

Maureen Sills

# E-recruitment: A comparison with traditional recruitment and the influences of social media

A qualitative and quantitative review

Helsinki Metropolia University of Applied Sciences

Bachelor of Business Administration

European Management

Thesis

5 September 2014

Author Title	Maureen Sills E-recruitment: Comparison with traditional recruitment and the influences of social media
Number of Pages Date	55 pages + 3 appendices 5 September 2014
Degree	Bachelor of Business Administration
Degree Programme	European Management
Specialisation option	Human Resource Management
Instructor	Louise Stansfield, Senior Lecturer
<p>Web 1.0 did not affect the recruitment process like social media does today. After the transitioning from Web 1.0 to Web 2.0 in the last ten years, a whole new world of recruitment appeared, E-recruitment. E-recruitment is a recent phenomenon that has brought forth a challenge for recruiters and job seekers.</p> <p>The purpose of this study was to explore whether the traditional recruitment process has diminished and what social media has influenced. In this paper, the author felt it appropriate to conduct a qualitative analysis along with a quantitative analysis to gain an eagle's eye into the subject. Utilising secondary research to support and argue many points made by the empirical research, the author was able to come to a conclusion regarding the hypotheses made during researching.</p> <p>The research brought to light many findings, opening further research recommendations. E-recruitment is the present and the future of recruitment, but some aspects of traditional recruiting are here to stay.</p>	
Keywords	E-recruitment, recruiting, social media, recruitment process

## Contents

1	Introduction.....	1
1.1	Methodology .....	1
1.2	Structure of thesis .....	3
2	Literature Review .....	4
2.1	Human Resource Management .....	5
2.2	Staffing.....	8
2.3	Recruitment and Selection.....	8
2.4	The Recruitment Process.....	8
2.5	Internal Recruitment.....	11
2.6	External Recruitment .....	11
2.7	E-recruiting .....	12
2.8	What is E-recruitment?.....	12
2.9	Social media networks .....	13
2.10	Growth of E-recruitment.....	14
2.11	Trends of E-Recruitment .....	17
2.11.1	Vacancy advertising .....	17
2.11.2	Uses of social media.....	18
2.12	Millennial Generation (or Generation Y) .....	19
2.13	Comparison of Generations.....	20
3	Research findings.....	23
3.1	Qualitative Research .....	23
3.1.1	Company Profile: HERE.....	23
3.1.2	Interview structure.....	23
3.1.3	Searching for candidates .....	24
3.1.4	Advantages and challenges.....	25
3.1.5	Shorter application cycle; same recruitment process .....	26

3.1.6	SM hindering the chances of hire.....	26
3.2	Quantitative Research .....	27
3.2.1	Questionnaire Design .....	27
3.2.2	Demographics.....	28
3.2.3	Employment .....	29
3.2.4	Social media usage .....	30
3.2.5	Twitter versus Facebook.....	31
3.2.6	LinkedIn versus XING.....	32
3.2.7	Traditional versus online job applying .....	33
3.2.8	Job searching – preferred online channel .....	34
3.2.9	Job searching – using SMN?.....	36
4	Conclusion.....	40
4.1	Limitations .....	41
4.2	Future research .....	42
5	References .....	43
Appendices .....		46
Appendix I. Interview questions.....		46
Appendix II. Survey questionnaire .....		47
Appendix III. The usage results of each social media network.....		50

## List of Figures and Tables

Figure 1. The four primary activities and their components of HRManagement.....	7
Figure 2. The traditional recruitment process .....	9
Figure 3. The evolution of recruiting.....	16
Figure 4. Age of Participants.....	29
Figure 5. Different methods that were used to find a job.....	30
Figure 6. Uses of different social media networks .....	31
Figure 7. Twitter and Facebook usage comparison.....	32
Figure 8. Applying via Traditional versus Online comparison .....	33
Figure 9. Responses to using SM to find employment.....	36
Figure 10. Statement comparisons about SMNs and job searching .....	37
Figure 11. Recruiter’s reactions to content on SMN profiles .....	38
Figure 12. Statement comparisons about SMNs content and hiring.....	39
Table 1. Classification of social media.....	14
Table 2. Today’s generations and workplace characteristics.....	20
Table 3. Top five worker traits for each generation.....	21
Table 4. The advantages and challenges of E-recruitment.....	25
Table 5. LinkedIn and XING usages.....	33

## Glossary of Terms

CHRIS – Centre of Human Resources Information Systems

E-recruitment – Electronic recruitment

Gen Y – Generation Y (those born between years 1981 to 2000)

HRM – Human Resource Management

Intranet – a private computer network usually used in companies for local communication

SM – Social media

SMN – Social media networks

USD – United States Dollars

## 1 Introduction

Recruitment is a rollercoaster ride that is only going to become more exciting technology and innovations arise. Starting with word of mouth, signs outside Personnel offices and newspaper ads: the human resource field has expanded to encompass new and previously unheard of techniques. The purpose of this study is to develop an understanding of how recruiting has evolved and the ramifications that E-recruitment has on the recruitment process. E-recruitment is a relatively new phenomenon, so the author will try connecting the dots of how traditional recruitment process evolved to the modern day recruitment process using social media.

This paper aims to lend support to recruiters and job seekers with the movement of recruitment trends. Interviews with two senior recruiters at HERE Deutschland GmbH and a survey completed by non-recruiters will show a primary indication of current recruitment trends. The author will attempt to evaluate the situation based on primary and secondary research.

Social media (SM) recruiting is arguably a competitive strategy that more and more companies will need to adapt in their overall business strategy and will be very important in the future. SM has already impacted and changed the nature of the traditional recruitment process. Availability to a massive pool of active and passive job seekers, recruiters can access and contact potential employees with a simple click of a button.

### 1.1 Methodology

During a mandatory six month internship as a Recruitment Coordinator at a German based company, HERE, the author observed that there was a trend in not receiving hardcopy applications. If one was received, it was reviewed and considered, and then the applicant was sent an E-mail asking for an application through the means of an online channel in the future.

This led to the study of literature and articles that discussed the recruitment process and the implications of social media; which will be discussed in Chapter 2 *Literature Review*. Many of the sources present findings that the recruitment process has shifted from the traditional recruiting to E-recruitment, removing hard-copy application. However, not all of the studies agreed.

Unable to see a conclusive pattern in the case for today, as the empirical literature was out-dated by six to seven years, the author broached the question, "What changes have occurred for traditional recruiting and how has social media influenced the process?"

Primary research and secondary research was used to support this study. A minor case study was conducted in form of semi-structured interviews with two recruiters from a large corporation to obtain the opinion of professionals in the recruitment field. Both interviews were conducted individually, taking 45 minutes each. In order to understand how a job seeker perceives the recruitment process and its trending behaviours, the author conducted a survey to analyse the different views. Various sources of secondary research were used to support or to give comparison of the findings from this research study.

To perceive and understand previous research done on the topic of trends and processes of recruitment, the three following hypotheses were created:

H1: Traditional recruitment is disappearing behind the scenes of E-recruitment

H2: Social media is shortening the application cycle

H3: Social media is hindering the applicant's chances of hire.

As a result of the research conducted, it should be possible to understand today's recruitment process and unwind the future recruitment trends for companies and job seekers.

## 1.2 Structure of thesis

The structure of this thesis follows a system of chapters. In total, there are four chapters:

1. Introduction
2. Literature Review
3. Research findings
4. Discussion

The introduction introduces the study and the purpose for the study. The literature review consists of background information about Human Resource Management and the current recruitment process situation. Chapter 3 *Research findings* cover the empirical discoveries that the author found during the qualitative and quantitative studies. To conclude the thesis, Chapter 4 *Discussion* will discuss the findings and further recommendations of the study, wrapping up with the pros and cons for future recruitment.



## 2 Literature Review

The amount of empirical literature for E-recruitment is limited as it is a comparatively new subject. The author needed to approach the topic in a traditional view of recruitment followed by the transformation to modern day recruitment. Many of the relevant articles were found on academic databases: Google Scholar, Springer, Emerald, EbscoHost, and ABI inform: Proquest.

The challenge was to find various sources of information for this topic. Various keywords were needed for the search. As it is a rather new and exploratory topic, the author began with the keywords, "social media", "E-recruiting", "E-cruiting", "online recruiting" and "E-recruitment". These results set a map forward for the author.

Various sources were chosen due to their similarity to the topic. Some sources from outdated publications as far back as 2003. Text, originally written in German, was translated into English for this study's use. German text has been chosen to support this study for the ease of access and support of this study's purpose. The author resides in Germany at present time. One of the German texts that have been translated into English is from a research network, Centre of Human Resources Information Systems (CHRIS), whose main focus is to track the trends of recruitment. Since 2002 and in collaboration with Monster.de, CHRIS has been publishing annual reports highlighting the common recruitment behaviour in Germany's top 1,000 largest companies. Another German source was from a book containing a multitude of studies regarding recruiting on social media. This source was filled with detailed studies conducted by Dr. Sonja Salmen and Bernd Rath – published in 2012. Dr. Sonja Salmen is a professor for social media, relationship and strategy management for Heilbronn University since 2003. Bernd Rath is CEO of one of Germany's regional leading companies, BERA GmbH which is a consulting company for businesses and job seekers. The studies provided background information regarding the history of E-recruitment and the various uses.

Dr. Anna Holm's research; regarding E-recruitment, the recruitment process and candidate relationship management for Danish companies was chosen as a source; due to the relevance of the information. The Department of Business Administration, Business and Social Sciences at Aarhus University in Denmark supported and financed the research. The version of the recruitment process in Holm's research was adapted from various sources of known Human Resource Management authors as Alice Barber,

Gary Dessler, Mike Millmore, Mark Saunders, and Philip Lewis and researchers, Dave Bartram, James Breaugh and Mary Starke. Despite the vintage research from 2008 to 2010, the relevance of the recruitment process has not changed, thus making this a valid source for this thesis. This research was found in the EbscoHost database under the keywords, "E-recruitment" and "recruitment". The latest review of Holm's work was in 2012.

Research performed in 2007 still can have relevance to today's behaviour in social media. Danah Boyd, Principal Researcher at Microsoft Research, and Nicole Ellison, Associate Professor at University of Michigan, co-wrote the research paper "Social Network Sites: Definition, History, and Scholarship." It is in this research that the definition of social media is found and various history of social media used later in this thesis.

Another research paper referenced is that of marketing professors at the ESCP Europe Business School in France, Andreas Kaplan and Michael Haenlein. They sought the challenges and the opportunities as a tool, providing a definition of the different social mediums.

Lastly, a source used for information of social media and recruiting is Jobvite. Jobvite, established in California, USA, is a recruiting platform for social recruiting, sourcing and talent acquisition solutions. The use of the studies provided by Jobvite is up-to-date but targets the American labour sector, creating a regional bias in the results. Jobvite has been publishing annual reports for six years regarding social recruiting.

The use of the countries (Germany, Denmark and the USA) in this study is nonspecific. The main reason for utilising these studies is due to the information available for the research conducted in these countries. There is a special reference to Germany as this is the residence and work related experience of the author.

## 2.1 Human Resource Management

Human Resource Management (HRM, or simply HR) has many meanings. In order to break down to a simple definition of HRM, we must explore how others perceive the topic of HRM. A well respected HRM author, Michael Armstrong (2006) views HRM as "a strategic and coherent approach to the management of an organisation's most valued assets – the people working there who individually and collectively contributes to the achievement of the objectives of the business". Another view of HRM is "HRM refers to

all those activities associated with the management of work and people in organisations” (Boxall & Purcell, 2011). From the information gathered from these three well known professors, the author of this thesis uses the following definition: HRM is a function in an organisation that manages the needs, the wants and the strategic methods of people working for the organisation to ensure they reach and achieve the objectives of the business (Armstrong, 2006;Boxall&Purcell, 2011).

Often, Human Resource Management is used interchangeably with "personnel management" (Armstrong, 2006). Personnel management now obsolete name for HRM, evolved with new job requirements through federal and state laws implemented in the United States of America in the 1960s (DeCenzo;Robbins;& Verhulst, 2013). When HRM was introduced in the United States through a course at Harvard Business School in 1981, the new approach changed the future of "people management" and personnel management forever (Price, 2011). Personnel management is now narrowed to people aspect only. To set a perimeter in this thesis to avoid confusion and miscommunication, the author wishes to dismiss "personnel management" from the definition of HRM (Armstrong, 2006).

