



SOCIAL MEDIA- THE NEW TOOL OF RECRUITING

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Abstract

Over the past few years, digitalization has developed strongly in the world's economy and has become an integrated part of many societies, which is why nowadays the process of digitalization is inevitable and it is impossible to stop it. Digital technologies are used in a wide range of sectors due to their increased possibilities. It has been observed that digitalization has already appeared in the process of recruitment, which has simplified the work of recruiters, on the one hand. However, on the other hand, it has made the process of recruiting more difficult for employees as their documents are dealt with by robots and only then by people.

In this thesis, the focus is put on the human resource sector. In the ongoing development of technology, the human resource sector must not only accompany the transformation of the change process, but also adopt and support it as it allows this sector not only to be able to keep up with the constant competition, but also to meet the expectations of people that are affected by this change. Digitalization can already be applied in many areas of human resource management, such as personnel marketing, personnel controlling, personnel development and personnel recruitment.

This thesis deals mainly with the influence of digitalization in recruitment. To be more precise, it is about how digital resources and social media have been integrated into the process of recruitment. The objective of the thesis is to analyze the benefits and risks of using social media as a tool in the recruiting process. This objective can be achieved by fulfilling the following tasks: (1) to depict the importance of social media, (2) to describe social media in the process of recruiting with special attention to recruiting itself, its objectives and the process of selection, (3) to depict the usage of social media in the recruiting including its benefits and risks.

The research questions of the thesis are as follows: (1) presence or absence of factors, which have contributed to the importance of social media in recent years, (2) social media recruiting and its role in the world today, (3) chances of employees in the process of social media recruiting, (4) benefits and risks that appear along with social media recruiting and selection, (5) possibilities to make the recruiting process fair, simple and reliable.

1 Introduction to the thesis

Today's world of recruitment is competitive for both companies and candidates. Companies aspire to employ candidates with working experience and profound education as well as positive personal traits. At the same time, candidates strive for finding a workplace where the salary is the most competitive and there is a chance for further development. Generally, the effectiveness and efficiency of any company depend, first of all, on human resources, which is why companies to be able to find suitable candidates and attract them.

The process of recruiting and selection has changed along with other changes in the digital world which is why this research tends to identify the significance of the social media recruiting and selection process as well as possible risks. The structure of the thesis has been created with a view to the necessity to discuss some theoretical issues connected with the process of recruiting and selection, after which analytical implementation is made. Thus, the thesis starts with an introduction to the problem, where the relevance of the study is shown. After that, the importance of social media is represented and the social media recruiting process, as well as social media types, are discussed. The usage of digital tools and artificial intelligence is depicted in the process of recruiting and selection, which allows the author to find out the benefits and risks of recruiting via social media platforms. Moreover, different ethical issues arise while recruiting online. These issues may be caused by both sides (artificial intelligence and recruiters), so it is important to study this issue in a precise way. The thesis finishes in conclusions, where the main findings of the research are represented from an analytical point of view.

The topic of social media recruitment is relevant for the present time as well as for the future. The relevance for today can be explained by the fact of gradual transition of all spheres of life into the digital world, which simplifies many processes. The relevance for the future is evident, as digital technologies are constantly developing and becoming more and more advanced, which means that they will be more integrated into people's lives. Taking into account the fact that human resources play a crucial role in the existence of any company, the issue of recruiting the most suitable candidates will always be important and discussable.

2 The importance of social media

The term social media is the common parlance of today's generation and is indispensable. But how did it come that social media has become so strongly integrated into our everyday lives? And most importantly, what factors have contributed to the fact that social media has gained so much importance in recent years? In this chapter, the reader will get a background understanding of the meaning and importance of social media.

Social media is a term that is used a lot in today's vocabulary, as it has more or less taken over people's everyday lives. In the following section, the term social media will be defined and explained. While searching for the meaning of social media, these two definitions were encountered. Safko and Brake (2009) defined social media as media that can be used by individuals or as *"the story is in the tactics of each of the hundreds of technologies, all of the tools that are available for you to connect with your customers and prospects, and the strategies necessary to use these tactics and tools effectively"* (p. 3). Another definition by Kaplan and Haenlein (2010) refers to social media as *"a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of UGC"* (p. 61). After these definitions, social media describes online interactions and linkages. In other words, social media are digital media that enable users to exchange information in an online network. This online network is also known as a social network. It is a community-based network that connects people wirelessly with the online community to communicate with each other. Social networks exist on all social media platforms and each platform has its style. Some networks use a lot of pictures in their communications, others use more creative words, a kind of blog to share narratives.

Once the definition of social media is given, two terms always come up in the definition, these are web 2.0 and user-generated content.

With the framework of Web 2.0 fundamental changes have taken place among communication actors. In the time of Web 1.0 communication content was primarily created by providers, companies, public institutions, or individuals with technical expertise, so the communication was one-sided (Berge and Buesching, 2011). Internet users can go online and retrieve the information on the websites that were provided. The Web 2.0 users are now having the opportunity to create content, share, and collaborate among Internet users. (Amy Van Looy p 101). So, everyone who has access to the internet can provide new information and communicates it to many other internet users at the same time. This was a huge step and makes the internet what it is known today. A world where users do not have the possibility

to share online information is hardly conceivable. Web 2.0 is the foundation or more like a platform for the evolution of today's social media as it is known and where it is about sharing and exchanging the interests and thoughts with others. Today's generation does not just want to receive information, it's more about communicating with others. Web 2.0 is followed by Web 3.0 and Web 4.0, which are already in place, but no further mention will be made of them.

User-generated content (another term is consumer-generated content) is a term that appeared along with Web 2.0 and social media. Thus, it is understood as any content on the Internet (e.g., text, videos, images, films, reviews, etc.) that has been created by people so that others can use and exchange it (Park et al., 2016). In most cases, user-generated content is unique and closely connected to people or brands (or information) that they want to publish with the help of social media. Iliadis et al. (2018) mentioned that user-generated content is a way for product-makers and manufacturers to sell their products as well as for customers to buy something that they want, which means that social media platforms are very similar to any marketing platforms in real life with the only difference that people can do shopping from home. What is more, according to Liu et al. (2022) user-generated content can be called customer-centric, as all publications are made with the aim to advertise and sell something (it may be both goods and services).

