

Literature Review on SNS Recruitment

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Abstract

SNS recruitment has become one of the hot topics of scholars and business in the past ten years, the focus of which through literature search and analysis is about the present situation, operation mechanism, brand creation of employers, legal disputes and regulation. Cross-cultural research also gradually becomes a new trend. Foreign research in this topic gets enriched from different fields including information technology, sociology, psychology, management and economics. Questionnaire analysis, case study and comparative study are main research methods, that's to say, normative research and empirical research can be beautifully reached. Compared it abroad, related study in China is lack of empirical research with the limits of time, database selection and research methods, this paper still needs to be improved and possible future research trend can be cross-cultural research, behavior analysis based on large data, corporate social responsibility of SNS and brand creation of employers.

Key words: SNS job application employer brand behavior analysis; Cross-culture; Literature review

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INTRODUCTION

Social media or social networking sites or social networking service (SNS), are

web-based services that allow individuals to (a) construct a public or semi-public profile within a bounded system, (b) articulate a list of other users with whom they share a connection, and (c) view and traversed their list of connections and those made by others within the system. (Boyd & Ellison, 2008)

International social networking services like Facebook, Twitter and LinkedIn, turns social network recruitment from fashion trend into normalization. In China, different kinds of social network recruitment service, such as Dajie¹, Renren², Weibo³, Weixin⁴, also gradually have spring up, which are highly regarded and used by enterprises and academic circles.

1. LITERATURE SOURCES AND DESCRIPTIVE STATISTICS

Foreign literature in this paper mainly comes from the Web of Science, Elsevier SDOL, Wiley, Springer,

¹ Dajie is compared to Chinese LinkedIn with over 1.4 million corporates and 32 million user, most of them are graduate, aimed the social recruiting for young people.

² Renren is compared to Chinese Facebook, focusing campus social service, including almost Chinese colleges and universities, starting recruiting from 2011.

³ Weibo is compared to Chinese Twitter.

⁴ Weixin also named we chat, is an instant social message with 549 million users.

ProQuest, Annual Reviews, ABI, Jobvite academic research and baidu search. Chinese literature mainly comes from CNKI journals, Ph.D. Thesis and newspapers

and related enterprise reports. Though the research and selection of keyword and subject, we find the following results.

Table 1
Time Distribution of Related Literature Published

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	total
Foreign literature	8	6	23	20	21	26	26	18	8	8	138
Percentage	5.80%	4.35%	16.67%	14.49%	15.22%	18.84%	18.84%	13.04%	5.80%	5.80%	100%
Chinese literature		2		4	6	12	15	10	17	18	85
Percentage		2.4%		4.7%	7.1%	14.1%	17.6%	11.8%	20.0%	21.2%	100%

Table 2
Keywords Distribution of Elated Literature Published

Year	Brand	Culture	survey	legal	situation	tips	Data analysis	other	total
foreign literature	10	8	30	28	28	4	13	17	138
percentage	7.25%	5.80%	21.74%	20.29%	20.29%	2.90%	9.42%	12.32%	100%
Chinese literature	1	1	25	10	28	7	5	8	85
percentage	1.18%	1.18%	29.41%	11.76%	32.94%	8.24%	5.88%	9.41%	100%

2. SOCIAL NETWORKING SITES AS AN HUMAN RESOURCE MANAGEMENT TOOL

Social recruiting has moved from a trend, to a necessity. Social Networks is in influencing the way human resource professionals recruit, screen, hire and terminate employees to obtain competitive advantage (Shea & Wesley, 2006; SHRM, 2007; Smith & Kidder, 2010; Norazah et al., 2011; Davison et al., 2011; Brown & Vaughn, 2011; Duffy, 2011; Soumi, 2012; Kluemper et al., 2012; Stoughton et al., 2013; Nagendra, 2014; SHRM, 2015).

An increasing number of studies have found the advantages to using social media for recruitment are Cost-effectiveness, speed, efficiency, it is Accessible and convenient form of communication, has the ability to target a specific patient population, Interactive capabilities and Instant global reach (Elzweig & Peeples, 2009), which may provide information about the personality and life and work experiences, and if he or she meets the knowledge, skills, and abilities (KSAs) of the job, creative ability, excellent oral and written communication skills, SNS evaluations may affect hiring decisions primarily through both the Person-Organization fit and Person-Job fit determination (Pech, 2013; Jobvite, 2015).

The Recruiter Nation Survey 2015 (Jobvite, 2015) state that recruiter uses every tool available to connect with job seekers: Only 4% of recruiters are not using social media in recruiting efforts; 72% of recruiters say data analytics is somewhat or very important in the hiring process; After referrals (78%), recruiters find their best candidates through social and professional networks (56%).