HRM can be argued to be the most important role in an organisation. The activities of HRM focus on approximately four general functions as illustrated in Figure 1 on page 7 (DeCenzo;Robbins;& Verhulst, 2013).

The four primary activities consist of:

1. Staffing
2. Training and Development
3. Motivation
4. Maintenance

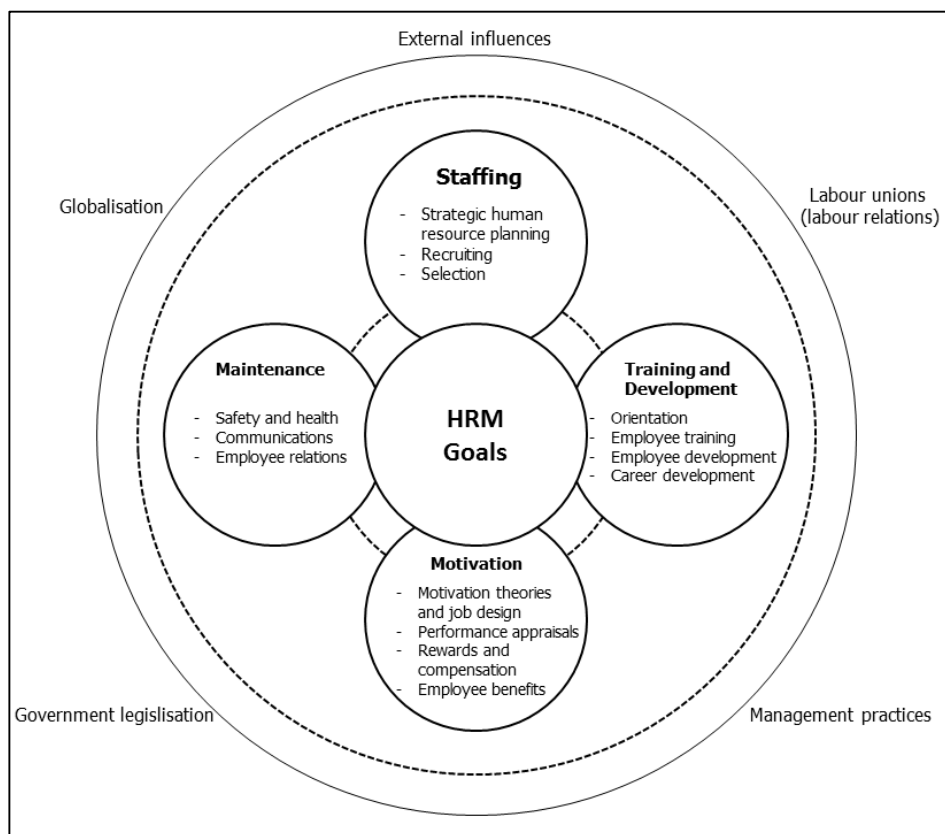


Figure 1. The four primary activities and their components of Human Resource Management borrowed from DeCenzo, Robbins and Verhulst (2013).

All activities of HRM need to be integrated in the company's strategic management process. Each function carries responsibility towards the organisation's ultimate success. For the purpose of this thesis, the author will only explore detail of the staffing function in relevance toward this thesis.

## 2.2 Staffing

The staffing sector begins with human resource planning. Human resource planning is to ensure the organisation has the long-term and short-term strategies in the overall organisation's forecast, including the right type and amount of employees for the positions to support the success of the organisation. Planning prepares HRM with a foresight of what present and future personnel needs the organisation will have (DeCenzo;Robbins;& Verhulst, 2013).

## 2.3 Recruitment and Selection

Generally "Recruitment and Selection" is read as a conjoined function. As these two have different responsibilities, it is fair to give separate definitions.

Recruitment is not a simple process to put in a simple sentence. Recruitment strategies differ all over the globe, but the common elements are: attracting, finding and procuring. Recruitment is often reported in literature as the process of analysing the job requirements, pooling together a network of qualified candidates and hiring the best fit person for the role in order to gain a competitive advantage (Boxall & Purcell, 2003).

Selection is the process of choosing the best fit person for the role from the generated pool of qualified candidates (Bratton & Gold, 2007). These two processes correspond with each other; without recruitment, there is no selection.

## 2.4 The Recruitment Process

Recruitment essentially brings talent to the company. Recruitment can be a function of an organisation's in-house HR or it can be subcontracted through a Recruitment Processing Outsourced (RPO) company. An RPO replaces or acts as the internal recruiting function, searching and attracting new employees for an organisation. Either way, recruitment follows a process. Lee (2005) makes note in his study about the evolution of E-recruiting that the traditional recruitment process follows a step-by-step sequential process. In Anna Holm's (2012) research about E-recruitment and the recruitment process, she illustrated a visual summarisation (See Figure 2 on page 9) of the traditional paper-based recruitment process which was adapted from various HRM sources, including Lee's version.

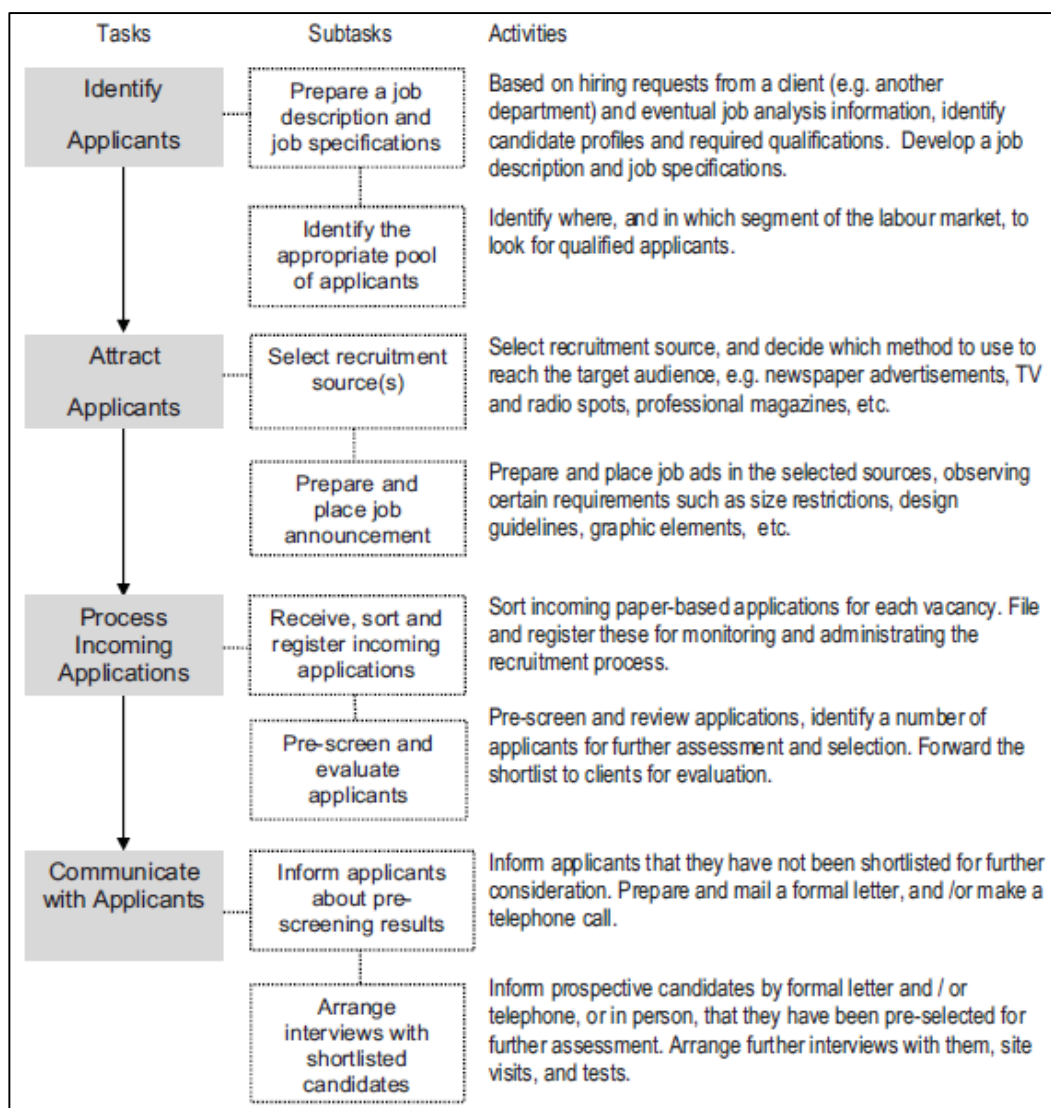


Figure 2. Anna Holm's visual summarisation of the traditional recruitment process (2012).

Holm (2012) found that the first task of recruiting is to identify the hiring needs. The organisation relies on Human Resources plots to understand the requirement for long-term and short-term strategies. It is these strategies that will underline the path the organization will utilise. Once hiring needs are identified, the subtask of creating a job description, job specifications and identifying the appropriate pool of applicants is crucial. The one responsible for the job analysis proceeds to review the job elements and essential knowledge and skills for the position. There are many methods, for example; the individual interview and group interview methods, where an individual or group of people currently in a similar role can discuss with Human Resources the job specifications and expectations. When a role does not currently exist, the technical conference method is of value where subject matter experts who have extensive

knowledge of the main job duties can give input to the Human Resources (DeCenzo;Robbins;& Verhulst, 2013). This stage is the base of the recruitment process.

Holm's (2012) second stage of the recruiting process is to attract potential ideal candidates by preparing the job announcement. Ideally, the recruitment source and advertisement would be chosen by the industry and position the company is requesting to reach the target audience. In order for a candidate to know about the job, the job announcement must be attractive, loud and clear.

The third task is the processing of incoming applicants. This consists of receiving, sorting, pre-screening and evaluating applicants. During this task, it is also important for the recruiter to communicate with the hiring manager of the position. The hiring manager will help the recruiter formulate the next step for the next task of the process.

Lastly, communication with the applicant is critical. There is fierce competition or "War for Talent"<sup>1</sup> for the best hires and a recruiter who does not have good communication skills could lose valuable applicants. After pre-screening, the recruiter discusses the next step of the application with the manager which can result in ending the process or shortlisting the candidate for interviews.

If the candidate is to proceed with interviews, how an interview is conducted is dependent on the location of the candidate in regards to the office of employment, nationality of the candidate and the position. Sometimes, due to physical location and visa restraints, it is more beneficial to organise online meetings first. Does the candidate need to bring examples of past work, is the work easily transported or do they need to be tested of skills on the spot, what equipment is needed for the interview? The interviews need to be placed on a grid of comparison and reasoning. If there is more than one interviewer, a company has to be able to grade or score the interviews uniformly for the final decision making. The recruiter and the hiring manager should discuss in detail the next steps of the candidate's application.

---

<sup>1</sup> A 1997 McKinsey study found that there were going to be tough challenges for companies to obtain and retain highly skilled talent in the future. This "War for Talent" still today has created a fierce competition in the talent pool.

## 2.5 Internal Recruitment

Internal recruitment refers to promoting talent already within an organisation. Usually, internal recruitment is initiated by an employee who wants to change roles or is losing their current role and needs a new position. There are two ways of recruiting within an organisation: internal job postings via the company intranet or internal job boards, and career ladders. According to David DeCenzo et al (2013), hiring internally reduces costs and improves probability of a great selection because information on the individual's performance is readily available. A study performed by Matthew Bidwell (2011) finds that internal recruits are cost efficient as externals are paid more than internal promotions. Externals need to feel confident about accepting the job at an organisation, especially if the potential employee is making large changes in their life for the job, thus, a higher pay premium is paid (on average 17% higher than internal hires) (Bidwell, 2011). However, this thesis will focus on external recruitment and how it refers to the influences of social media in recruitment.

## 2.6 External Recruitment

External recruitment finds talent outside of an organization. Traditionally, external recruitment was built around advertising: signs outside business, word of mouth, newspaper advertisements and employment agencies. Newspapers were delivered with fresh news daily to the doorsteps of readers. These advertisements have seen a decrease in usage as technology has developed and changed the procurement of news. Employment agencies have been a supporting factor of employers and workers finding each other, whether it is temporary, headhunting or consulting agencies. Job fairs have had its share in the history of recruiting, however, they are still a strong and suitable method of attracting candidates and increasing employer branding. Newer and more technical versions of job fairs are virtual job fairs, which become aimed to technological savvy candidates. Much like job fairs, recruiters create online "booths" where candidates and representatives meet and greet – these can be grouped with other companies or a single company.



