

# HR Personnels Perception for the Importance and Success of Social Networking Sites Integration in Recruitment

*Quratulain Ezam\**, *Nawaz Ahmad\*\**, *Amanat Ali Jalbani\*\*\**

## Abstract

*Today in the period of globalization when everybody and everything appears to be associated over the globe through the progressive improvement in the field of information technology. In the present-day business world, the utilization of the Internet has turned into an integrated and fundamental tool. Consistently an ever-increasing number of organizations arrive at the digital or virtual sphere by making their organization LinkedIn profile, Twitter account, as well as a Facebook page. The purposive, nonprobability sampling technique utilized for the current study. The sample of 203 Human Resource personnel selected from private and public limited companies. All of the HR personnel's are serving in Karachi based private and public limited companies. All respondents are power users of Social Networking Sites in the recruitment process as well as the traditional recruitment process as predefined criteria of the study. The beneficial aspects are found out by this inquiry which may lead the awareness among HR personnel's and companies as well that the most worthy sites for the recruitment practice are LinkedIn, Indeed.com, Rozee.pk, and Facebook.*

**Keywords:** *Social Networking Sites, Human Resources Personnel, Recruitment*

## INTRODUCTION

Today in the era of globalization everybody and everything appears to be associated over the globe through the progressive improvement in the arena of information technology. In the present-day business world, the utilization of the Internet has turned into an integrated and fundamental tool. Consistently an ever-increasing number of organizations arrive at the digital or virtual sphere by making their organization LinkedIn profile, Twitter account, as well as a Facebook page. All of them have a common objective: for making their company recognition among available individuals by extending their connections as much as possible. The end goal of an organization should keep in mind to create benefits and to work, the main component is recognition for the business strategy success. It is additionally the main incentive behind a successful recruitment procedure when an individual applies to the recognized organizations

---

### *Correspondence:*

\* *Lecturer, Institute of Health Management, Dow University of Health Sciences. [quratulain.ezam@duhs.edu.pk](mailto:quratulain.ezam@duhs.edu.pk)*

\*\* *Assistant Professor, Institute of Business Management, Karachi. [nawaz.ahmad@iobm.edu.pk](mailto:nawaz.ahmad@iobm.edu.pk)*

\*\*\* *Professor, Institute of Business Management, Karachi. [ajalbani@iobm.edu.pk](mailto:ajalbani@iobm.edu.pk)*

(Galanaki, 2002; Greengard, 2012).

Despite the fact that e-human resource management has different points of interest to the associations in expanding the effectiveness and control the cost yet has not concentrated on making a compelling HR form e.g., choice framework (Stone & Dulebonn, 2013). The recruitment through information technology has many points of interest over the conventional method for recruitment (Luckaszewski et al., 2009) and by positive utilization of the associations can encourage straightforwardness (Nabi et al., 2014). The quick change in the data innovation from a previous couple of decades will have a significant impact on the human resource management forms (Stone & Deadrick, 2015). Social advances are utilized as a part of numerous authoritative capacities and for a few purposes. E-recruitment portrays the organizations to follow the procedure to find and recruit capable people through online forums (Allden & Harris, 2013). Certainly, as Minton-Eversole (2007) clarifies, e-recruitment is a quickly developing strategy for hiring employees as an ever-increasing number of people upload their resumes online for exploring their bright future. The e-recruitment is the utmost reliant on and customs web-based social networking; understated elements ought to be assumed for this explicit factor. Web-based social networking center nearby forming clusters of persons who want to connect and communicate with one another with offering substance (Boyd & Ellison, 2008). Web-based social networking services permit three fundamental capacities to clients: (1) to make a profile; (2) to create compromise connections with diverse clientele; and (3) connections of others and to get the profiles in the system (Melanthiou et al., 2015). The client's networks from system to arrange as they might be bidirectional (Friends), one-directional (Followers), or proficient (Contacts /Links). With an end goal of organizations to enhance the nature of practices and time spent and to limit expenses and, numerous associations swing to online recruitment (Melanthiou et al., 2015).

To ensure efficient matching, job seekers and firms engage in costly information acquisition in order to reduce uncertainty about match value. Endorsing the organization picture by e-recruitment demonstrates extra imaginative and adaptable system that may support to attract youth and inactive workers with aptitudes that could step the organization into the new era, captivating the full favorable position of the always-developing innovation. At last, solid contention proposes that organizations spread over e-recruitment strategies pull in upper gauge competitors than those adopting the conventional approach. Candidates, apply for an employment by web-based social networking are normally proficient in computer/the internet, educated young persons concerned by joining an organization that grasps innovation. The study demonstrated, youthful representatives are "progress tolerating and, consequently, more inclined to enable the business to develop and transform" (Galanaki, 2002). Better quality reactions can likewise be accomplished by obviously characterizing the intended interest group and recognizing the required abilities.

## **LITERATURE REVIEW**

### *Social Networking Sites and Effective Recruitment*

Clark and Roberts (2010) opinion are that the event of the Internet has modified however folks seek jobs, realize associates and bearing business communication. Although, social media has become an additional widespread and it employed to attaching folks to every alternative.

