebook and read the reviews in their free time. Among the candidates surveyed, the largest percentage of 70% revealed that they follow the company's Facebook page to update the organization's information. Even though the candidates had no intention of applying for the jobs in the first place, they can share the organizational information or job advertisements with their friends who are looking for jobs.
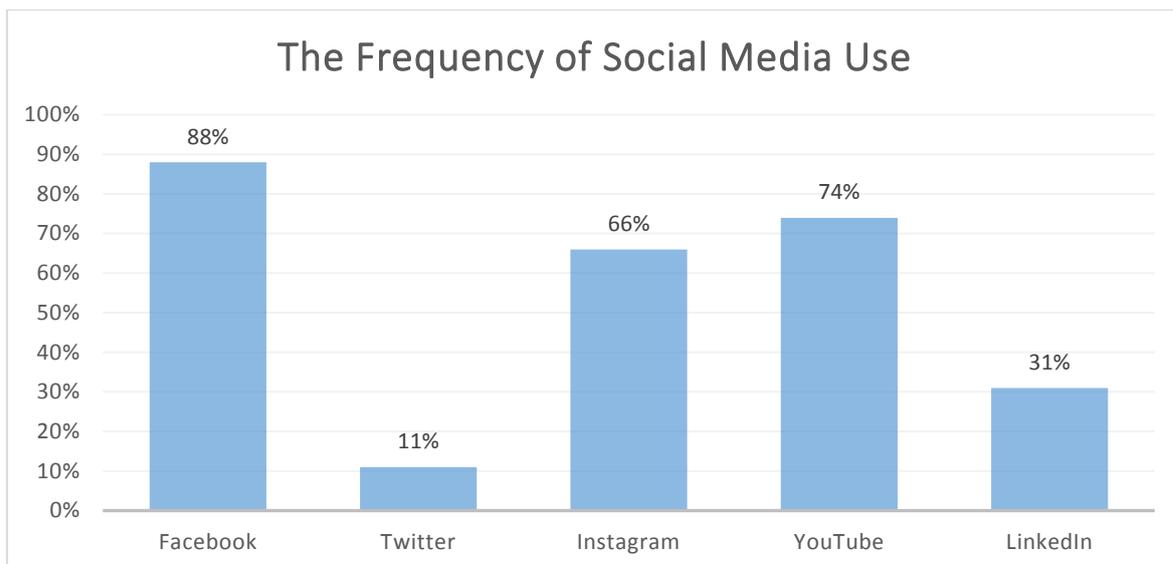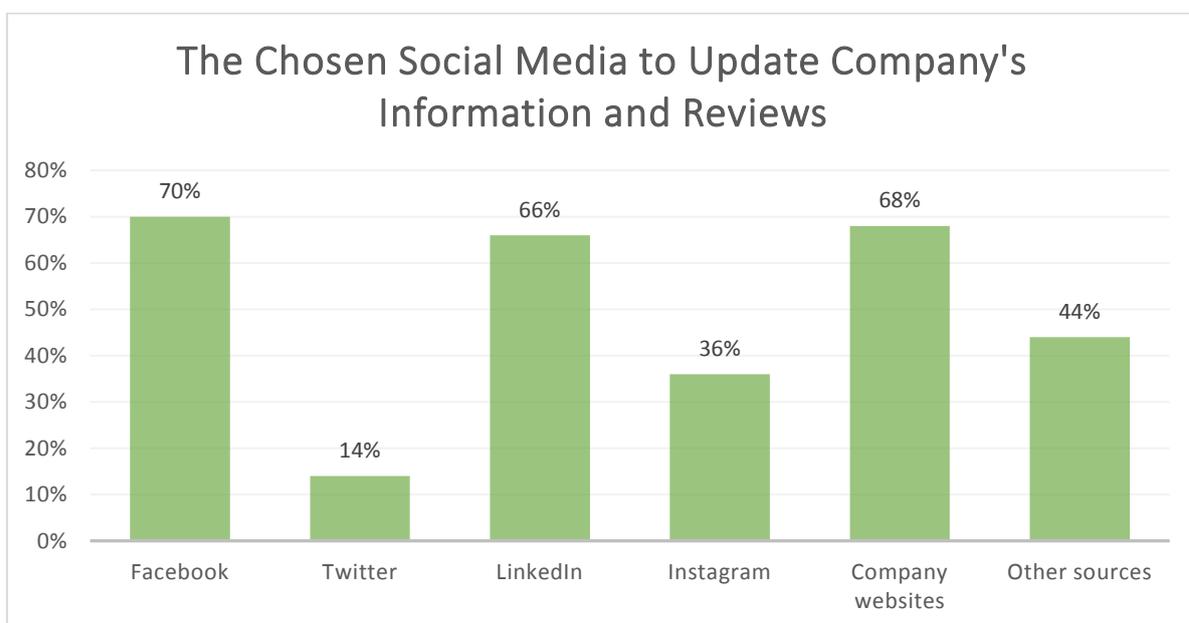
Figure 14 Frequency of social media use