With view of the theories by Iliadis et al. (2018) and Liu et al. (2022), it can be noted that user-generated content is used in the process of recruiting people. Thus, employers can publish information on social media about various positions in their companies. Moreover, they can represent advantages of working for them, the purpose of which is to attract as many highly qualified good candidates as possible. On the other hand, social media is a good possibility for employees to promote or advertise themselves. Creating a CV or adding general information about one's working experience allows artificial intelligence as well as recruiters to find different candidates and offer them positions.

Based on the above-mentioned facts, it can be stated that nowadays, social media should be understood as an interactive, connectedness and important platform, mainly existing due to user-generated content, which is significant for all Internet users, as they can exchange information and interact with others, become acquainted with people from different parts of the world, find a job, have an access to news and an ability to be integrated into the modern

world. When social media only appeared, it was used more for communication, however, today, there are many purposes for its usage. The importance of social media can be explained by its major influence on the way of communication, a different form of relations that exist among people as well as the possibility of unlimited access to information.

3 Recruiting

This part of the thesis is dedicated to recruiting as a process of finding and selecting people, offering them a position in a company, making tests, or having interviews with them if necessary, after this employment is possible. The main purpose of this part is to introduce a reader to the process of recruitment as well as to describe the objectives of this process. Moreover, it is considered necessary to pay attention to the process of selection as an integral part of recruiting.

3.1 Introduction to Recruitment

Recruiting is a process that is generally carried out in human resource management with the aim of finding out potential candidates' strengths and weaknesses, which allows recruiters to decision whether a particular candidate is suitable for this or that job (Kapur, 2018). In the process of recruitment, some essential operations should be conducted before employing a candidate. Those operations are as follows: screening, sourcing, shortlisting, and selecting candidates. Kapur (2018) highlights that recruiting is a difficult process as the task of a recruiter is not only to find and select a candidate but also to verify his or her education, experience, readiness to cooperate, professional and personal skills, etc.

Klug (2017) points out that recruitment may is considered to be efficient only in case it allows a company to create a positive working environment and good relations among employees. Moreover, the productivity of a company should be at a high level. In other cases, it may be said that employees have been recruited without much attention to the company's needs and requirements.

Chaudhuri (2010) pays attention that human resources are the most important asset of any company, which is why it is essential to select and recruit candidates with accuracy. It can be seen that many companies use the workforce of machines, robots, or artificial intelligence, however, according to Pravin (2010), machines cannot replace people and will not be able to do that, as human brains are and will be much cleverer than robots. Machines can only enhance productivity; however, employees can create and control all the processes which are why recruitment is of high significance.

3.2 Recruiting Objectives

In the research of Breaugh and Starke (2000), a couple of recruiting objectives for the recruiting process has been identified. Those objectives are cost and speed of filling job vacancies, psychological contract fulfillment, satisfaction and retention rates, quality, quantity, and diversity of applicants. In the following section, the reader will learn about the recruiting objectives.

Cost and speed of filling the job opening

When it comes to recruiting, one of the most important objectives for companies is to spend as little cost as possible (Breaugh & Starke, 2000). The process of recruiting always costs the company a lot of money, so it is not surprising that it also requires a lot of time. In the search for candidates, the mistake of hiring is prevented as much as possible because of the costs and the time. It is estimated that traditional recruitment systems cost \$8,000 to \$10,000 per job compared to \$900 for online recruitment (Cober, Brown, Blumental, Doverspike, & Levy, 2000). It can be assumed that these figures are now much higher costs than it was 13 years ago. For this reason, many companies choose to replace traditional recruiting systems with online recruiting systems. The speed of filling the job opening also counts as one of the important objectives in recruiting (Breaugh & Starke, 2000). It is often the case that they need to fill vacancies quickly because the existing work cannot be paused. These days, candidates are not only competing for jobs, but companies are also battling for candidates. Speed is therefore important, otherwise, the qualified candidates will no longer be available.

Psychological Contract Fulfilment, Employee Satisfaction, and Retention Rates

Other important goals of the recruitment process include the fulfillment of the psychological contract, employee satisfaction, and employee retention. Beginning with the psychological contract and why it is so important for the employment relationship. The contract is based on meeting the employee's expectation and promises between the employee and their company (Morrison & Robinson, 1997). Expectations in the psychological contract include work roles, social relationships, economic rewards, and company culture. Employees are expected to perform their work duties to the best of their ability and to use their skills to deliver the highest work results. Another expectation to the

employee is for them to build a relationship with colleagues and customers. In a return, the employee expects an economical reward from the organization, whether through a salary increase or financial incentives such as bonuses or commissions for example (Baker, 1985). These expectations emerge during the recruitment process through the first exchange between job seeker and employers like the information on job description or websites. The fulfillment of the psychological contract has a strong effect on employee satisfaction and retention (Breaugh & Starke, 2000). Employees who realize that their psychological contracts with the organization have been violated tend to be dissatisfied and are more likely to leave the company (Rousseau, 1990). This states that both employer and employee should be honest with each other in the first exchange. Unrealizable promises should be prevented, as these give rise to false expectations and lead to major consequences. It is also important that applicants and employers exchange their expectations about the employment relationship during the recruitment process, so it can be determined right at the beginning whether these expectations can or cannot be fulfilled by both sides (Baker, 1985).

In the following part, the extent to which online recruitment can ensure that employees' psychological contracts are fulfilled will be discussed. Research has found that the visualization of the company's culture has a positive influence on the decision of whether the company is a good fit (Chen Lin and Chen 2012). Information about the company culture is very helpful and appreciated because it enables applicants a better idea of how the working atmosphere and methods are structured in the company. Braddy, Meade, Michael and Fleenor (2009) also found that company websites that contain culture-specific or meaningful recommendations convey a strong perception of culture that is important to viewers. Since modern technology allows information to be published, modified, and deleted in real-time, information should be kept up to date and accurate. It has also been found that the extent of company information that applicants can find on websites increases the attractiveness of the company to applicants (Allen, Mahto, and Otondo, 2007). Companies can use this opportunity to communicate their realistic expectations of their potential candidate.

All in all, the fulfillment of the contract is related to employee satisfaction and retention rates. It is not a contract that is written down or agreed upon verbally. These are expectations that have been developed in the exchange between the applicant and the organization and should be fulfilled in the employment relationship. The expectations must

be fulfilled to ensure a long-term and satisfying collaboration for both sides. Therefore, it is important to communicate clearly from the beginning what is expected from the other side.