At the same time, The SHRM Survey 2015 point that Social Media is important for Recruiters and Job Seekers. A large majority of HR professionals said it was very important (54%) or somewhat at important (33%) for job seekers to have a social media presence on LinkedIn, and very important (40%) or somewhat important (43%) to be on relevant professional or association social networking sites.

Two-thirds of organizations (65%) had sourced new hires through social media in the past year. More than one-half (57%) of organizations had sourced new hires through LinkedIn, 30% had hired employees found through professional or association social networking sites, and 19% had sourced new hires from Facebook.

HR professionals' opinion about the importance of Job Seekers having a social media presence as follow: LinkedIn (87%), Professional or association social networking site(83%), Facebook (25%), blog (21%), Google+ (19%) and Twitter (18%).

Indeed, one empirical study (Kluemper & Rosen, 2009) examined the practicality of using applicant personal information obtained from SNS to enhance employment selection decisions. students rate individuals on their predicted big-five personality traits (i.e., agreeableness, conscientiousness, emotional stability, extroversion, and openness), general mental ability and GPA based solely on the information available on each target's SNS. Each rater had some previous experience with human resources, statistics, and real work experience as well as having been trained in personality/intelligence testing and effective use of their scales. The results indicated that judges were consistent across their ratings; they were generally able to distinguish between high from

low performers based solely on the information available to them from the target's Facebook page. Furthermore, raters who scored high on intelligence and emotional stability performed better than their counter-parts in selecting high performing applicants. It suggested that SNS may indeed provide information about an applicant's personality beyond traditional self-report and interview measures, providing incremental prediction of job performance. Raters with higher scores on intelligence and emotional stability are better able to discriminate high from low performers. Organizations should allow these individuals to screen and recruit potential employees and current applicants based upon information gathered from the applicants on Facebook pages.

The article (Ollington et al., 2013) analyzed the structure and governance mechanisms of social network can assist recruiters effectively by attracting and screening prospective job applicants. The result which forms data of 25 recruitment specialists by semi-structured interview showed clearly that the connector role is identified as a specific attraction mechanism recruiters use to create numerous weak ties. Identify branding, transparency and data specificity are three mechanisms recruiters use to strengthen these ties when performing the attracting and screening functions.

Goodman et al. (2014) found that Facebook content had a clear impact on personality perceptions and participants were more accurate when rating the profile that contained professional content.

Zeljko (2015) tests the effect of Facebook content on an applicant's perceived employability and conscientiousness to an organization based on the type of job for which he/she applied. Participants were asked to evaluate a job description, a resume for a potential applicant, and the applicants' Facebook page. There was a significant main effect of Facebook content type and Facebook picture type for both perceived employability and conscientiousness, which contained professional content and professional pictures as more employable and more conscientious.

Madia (2011) explore how HR professionals can best use social media in their search for talent and discusses the current state of social media for recruitment and its relation to job boards, and examines best practices, including consideration of a social media recruitment strategy plan, appropriate resources and the importance of a content strategy and social media policy.

3. STRENGTHENING EMPLOYER BRANDING THROUGH SOCIAL NETWORKING

Social media is not only increasingly used in the recruiting process but also employer branding campaigns (Axinia, 2011; Van Buren, 2012; Sivertzen et al., 2013;

Nagendra, 2014; Mehrtens, 2015; Maxim et al., 2015; Aslam, 2015). Social media appears to change the way in which employer brand is created, communicated and perceived. HR staff should view social media sites as channels for building pools of talent and employer brand, rather than free online databases for evaluating candidates.

The study (Sivertzen et al., 2013) suggested that innovation value, psychological value, application value, and the use of social media positively relate to corporate reputation, which in turn is positively linked to intentions to apply for a job. Psychological value is the strongest predictor. This will be of value to employers in their recruitment processes.

Maxim et al. (2015) framed the creation and communication of the employer brand as a "strong communication system". The conflict between the traditional top-down one-way marketing communication flow and bottom-up bi-directional communication on social media is highlighted.

Mehrtens (2015) uncovered the future of Social Network Site enhanced employer branding by means of a scenario analysis. Result pointed that the most unpredictable drivers that are most likely to impact employer branding on Social Network Sites are generational differences between Generation Y and Generation Z and disruptive technologies that enter the market. Based on these two drivers four scenario narratives were developed and implications identified: (a) Multigenerational employer branding: focus on more targeted and tailored employer branding, (b) strategic employer branding: Make employer branding a strategic priority, form cross-functional teams and strategic alignment, (c) innovative employer branding: Focus on internal efficiency, flexibility and quick adaption to changes, and (d) improving the status quo: Focus on continuous enhancement. It provides a strategic tool kit for decision-making, organizational learning, and a base for further empirical studies that aim to investigate the future of employer branding.