Figure 15 Chosen social media to update company's information and reviews

d. Results

Firstly, the results of the online survey note that the company should consider combining social media with the recruitment strategy because there are a lot of participants finding a job through varied social platforms. Regarding the chosen of social channels to recruit, LinkedIn platform is the most suitable option in this paper. Moreover, employer brand is emphasized as a crucial element to attract talented employees. Therefore, choosing the right platform for boosting the company's image and reputation is also important as well. In the survey, Facebook is suggested to use for pushing employer brand for the company.

Lastly, the applicants' preferences identify the most suitable social platform for the commissioning organization which is known as stage three of establishing social recruitment strategy.

4.4 Data Analysis of The Interview with Globuzzer Owner

Subchapter 4.4 explores the gathered answers from Globuzzer's owner by collecting his opinion based on his experience and observation. The interview was conducted by sending eight open-ended questions to the CEO of the company via email. The topic focuses on the owner's viewpoints about the integration of social media into Globuzzer's recruitment strategy. The author examined the collected data via three main part: (a) Globuzzer owner's perspective about social media, (b) social media in recruitment and (c) results of data analysis.

   a. Globuzzer owner's perspectives about social media

The owner gave the first insight idea about social media by defining it as a digital space. He emphasized that people would not get the information or knowledge via newspapers and TV as in the past but can directly interact with these information and exchange experiences in that space. Furthermore, he also mentioned that space gave enterprises a chance to promote their products and services more effectively.

The leader described social media as one of the core roles in the company. Globuzzer platform was established based on a social media user's experience. Besides, the company is possessing different social platforms such as Facebook, Instagram, and Twitter. The purpose is to direct the users from these social channels to the main platform of Globuzzer. According to his personal viewpoints, social media is so powerful and uncontrollable in nowadays which do not bring the real value to users' experience anymore. Therefore, he wants to create a healthy-digital environment where users can connect and exchange experience to each other and also maximum benefits for all of them.

Based on his opinions, social media plays a crucial role in society and in the company. Even though the owner disagreed with the negative online community of social media, he did not deny the dependence of his company on social media for developing Globuzzer platform.

   b. Social media in recruitment

Regarding using social media into recruitment, Globuzzer's owner agreed that the company could make use of social media for advertising or announcing new opening positions. Due to the advanced-searching function of social media, it allows him to identify a

group of potential employees. The owner pointed out that the benefit of using social media was to help the company determine a community of IT people or content writer easily.

On the contrary, the company confirmed that they did not apply social media to recruit all positions. For example, according to Globuzzer's job description, photographers and content writers are not required to have a certificate because their works speak for them. Therefore, the owner uses social media to employ these positions because the recruitment process is less complicated. However, the owner did not clarify the specific social platform for recruiting.

Regarding another case, social media marketers who are the main segmentation of targeted candidates need to have a strong background of digital marketing. The owner did not want to take on digital marketers via social platforms because he believed that this method would be ineffective and had negative impact. He explained that "*I believe only startups, newly established companies or small - scale companies, due to the fact the medium and big companies their processes and standards would not suit social media at all and in my opinion even if they get involved with social media they would affect negatively*" (Alfasfos 2019)

Globuzzer's owner emphasized that he could not use Twitter or Facebook as a tool for recruitment. Due to the huge flow of applicants, it would take much time and efforts to go through and filter. And, the structure of the unorganized profile makes it harder for employers to recruit. Regarding LinkedIn, the owner described this social channel as a unique platform which could not be compared to Twitter or Facebook. LinkedIn focuses more on the recruitment market and is designed for professional activities. According to his viewpoints, LinkedIn can be used as a prospective recruiting tool for the company.