As competition for candidates grows stronger and the "War for Talent" adds pressure in the employee procurement, universities and other educational institutes play a large part of the external recruitment. Since most jobs set some sort of school requirement (e.g. a high school diploma, Bachelor's, Master's, etc.), these institutes provide an ideal resource pool. This does not limit those who lack work experience, as it is a common behaviour to return to school for further training.

Nowadays, job boards and career websites are chosen for these advertisements, alongside the corporate websites. These are more likely to be updated before any other channel as it is closely monitored by recruiters and highly used by candidates.

## 2.7 E-recruiting

The digital world has brought a new dimension to the world of recruiting. The World Wide Web, or Web 1.0, shortened the search time, costs and offered a transparent method of information for candidates (Salmen, 2012). In the early 2000s, companies only had their career websites running as their main source of communication about their organisation's news: current open vacancies, contact details and changes in the organisation. The design of Web 1.0 imposed a one-way communication style where web surfers could absorb information from the site. Those candidates that did find the vacancies on an organisation's website and had interest sent an initial e-mail with their CV and a cover letter attached to the contact person listed on the website or still through Post. Two-way communication rarely occurred as it was an uncommon strategy in recruiting (Salmen, 2012).

The modern web innovation, like Web 2.0 (will be defined later in section 2.9), has forever changed the talent procurement process. This phenomenon is known as "E-recruitment".

## 2.8 What is E-recruitment?

When broken down, the term "E-recruitment" is comprised of two parts. The "E" stands for "electronic" and "recruitment". Often, E-recruitment is known as online recruiting, social recruiting or Internet recruiting, however, this thesis will refer to E-recruitment for simplicity. To add to the previously introduced definition of recruitment, E-recruitment can only be described as the process of any personnel advertising or attracting, selection and application processing via the Internet, for external candidates, or Intranet, for internal candidates. The findings from Holm's (2012) thesis were that there was a

difference between the paper-based and the electronic-based recruitment process. From the findings, Holm's found that the electronic-based recruitment process began with few electronic tools for line managers to commence the recruitment process, e.g. line managers were putting their hiring needs into a Word document and sending it to the responsible recruiter. The recruiter then had to read each applicant and rate the order. In some cases, this is handled through filter programs bringing top applicants to the forefront. Holm's (2012) study was conducted between the years 2008 to 2010 in three companies in Denmark, which could have limited the validity of the recruitment process today as electronic technology has been developed for the evolving topic of recruitment.

## 2.9 Social media networks

Often, social media is referred to as Web 2.0. As refreshing as this sounds, Web 2.0 is not a new technological phenomenon like social media; it is an innovation built on the concept of the internet. According to Andreas Kaplan and Michael Haenlein (2010), "Web 2.0 is a term that was first used in 2004 to describe a new way in which software developers and end-users started to utilise the World Wide Web" as a platform to be under continuous modification of content and applications. Because of the usage changes, Web 2.0 has evolved into something to satisfy the needs of the user without the need of a programming background. Web 2.0 allows users to smoothly alternate from being the creator or author to being a reader.

Social media is a recent phenomenon. A definition of social media or of social media networks is provided below:

...as web-based services that allows individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site (Boyd & Ellison, 2007).

This definition does define what social media or social media networks are, but it is limited to a particular type of social media, e.g. Facebook, Twitter and LinkedIn type mediums. Another definition that leads to a broader understanding of all social media is that of Kaplan and Haenlein's (2010):

Social Media is 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 User Generated Content (Kaplan & Haenlein, 2010).

Kaplan and Haenlein continues by stating that though this definition gives a general idea of what social media is, it still does not define the individual classification of social media applications. In a three by two matrix, Kaplan and Haenlein (2010) were able to compare the different classifications by separating each from self-presentation and self-disclosure versus the social presence and media richness. The individual classifications of social media were grouped together by the use or category each fall under: blogs, social networking sites, virtual social worlds, collaborative projects, content communities and virtual game worlds (Kaplan & Haenlein, 2010). The self-presentation and self-disclosure (SP/SD) are understandably the representation and self-impression one wishes others to perceive of them. Aligning these with the social presence and the media richness (SP/MR), which are the amount of social interactive between the audience and the author, Kaplan and Haenlein found that scaling these from low, medium to high by high and low was most fitting.

Table 1. Classification of social media by social presence/media richness and self-presentation/self-disclosure.

		Social Presence / Media Richness (SP/MR)		
		Low	Medium	High
Self-Presentation / Self-Disclosure (SP/SD)	High	Blogs	Social media networks (e.g. Facebook)	Virtual social worlds (e.g. Second Life)
	Low	Collaborative projects (e.g. Wikipedia)	Content communities (e.g. YouTube)	Virtual game worlds (e.g. World Of Warcraft)

Source: (Kaplan & Haenlein, 2010)

## 2.10 Growth of E-recruitment

The use of E-recruitment grows full tilt, though the benefits for E-recruitment have not changed much over years; Carolien Handlogten (2009) listed them in a case study thesis for a Dutch airline about the implementation of E-recruitment:

- Cost savings
- Ease of use for candidates
- Larger candidate pool
- Ease of use for the organisation
- Increasing the speed to hire
- Success in finding candidates
- Keeping ahead of competitors

The positive return on investment of the benefits of E-recruitment is proved by Jobvite's study (2013). Jobvite has been conducting annual surveys for the past six years to follow the patterns of recruitment in the United States. The results from their 2013 study found that 33% of the participants claimed the time to hire has improved, along with 43% agreed that quantity of candidates has also improved.

Since the pioneer job board, Monster.com launched in 1995, companies began to realise the magnitude of the Internet and employee procurement. The Institute of Economics of the Computer Science University in Frankfurt am Main, Germany set up a research network in 2002 in cooperation with Monster.de, the German counterpart of Monster.com and Otto-Friedrich University of Bamberg to review the trends of recruiting. The annually published report, "Recruiting Trends" is a study that has been live since 2002 to review the recruitment trends, employer branding and the new innovative: E-recruiting. The study consists of the top 1,000 companies in Germany (Beimborn, 2014).

A team of people from the CHRIS (2012) research network assembled and analysed all the "Recruiting Trends" reports over the past ten years into one report, "Recruiting Trends: Ein Rückblick auf 10 Jahre". The report, originally written in German, shares valuable information about how recruitment was, is and will be in the future; at least in Germany. The roles of recruiters and recruiting have altered since 1995. In Figure 3 on page 16, recruiting generalists now have moved to being recruiting specialists. A generalist is often known as a "jack of all trades, master of none" whereas a specialist is able to focus on one field and have full knowledge of that field. There are positives and negatives about these two titles. A generalist is great for hiring blanket company positions, e.g. hiring in Marketing, Finance, Human Resources and IT all together. A specialist is beneficial for when hiring in a particular area of expertise, e.g. software engineers only. In an analysed case study with Bertelsmann AG conducted by CHRIS in 2011, the representative stated that it was the "Recruiter 2.0 is the team that combines all the skills in an enterprise and can operate in the common use of the recruiting skills." This means that in today's recruitment, there must be diverse professionals who are skilled in one or two areas of expertise. The role the recruiter has also taken a turn over the past 19 years. What had started off as an operation administrator where recruiting was interviewing those who applied, now is a consultant who mediates the hiring manager and the potential candidate. This could mean the recruiter headhunting candidates if they find their profile attractive for the position.

According to the Recruiting Trends report (Weitzel et al, 2012), most of the 1,000 top companies in Germany responded they have presence on Facebook and have even assessed social media to add a positive effect to their recruitment.

Below, Figure 3 displays a timeline of how recruiting has developed and evolved from the traditional sense of print media like newspapers to social media on the Internet. Give or take, there was a five year interlude between each innovation. Each media had its selective audience which it reached, for example, print media only reached a certain area of their audience, whereas social media now can attract different people in different areas.

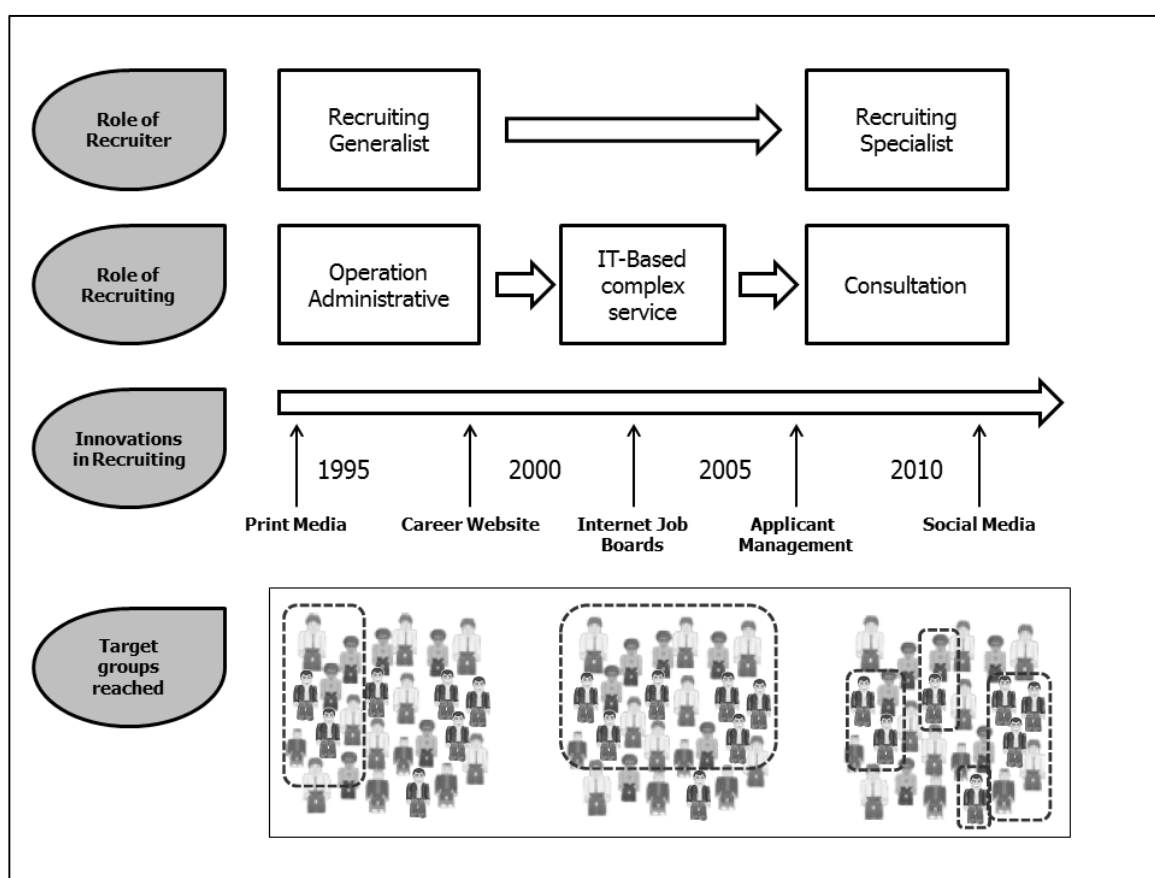


Figure 3. The evolution of the innovations in recruiting from the 1990s to today. Adapted and translated from German source: Recruiting Trends: Ein Rückblick auf 10 Jahre (translated to "A 10 year review") (2012).

## 2.11 Trends of E-Recruitment

According to Professor Doctor Sonja Salmen in her book, co-written by Berndt Rath, "Recruiting im Social Web" (2012), the recruiting process can be optimised up to 20% through social media and companies should consider this strategy, if they have not. According to PewInternet.org (2014), 74% of online adults use some form of social networking site as of January 2014. That is a 66% increase since 2005.

Social media networks have already been adopted by 92% of the companies in the United States of America. 93% of those are found in LinkedIn, 66% found in Facebook and 54% found in Twitter. These companies are actively searching for young talent. Companies are finding themselves in a tougher talent competition than they have in previous years, and they are already taking actions to reduce the risks. There has been an 85% increase in recruiting activities via social media since 2007 (Salmen, 2012).