Quantity, Quality, and Diversity of Applicants

As mentioned in the previous part, it is very easy to publish information online in today's technology. This is not only valid for companies, but also applicants. Within a few seconds, applicants can send or upload their application documents. In the past, applicants had to print out their resumes and cover letters, staple them into an application folder and mail them to the company. Nowadays, applicants log onto the internet, enter desired company sites, and upload their resumes. This is beneficial for applicants to find a job quickly, however, it can lead applicants to apply for jobs without first checking if their qualifications even match the job description. This leads to each vacancy having many applicants whose qualifications may not all fit (Chapman & Webster, 2003). There is always an assumption that a lot of applicants always mean something positive to the company, but this is not always the case. It is only useful if the applicants match the vacancy. With a large number of applicants, the company needs more time and staff to go through the applications and sort them out the applicants. Therefore, the quantity of applicants is one of the objectives of recruiting. Few applications, but matching applications are better than many and do not match profiles. This leads to another objective which is the quality and diversity of applicants. Other important goals in recruiting include attracting highly qualified applicants from diverse backgrounds. Some research shows that online recruiting unnaturally limits the applicant pool (Kavanagh and Johnson, 2017: 389). According to McManus & Ferguson (2003), most applicants who use online recruiting are very well computer literate, highly educated, and ambitious individuals who are looking for challenging jobs. However, research also shows that these applicants tend to be job hoppers, unlike applicants who do not use online recruiting (McManus & Ferguson, 2003). This is mainly because the online recruiting users is always getting information about job vacancies and offers through advertisements on the internet or posts on social media networks. This gives them more opportunities and chances than individuals who are less active on the internet. It has also been found that online recruiting users are less inhibited to use computers or are skilled at using computers (Marakas, Yi, & Johnson, 1998). So, jobseekers with no access to the internet or jobseekers who are not computer skilled does not have the same possibilities. Based on this, it can be concluded that only a certain group

of people uses online recruiting, which narrows the diversity of applicants. Although companies are looking for the best-qualified candidates, there are many other vacancies on the labor market that need to be filled by "average" skilled candidates, who use other application methods rather than using online methods. Therefore, companies should not only use one recruiting method but also other methods in their recruiting process in order not to limit the quality and diversity of their candidates.

3.3 Recruiting and selection process

With a view to the definition of the notion 'recruitment' and recruiting objectives described in the previous subchapters, it can be understood that the processes of recruiting and selection are difficult in their nature as the task of a recruiter is not only to employ candidates but also to evaluate them as well as their capabilities and readiness to work. Moreover, a recruiter should pay attention to candidates' commitment to their future work, their abilities to match all the requirements of employers, and the benefits they can bring to the company where they will work (Rozario et al., 2019). It means that a recruiting and selection process is an act based on the necessity to identify the best candidate for a certain position among a miscellaneous group of candidates, most of whom have more or less the same qualifications and capabilities. In the following part, the reader will learn more about the process of recruiting and selection.

It is highlighted in Mohammad (2020) that the process of recruiting is possible in case the process of selection is carried out with a positive effect. The scholar states that selection is more difficult than recruiting because many steps are required during the selection before a candidate can be employed. Also, the benefits for a company depend on the correct selection of a candidate. In case of a wrong selection choice, a company may have economic losses, improper regulations, losses of partners, etc. Kumari et al. (2012) define selection as choosing people with necessary qualification skills as well as an attempt to find out whether each particular candidate can carry out those duties, which a certain company needs and requires. If it turns out that a person has been recruited, however, his or her skills do not correspond to the requirements, it means that the selection has been made in a wrong way without paying attention to companies' requirements. In addition, this situation shows that the objectives of the recruiting have not been achieved. The above-described situation proves

that the processes of selection and recruiting are difficult and interdependent. However, they cannot exist separately.

Generally, it should be noted that both processes, recruiting and selection, are aimed at finding competent, self-motivated, and ready-to-work personnel. The task of a recruiter is to balance between companies, which prefer to employ people inclined to work efficiently, stay in the office extra hours, reach out for companies' success, and try to contribute to the general profit of an organization, and an employee who is interested in a good job with high salary and positive working conditions.

4 Social Media Recruiting

As it may be understood, nowadays, a change in the recruiting process can be observed. This change may be explained by the fact that social media are becoming more and more popular. According to Muduli et al. (2020) it is possible for people to satisfy approximately 50 per cent of their everyday needs through social media. Thus, it may be assumed that the popularity of social media has led to companies' and recruiters' modifying their ways of searching for new employees. Regarding this information, it is considered to be necessary to depict the role of social media recruiting and represent the types of social media, which are mostly used today in the processes of recruiting and selecting people.

4.1 Introduction to Social Media Recruiting

Social media recruiting is a process of searching for candidates by utilizing social media platforms (Carrillat et al., 2014). Bhavsar et al. (2019) highlights that the process of employing has become much faster and easier when social media started to be used by both recruiters and candidates. What is more, there is no barrier for any person to enter social media platforms, register there and promote him- or herself (in case of people who want to find a job) or promote a position in a company (in case of recruiters). At the same time, as Bhavsar et al. (2019) points out, the absence of barriers may be perceived as a negative factor as there are many candidates with more or less the same educational background, experience, preferences, etc., which makes it difficult for recruiters to find out a particular candidate who can do the job in the best possible way. Arrawatia et al. (2019) assume that the absence of barriers can also influence candidates, especially when they are offered many similar jobs, as they can become lost or irritated.

There are various reasons why recruiters and job seekers use social media in the process of recruiting. In many cases, these reasons are similar. The most widespread are as follows: (1) nowadays, social media represent the fastest way of searching for candidates in case of recruiters, and seeking for jobs in case of candidates and (2) social media allow both sides to have profound information about each other, which allows deciding whether a company or a candidate suits or not, (3) the choice of jobs, as well as candidates, has grown many times in comparison with the usual employment process, (4) in case of an error made during the process of recruitment, a new candidate or job may be found in a short period of time (Sangeeta et al., 2018).