Regarding employer brand factor on recruitment, he has not thought yet about promoting the company's brand and reputation for recruiting purpose. However, he believed that each social channel had its different way to interact with users. In order to boost employer brand, the company needs to know how to communicate properly to users from these social media.

c. The summary of the interview's results

Firstly, Globuzzer has not used social media in recruitment due to the small size that the company possesses. Another obvious disadvantage is the inaccurate information of candidates' profiles. And, the solution for the company is mentioned in section 3.6.2. Furthermore, Globuzzer's owner highlighted if the company grew heavily and needed more em-

ployees, the company would consider using social media in recruitment as a potential so-
lution in the future. The owner highly suggested using LinkedIn as an opportunity to find a
group of potential candidates for the company. Though employer brand is still an ambigu-
ous idea, it is still crucial for the company if they want to integrate social media into their
recruitment strategy in future.

5   DEVELOPMENT PLAN

In this chapter, the author describes the development plan for the case company. The development plan is done based on the empirical research and the social recruiting strategy framework in subchapter 3.2. Chapter 5 builds the social recruiting strategy for the company based on theoretical part from subchapter 3.4. The strategy framework has been done by taking the data analysis from subchapters 4.2 and 4.3. The social recruitment strategy is specifically outlined below:

Step 1 – **Set the objectives**

Globuzzer is not using social media for recruiting now, so it is hard for the company to identify the objectives. Therefore, the author will design the objectives for case company based on Globuzzer's recruitment strategy. Globuzzer is relying on career sites to recruit new candidates. However, If Globuzzer grows heavily in the future, the company's business objectives are to cut down the dependence on career sites and to start using social media instead. Thus, its social media objectives are:

- Enhancing the direct recruiting of new employees via social networks
- Creating and building a network list of talented candidates with the required skills.
- Using LinkedIn to reach the potential candidates by engaging with them and tagging them

Step 2 – **Define the audience**

According to the data analysis in subchapter 4.3, Globuzzer's targeted candidates are social media marketers, IT people, and photographers in which digital marketers contribute to the main segmentation of the company. The required characteristics that an applicant must have are being an experienced social media user and having knowledge of analyzing data on social platforms. There are some suggestions for the company to seek for new candidates more effectively:

- Globuzzer should list the synonyms of the word-related jobs for digital marking position. For example, social media marketers, content strategist, user experience designer, data analyst or email marketing specialist.
- If Globuzzer cannot find the synonyms, the company can use Google Keyword Planner to support them to find alternative keywords

Step 3 – **Choose the platform**

Based on the collected data from subchapters 4.2 and 4.3, Globuzzer should use LinkedIn platform for recruiting their targeted audience. Especially, the advanced-searching function of LinkedIn helps the company define a group of potential candidates more easily.

The company can use LinkedIn for recruiting by choosing a basic or premium account. If Globuzzer would like to go for the first option, the recruiting guidance of LinkedIn platform is listed in section 3.3.3. If Globuzzer considers using premium account, it will extends the benefits for Globuzzer's recruiter. Those benefits can be listed as tracking the LinkedIn activity of the team, working collaboratively, using talent pipelining tools, accessing every profile on LinkedIn and sending many more messages. (Headworth 2015, 105.)

Regarding employer brand factor, Globuzzer should put a stronger focus on pushing the employer brand. The company cannot deny the importance of employer brand in recruitment system - especially when the company wants to use social media for recruiting in the future. Two platforms that are recommended for pushing employer brand are Facebook and Twitter. And, subchapter 3.4 demonstrates a detailed outline of using Facebook and Twitter to boost employer brand.