CHRIS has found that the top three external challenges for recruitment today are demographic change, lack of skilled workers and social media. These implications affect all industry: engineering, health, IT, business, etc. German companies are becoming increasingly technologically adept with talent acquisition, however, not rapid enough for today's trends. Only two out of ten vacancies are posted on social media channels. However, there has been a 14.8% increase in a year of German companies discovering that the use of social media in recruitment to be positive, totalling to 64.8%. These companies understand the challenges of social media recruiting; one-third of Germany's top companies responded that they have social media strategies and activities planned for the next quarter. In a report conducted by Eva Zils of SocialMedia-Recruiting.com, it was found that out of the 335 German companies who took part in a 2011 survey, 45% still had no social media recruiting budget set for 2012 (Zils, 2012). It is likely that this study included small-medium enterprises that have no intermediate competitors who are already visible in social media recruiting.

### 2.11.1 Vacancy advertising

In 1997 when print advertisement was the popular form of advertisement, CareerXroads found that 28.7% of their 256 survey participants attracted and hired employees from newspaper ads (Crispin & Mehler, 2010). This is without statistics of how many applicants applied through newspaper ads or how long the advertisements ran. The average cost per hire, as referred to in the report, for printing newspaper

advertisements was 1,638 dollars (USD) per hire (as an average of all hires). Then, the average Internet cost-per-hire was 678 dollars (USD). In 2007, the same study was presented by CareerXroads to 41 participants whom claimed only 4.6% of their hire was through printed newspaper ads. There was an even bigger decrease in 2009 with only 2.5% sources of hire (Crispin & Mehler, 2010). Zils (2012) found that 45% of the German companies in her study still preferred to contact candidates through newspaper ads. In the US, print classified help-wanted advertisements dropped 80% between the years 2008 and 2009. That is large shift of expenses of about 50 billion US dollars for US employers. However, these statistics could differ for different areas of profession. In a study presented for clinical trial recruitment in South Africa, it was deemed that print advertising, despite the expenses to be a highly effective recruitment method compared to other recruitment methods (Burgess & Sulzer, 2010). Though, this could be the effect that less than 50% of the population in South Africa has access to the internet (Miniwatts Marketing Group, 2014).

#### 2.11.2 Uses of social media

Social media has its different applications for companies. A third of respondents to CHRIS's Recruiting Trends 2014 survey said that Facebook is where they choose to discuss and communicate with potential employees and 19.1% said they use XING for job postings. It is important to mention that 63.6% of the respondents felt a profile of some career network, like LinkedIn or XING, would be important to candidate's profiles in the future (CHRIS, 2014).

Still, majority of the German companies (56.3%) prefer candidates to apply for jobs through application forms, followed by 35.9% stating they prefer E-mail application. A surprising 1.9% of the respondents still expressed a preference for paper-based applications. The author assumes that due to the traditional values in German culture the use of traditional means is still prominent. The rest of the respondents did not have a preference for the application process.

Variable social media use can support companies immensely, if properly utilised. For example, in an organisation of 100 employees who all have approximately 150 contacts on social media that organisation can potentially reach approximately 15,000 initial contacts. Ultimately, the spread reaches 2.25 million secondary contacts (Salmen, 2012). Because of the reach, employees can support the company indirectly by sharing or expressing opinions or upcoming events.

## 2.12 Millennial Generation (or Generation Y)

The workforce today is composed of four generations: the Veterans, the Baby Boomers, Generation X and now, the Millennial Generation, commonly known as Generation Y (Gen Y). The latest generation, "Generation Z" has yet to enter the workforce.

Depending on the source, the timeframe for each generation gap can vary. The author has viewed various sources and has determined that the generations are as follows (McCrinkle Research, 2012) & (Hammill, 2005):

- The Veterans, also known as the "Silents" cover the years 1922 to 1945
- Baby Boomers are those whom are born between the years, 1946 to 1964.
- Generation X portrays the age group between the years, 1965 to 1980.
- Generation Y, the youngest working class in today's workforce, 1981 to 2000.
- Generation Z, the latest generation who will not be discussed in this paper for they have no presence in the current workforce, from 2001 to present.

It is beneficial to review the generations as each generation has added to the development of HRM.



### 2.13 Comparison of Generations

In Table 2 below, from Greg Hammill (2005), demonstrates a comparison of the four generations and their workplace characteristics. The credibility of the information is still valuable despite the nine year old source. The generations before Generation Y could not have changed since this report was created and Gen Yers continue to use E-mail and voice mail communications. However, the author felt the need to include "instant message" in the Gen Yers' communication as Skype and intra-messaging platforms (e.g., Lync) are popular forms of communication.

Table 2. A comparison between four of today's generations and workplace characteristics.

	The Veterans (1922-1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Generation Y (1981 – 2000)
Work is ...	- An obligation	- An exciting adventure	- A difficult challenge - A contract	- A means to an end - Fulfilment
Communication Media	- Rotary phones - One-on-one - Write a memo	- Touch-tone phones - Call me anytime	- Cell phones - Call me only at work	- Internet - Picture phones - E-mail
Leadership Style	- Directive - Command-and-control	- Consensual - Collegial	- Everyone is the same - Challenge others - Ask why	- *N/A
Interactive Style	- Individual	- Team player - Loves to have meetings	- Entrepreneur	- Participative
Communications	- Formal Memo	- In Person	- Direct - Immediate	- E-mail - Voice mail - **Instant Message

\* Not enough evidence for this characteristic to be determined.

\*\* Not the opinion of Greg Hammill but of the author

Source: (Hammill, 2005)

Each generation has had its challenges in work and lifestyles. The challenges set current stances of beliefs, laws, and state-of-the-art technologies for the times. Employment to the Gen Y is a means to an end, whereas previous generations reviewed work more as an ambitious challenge or adventure. However, the common stereotype that Gen Yers are not as committed to their work as their predecessors has been found untrue in the NextGen research study conducted by PwC (2013). They are just as devoted to their work as their predecessors. Generation Y has become the focus point generation in today's recruitment trends as Palfrey and Gasser (2008) have defined this generation as the digital natives. The means of communication is through E-mail, Internet, picture

phones and voice mail is familiar having grown up in the digital world. The fallacy is that because social media is faceless Gen Yers do not value face-to-face, in the same manner. The research conducted by PwC (2013) has found that “[Gen Yers] have a natural aptitude for electronic forms of communication, email and social media platforms” but these “are not always their communication vehicles of choice, especially when it comes to discussions with their managers about their careers.” As shown Table 2, the leadership style of Gen Y cannot be analysed because there has not been enough working years to investigate the style.

Table 3 is adapted from a survey report of Generational Differences conducted by Society for Human Resource Management (2004). This illustrates the average responses from Human Resource professionals for each generation’s top five worker traits. The participants were asked to rank a list of 19 worker traits in order, and these were the outcome.

Table 3. Top five worker traits for each generation from a survey conducted by SHRM Research.

The Veterans (1922-1945)	Baby Boomers (1946 – 1964)	Generation X (1965 – 1980)	Generation Y (1981 – 2000)
<ul style="list-style-type: none"> <li>- Long-term organisation plan</li> <li>- Respectful of organisational hierarchy</li> <li>- Likes structure</li> <li>- Accepting of authority figures in the workplace</li> <li>- Gives maximum effort</li> </ul>	<ul style="list-style-type: none"> <li>- Give maximum effort</li> <li>- Accepting of authority figures in the workplace</li> <li>- Results driven</li> <li>- Long-term organisation plan</li> <li>- Retains what they learn</li> </ul>	<ul style="list-style-type: none"> <li>- Technologically savvy</li> <li>- Likes informality</li> <li>- Learns quickly</li> <li>- Seeks work-life balance</li> <li>- Embraces diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Technologically savvy</li> <li>- Likes informality</li> <li>- Embraces diversity</li> <li>- Learns quickly</li> <li>- Needs supervision</li> </ul>

Source: Generational Difference report by Society for Human Resource Management (2004), pg. 11.

Like previously mentioned, the generations have grown up in different eras. Technologies, societies, and the way of life have altered or been modified as years continue to go by. The traditional traits of a workplace have changed. Long-term career plans have shortened and lessened, not only because Gen Y has become more informal in the workplace, but because the heightened competition and the risen expectations of today’s society in the workplace. Though PwC has found that there have been similarities between today’s generation and previous generations’ reasons for staying or leaving companies, there are differences. There is a greater expectation of support, flexibility and appreciation from the Gen Yers. These contribute to the satisfaction Gen

Yers have in their firms. Previous generations place pay and development opportunities higher than the Gen Yers'. The sense that Gen Yers need supervision at the workplace hints that they seek a need for separation of life and work life. PwC supports this reasoning in their NextGen research and says that Gen Yers are unwilling to make work an exclusive priority (PwC, 2013).

This is relevant for the recruitment process as it is necessary to understand how and what the Generation Y will expect for the future job offers. In the next few years, there will no longer be any signs of the Veterans in the workforce and there will be an increasing amount of Baby Boomers reaching their retirement. According to Jobvite's survey (2013), 35% of Generation Y is optimistic about finding a job in 2014, whereas only 11% of Baby Boomers were optimistic about finding a job.

### 3 Research findings

This chapter will introduce and analyse the empirical studies conducted by the author. The interviews will be analysed under the qualitative research sub-chapter, followed by the survey analysis under the quantitative research sub-chapter. This is the supporting data found for this thesis.

#### 3.1 Qualitative Research

Qualitative research was conducted with a single company and two senior recruiting representatives of that company. This consisted of two individual interviews, allowing each interviewee to answer the questions without the influence of the other's opinion. The interviewees were prepped to know the topic of the interviews, the length of the interviews and the aims of the interview. The author separates the first interviewee respectfully by the label "I1" and the second interviewee by "I2". I1 has been a recruiter for 8 years and I2 for 5 years. Both recruiters presently work at HERE.

The purpose of the interviews was to focus on the opinions of a large corporation, like HERE, and to find out how recruiters perceive the way the recruitment process is developing and trending. The recruiters recruit for two separate fields (I1 for marketing positions and I2 for technical positions like software engineers) at HERE, allowing their feelings to differ towards social recruiting. As a survey was being distributed, the author felt that only one company was needed to find empirical studies to support the thesis and that multiple opinions were not needed.

##### 3.1.1 Company Profile: HERE

HERE is the cartography company owned by Nokia. Established in 2012, HERE employs around 6,000 employees, with an international presence around the globe. HERE was chosen the representative as a large corporation, because the author had worked for HERE for a six month mandatory internship for school. Therefore, these were former colleagues of the author who volunteered to take part.

##### 3.1.2 Interview structure

The interviews were formulated using a semi-structured and in-depth method. The questions designed for the interviews were arranged to focus the interviewee on the study's purpose. Each question was formed to get a specific response from the

interviewee without setting a limitation. All of the questions asked during the interview are shown in Appendix I, on page 46. The interviews were conducted on 23 July 2014 and took approximately 45 minutes, face-to-face.

### 3.1.3 Searching for candidates

In the beginning, the author wanted to find out what the Senior Recruiters knew about recruiting and how they conducted recruitment activities. As both recruiters recruit for different areas of expertise, the answers were expected to be varied. Each interviewee had different approaches to the question, "How do you search for candidates?" but concluded with similar methods. Much like other companies today that have managed to adapt and modify their talent acquisition to today's recruitment trends, HERE utilises the Internet as a striving tool for recruiting. The preferred channel of attracting and procuring potential employees are through the Internet, utilising the corporate career's site, job boards, and social media. Naturally, the search depends on what the level of seniority of the position is and the requirements of the job.

I1 remarked that "searching for candidates can be conducted actively or passively". Those who are actively searching for a job will be easily attainable if the vacancy and company is represented on social media. This would indicate that the recruiters need to be already present in the digital world. Today, companies across the globe are adopting social recruiting into their daily recruiting practices. According to Jobvite (2013), "94% of recruiters in the United States use or plan to use social media in their recruitment practices".

Passive candidates are those who may have a job already and are not searching for a new one, at the time. These candidates are reachable through postings on job boards, social media and employee referrals. Both interviewees agreed that employee referrals are valuable sources of hiring. Jobvite (2014) found that 64% of recruiters surveyed in their 2014 Job Seeker Nation Report felt candidates of "high quality" came from a personal connection. Four out of 10 job seekers felt this was the way of finding their "favourite" or "best" job, as well.