The study of Axinia (2011) suggested that in the next 5 years social media will be used for employer branding and each category will be affected in different ways, in the view of Academics. Moreover, it seems that the roles of HR professionals are also predicted to be influenced if companies decide to delegate them the responsibility of using social media. Accordingly, social media will strongly influence the following categories of: Targeting of audience for recruitment; Marketing/Company Brand; Ways of Communication/HR competencies. In addition, to the most important categories for Employer Branding Value Proposition seem to be: Engagement with both employees and applicants, opportunities for promoting the organization and Targeting for specific audience. As for internal Marketing, the key words were Organization's image/Marketing strategies, Openness

about working at that company, internal recruitment. Meanwhile, which enhances the external Marketing are Reputation, Talent Management and Transparency of organizations. HR professionals will be influenced by Social Media as regards to the following top 3 most important categories: Knowledge in Marketing and Communication studies; knowledge for web-based applications/develop new skills; image of HR in organizations. This provides an expertise forecasting of what might happen when companies decide to use social media, a guideline to follow and understanding of why and for what they should use it for employer branding.

Van Buren (2012) explored in-depth what attracts talents to organizations and examined how organizations communicate attractiveness criteria via social media, by means of the instrumental-symbolic framework. Results show that the instrumental attributes were subdivided into people, job characteristics and organizational characteristics. Contemporary, the symbolic attributes are subdivided into employer reputation, remuneration & advancement, and culture. This also might make it easier for organizations to decide what to communicate, in order to develop a strong employer brand.

Aslam (2015) examined the employer branding and intention to apply in recruitment function perspective to potential applicants. The results indicated that intention to apply is central for hale and hearty recruitment and employer branding is positive for intention to apply. In meticulous of direct effect, familiarity and social media positive correlate intention to apply. Furthermore, consistency in efforts of employer branding is proposed for organizations where employer attractiveness plays a role of different signals for individual perspective.

4. THE CHALLENGE OF SOCIAL RECRUITING

Using SNS to screen applicants offer benefits to organizations in the form of gaining a large amount of information about applicants, which may be used to supplement other information (e.g.a resume). It may also help a firm address “negligent hiring” legal concerns. However, other legal considerations as well as issues pertaining to information accuracy, privacy, and justice argue against using such information (Slovensky et al., 2011).

More and more employer unintentionally breach legislation for screening potential candidates, hiring and firing decision-making, which arouse controversy in ethics, legislation and technological innovation focused on privacy (Black, Stone, & Johnson, 2013).

Janelle (2008) found that the majority of job seekers claimed that they did not have anything to hide on their profile and do not see their profile as private information.

Most agreed that employers and recruiters have the right to use the information found in hiring decisions.

If a profile contains elements of drugs or alcohol, potential discrimination could occur if a candidate has a protected disability with an addiction (Brown & Vaughn, 2011; Davison et al., 2011). In line with Career Builder survey 2013, 2 out of 5 hiring managers who research candidates’ SNS do not hire because of posting provocative/inappropriate photos/information (50%); information about candidate drinking or using drugs (48%); candidate bad-mouthed previous employer (33%); candidate had poor communication skills (30%); candidate made discriminatory comments related to race, gender, religion, etc. (28%); candidate lied about qualifications (24%).

Greenwald, Parker, and Matthew (2008) warns that making hiring decisions based on the information found on these sites could be a liability. Furthermore, HR professionals are concerned about viewing information not relevant to work-related performance or the job candidate’s work potential (SHRM, Brown, & Vaughn, 2011). According to the Privacy Rights Clearinghouse (2014), employers have been sued for not carefully reviewing a candidate’s background; if the employee becomes harmful or dangerous, the employer can be held liable.

This paper (Lucero et al., 2013) explored the balance between the employer’s legitimate interest in monitoring and regulating off-duty social networking activities that could be harmful to the organization and/or its employees and the employees’ expectation that employers do not have the right to regulate their activities outside of the traditional work situation.

A number of National Labor Relations Board cases and supporting reports, as well as, arbitration decisions are examined in order to explore the critical issues that have emerged regarding employee use of social networking. Based on an analysis of the cases and literature, guidelines are provided for effective employer social networking policies. A high quality policy and an understanding the changing standards are critical for successful management of employee social networking.