4.2 The Effects of Social Media Recruiting on a Recruiter

Changes in the process of recruiting have some effects on a recruiter. Some decades ago, recruiters had to make advertisements in a printed press or online when such a possibility appeared, which means that there was no active engagement in the process of employing people. Recruiters had to wait until candidates find an advertisement and call or e-mail them, which made the process of recruiting longer (Koch et al., 2018). Moreover, special professional consultants were necessary to carry out, e.g. psychological tests with candidates or to verify their knowledge (Ariss et al., 2014). However, social media have altered the situation completely. Hmoud et al. (2019) believe that recruiting has become proactive, which means that recruiters can reach candidates with the help of digital tools, offer them a job, check their predispositions, etc., which can be regarded as a positive effect.

Moreover, it is easier for recruiters to have trust in candidates, as it has become simpler to find out whether candidates publish real information by conducting several tests. On the other hand, Bolton et al. (2013) point out that the level of trust depends on a candidate's abilities to represent him- or herself in the digital world, which means at the same time, that candidates can publish false information represented in a correctly. And this, in turn, is a negative effect on a recruiter as he or she has to be very careful while selecting candidates. Dessler (2020) suggests that recruiters should offer all the candidates on social media various tests before the process of selection so that to reject the candidates who lie. And many companies do the same. After the first screening, the candidate is sent a kind of test to check the competencies and the way of working before the candidate gets to the next round.

Cilliers et al. (2017) raise the question of whether recruiters are still necessary today. Artificial intelligence can do almost all the work, which has been previously done by recruiters. The level of digital tools allows companies not to engage a person in the process of searching for candidates as well as in the process of selection and recruiting them. Thus, artificial intelligence can find a person, make all the tests and even have interviews. This situation may be considered negative for recruiters, as there are some chances that in the near future there will be no need for them to participate in the process of recruiting. However, Gelfand et al. (2017) argue with this idea, as he believes that a human being is an integral part of recruiting and today, there are no indicators that artificial intelligence can become cleverer than people or at least reach the same level of development.

4.3 The Effects of Social Media Recruiting on a Jobseeker

Social media recruiting has different effects not only for recruiters but also for job seekers. Hosain et al. (2020) pay attention that highly qualified specialists want to obtain as much information as possible about the companies, which they consider as potential workplaces. Social media represent detailed information about companies, which is a positive effect for a jobseeker. Moreover, it is possible today to discuss a company or post different comments on a company's social media profile, which makes it easier for job seekers to decide whether they want to apply to that particular company or not. If many people who worked there post negative comments, it mostly means that the company does not comply with the terms and conditions it offers, so it does not make any sense for a candidate to spend time on the process of recruiting. Hosain (2017) makes an emphasis that the possibility for jobseekers to exchange information about companies leads to the necessity for companies to be competitive and offer good salaries to candidates. Otherwise, qualified candidates will choose other workplaces.

Social media platforms allow jobseekers to promote themselves, create their CVs in the best possible way, add all the information they consider to be necessary for recruiters, etc. So, it can be stated that social media give a chance to candidates to advertise themselves, after which they can wait until a suitable company finds them. Moreover, if candidates do not like the offer, they are receiving from recruiters on social media platforms, they can ignore it and wait for the following offer or communicate directly to the recruiter in case questions regarding the job position or the company. Generally, the time of waiting is not long

(Berkelaar et al., 2016). This situation can be regarded as positive for candidates. Active and experienced ones can find or change a job very quickly while passive ones do not have to put much efforts in the process of job seeking.

Despite all the positive effects of social media recruiting for candidates, the research of Aguado et al. (2016) proves that many candidates are often dissatisfied with the fact of being recruited with the help of social media. The dissatisfaction is the highest when candidates are asked about Facebook, as this platform is believed to violate people's privacy more severely than other ones. Jobseekers do not want recruiters to know anything about their private life or free time activities, in their opinion, it does not make any influence on their work. However, recruiters tend to verify all social media profiles independently of what profile is used in the process of recruiting. Violation of privacy can be regarded as a negative effect for job seekers.

4.4 Social Media Types

There are many social media types that companies use to find new employees. It is impossible to say which platform is the best to recruit on, as each platform has its characteristics, and it differs greatly depending on the company. Any platform can be used to recruit, but which platform is most useful depends on the target group the company wants to reach. For example, it would be very tedious for an IT company to search for suitable candidates on Facebook. It is not impossible, but if the search were moved to a business platform such as LinkedIn or Xing, then the chances of finding suitable people here are much higher. In the following part, the popular social media platforms will be presented to the reader.

4.4.1 LinkedIn

LinkedIn ranks among the most used social media sites by organizations. As the world's largest professional network on the internet (LinkedIn, 2016) LinkedIn provides companies access to over 467 million registered users. On LinkedIn, job seekers can create a profile and fill it with job-relevant information and interest in the business field. Organizations are also allowed to create company profiles and feed of information for the people who follow them and want to be updated about new job postings (Heathfield, 2015). Research from Herd Wisdom (Akiode, 2013) shows that 89% of recruiters reported having screened their applications on LinkedIn. It can be assumed that with the increasing use of social media

platforms, the percentage of profile views of candidates visited by recruiters will also increase. To search for potential job candidates simpler for recruiters, LinkedIn offers the organization a fee-based solution. Recruiters get the opportunity to search for the right candidate with the help of different functions like the search function.

4.4.2 Xing

Xing is a business platform like LinkedIn and in structure, they are very similar, except Xing is more popular in the German-speaking region whereas LinkedIn is more used internationally by the rest of the world. On Xing and LinkedIn users have the usual functionalities which mean the user can develop professional contacts by following user or company profiles, job offers can be posted, the newest events by the organization, and sharing business news or starting job-related discussions. Like LinkedIn, Xing also offers a fee-required premium membership that allows its user all the function. In 2016 Xing reported a total membership of 10 million, 88.00 of them have a Xing premium membership from countries like Germany, Austria, and Switzerland. The core function of Xing is the personal contact is to build a personal network of contacts (Röhrs, 2017).

4.4.3 Facebook

Facebook was founded by Marc Zuckerberg and has 1.74 billion active users the largest audience (Facebook 2016). As the most successful network Facebook has become a very popular platform for organizations to develop brand presence, target potential job seekers, post jobs, interact with job applicants, and to create an online community (Kavanagh and Johnson, 2017). What makes Facebook special is that different age groups can be found here. Whether young or old, every generation has a Facebook account, which makes it an advantage for Companies. Facebook offers functions that allow companies to find suitable job seekers, for example by posting on Facebook Marketplace or through paid Facebook Ad (Kavanagh and Johnson, 2017).