The best candidates are typically coming through referrals directly from employees. People know the strengths of their peers, they know their background and they would only refer them if they are a good match to the company. Therefore, it's an excellent pre-selection. It also shows that employees are appreciating the company culture and consider it a great place to work for. (I2, 2014)

### 3.1.4 Advantages and challenges

Whilst employee referrals are the most preferred, searching for candidates through online channels is the next preferred method. There is no better way to attract candidates than to find them proactively through the Internet. The advantages outweigh the challenges; it was brought to the attention of the author during the interviews that there were not disadvantages but challenges. The interviewees gave what their thoughts on the advantages and challenges were, as shown in Table 4:

Table 4. The advantages and challenges of E-recruitment as provided from I1 and I2, 2014.

Advantages	Challenges
<ul style="list-style-type: none"> <li>- Easier to share profiles with colleagues</li> <li>- Communication is quicker</li> <li>- Efficiency</li> <li>- Lower costs</li> <li>- Reporting is easier</li> <li>- E-recruiting can be more anonymous than traditional recruitment</li> <li>- Overall, saves you time</li> </ul>	<ul style="list-style-type: none"> <li>- A lot more CVs are received               <ul style="list-style-type: none"> <li>o More difficult to keep one profile in mind</li> </ul> </li> <li>- Expectations from candidates' wants               <ul style="list-style-type: none"> <li>o Faster feedback</li> <li>o Availability of recruiters</li> </ul> </li> <li>- More competition               <ul style="list-style-type: none"> <li>o "War for Talent"</li> </ul> </li> <li>- Candidates not present online</li> </ul>

The advantages align with Carolien Handlogten's (2009) list of advantages of E-recruitment as reported in Chapter 2 *Literature Review*. The challenges are an interesting feed, as we can see that the generations are changing the way recruiting is performed and conducted. Generation Y understands the technology and prefer E-mail and digital media applications, like Taleo<sup>2</sup>. For those who are not on-board with the latest trends, it is up to the recruiter to provide personal contact through phone calls or connecting on social media. Candidates now expect recruiters to be focused only on them, thus, a faster response time. There are the challenging cases where candidates are not present on any social media network.

<sup>2</sup> Taleo is a talent-management platform used to track and manage recruiting activities in a company (Oracle, 2014).

However, this is also where job fairs come into play. Though job fairs are still a traditional method of recruitment, they still fall relevant for companies today. This allows those who are not available online or comfortable with applying through the internet, a chance to see what opportunities are there and to network in person.

Recruitment is a personal business. Therefore, it is absolutely crucial that you meet people directly – that you have direct conversations, ideally face-to-face. No social media channel can replace that. (I2, 2014)

### 3.1.5 Shorter application cycle; same recruitment process

The common recruiting practices today have shortened the application cycle<sup>3</sup> but not the recruitment process. The interviewees pointed out that they use SM for networking and industry news mainly, and use career networks and HERE's corporate website for recruiting purposes. With the amount of CVs received, it is difficult to keep one particular profile in mind, which slows down the process on the recruiter's side just slightly. When asked how long it takes for the process to begin between the recruiter and the candidate, I1 said, "There are a lot of dependencies on how quick the candidates get back to you." One of those is the current status of the company in the media; if recent bad news has arisen, candidates may be put off from responding to job ads and E-mails. The second one was referred to as "the nature of the position". This could be the seniority level or the level of need (availability to start, specific job skills). Other than these, "you can say it takes around a week maximum before a candidate gets back to you".

### 3.1.6 SM hindering the chances of hire

As the interview was split in to three different sections, for the ease of analysing, it was a direct hit to find out how the recruiters felt about SM and the hiring decision. It was asked of the interviewee if SM hinders the applicant's chances of being chosen. Each interviewee agreed that it has not ever hindered a candidate of their responsibility from being hired as they do not take time to check the profiles. When given the options about having drunken photos, racism or vocal political stances present; the responses were interesting. Both interviewees felt that candidates are expected to have a private life and drinking was not a crime. Neither would penalise a candidate for having drunken photos,

---

<sup>3</sup> The author wishes to define the application cycle as the cycle in which a candidate proceeds through while applying for a job. This cycle starts from the reading of a job advertisement, to making application, finally to the decision making stage.

but would need to consider the second two in the equation. Racism was a direct no-go and strong political stances that did not agree with the company would have to be considered.

A follow-up question asked how the assessment for candidates that did not have a social media network would work. I1 said it would not affect the hiring decision. I1 provided the example of lawyers and associates and the lack of use Twitter was for them. On the other hand, I2 said it would depend on the position applying.

It depends on the job that they are applying for. I would rather not hire any recruiter, for instance, that does not have a social media profile. I cannot imagine that they would be able to do the job the way we're doing it right now; but in other jobs, where it's not usual and not necessary to connect with many people, then that's surely fine. (I2, 2014)

The interviews were concluded with the question "what predictions do you have for the future of recruiting? Do you think recruitment will continue to be outsourced by companies or will they become more in-house?" The responses were quite similar. Both mentioned that companies will be moving the talent acquisition back to in-house recruitment and that "War for Talent" will continue to have a large impact on the recruiting methods. It is more attractive for candidates to have an in-house recruiter approach them and for the aftermath, when the candidate joins the company.

## 3.2 Quantitative Research

### 3.2.1 Questionnaire Design

The author chose to support the study by conducting an online questionnaire. This is convenient, short and efficient for collecting data. The questionnaire was designed to allow respondents to find a suitable answer that best fit their opinion. Majority of the questions were closed questions, leaving room for only two open-end questions. The closed questions varied of different scales (e.g. likert scales) and multiple choices (e.g. yes or no). All of the questions were set to be mandatory to answer; thus, a participant could not skip a question without abandoning the questionnaire. The purpose for this was that all the questions had importance to the next, and if one question was skipped, some of the relevance would be lost in the survey.

The questionnaire was hosted on esurveycreeator.com where no survey software was required. When analysing the data, the author used Microsoft Excel for statistical analysis. The full questionnaire can be seen in Appendix II on page 47.



The survey was distributed through two different social media (Facebook and Twitter) to reach a wider audience than what a paper survey could reach. The target intended for the survey was for job seekers and/or social media users. Initially, there were 113 participants who began the survey. 13 submissions were eliminated from the study as they had not completed the survey entirely and 17 were eliminated due to a survey error, causing lack of information. In the end, the questionnaire was thoroughly completed by 83 participants.

It is important to note that the author had selected the known social media for its popularity. To keep the social medias as representative as possible to all types of social media, the author chose LinkedIn, XING, Facebook, Twitter, Google+, YouTube, Pinterest and Tumblr. LinkedIn and XING both covered the professional career networks. Facebook, Twitter and Google+ represented the community based social media networks. Pinterest, a new different style of social media, focused on hobby and projects that people can share to others. Lastly, Tumblr was the representative for blogs. These media were chosen from previous recruitment trending researches.

### 3.2.2 Demographics

Of the 83 participants, 33 (39%) were male and 50 (61%) were female. Illustrated in Figure 4, a breakdown of the ages of all 83 participants can be seen. Five out of the six age groups were represented from the survey, the majority (48%) being from ages 25 to 34. Much to the author's surprise, there were more respondents between the ages 55 to 64 than the two age groups containing ages 35 to 44 and 45 to 54. The 55 to 64 age group represent the Baby Boomers generation. Despite not being born of the "digital era", they have established to make a presence on a social media network.

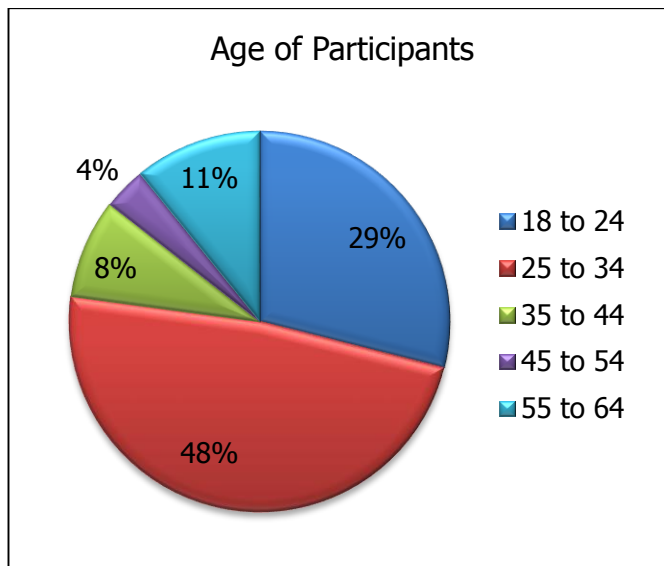


Figure 4. Age of Participants in study

These participants are located in different parts of the world. North America and Europe were mainly represented: USA(18), Canada(12), Finland(23), Germany(11), United Kingdom(11), and other European countries had one or two representatives. The first wave of response reflects the author's primary contacts, followed by secondary additions of the social media 'sharing' process.

### 3.2.3 Employment

It was discovered that 73 (88%) of the participants were currently employed or had been in the past three years. The follow-up question asked how they had found their current job. In Figure 5 below, a bar graph is used to demonstrate the different methods of how each participant who answered found or heard about their job. This question was a multiple choice question; it is fair to mention that more than one answer was able to be selected. A tremendous discovery with this question was that WoM (Word of Mouth) or referrals had more than expected responses with 41%. This result appears to have no effect on E-recruitment, the research's focus. The second most response was the option, "Other". This option gave the participants a chance to fill out with their own words other job finding. The open responses were rather askew and random. The most occurrences (7) were through University or school related activities. The others were family and friends(3), from the internet: search engine, Craigslist, and sector-specific job site (3), created my own position(2), job fair(2), recruited by employer(1), and lastly, walk-in(1). The interesting similarities about these are that they are following a network pattern.

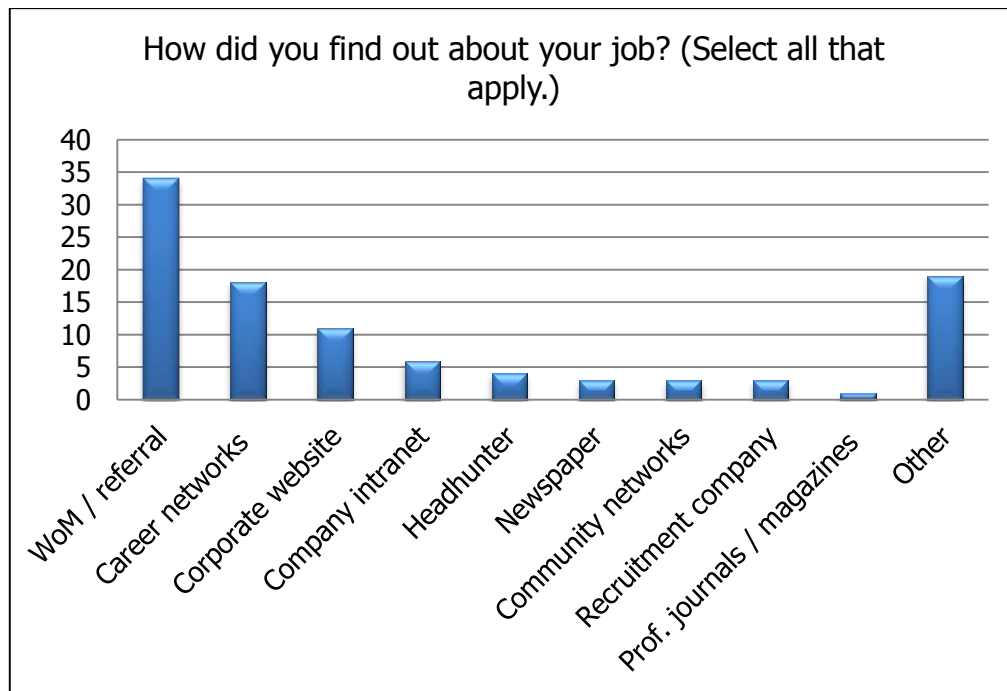


Figure 5. Different methods that were used to find a job.