Step 4 – **Select the right person**

At the moment, Globuzzer's owner is the main person to handle all of the recruiting activities. One of the main reasons is that he cannot rely on new graduates or intern. Even they engage in the recruiting process, they are not allowed to select candidates and only take care of small tasks. However, if the company size is growing more in the future, selecting the right person to take care of social recruiting is a must.

The company should make a careful decision in selecting people to take over social media channels. The hiring managers can identify employees based on some certain requirements. These criteria can be being active in social media and their attitude to the work, for example, enjoying using social media and seeing this as an important part of their daily job.

It is suggested for the company to allocate at least two people to engage in social media because the company needs someone to monitor evening and weekend activities. The company should build a team and divide people into a specific role such as content providers, moderators, and community managers. Therefore, engagement and discussion will be effective and improved. Also, the company should encourage other employees to actively involve in sharing, like and comment on posts. This engagement not only represents

the active involvement of employees but strongly pushes the company's brand as well. (Headworth 2015, 95.)

Step 5 – **Provide training**

The training session is divided into two different stages. Regarding the first session, Globuzzer should provide the general knowledge about LinkedIn, Facebook and Twitter platform to make sure they know how to use it correctly. The self-learning video can help the Globuzzer save their training time. The final session should be provided by experienced trainers. They can share their useful tips with new trainees about recruiting experience, branding, content strategy and candidate sourcing. Hence, new employees will get familiar with their tasks more quickly. By using this way, the training days help the company reduce time and effort.

Step 6 – **Determine the content strategy**

Globuzzer can use varied sources to tailor the company's content strategy. First of all, the company should choose the content theme such as brand awareness, lead generation, thought leadership or event registration. Next, after determining the content objectives, the company can push different content types based on the theme for daily LinkedIn activities. These sources can be listed as blog posts, case studies, third-party industry articles, reports and serial themed post (i.e, #MondayMotivation and #WednesdayWisdom). (Bradley 2018.)

Regarding the employer branding content, the company can encourage engagement and build excitement by providing leveraging employee-generated content. The content can be based on the stories of the employees' experience at Globuzzer's workplace. Besides, Globuzzer can follow other companies who have already had a strong employer brand and learn innovative strategies from them.

Step 7 – **Measurement**

At the moment, Globuzzer already used website analytics to measure social media's activities. Thus, the company can use the same tool to track social recruiting's activities as well. There are other methods which can be used as measuring the social media's activities. For example, the company can base on the increased number of followers on social networks, subscribers and likes to track retention rate and engagement. The company can calculate the engagement of social channels by the number of comments, replies, and shares. Moreover, Globuzzer is able to measure the job advertisement success via social network by using some software such as tracking codes or URLs. These tools provide the

company with an insightful analysis of career sites that identify the origination of the delivered applications. (Headworth 2015, 97.)

Step 8 – **Monitoring**

The company should use monitoring tools to track and manage "social media listening". There are some examples of free monitoring tools that the company can apply such as LinkedIn Alerts and Hootsuite/Tweetdeck. Regarding LinkedIn Alerts, it is an advanced search and free tool on LinkedIn. After finishing the searching by using the advanced search function, the recruiter is able to save their searching. Therefore, the notifications will be sent to him weekly or monthly when the new profiles are just created or belonging to the same findings that he searched recently. The tool allows the recruiters to monitor specific keywords, hunt new contacts at the companies and update the competitor's activities. Besides, Hootsuite/Tweetdeck is defined as social media management dashboard which is the supreme tool to monitor Twitter and provide real-time updates. (Headworth 2015, 68.) The recruiters can track what people are saying on Twitter based on hashtags, keywords, locations and specific users (Newberry 2019).
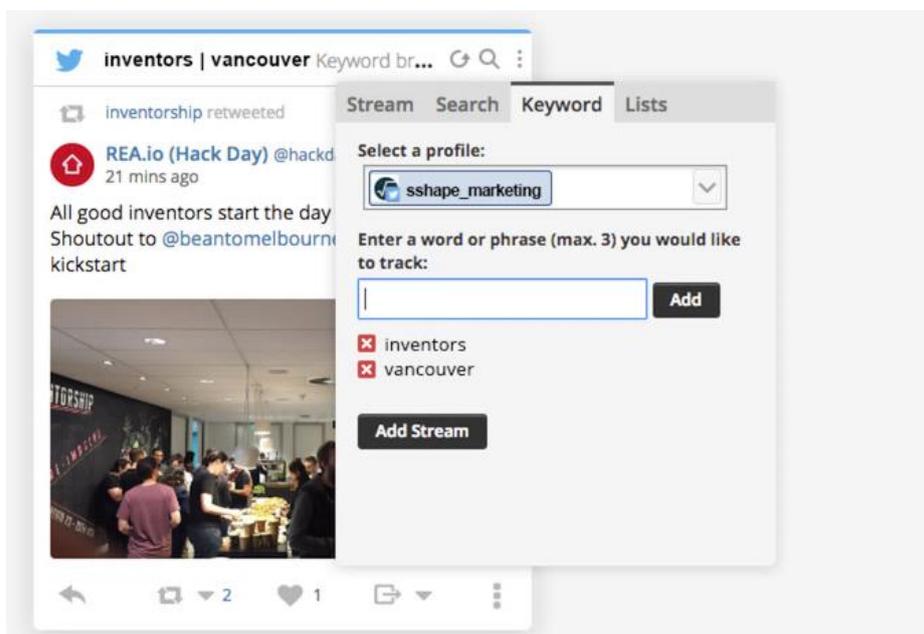