4.4.4 Twitter

Twitter is more popular in the United State than it is in Europe but still counts as one of the most popular and effective way for companies to communicate with their community. Twitter has 313 million active users monthly and is defined as a simple tool that can be used to support business connections to the right people at the right time (Twitter 2016) Twitter's

strongest advantage is its reach and speed, which is also the reason why many younger people nowadays tend to follow the latest news on Twitter. Twitter can be very cost-effective and offer a great opportunity to reach qualified candidates between 18 and 35 years old (Westfall, 2016). On the business site companies have a Twitter account to keep their followers updated about new, open positions and changes or events at the company.

5 The Use of social media in Recruiting

Nowadays social media play an important role in people's lives all around the world. They are used for fulfilling almost all needs and people tend to spend many hours on social media. This situation has led to the appearance of so-called social recruiting, which can be defined as *“a method used by companies to attract candidate to work with the help of social media”* (Muduli et al., 2020: 239). Nowadays, social recruiting is so popular, widespread, and used that it has already been named in different ways (e.g., media recruiting, social hiring, social recruitment, etc.) (Carrillat et al., 2014). Frasca et al. (2017) point out that the goal of any recruiters is to attract as many potential applicants as possible, which is why social media represent a good possibility for them to send or share information about different jobs in their companies. Moreover, social media allow recruiters to promote their companies not only among potential candidates but also among people who can buy their goods or use services. Attention should be paid that social media recruitment is possible today due to the development of digital technologies, which play a crucial role in this process.

5.1 The use of digital tools in social media recruiting

As it has been mentioned, digital tools are widely used nowadays in the process of recruiting. It has been estimated by Siddiqi et al. (2016) that online recruitment has replaced other ways of searching for people and employing them in 80 per cent of cases. Considering the fact that the research of Siddiqi et al. (2016) was carried out 8 years ago, it can be assumed that nowadays almost 100 per cent of recruitment is done with the help of online sources, the most widespread among which are social media, so it can be stated that online recruitment has become an integral part of everybody's life. This assumption is possible as artificial intelligence as well as digital technologies are constantly developing and entering all spheres more and more.

Online recruitment should be understood as *“an electronic process format used by employers or recruiting companies to hire suitable candidates with the help of digital tools*

and other social media networks through the Internet, which makes it possible to reach a great number of job seekers and hire the best available candidate at a cost-effective mode in comparison with a conventional recruitment process” (Siddiqi et al., 2016: 11). Based on this definition, it can be pointed out that recruitment process is an automatic one. Moreover, artificial intelligence plays a crucial role in searching for potential candidates and also in deciding whether or not the candidates are suitable for a certain position.

Artificial intelligence today simplifies people’s lives and functioning in society due to all the advancements that appeared along with it. It also allows people to learn, buy, pay, find a job, etc. The level of artificial intelligence development makes knowledge-based tasks of human orientations automated, so recruiters delegate their tasks to machines, computers, or robots, that are designed to make a recruitment process cognitive (Bhavsar et al., 2019). The main task of artificial intelligence is to find a candidate who is the most suitable for a particular company and position. Considering that many people today publish their CV and covering letters on different social media sites, such as LinkedIn, Facebook, and others, artificial intelligence can find candidates, reach them with an autogenerated message, offer them a job, suggest participating in various online tests, after that candidates may be asked to have an interview with a recruiter in an online format (Brishti et al., 2020). However, in some cases, passing some tests online is enough for a candidate to be hired. In this situation, artificial intelligence decides whether a candidate corresponds to the requirement of a company (Deshpande, 2018).

Artificial intelligence works based on different algorithms that have been created by people. Algorithms are *“step-by-step instructions, the aim of which is to solve a describable problem in a series of individual steps. They are used for instructions for action in the most diverse aspects of life”* (Gärtner, 2020). Algorithms can be used, for example, in building instructions for a chest of drawers or instructions on how to behave if a fire occurs in the house, or even to work with some other computer algorithms. Martini (2019) mentions that computer algorithms should be distinguished from other instructions as they solve problems in a mathematically exact way. Furthermore, they are represented by a specific programming language and a program code is carried out on a computer system. So, it is believed that algorithms, as well as artificial intelligence, cannot make any mistakes in the process of selecting and recruiting candidates (Paramita, 2020), which is perceived as its benefit, which is why social media recruiting is a necessary and unavoidable element of present-day life

recruiting process, however, at the same time, recruiting with the help of social media cannot be regarded as a positive as it also has some ethical aspects, which will be discussed below.

5.2 Social media recruiting and selection process

For years, automated search systems, recommendation systems, dialogue systems, and selection systems have been used for recruiting and selection process (Lochner et al., 2018; Laumer et al., 2019). These systems support recruiters before, during, and after the application process as they carry out some tasks, which were previously conducted by people. The most important among them are as follows: filtering incoming applications, making appropriate appointments, keeping in touch with candidates, creating job profiles, creating career pages, and posting job advertisements, etc. (Gärtner, 2020). Taking into account that artificial intelligence does almost everything in the processes of recruiting and selection, it is important to pay attention to how suitable candidates are found with the help of such systems.

The process of finding candidates with the help of social media consists of several stages: first of all, search systems follow links on websites (crawling) and after that, they collect the information available on websites (scraping) and analyse it (parsing). Search systems take into account candidates' name, work experience, and job preferences or current working position, which is published on social media and can be read from a person's profile page on business networks such as XING and LinkedIn, for example.

It should be mentioned that in the process of resume screening on social media, artificial intelligence finds people with the help of various algorithms, which enable locating specific keywords in candidates' CVs on LinkedIn and XING. Akila et al. (2019) highlights that artificial intelligence is nowadays highly integrated into companies' applicant tracking systems, allowing them to link the selected candidate to the job offered in the company. If the candidate corresponds to all the requirements, artificial intelligence can automatically choose him or her and send a notification to the recruiter. At the same time, it is possible to define specific search criteria according to which the artificial intelligence must display the candidate, carry out tests if necessary, and only then send a message to the recruiter that a suitable candidate has been found.