#### 3.2.4 Social media usage

When asked about the time spent on social media, the vast majority (59%) mentioned they spent one hour or more. As previously mentioned, 94% of recruiters are actively searching on social media, one can approach the idea that these participants have a high possibility of finding a new job opportunity through the internet, despite whether they currently were employed or not. The idea of this question was to mould together the next few questions that were asking about what type of social media networks the participants belonged to and how often did they used them.

In Figure 6, it can be seen which social media networks are actively in use. Facebook has an unarguably high activity from the participants compared to the other social media networks, followed by YouTube and Twitter. Jobvite found in 2013 that Facebook is 65% of recruiters' top social networks choice for recruiting; YouTube followed with 15% and Twitter with 55%. To compare this data, it is interesting to note that Facebook and YouTube do not have a higher usage rating from recruiters.

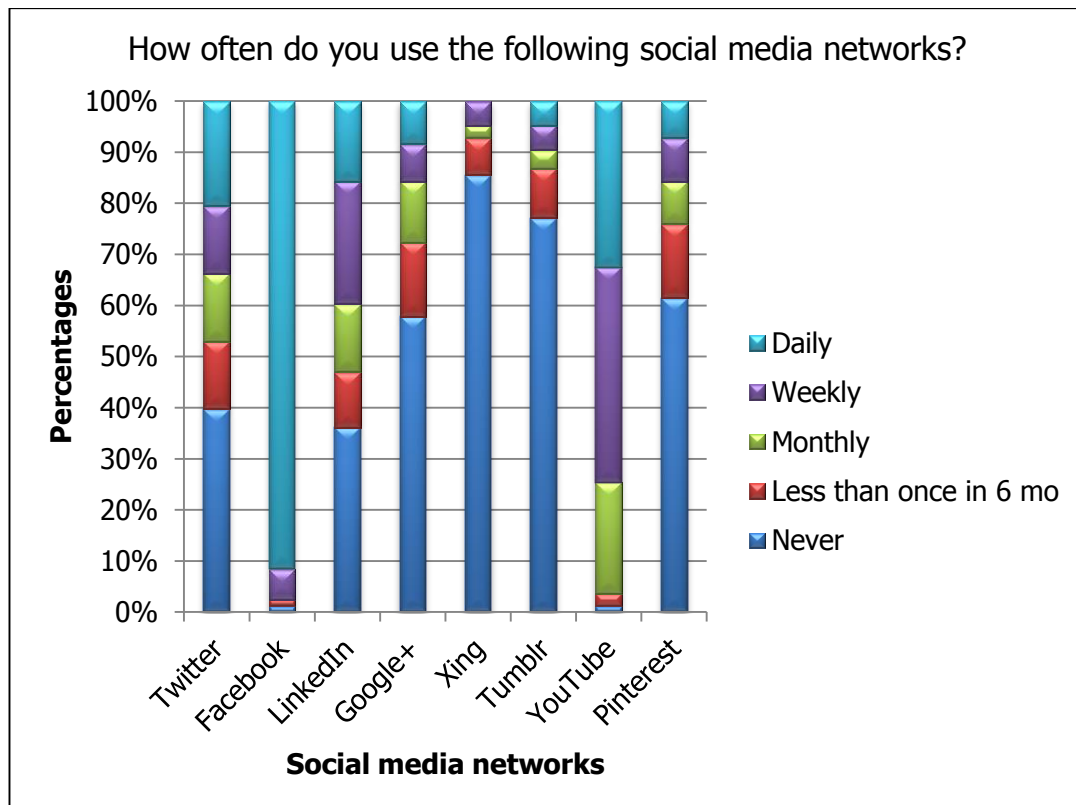


Figure 6. The amount of uses of different social media networks.

### 3.2.5 Twitter versus Facebook

These two social media have many reasons for why they are comparable. They both are a community based network. These networks strive on the fact that people have other people with which to communicate, network and share. Without this capability, the media would be deemed as useless as the SMN SixDegrees.com<sup>4</sup> found (Boyd & Ellison, 2007). This research has found some interesting comparisons between these two media. Firstly, these media are used for different functions. Twitter's greatest use for 41% of the participants is for news and articles. Facebook's greatest use is for photos and videos, but followed quite closely for messaging. Secondly, the number of users that use either media for networking is considerably low, especially when the factor of existence of these media is for networking with others. Thirdly, it is interesting to see that hardly any of the participants use Twitter or Facebook as a source of job searching. The results from this study find that only 4% of Twitter users and 2% of Facebook users utilise these media for job searching. A comparison between the two social mediums is illustrated in Figure 7 on page 32.

<sup>4</sup> SixDegrees.com was the pioneer of a community based social media network that fell short because it was ahead of its time. The community became bored with nothing to do after accepting Friend requests. (Boyd & Ellison, 2007)

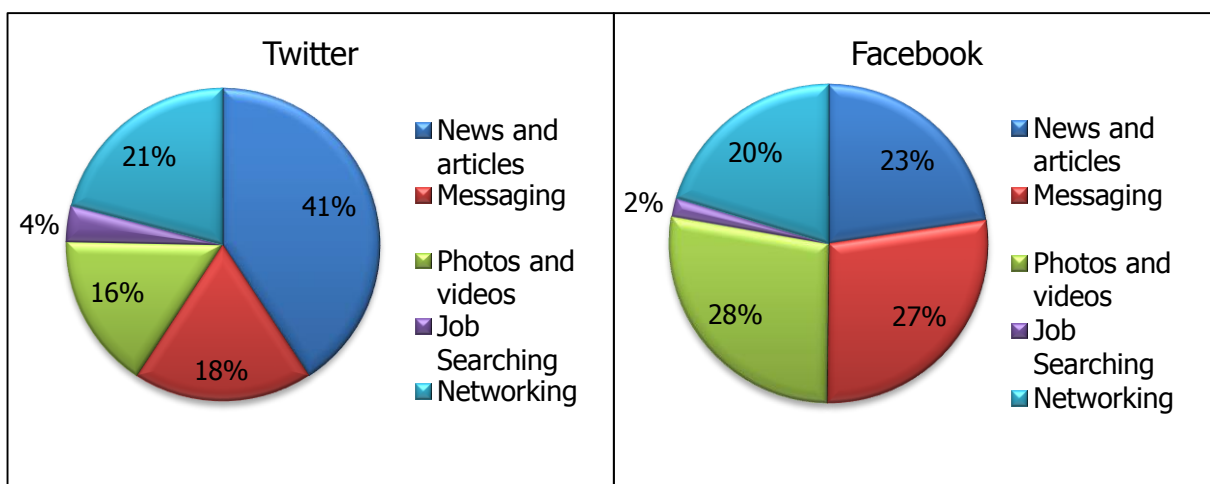


Figure 7. A comparison of survey results between Twitter and Facebook usages.

Because of this low percentage, the author thought how interesting it would be to compare the companies who utilise these two mediums for candidate recruiting sourcing to these low percentages. Though the survey conducted by the author had a considerably low sample for making assumptions for a population, it is worthy to note that these recruiters who utilise these social networks for recruiting may consider researching what audience truly receive their postings.

### 3.2.6 LinkedIn versus XING

The two chosen career networks were LinkedIn and XING. LinkedIn appeared to have an overpowering advantage over XING. A comparison of these two networks is unnecessary because of impartial respondents. From the question, "How often do you use the following social media networks", you could see that over 80% did not use XING. This could be due to the case of having more than one professional website would mean more work for up keeping and updating; or simply not many of the participants had heard of XING as it a regional career network. There were 32 respondents who do not have a LinkedIn account, which accounts for 38.5% of the 83 total respondents. However, it is important to see that the most uses for LinkedIn and XING from the respondents that did respond use these mediums for networking and job searching mainly. Table 5 on page 33 indicates what the 83 respondents responded to each activity for LinkedIn and XING. The importance of career networks for companies is that they can access potential employees who are looking or may be looking for a new career.

Table 5. LinkedIn and XING's responses for "What do you use the following social media networks for? (Select all that apply.)"

	News & Articles	Messaging	Photos & Videos	Job Searching	Networking	N/A
LinkedIn	23	15	3	38	41	32
XING	1	2	0	7	7	74

The results for the rest of the mediums can be seen in Appendix III on page 50.

### 3.2.7 Traditional versus online job applying

The comparison between those who have applied for a job through traditional means (finding a job through newspapers, employment offices, temporary agencies, help-wanted posters) and those who have applied for a job through a social media network (finding a job on LinkedIn or Facebook then applying through an electronic channel) differ greatly. Figure 8 lists the responses for the two questions regarding applying for a job through traditional and online channels. 80% of the participants have found a job through traditional means whereas only 32% of the participants have applied through an online channel. It was intriguing to see that 26 respondents said they have applied for a job using both traditional and online channels.

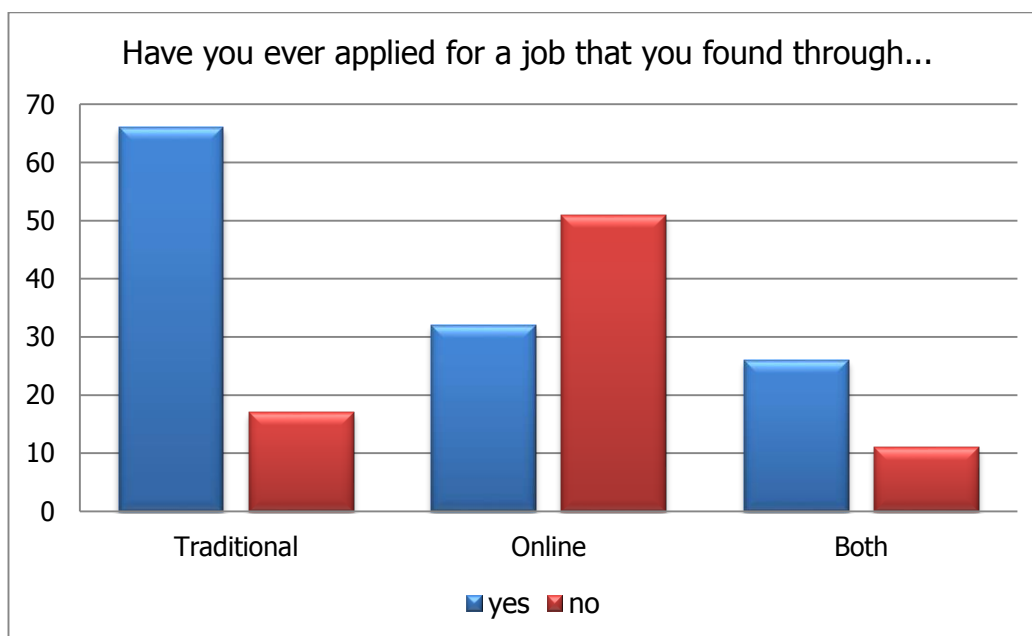


Figure 8. The comparison between the traditional applying and online applying for jobs questions.

The questions did not offer a "both" option because they were split questions, however, it was made possible for participants to select "yes" and "no" on both questions. In the figure above, it is illustrated under "Both". The author pondered about the responses

that said no to both, this totalled to 11 out of the 83 respondents. After exploring to see if the reasoning behind this was due to never having a job, however, the author did not find a correlation. Each respondent that answered no to both questions said they were either currently employed or have had a job within the last three years. The next reasoning that could be behind these responses is that they have never had to apply for their work; perhaps working at a family business or was passively recruited for their role. There is also a possibility that the respondents misunderstood each question.

### 3.2.8 Job searching – preferred online channel

As a part of the survey, there were two open questions. One of them asked participants, “If you were job searching today, which online channel would you most prefer and why?” Some of the responses were quite vigorous and others were straight to the point. Majority of the responses (around 40 responses) supported career networks like LinkedIn and XING. The least mentioned channels were newspaper companies and Twitter. Since the statistics from this survey have thus far pointed out that Twitter is a long way from participants’ choice of channel for job searching, this is not a surprise.

There were a few responses that intrigued the author. At least three participants mentioned that they would use Craigslist as a source for searching for jobs. Craigslist is forum for classifieds where one may post advertisements for practically anything, ranging from: services, jobs, housing, and items for sale to romance. As a place where there are no rules and official accounts, one must remember to beware of the scams and misleading articles posted on the website.

The question had specifically asked which online channel was preferred; seven responses stated they would prefer face-to-face applications, phone applications, and even the traditional hard copy application.