Image 2 Hootsuite monitoring tool (Newberry 2019)

6   CONCLUSION

The final chapter is putting the finishing touches to the thesis by holding an extensive con-
clusion, which commences first by the answers to the research questions. Next, the au-
thor discusses the validity and reliability of the research. Lastly, some suggestions for fu-
ture research will be ventilated

6.1   Research Questions and Answers

The ultimate motivation behind this thesis is to design the social recruiting strategy for the
case company. The empirical research has supported for building up the plan. The pur-
pose flowing throughout the thesis is to answer to a core research and four research sub-
questions in Chapter 1. Having completed the research process, the author shall first give
give the answers to all of the sub-questions in sequence, then elucidate the answer to the
research question.

SQ1: Is the employer brand important for social recruiting?

Based on the analysis of the surveyed data in subchapter 4.2 part c, it is suggested that
the employer brand is an important factor during the recruitment process and social media
recruiting as well. According to the theoretical part of subchapter 2.2, building a positive
reputation and image is one of the most crucial factors to attract talented candidates dur-
ing the recruitment process. The statistics also demonstrated that 102 respondents
agreed that the company's employer brand impacts on their job decision. Plus, 68 partici-
pants revealed that they would be more interested in the job if existing employees were
involved in pushing employer brand's activities.

 (Subchapter 4.2 part c provides a more detailed analysis to this sub-question.)

**SQ2: What are the challenges and opportunities that the company has by using so-
cial media for attracting employees? What the solutions to handle the problems?**

Regarding the advantage side, Globuzzer's owner understands that each social platform
designs a perfect searching engine that allows recruiters to identify a group of potential
candidates more easily and quickly. In addition to the benefits he pointed out, there are
other advantages of using social media mentioned in the thesis. These benefits are cost-
efficiency, enhancing realistic expectations, improving external communication and build-
ing the brand for the company, which are demonstrated more detailed in subchapter 3.5.

Concerning the challenges, the owner believed that because of a huge follow of incoming candidates, the recruiting process will require a lot of time and effort by using social media. Especially, the structure of unorganized profiles and inaccuracy of information on social media will be harder for him to recruit. To tackle this issue, the author recommends the company should not use Twitter or Facebook to recruit the employees but using LinkedIn instead. According to the primary and secondary sources in section 3.3.3 and subchapter 4.2, the majority of candidates often use Twitter and Facebook for personal purpose. Therefore, Twitter and Facebook have a higher chance of publishing false information to impress their friends and family. Thus, Globuzzer should choose LinkedIn for social recruiting because the majority of candidates often use LinkedIn to display their correct and professional information on that platform (subchapter 4.2 part c and d). There are some disadvantages that the company might face when using social recruiting in the future. And, these challenges and their back-up solutions are provided in sections 3.6.1 and 3.6.2.