The following process in social media recruiting is candidate engagement, which can also be carried out by either artificial intelligence or with recruiters' partial participation. At this

stage, chatbots can be used to fulfill the following tasks: communicate with candidates (in most cases, it is an immediate communication process), analyse candidates' questions and answers (in-depth analysis can be applied), assist candidates in the process of recruitment, schedule interviews that should be carried out with recruiters, etc. (Paramita, 2020). Bogen et al. (2018) point out that natural language processing (NLP) can be used by artificial intelligence, which allows the establishment the level of candidates' truthfulness. Moreover, artificial intelligence gives the possibility to follow videos and images as well as to analyse the body and facial expressions of candidates, which is an additional way to choose the best candidate.

The following stage of social media recruiting is the evaluation of candidates. Akila et al. (2019) mentions that artificial intelligence can be used either in a pre-interview selection process or in the whole process of social media recruiting. This stage can be accelerated by artificial intelligence as it processes the information much faster than a person does. Moreover, it can work with different candidates at the same time, which means that artificial intelligence is multitasking.

The last stage of social media recruiting is deciding which candidate should be hired, this can be done either by machines or by recruiters. Brishti et al. (2020) highlight that the decision-making process depends on the process of selection and recruiting. If the whole recruiting process is carried out by artificial intelligence, in most cases, making a decision also depends on a machine. However, if recruiters participate in any stages, they decide for themselves, which candidate is the most suitable.

6 Benefits

This part of the thesis is dedicated to the benefits of the process of selection and recruiting. Based on the information represented in previous chapters, it becomes clear that artificial intelligence along with social media has brought many advantages to searching for the right candidates. Both processes recruiting and selection, have their benefits which is why they will be considered separately. In this part, the reader will learn more about the benefits of social media recruiting and selection.

6.1 Recruiting

It is a well-known fact nowadays, that the process of recruiting is not just limited to finding the most suitable candidate, but also consists of building a team that can work under companies' cultural, economic, social, etc. requirements. Moreover, each company has its policy, which should be followed by all the employees, so it is important to find out whether a candidate is psychologically ready to comply with all the requirements (Sehgal, 2020).

In his research, Fraij et al. (2021) provide the data according to which it is possible, nowadays, to check a candidate's personality when recruiting on social media platforms. Moreover, it can help to decide whether a candidate psychologically matches the position, he or she wants to apply for, as candidates usually publish various types of information on social media platforms. Personality measurement is possible by asking specific questions that seem to be evident to candidates, however, they contain hidden information allowing to find out the emotional and cognitive traits of candidates. Sehgal (2020) establishes that consciousness, extroversion, openness to experience and the level of neuroticism are taken into account in the case of personality measurement.

Fraij et al. (2021) pays attention that there are some essential aspects in the process of recruiting with the help of social media platforms. The most important of them are as follows: diversity of the staff, equity, and inclusion. If a recruiter on social media recruiting is a human being, there may appear some problems connected with his or her personal preferences regarding candidates' country of origin, religion, way of life, hobbies, the way of dressing, hairstyle, etc. In such a case, diversity of the staff is impossible, as a recruiter will choose just a particular group of people, which automatically leads to inequity. The lack of the first two aspects results in the absence of new staff inclusion in a company and consequently, the company loses professional employees and profits. When the process of recruiting depends on artificial intelligence, all the problems represented above are eliminated, as machines have some set parameters of candidates' search, and they follow those parameters in a strict order when they look for candidates on social media platforms (Levit, 2017). So, when performing the recruiting process on social media depending on a recruiter's decision, discrimination against candidates may exist, however, if a candidate has come through all the stages carried out by machines, it is almost impossible for a recruiter to reject a person, which increases candidates' chances to obtain a job that they are qualified

for. Therefore, artificial intelligence allows the recruitment of more diverse or international and qualified applicants.

In Dessler (2020), it is proved that artificial intelligence in the process of recruiting by means through social media platforms helps to mitigate inequality and discrimination problems. Umachandran (2021) states that recruiting on social media becomes a considerably fair and just process, which can be explained by the lack of biases in case machines participate in candidates choosing, as they consider only candidates' skills and experience and their correspondence to the requirements of certain job offers. Moreover, neglecting of well-qualified candidates is almost absent or, if it exists, its chances are significantly reduced in comparison with the situation when recruiting depends on a person who verifies social media profiles. In addition, it becomes possible to reach passive job seekers who would never turn to some positions by themselves, however, they are qualified enough to be good employees (Bhavsar et al., 2019).

6.2 Selection

The process of candidates' selection seems to be difficult and time-consuming when people do that, so an undeniable benefit of selection with the help of artificial intelligence is time-saving. As it has already been shown, digital tools select potential candidates based on keywords, which also allows for acceleration of the process (Deshmukh et al., 2020). If candidates have to make different tests in order to be employed, then the process of test sending and evaluation is much quicker by artificial intelligence. Moreover, candidates can receive feedbacks faster when dealing with machines, which is beneficial for them, as if they are rejected by one company, they can start applying for another job almost immediately (Bogen et al., 2018). Jobseekers highly appreciate this act, as it shows respect towards them and appreciation of their time. Machines can work at night as well as during the day and that, in turn, makes it possible to select candidates almost immediately and without any delays (Paramita, 2020). Also, process of selection requires communication with candidates for different reasons. On the one hand, candidates may have many questions to understand whether a particular position suits them. On the other hand, recruiters may have questions about, for example, candidates' experience, education, etc. as well as some psychological tests that are necessary to decide while selecting which candidate can be recruited. When selection is made by artificial intelligence, all the questions necessary are included in searching systems and are sent to potential candidates automatically. Furthermore, in case

when documents should be attached and analysed, artificial intelligence conducts the process of analysis faster and in a more precise way, which is also very beneficial in the selection process.

Khan (2016) considers the benefits of the selection process on the example of social media, and he believes that social media can reveal more information to recruiters by means of artificial intelligence than candidates can include in their CVs or covering letters which is why companies have more chances of having more a suitable candidate. At the same time, Bhavsar et al. (2019) states that, people often publish on their social media more than they want potential employers to know about them, so the process of selection and recruiting through social media helps to divulge some information that can allow employers to make a right decision. Gaining background information before an interview with the candidate also helps to ask the right question and to better understand the candidate's history.