One response had a strong opinion about the use of online job searching:

I would like to be able to access HR departments personally and face a person one on one. I think that it becomes a lottery for jobs through computer sifting through countless CV’s and choosing by filters that aren’t public knowledge. (Participant, 2014)

Another respondent agreed, feeling that online forms are the bane of the 21<sup>st</sup> century job searching.

[I would prefer] direct human contact with the company in question either by phone or meeting. Everything else wastes every else's time and effort. Company's presence in [a] career network site should immediately transfer into available human resources to meet applicants. Passive presence and online forms are the bane of the 21<sup>st</sup> century job searching. (Participant, 2014)

After reading these responses, the author became quite curious about what generation each belonged to. The first opinion belonged to a 55 to 64 year old, who would fall into the Baby Boomers generation. As stated in Chapter 6, the Baby Boomers have a more face-to-face communication style. After knowing this fact, it is expected of a person born in this era to feel this way about today's recruiting styles. What truly became intriguing is that the latter opinion was commented from the 25 to 34 years old category, a Gen Y digital world native. This response, however, contradicts the responses later used in this particular participant's survey. When asked, "How do you feel most comfortable applying for a job?" this participant said the traditional method of applying is their least preferred.

Of course, there were responses that did not agree with these responses. There was one response that covered the opinions of many and holds a strong stance against the traditional recruitment process:

I prefer to use LinkedIn. I find LinkedIn most beneficial with the job search process because it provides you with a lot more details about a position and company. You also have access to how many other people applied to the same position, what your ranking is compared to your competition..., and whether anyone interested has viewed your profile. ...LinkedIn is also a great way to connect with people you went to school with, previously worked for/with, and friends. You get up to date feed with what everyone is currently up to (career wise) and this is a great gateway for using the referral/word of mouth method in your job search. (Participant, 2014)

As the trends of recruiting have moved deeply into social media, it is wise to catch up with these trends. Newspapers print advertisements have no room in the competitive spectrum of attracting candidates. Today, with the amount of Internet users and the movement of technology, joining the popular scenes for recruitment will support the job search.



### 3.2.9 Job searching – using SMN?

As a concluding question for the survey, the author asked if the participants would use social media networks to find employment and why. Figure 9 below gives a visual comparison of the responses. It was not a surprise to see that majority (70%) of them said yes they would. There were 7% that said maybe and 4% were unsure.

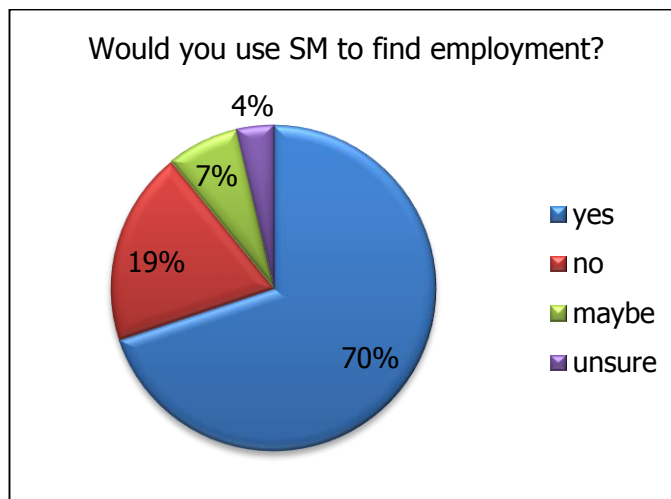


Figure 9. Responses to using social media to find employment.

The author found that the responses for this open question also supported the responses for the likert scale question, the second to last question. Three statements were “SMNs has helped me find a job quicker than traditional channels”, “SMNs helped my decision-making about a job” and “I think SMNs make job searching easier than traditional channels.” Surprisingly, the responses were more positive than negative; these responses are illustrated in Figure 10 (page 37). One comment was supporting the use of social media for job searching; however, felt it depended on the job sector:

I will continue to use social media to look for employment. I feel a company is up to date if they show that they post openings also online, and keep their available positions current. Depending on the job I want, it depends on how I look. For mall jobs and restaurant jobs, walking in after seeing a hiring sign is acceptable and I've gotten interviews faster that way since I was able to establish a quick connection with the manager during my search and I give them my CV right then and there. While applying online, you never know if they actually seen your CV or took the time to even open it. I know that since I'm looking for office jobs, they are not posting hiring signs in the office and there are so many offices, it's nice to see them all in one spot online. If companies want to be known, they have to be present online because if they aren't, I think people won't know about them and the fact they are hiring or even know such a certain business exist. (Participant, 2014)

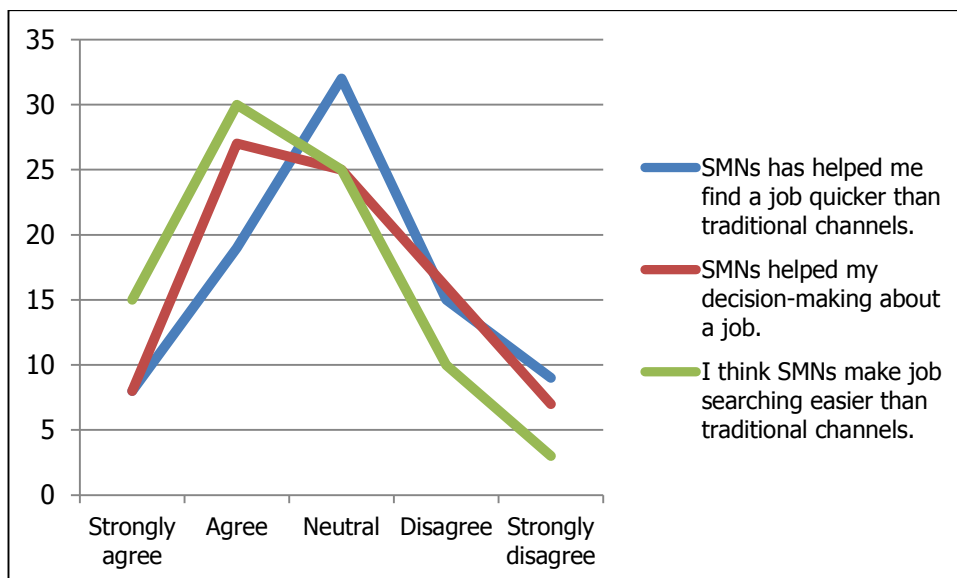


Figure 10. Comparison of agreements between three statements asked in Question 11 of survey.

Despite the positive and neutral feelings about the previous statements, the reasoning behind the 19% that said no was unexpected; it was the fact that there were responses that stated their job sector was hardly advertised on social media. Note: Only a few of the responses said that they were retiring soon. Without clarifying which job sector that is, one can only consider that it is a career that searches for a niche sector or a sector that searches for part-time or unskilled labour.

Others were concerned about the lack of privacy SM provides:

No, because I do not want my employer to "spy" on me through [SM], e.g. Facebook. 1. Employers fire people due to posts on social media, so as soon as I would find out that my employer has a Social Media account, I would block him/her to prevent further scrutiny. 2. What I do in my free time, is none of my bosses' business, so I try to keep social media/work related stuff separate. (Participant, 2014)

There is a valid concern behind “employers spying” or “judging one” from their social media behaviour. Jobvite (2013) found that 93% of recruiters are likely to look at a candidate’s social media profile with 42% reconsidering their decisions based on content viewed on a candidate’s social media profile, in positive and negative reassessments. In Figure 11 illustrates Jobvite results of each situation by positive, neutral and negative ratings. The results were intriguing as they support what the respondent from the author’s survey was concerned about.

How would you react to these possible items discovered by reviewing a candidate’s social network profile?

	POSITIVE	NEUTRAL	NEGATIVE
References to doing illegal drugs	1%	7%	<b>83%</b>
Posts/tweets of a sexual nature	1%	16%	<b>71%</b>
Profanity in posts/tweets	4%	20%	<b>65%</b>
Spelling/grammar errors in posts/tweets	3%	29%	<b>61%</b>
References to guns	1%	31%	<b>51%</b>
Pictures of consumption of alcohol	1%	39%	<b>47%</b>
Volunteering/donations to charity	<b>65%</b>	26%	1%
Political posts/tweets	2%	<b>65%</b>	18%
Overtly religious posts/tweets	2%	<b>55%</b>	28%

Figure 11. Question asked how a recruiter would react to content on a social network profile in Jobvite’s Social Recruiting Survey (2013).

In the likert scale, two of the statements were referring to social media hindering the participant's chances of hire and whether they censored content on social media to avoid future career problems. The results are graphed in Figure 12 below.

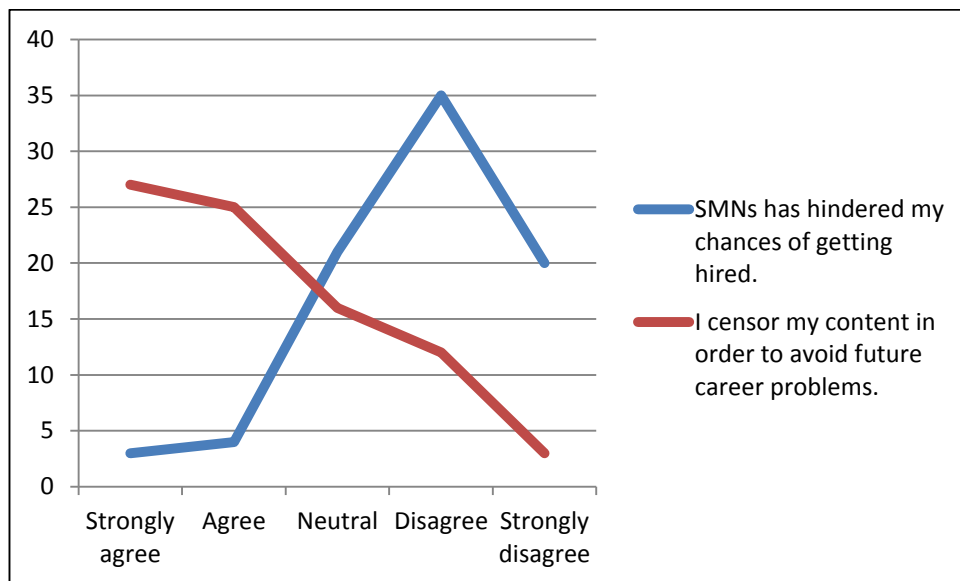


Figure 12. How participants felt about the statements "SMNs has hindered my chances of getting hired." and "I censor my content in order to avoid future career problems." in question 11.

In a fair assessment, the participants were not concerned that they have been judged wrongly for their social media networks, which correlates strongly with the fact that they censor their content on social media.

## 4 Conclusion

This paper provides an exploratory study of the recruitment process and the influence social media networks provoke. The purpose was to investigate how the recruitment process has evolved from the traditional paper-based process to the modern day recruitment process with E-recruitment. The author concentrated on two point-of-views: recruiters and job seekers. The objective was to find how each side perceived the current trends and the effect on job search today.

The research was based from three hypotheses:

H1: Traditional recruitment is disappearing behind the scenes of E-recruitment.

H2: Social media is shortening the application cycle.

H3: Social media is hindering the applicant's chances of hire.

With these three hypotheses in mind, the results from the qualitative and the quantitative researches were interesting. Firstly, traditional recruitment has not completely disappeared behind the scenes of E-recruitment. There are still traditional methods, i.e. job fairs that still remain highly viable and important in recruitment. Though newspaper ads are losing purpose in recruitment, word of mouth and referrals were found to still be successful and going strong. The personal connection between candidates and recruiters is still essential for the success of an application but establishing a personal connection without face-to-face contact is challenging. E-recruitment is the present and the future of recruitment; however, some aspects of traditional recruitment are here to stay.

Social media unquestionably shortens the application cycle. This does not affect the recruitment process as potential employees are quick to respond to adverts. They are able to feel confident and understand the technology used by recruitment websites. On the other hand, recruiters are able to communicate easily and quicker with potential employees, thus reassuring the candidate of the company integrity. The recruitment process still processes through all of the stages in E-recruiting, same as one who applies by the traditional means. In a world where technology is constantly changing and improving, one can foresee the recruitment process becoming more digital and less personal interactive. This could influence a shorter recruitment process, a shorter application cycle and less administration for recruiters.