The emergence of social media networking sites and widespread employee use of those sites has created new challenges for both employees and management. From the employees’ perspective, venting frustrations with their employment situations through posts to social.

Networking sites might be considered beyond the purview of managerial attention. Such a perspective can be based on the mistaken belief that employers cannot regulate their off-duty conduct. It is also possible that employees believe that only a limited number of “friends” will see their posts. However, actions based on such beliefs can lead to problems, even if they occur while not at work. If employers consider off-duty posts harmful to

organizational interests, then discipline can be imposed. In most employment-at-will situations, this means that disciplined employees have little recourse through which they can challenge employer-imposed discipline.

What social media tips do HR professionals have for job seekers? The top two tips were to have a complete profile (77%) and to keep public content professional (73%). Nearly one-half of HR professionals (47%) suggested joining social media groups that are relevant to one's career. More than one-third recommended focusing posts on accomplishments and skills that are helpful to an employer (39%), making frequent updates to one's profile (38%) and only having connections/followers relevant to one's career (35%).

5. SOCIAL RECRUITING IN THE VIEW OF CROSS-CULTURE

Social recruiting is currently practiced across various industries in global. Mitran (2010) presents a short analysis about how the social networks are used in the recruiting process in Romania. Risser et al. (2013) intended to detail the process of implementing a social recruiting strategy for call-center companies operating in the Philippines; placing emphasis on the efficiency and effectiveness of the "digital referral" offered by many web-based services as a means to optimize the recruitment and hiring process within the Filipino call center industry.

Gravili (2015) examined the effects of cultural values on social media by considering Hofstede's Cultural Dimensions. The results suggested that there is a correlation between cultural dimensions and social media communication. If government implemented effective policies to ensure social media access for all, Latin American small and medium enterprises could select "the best workers".

Nikolaou (2014) presented and discussed the results of two surveys conducted in Greece exploring the role of SNS among employees–job seekers and recruiters–human resource professionals. Results showed that job seekers still seem to use job boards more extensively than SNS. HR professionals are more engaged in LinkedIn than Facebook and were considering the former as more effective than the latter in the recruitment process. It is interesting to note that the association between LinkedIn use and its effectiveness. On the one hand, and time spent on SNWs and LinkedIn effectiveness, is stronger for "passive" candidates.

Bohmova and Pavlicek (2015) made an empirical research with two interconnected instruments: (a) Questionnaire with 15 questions devoted to usability, evaluation and comparison of SNS with job portals ($N=286$ HR specialists) and (b) Comparison of 3 online job advertising methods – job portals, SNS and business

website, focusing on the usage of social networking sites (SNS) for hiring new employees. Results displayed that HR specialists regularly use publicly available information on candidates' Facebook profiles. Similar results have been observed using both instruments. SNS's in the Czech Republic is not yet used by recruiters as the main tool for recruitment, however, are often used as a support tool for decision making in the final stage of recruitment. There have no any significant differences in terms of demographics (men, women, old, young HR professionals). The rate of utilization of SNS's by recruiters in the Czech Republic is gradually increasing.

So far, there is fewer and limited research of social recruiting in china. The majority of them are empirical paper focused on the application, advantage and practice suggesting. According to the comparing traditional recruiting with social recruiting such as tencent's qq, Weibo and we chat, Ling (2014) pointed that even though traditional recruitment channels still remain as the major medium to carry out recruitment activities today, social networking recruitment based on SNS with its uniqueness and effectiveness has begun to challenge the long-teen monopoly of traditional recruitment. These two types of recruitment are different at its operation mechanism, range of application and effect. Effectively combining traditional recruitment and social networking recruitment will, to some extent, reduce the time and cost of recruitment and improve the quality of recruitment so as to meet the need of strategic development of talents and further meet the strategic requirements of P-O Fit. Social recruiting has been a new channel for graduates in china, although the Referral is limited. Graduates should be aware of self-image management and make best use social networks for career development (Li, 2013).

CONCLUSION

SNS recruitment has become one of the hot topics of scholars and business in the past ten years, the focus of which through literature search and analysis is about the present situation, operation mechanism, brand creation of employers, legal disputes and regulation. Cross-cultural research also gradually becomes a new trend. Foreign research in this topic gets enriched from different fields including information technology, sociology, psychology, management and economics. Questionnaire analysis, case study and comparative study are main research methods, that's to say, normative research and empirical research can be beautifully reached. Compared it abroad, related study in China is lack of empirical research.

LIMITATIONS AND FUTURE RESEARCH

The paper has such limitations as literature amount, personal capacity, time spending. The future research will

focus on cross-culture view, the behavior analysis based on the big data mining and case analysis and practice.

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