7 Risks

This part of the thesis deals with various risks that can appear during the process of selecting and recruiting candidates. Risks as well as benefits may occur during both processes and may lead to an unfavorable situation for all the parties who take part in the process of recruitment, i.e., for candidates, companies that search for employees and recruiters themselves as they take responsibility for wrongly chosen candidates.

7.1 Recruiting

In the process of recruiting, companies may have preferences about different social media networks, where candidates should be searched for. However, if, for example, a company has decided to select and employ candidates from LinkedIn, this company is automatically connected to just one type of people. At the same time, well-qualified candidates may not use LinkedIn due to personal preferences (Rebelo, 2017). This situation leads to the fact that companies limit themselves, so their chances of finding a suitable candidate become lower, which affected their functioning negatively.

Another issue, which is considered to be of high significance (Kroeze, 2015; Levit, 2017; Sehgal, 2020; Fraij, 2021), is privacy. It has been proved that almost all companies, especially corporations, scour their candidates' social media in search of some information, which may disqualify the candidates. Many people tend to publish their personal information

on social media, however, this type of information is not intended for recruiters, but recruiters still check the information despite of the violation of privacy. Furthermore, Martin (2018) states that companies may reject a candidate in case he or she does not have social media profiles, as it does not allow them to evaluate this candidate the way they want to do that, which can be considered discrimination based on personal preferences. It should be noted that this situation is negative not only for candidates but also for companies, as they can lose a suitable candidate only due to the fact that a person does not have a profile on social media.

Kluemper et al. (2009) points out that social media may contain false information about a candidate. This risk occurs both, during the selection process and recruiting. Thus, a candidate can represent himself or herself the way the company wants him or her to be represented. Different recruitment tasks, which should be done by candidates online, may be done by other people instead of a candidate (i.e., a candidate can ask his or her friends or pay to specialists in some spheres). Moreover, people may lie because they want to trick artificial intelligence. If the process of recruiting is carried out only by artificial intelligence, such a candidate has all the chances to be employed. However, the first working days prove that he or she is not able to conduct his or her responsibilities, so this candidate should be dismissed. As it may be understood, the company loses money not only because it does not have an employee, who is necessary on a certain position, but also because money is invested in various digital tools allowing it to select and recruit people with the help of artificial intelligence. Gelfand et al. (2017) highlights that this situation is a double loss for companies, which is why it should be avoided.

Attention should be paid to one more risk in the process of recruiting via social media. The information about a candidate may be inaccurate, incomplete, or out of date. Some people create an account and do not add information and do not correct the facts that were added in the very beginning. However, during, e.g. 5 years, this candidate may have changed his or her qualification, the sphere of interest, education, etc. It is impossible to guess whether the information is correct, which is why the process of recruitment may last longer and be ineffective due to the fact that people are searched for with the help of social media networks.

7.2 Selection

During the process of candidates' selection with the help of social media, risks relate to the fact recruiters or companies may receive information, which is unnecessary for them or is generally private. Thus, social accounts include various facts about people's personal lives, e.g. their age, race, family status, education, hobbies, etc. In some cases, people may notify their religion, sexual orientation, disabilities (if there are any), etc. All these facts may become decisive when recruiters form their opinion about a particular candidate (Hysa, 2017). However, belonging to some religious groups or having this or that sexual orientation does not make a certain candidate a worse employee in comparison with people who are considered to be 'normal' or 'usual' according to some artificial standards. Kroeze (2015) pays special attention that today there are still companies, which note their preferences about candidates. These preferences are not only about professional skills but also about personal life. Artificial intelligence follows all the criteria mentioned by companies, which, in turn, leads to the discrimination of candidates on the stage of selection based on some prejudice. With a view to the above-provided information, violation of their privacy, whether consciously or unconsciously, can be observed.

Another risk connected to selection in the candidate search through social media is grounded on the fact that not all the candidates have social media accounts or if they do, these accounts may not be on the platform, which is preferred by companies or recruiters. The research of Walters (2021) proves that in 2019, 86 million Americans did not have social media accounts, which left them out of the process of a job application as well as out of the possibility to be offered some positions. This fact is negative for both, companies as they lose the chance to have a wider range of candidates to choose from, and candidates as they have fewer possibilities to find a good job.

One more risk while carrying out selection via social media is the difficulty or almost impossibility to check all the information represented on people's accounts due to the fact that there are too many candidates, the access to social accounts may be limited, etc. Machines choose candidates with a view to the criteria laid down on them. It means that if a candidate corresponds to those criteria, he or she receives a job offer (it can be used, e.g., on LinkedIn or XING), however, this candidate may not be qualified enough in a particular sphere, or may not have the necessary education, etc. (Walters, 2021).

7.3 Ethical Issues

The process of recruitment is closely connected with ethical issues, most of which correspond to unnecessary checking of candidates' social media profiles, which may lead to discrimination of some candidates on the basis of reasons that are not important in recruitment. Moreover, artificial intelligence can also be judgmental towards candidates. (Kulal, 2020) With a view to these problems, the usage of information on social media platforms as well as discrimination by artificial intelligence and the role of a recruiter will be considered in detail.

7.3.1 Using the information on social media platforms

As it has already been mentioned, when checking applicants' profiles in the process of selection, recruiters' opinions about the applicants can change because of their social media profiles. This can lead to a false impression about a candidate, which, in turn, can influence negatively on a job interview that is conducted by people. For example, candidates may not look like the way they represent themselves on their social media platforms and this fact may alienate a recruiter as he or she considers discrepancies to be unacceptable (Kulal, 2020). Judgments about people made with a view to the discrepancy between candidates' appearance and recruiters' expectations can be called unfair.

On the other hand, candidates can post false information about themselves to attract companies, which offer a good salary for particular positions. In addition, candidates can study all the information available about the company they are interested in, prepare for a job interview, dress themselves according to recruiters' expectations, etc. Such candidates are employed in most cases, however, they are not always suitable for the job (Sarah et al., 2018). Thus, when selecting and recruiting are carried out via social media platforms, ethical issues may appear for both sides: companies and candidates. Companies may suffer due to unreliable information published on a profile and candidates may suffer because of discrimination for different reasons.

Yu et al. (2014) highlights that candidates may also be rejected due to inappropriate information or photographs posted without taking into account that these photos are not connected with their future job. According to the research made by CareerBuilder (2018),

more than 50 per cent of employers who find inappropriate content on social media profiles reject candidates. Moreover, 34 per cent of employers reprimand or dismiss employees only because of the fact that there is some content. This situation may also be considered as discrimination conditioned by employers' personal preferences.