Lastly, measuring if social media hinders the applicant's chances of hire was difficult. Past studies with recruiters have found that recruiters are likely to look at SM profiles, with less than half utilising the content in decision making (Jobvite, 2013). The recruiters interviewed from HERE stated that they do not make it a practice to review SM profiles. While it is not a practice, they mentioned was the situation to arise, offensive content like racism and strong political stances would have an influence on the application process. Participants of the quantitative research felt they were not affected by their social media profile during job searching. Though, it was noted that most (52%) censor their content to avoid career problems.

#### 4.1 Limitations

The analysis of the results warranted interesting discoveries; however, the sample size and reach were not large enough for a reliable census. Officially 113 respondents responded to the survey, however, only 83 of those responses were valid for consideration. This sample size can be seen as a full representation of social recruiting and job seekers; this survey is only a thumbnail of how the recruitment trend is currently moving. This study was only distributed through two social media networks, and not distributed through other means, which relied on participating respondents to forward the survey through E-mail or other means than SM. Naturally, this hindered the results to only those who use SM. There was a time constraint for the research. This limits the amount of participants for the survey, contributing to the lack of sample. Were there another study for this topic, a larger time duration and alternative distribution methods would be recommended for a wider range of responses.

There were faults in the mechanics of the survey, restraining the results from properly analysing; found after the survey closed. If a participant had answered "no" to a particular question, the survey came to an end; thanking the participant for their participation. This skipped over the demographics section, thus making those submissions less valuable. This limits the author in comparing those who did not have a social media network profile with the demographics to see if there was a correlation.

Another limitation for this study is the lack of information. As E-recruitment is a new phenomenon, there is not a widespread of empirical studies, confining the studies to be opinionated to the first investigators. The unfolding of this topic as more studies are explored will show how recruitment behaviour will develop over the years.

Though there were such limitations, the author wishes to note that the research conducted and the resulting analysis as a valuable exploration.

#### 4.2 Future research

Further research examining the cultural differences should be carried out to discover how culture affects the applicant's choice of job search channel. In addition, research searching to reluctance to use of social media could be investigated. This would have a positive outlook for the trends of recruitment. As the rollercoaster of electronic practises picks up speed, the faster changes will evolve in the recruitment process and the face of HRM will be unrecognisable.

## 5 References

- Armstrong, M. (2006). Human Resource Management. In M. Armstrong, *A Handbook of Human Resource Management Practice* (p. 3). London: Kogan Page Limited.
- Beimborn, D. (2014, May 21). *Centre of Human Resources Information Systems*. Retrieved June 29, 2014, from Information Systems and Services: <http://www.uni-bamberg.de/isdl/chris>
- Bidwell, M. (2011). Paying More to Get Less: The Effects of External Hiring versus Internal Mobility. *Administrative Science Quarterly*, 369-407.
- Boxall, P., & Purcell, J. (2003). *Strategy and Human Resource Management*. London: Macmillan.
- Boxall, P., & Purcell, J. (2011). *The goals of human resource management*. New York: Palgrave Macmillan.
- Boyd, D. M., & Ellison, N. B. (2007, November). Social network sites: Definition, history and scholarship. *Journal of Computer-Mediated Communication*, 13(1), 210-230.
- Bratton, J., & Gold, J. (2007). *Human Resource Management: Theory and Practice* (4 ed.). Basingstoke: Palgrave Macmillan.
- Burgess, L. J., & Sulzer, N. U. (2010). The role of print advertising in clinical trial recruitment: Lessons from a South African site. *Open Access Journal of Clinical Trials*, 83-87.
- CHRIS. (2012). *Recruiting Trends: Ein Rückblick auf 10 Jahre*. Frankfurt am Main: Centre of Human Resources Information Systems.
- CHRIS. (2014). *Recruiting Trends 2014*. Frankfurt am Main: Centre of Human Resources Information Systems.
- Crispin, G., & Mehler, M. (2010). *CareerXroads 9th Annual Source of Hire Study: Meltdown in 2009 and What It Means for a 2010 Recovery*. Kendall Park: CareerXroads.
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2013). *Human Resource Management* (11 ed.). Hoboken: Wiley.



- Duggan, M., & Smith, A. (2014, January 1). *Social Media Use Over Time*. Retrieved July 15, 2014, from PewInternet: <http://www.pewinternet.org/data-trend/social-media/social-media-use-all-users/>
- Hammill, G. (2005). *Mixing and Managing Four Generations of Employees*. Retrieved July 16, 2014, from FDU Magazine Online: <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>
- Handlogten, C. (2009). *Implementation of e-recruitment: Enablers and success indicators from the \_\_\_*. Twente: University of Twente.
- Holm, A. B. (2012). *E-recruitment: Towards an Ubiquitous Recruitment Process and Candidate Relationship Management*. Aarhus V: Rainer Hampp Verlag.
- Jobvite. (2013). *Social Recruiting Survey Results 2013*. San Mateo: Jobvite.
- Jobvite. (2014). *Job seeker nation study: an authoritative survey of the social, mobile job seeker*. San Mateo: Jobvite.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 59-68.
- Lee, I. (2005). The Evolution of E-Recruiting: A Content Analysis of Fortune 100 Career Web Sites. *Journal of Electronic Commerce in Organizations*, 57-68.
- McCrindle Research. (2012). *Know the times*. Retrieved August 4, 2014, from McCrindle: <http://mccrindle.com.au/resources/Generations-Defined-Sociologically.pdf>
- Miniwatts Marketing Group. (2014, August 25). *Interney stats of Africa*. Retrieved August 25, 2014, from Internet World States: Usage and Population Statistics: <http://www.internetworldstats.com/africa.htm#za>
- Oracle. (2014). *Oracle Taleo Recruiting Cloud Service*. Retrieved August 30, 2014, from Oracle: <http://www.oracle.com/us/products/applications/taleo/enterprise/recruiting/features/index.html>
- Palfrey, J., & Gasser, U. (2008). *Born Digital: Understanding the First Generation of Digital Natives*. New York: Basic Books.

- Price, A. (2011). Human Resource Management. In A. Price, *Human Resource Management* (p. 16). Hampshire: Cengage Learning EMEA.
- PwC. (2013). *PwC's NextGen: A global generational study*. London: PwC.
- Salmen, S. (2012). Einleitung - Die Suche von Top-Mitarbeitern im War for Talent! In B. Rath, & S. Salmen, *Recruiting im Social Web* (pp. 30-40). Göttingen: BusinessVillage GmbH.
- Salmen, S. (2012). What's Next - Die nächsten Trends. In B. H. Rath, & S. Salmen, *Recruiting im Social Web* (p. 284). Göttingen: BusinessVillage GmbH.
- SHRM Research. (2004). *Generational Difference*. Alexandria: SHRM Research.
- Zils, E. (2012). *Social media Recruiting Studie 2012: Deutschland*. Strasbourg: SocialMedia-Recruiting.com.

## Appendices

### Appendix I. Interview questions

1. What is your [current] role?
2. How long have you been a recruiter?
3. How do you search for candidates?
4. This is how you do [recruit] in your work place?
5. Is that how your method has been or is this how your company wants it done?
6. Do you use social media to network as well or is it just for E-recruiting?
7. How long do you search for candidates through social networks? For example, how long does it take you to find a candidate for a role? Do you ever approach candidates about a job because their profile is ideal for what you're looking for and how long does that take you approximately through social media?
8. What do you find are the advantages of e-recruiting?
9. And what about the disadvantages?
10. Are there any limits to E-recruiting? Does it limit you to what you can find? Do you find the best candidates this way?
11. How do you think the applicant satisfaction is with e-recruitment? Do you think applicants enjoy/prefer to do job searching through the internet or do you think they'd prefer to do the traditional way of sending in CVs and cover letters through mail?
12. What are the trends of recruiting in general?
13. How are today's recruiting styles clashing with traditional recruiting styles? Do you find there are any differences or do you think it's the same as 10 years ago? For example, gathering CV's from the mailboxes, sorting them, etc.
14. Do you still receive any traditional CVs? And if so, do you still accept them?
15. Do you use local newspaper ads?
16. In your opinion, do you think that Social Media shortens the application process?
17. And does it skip any of the typical recruiting process steps?
18. Because you do e-recruitment, do you still prefer to have cover letters to go along with the application?
19. Has Social Media ever hindered an applicant's chances of getting hired at your company?
20. So if a candidate doesn't have social media – Twitter or LinkedIn – that doesn't necessarily mean that person won't get hired?
21. If a candidate has poor choice of content on their social media profile, would that hinder their chances of getting hired? For example, having drunken pictures, posts against a certain policy in the world, or bashing their previous employer?
22. To wrap up the interview, what predictions do you have for the future of recruiting? Do you think it will continue to be outsourced more or do you think companies are starting to see the real need to keep recruiting in-house?

## Appendix II. Survey questionnaire

**Recruitment and Social Media** 20 %

**Recruitment**

Are you currently employed or have been in the last three years? (Internships, apprenticeships included) \*

yes

no

If you are not currently employed, please answer the following questions based on your past employment.

How did you find out about your job? (Select all that apply.) \*

Newspaper

Career networks (e.g. Monster.com, LinkedIn, StepStone, Xing)

Community Based Networks (eg. Facebook, Twitter)

Corporate Website

Company intranet

Word of Mouth / Referral

Headhunter

Recruitment Company

Professional Journals / Magazines (e.g. Harvard Business Review)

Other, please specify.

Do you have a Social Media Network (SMN) profile? \*

yes

no

## Recruitment and Social Media

40 %

## Social Media

How much time do you spend on Social Media Networks each day? \*

- Less than 30 minutes
- 30 minutes - 1 hour
- 1 - 2 hours
- More than 2 hours
- Never

How often do you use the following Social Media Networks? \*

	Daily	Weekly	Monthly	Less than once in 6 months	Never
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Google+	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Xing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tumblr	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
YouTube	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pinterest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What do you use the following Social Media Networks for? (Select all that apply.) \*

	News and articles	Messaging	Photos and videos	Job Searching	Networking	N/A
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Google+	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Xing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tumblr	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YouTube	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pinterest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Have you ever applied for a job that you have found through traditional methods? \*

Traditional method: newspapers, employment offices, temp agencies, help-wanted posters, etc.

- yes
- no

Have you ever applied for a job through Social Media Networks? \*

For example, found a job on LinkedIn or Facebook and then applied through electronic means.

- yes
- no

How do you feel comfortable applying for a job? \*

	Most preferred		Neutral		Least preferred
Through traditional methods (eg. hard copy documents sent through Post)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through e-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through career networks (eg. Monster, Xing, LinkedIn, StepStone)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through Word of Mouth / Referrals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through corporate websites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Through community based networks (eg. Facebook, Twitter)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you were job searching today, which online channel would you most prefer and why? \*

This is an open question for all, not just those who are currently searching for work.

## Recruitment and Social Media

60%

### Social Media

How do you feel about the following statements? \*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
SMNs has helped me find a job quicker than traditional channels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SMNs helped my decision-making about a job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think SMNs make job searching easier than traditional channels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would consider a company as an employer who is not present in SMN.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SMNs has hindered my chances of getting hired.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I censor my content in order to avoid future career problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I need a SMN in order to advance in or secure my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the future, would you use Social Media to find employment and why? \*

Please note: this does limit the answers about job searching. You may be as open as the question allows.

For example, how do you think Social Media will develop for employment searching? Will there be more Social Media Networks that will open up more opportunities? Will companies be more present on Social Media?

Recruitment and Social Media
80%

**Demographics**

What is your age? \*

18 to 24  
 25 to 34  
 35 to 44  
 45 to 54  
 55 to 64  
 65 or older

What is your gender? \*

Female  
 Male  
 Other

Where do you reside? (Please state country only.) \*

Appendix III. The usage results of each social media network.

This table is for reference for page 32 of this thesis.

	News & Articles	Messaging	Photos & Videos	Job Searching	Networking	N/A
LinkedIn	23	15	3	38	41	32
Google+	10	10	11	1	8	61
Xing	1	2	0	7	7	74
Tumblr	3	1	17	0	2	66
YouTube	11	1	72	0	2	10
Pinterest	7	1	21	1	5	57
Twitter	33	15	13	3	17	40
Facebook	60	73	73	5	54	3