SQ3: How does social media recruitment strategy relate to applicants' preferences?

Based on the data analysis in subchapter 4.2, the author can conclude the connection of applicants' preferences and social media recruitment strategy. The respondents' viewpoints help the author identify the most suitable platform in social recruiting strategy framework and for developing employer branding as well. Also, the applicants' preference contributes to answering sub-questions 3 and 4.

(Supchapter 4.2 gives a more detailed analysis of the question.)

SQ4: What is the suggestion for the most suitable social media tool for recruiting that the company should adopt?

LinkedIn is a suitable social media tool for recruiting rather than Facebook and Twitter. First of all, LinkedIn creates a perfectly professional environment for the interaction between employers and new employees. LinkedIn provides an advanced search engine that determines a group of potential candidates more effectively. Furthermore, LinkedIn enables recruiters to approach the candidates' background such as employment history, education, skills, and work experience. Finally, jobs are updated on LinkedIn attracting more potential candidates than on Facebook and Twitter combined.

According to the results harvested from the survey and interview (subchapter 4.2 and 4.3), 119 respondents chose LinkedIn to search job posts. And, 80 respondents showed their agreement to find jobs and were willing to display their professional information on that platform. Candidates do not often select Twitter or Facebook to find jobs because they

prefer using these platforms for their personal desires. 77 answerers disagreed to use Facebook or Twitter as a professional platform while 120 interviewees revealed that Facebook or Twitter should be regarded as an individual's personal network.

Core research question: How to integrate social media into the company's recruitment strategy?

Having answered all of the sub-questions, the author now gathers all the information to unravel the core research question. All of the data and information are gathered from the theories and sub-questions to support for building the social recruiting strategy framework for the company. In order to integrate social media into the company's recruitment strategy, Globuzzer should carefully go through eight steps which explain more detailed in Chapter 5.

6.2   Validity and Reliability

Regarding theoretical part, the framework starts with basic information about recruitment strategy and employer brand with definitions and highlighting the main points of each section. The study continues to deepen the theoretical explanation by providing a holistic knowledge of social media in recruitment. In general, the entire structure is logical and comprehensive. The secondary data are collected based on the research question and research sub-questions. The data is taken from qualified sources such as published books, professional journals, academic articles, and reliable websites. All in all, the author ensures the validity of the research.

In term of the primary data, the author takes a full responsibility for the data acquisition by making both surveys for Globuzzer owner and potential candidates. Quantitative data are collected from different platforms, which gained enough quantity in the context of the thesis. The participants have a background of using social media and experiencing an international working environment. Therefore, whoever participates in the survey provided trustful and solid answers. Regarding qualitative data, they are gathered from eight open-ended questions from Globuzzer's ower who is the main responsible for recruiting new candidates. The author conducted an interview with the CEO of Globuzzer to gain an understanding of the company's current recruitment strategy. Furthermore, all the answers are valid and given by the targeted participants. In general, the author believes that this thesis is reliable.

6.3   Suggestions on Further Research

As mentioned in Chapter 1, the research has some certain limitations. Thus, the author believes that there are many opportunities for other researchers to conduct studies in developing social media recruiting strategy for Globuzzer.

The first suggestion is to examine more specific research on social media guidelines and policy. These policies can be known as protecting employees from misusing social media or bullying and harassment that might badly reflect on the employer's reputation. In this study, the author only focuses on the big picture of how to combine social media into recruitment rather than legal issues and social media policy.

The second suggestion is to expand the geographical reach of the studies. Most of the participants of the survey are living and studying in European countries. Globuzzer wants to develop their business on a global scale in the future and recruit more candidates with diverse backgrounds. Therefore, it is recommended to engage more people with different nationalities in the survey. Another suggestion is to design the detailed schedule calendar for updating LinkedIn platform for recruiting.

7   SUMMARY

The purpose of the research was to find out the appropriate social recruiting strategy for the case company. It aims to develop a suitable plan to recruit prospective potential candidates by using social media. The plan was built to help the case company to reform its recruitment strategy by combining social platforms.