Grounded on the facts provided above, it can be said that on the one hand, the information provided on social media platforms can be used in the process of selection and recruiting as it includes different data helping to choose people. However, on the other hand, this information may appear to be unreliable, which, in turn, will cause problems for companies. Moreover, accessing some information by employers can lead to discrimination against the candidates. Since human decisions can easily be influenced by various information, it may be presumed that artificial intelligence is better suited to ensure a fair process of recruiting.

7.3.2 Discrimination by AI

With a view to the facts about artificial intelligence and its role in the process of selection and recruiting, which have been discussed above, it can be stated that not only a recruiter can be judgmental but also artificial intelligence, as it selects people because of their skills and due to the information published on their social media profiles (Hunkenschroer et al., 2022). In addition, artificial intelligence is not interested in any personal traits of a candidate. It chooses people based on inquiries made by companies. The problem here is as follows: people do not just have or want to be judged by only their professional skills or working experience, but also by their moral values, the way they represent themselves, their readiness to cooperate, their ideas about the company' future development, which can be proposed during a job interview with a real person, etc. (Acikgoz et al., 2020). Artificial intelligence does not take into account any of the above-enumerated things.

It should be highlighted that when employing a candidate, it is not just important to find the most skilled and experienced applicant, but also the most suitable applicant. The suitability can be judged with a view to many factors. For example, matching the company culture, readiness to work in a team, possibility to have business trips (short- and long-term), readiness to work extra hours, etc.

White (2021) stresses that in the process of candidates' selection and recruiting, artificial intelligence grounds on different algorithms of search, which were programmed for it during

some period. However, the needs of a company may change with time, which means that algorithms should change simultaneously to be able to reflect the current situation with candidates. Nonetheless, in many cases, companies do not always take into account the necessity to change the algorithms of search, and that, in turn, leads to choosing people based on old data. At the same time, many candidates who are qualified for a particular job and who update their accounts along with their experience may be discriminated against by not offering them a position. This situation shows that discrimination against candidates can be observed in all cases when social media platforms are used for recruitment.

7.3.3 The role of the recruiter

With a view to all the facts provided in previous parts of the thesis, it can be understood that digital technologies along with artificial intelligence simplify the process of recruiting. However, there appear to be many problems, which lead to candidates' discrimination, which is a negative factor, so it should be avoided. The main ethical problem nowadays is to find a balance between machines' and humans' roles in recruitment. Moreover, it is of crucial importance who should decide about the employment of a candidate. On the one hand, artificial intelligence seems to be impartial. However, on the other hand, it chooses people only regarding special algorithms, which can lead to wrong choices.

Aguado et al. (2019) mentions that the role of a recruiter is to create a recruitment strategy allowing the selecting of the most suitable candidates. Furthermore, a recruiter should take part in all steps of the recruiting process. Artificial intelligence exists only to help people, but not to replace them. After being acquainted with the needs of a particular company, a recruiter together with a programmer should work out the algorithms of search corresponding to this specific position. Then machines start to search for candidates (either passive or active), send them job offers, and offer them tests if necessary. However, according to Bartneck et al. (2021), a job interview is a necessary element of recruitment, as human beings prefer to talk to the same human beings.

Bornstein (2017) states that a person should be able to become a recruiter only in case he or she has come through many only passing through many psychological tests, proving that this particular person can work impartially and can make decisions based on of the results provided without any prejudice against people's race, age, religion, etc. Moreover, recruiters should be interested only in professional skills while candidates' or employees' personal

lives should not be taken into account or even checked. It means that recruiters should be people who are able not to violate privacy.

Regarding the information about the role of artificial intelligence and recruiters in the process of selection and recruiting, it can be stated that it is important to use various technologies today to search for people and have the basic selection. Artificial intelligence is quite clever nowadays, however, it is not yet cleverer than humans are. Since there are still some aspects, such as empathy or recognizing the values of people, that artificial intelligence does not have. Furthermore, it can also discriminate people, which means that its role in recruitment should be 50 per cent and another 50 per cent is the role of a person, whose main task is to ethical and not judgmental.

8 Conclusion

Digital technologies as well as artificial intelligence and social media have become an essential part of everybody's lives. Technologies exist to make all the processes simpler. In terms of recruiting, digital tools have many benefits as they allow companies to make the process of selection and recruiting cheaper, faster, and more productive. Artificial intelligence can search for candidates, send offers to them, conduct various tests with them, etc. It has been found that artificial intelligence is so widely used in the present-day recruitment process that it can decide which candidate is the most suitable and should be recruited. On the one hand, it is considered that machines have no prejudice or judgments about candidates. However, deeper research proves that machines are based on the algorithms of search with set parameters, which come out of date very quickly if they are not renewed by recruiters or companies. This fact can also lead to discrimination.

Using artificial intelligence in recruitment is closely connected with ethical problems especially when the process of recruiting is carried out with the help of social media. It is believed that social media contain more information about candidates than they include in their CVs. However, an ethical problem of privacy violation arises here. Moreover, the personal preferences of candidates as well as their photos, way of life, etc. do not influence their abilities and work experience. In this regard, it can be concluded that social media have more detrimental effects than beneficial ones.

At the same time, social media cannot be regarded only as a negative element of the recruiting process. Thus, people can promote themselves and their skills with the help of social media, which allows machines to find the most suitable candidates in a short period of time. People may be offered better and more perspective jobs than they currently have even in case when they are not searching for a job at the moment. This situation is also positive for companies, as it is easier for them to employ the best candidates especially if companies are ready to pay a salary that is higher than their competitors can offer.

It has been established that the selection of candidates via social media conducted by artificial intelligence helps to save time both for recruiters and for candidates themselves. The search online is carried out very fast. Tests necessary for recruiting can also be conducted by machines. The benefits for candidates can be explained by the fact that they do not have to go anywhere, they have everything online and can continue doing their current tasks. However, interviews with candidates should be an obligatory element before being employed. It is important that namely, people should participate in such interviews and recruiters should make a decision, not artificial intelligence, as machines can never be cleverer than the people who created them.

Based on the information represented in the thesis, it can be concluded that social media and digital tools can be recommended as recruiting tools for companies, but people should use them to make the process fair and conscious.

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