The theoretical part is examined in Chapter 2, Chapter 3 and also discussed in subchapter 5.2. The focal contents that the author provided are the holistic knowledge of recruitment, the relation of recruitment and employer brand, social media recruiting strategy, social recruiting channels, and the advantages and disadvantages of using social media. The theory is seen as a strong base to design the framework of social recruitment strategy.

Regarding empirical part, it concentrates on Chapter 4 and Chapter 5, which demonstrates the outputs of the survey. In Chapter 4, the author discussed the process of data collection and data analysis. The author conducted an interview with the CEO of Globuzzer by sending open-ended questions via email and a survey online by updating it on different social platforms. Then, the author applied mix research methodology to analyze the data. The data collected from Globuzzer's owner was processed using qualitative method while the data of potential candidates was analyzed by adopting the quantitative method.

All in all, the final findings are discussed in Chapter 6 which gives the answers to the core research question and four research sub-questions, which are mentioned in Chapter 1. The findings of the research revealed that the case company should combine social media into their recruitment strategy which helps them reach more a pool of targeted audience. To integrate social media into recruitment strategy, the company should go through social recruiting strategy which is developed in Chapter 5.

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APPENDICES

Appendix 1 Interview with the owner of the company

1. What is your first thought about social media? What about social media in the context of recruitment?

2. How would you describe your company's role in social media?

3. What would be the main reasons for a) start using social media in recruitment b) not using social media in recruitment? Why?

4. Can you give any examples of your experiences on the use of social media in recruitment?

5. Why doesn't the company use social media such as Twitter, Facebook, and LinkedIn for recruitment? Are there any obstacles to use social media?

6. What do you think about using Twitter/Facebook for pushing the employer brand and use LinkedIn for recruitment?

7. How would you recruit in the future, if you would grow heavily as a company and would need, for example, 20 new employees?

8. What do they think are the pros and cons of using social media as a mean of recruitment?

Appendix 2 Internet survey with potential applicants

Part 1: Background information

1. Gender *

○ Male

○ Female

2. Age *

○ Less than 22

○ 22 to 35

○ More than 35

3. What is your nationality? *

Your answer

4. Have you worked/ done intern in the international working environment? *

○ Yes

○ No

5. The total number of social media accounts across all platforms that you have: *

○ 1 - 2

○ 3 - 4

○ More than 4

6. How many hours/day do you spend on social media? *

○ 1 - 2

○ 3 - 5

○ More than 5

7. Which social media channels do you follow to see the updated information and reviews of the company? *

☐ Facebook

☐ Twitter

☐ LinkedIn

☐ Instagram

☐ Company websites

☐ Other sources

9. If you choose social media channels to find a job/an internship, which ones did you use? *

☐ Facebook

☐ Twitter

☐ LinkedIn

☐ Instagram

10. Which of the following methods do you use for finding a job/an internship? *

☐ Social media

☐ Company websites

☐ Career sites (For example: Dunnitori.fi ; Indeed.fi...)

☐ Traditional media (newspaper, broadcast, newsletter...)

11. How often do you scan jobs through social media? *

○ Extremely often

○ Very often

○ Morderately often

○ Slightly often

○ No often at all

Part 2 Please show your opinion on the statements below by rating on the scale from 1 to 5 (1: strongly disagree, 5: strongly agree)

1. I usually use LinkedIn to find a job and upload my professional experience

	1	2	3	4	5	
Strongly disagree	O	O	O	O	O	Strongly agree

2. I make my Facebook or Twitter account have a professional look for finding a job

	1	2	3	4	5	
Strongly disagree	O	O	O	O	O	Strongly agree

3. I usually use Facebook or Twitter for my personal interests (For example: chatting with friends, family and share my own hobbies)

	1	2	3	4	5	
Strongly disagree	O	O	O	O	O	Strongly agree

4. The company's image and reputation affect my decision when I apply for a job/internship

	1	2	3	4	5	
Strongly disagree	O	O	O	O	O	Strongly agree

5. I will be interested in a position when I see the involvement of employees in social media's activities (Eg: sharing their own stories in the workplace or answer my question about the job I want to apply)

	1	2	3	4	5	
Strongly disagree	O	O	O	O	O	Strongly agree