The SNSs concept is an interesting matter to an enlightened new form of organizations. Moreover, they utilize it for marketing or advertising research (Kaplan & Haenlein, 2010). An SNS comprises portrayal of every client, his or her social connections and an assortment of extra services. For the most part, Social Networking Sites are accessible and offer different approaches to users to communicate over the Internet by means of electronic mails and messaging services (Malita et al., 2010). Characterize SNS as “web-based administrations that enable people to (i) develop an open or semi-open profile inside a reinforced framework, (ii) explain a rundown of different clients with whom they share an association, and (iii) view and cross their rundown of associations and those made by others inside the framework” (Boyd & Ellison, 2008).

Nevertheless, reluctances are still observed in few organizations regarding internet usage in their strategies, and even those who use online recruitment rely more on traditional recruiting means such as networking (Parry & Wilson, 2009; Lievens and Harris, 2003). The utilization of SNS has increased tremendously: LinkedIn, for instance, its initial million clients required four hundred and eighty days to pick up, however, in the most recent million only eight days basic (Giles, 2010). Considering that, SNS are generally new subject and qualities of destinations are line up with the data innovation writing. Quality figures the investigation, which could be adjusted to the characteristics of SNS (Lee & Kozar, 2006). At the commencement of operating virtual innovations for recruitment, three fundamental auspicious settings of operating the Internet found. First, as an advantage of the Internet, they explore the international dispersal with a global positioning. Second, the intellectual charm of the Internet offers connotations new conceivable results for interacting with entrants and third, a better reputation of the respective organization will lead through the innovative and present-day picture of the Internet adapted in the organizations (Riederer et. al., 1998).

Lee (2005), considered e-recruitment of Fortune 100 associations, he revealed in recent years the recruitment process switched to e-recruitment which would be substantially more vital for associations. Previous research infers that the consumption of Information Communication Technologies has an control of recruitment in organizations (Singh, & Finn, 2003). However, the value of online recruitment critically depends on the firm’s ability to screen applicants (Campos & Arrazola, 2017). Holm (2010), Breauigh (2008), Eisele (2006), and Pin et al. (2001), have recognized the most vital abilities of a successful e-recruitment prepare. The above attributes can be accustomed to recruitment by SNS in view of the information that there is nonexistence of script about standards for a compelling recruitment handle by SNS. The SNS is a moderately novel theme and hence, the innovations of the script on recruitment are the purpose for the suspicions in this exploration.

According to Ollington, Gibb, and Harcourt (2013), SNSs are the favoured foundations for those devotedly searching for work. The foremost benefit observed in this recruitment channel is that it is easier and cheaper existing tool to join for free and search for work. Most of the companies advertise their vacant position on the internet due to the speedy process of recruitment after the incorporation of SNSs. Currently, online networking speaks to one of the most up to date ways that businesses and specialists can impart. This investigation concentrates on SNS in regards to recruitment. Kaplan and Haenlein (2009) characterize SNS as “applications that empower clients to the interface by making individual data profiles, welcoming companions and partners to approach those profiles, and sending e-sends and texts between each other” (p. 23).

Internet facilitates the acquisition of information from applicants, and the provision of tailored information about the organization allows rapid and frequent changes in the job description to improve the search outcomes, plays an active role in targeting promising applicants, and even helps organizations to project an image of being innovative that ultimately influence application and acceptance intentions (Autor, 2001; Cappelli & Wilk, 2003; Galanaki, 2002; Chapman & Webster, 2003; Nakamura et al., 2009; Brencic & Norris 2009; Brencic & Norris 2012).

### *Social Networking Sites*

Davidsson (2016) claims, the use of social media on daily basis has doubled up within the previous six years, 20 to 58 percent in 2010 to 2016 respectively. The sum of those victimization social media has increased simply over 50 to 75 percent of all Swedish web users (Chan & Kjellberg, 2017). Social media has numerous communication channels wherever the users have the chance to send photos, texts, or sounds to move with one another. The users usually formed the content of social media. It's a combination amongst public connections, news streams, cultural relations, publicizing, technology, diversion, and organizations (Singh, 2014). It is usually related to web-based applications wherever the handlers will make use of these collaborative forums to expedite dialogue, interchange of user-generated content, creation, and modifications (Kaplan & Haenlein, 2010; Kietzman, Hermkens, McCarthy & Silvestres, 2011). Facebook is one of the leading social media fora, with daily 871 billion active users (Statista, 2017 a).

Social media could not merely constrained to social networks keen observed by Aichner and Jacob (2014) for example Business-oriented networks, Facebook, Blogs, cooperative comes, Enterprise social networks, Forums, Microblogs, snap sharing, merchandise & services review, Social bookmarking, Social recreation, Social networks, Video sharing and Virtual worlds are thirteen different kinds of social media that firms make use for attaining an entirely diverse chore and aim. These contrary types of social media have totally diverse mechanisms and purposes (Aichner & Jacob, 2014). Several vital characteristics from the non-public information act, the businesses ought to consume in concerns area unit, they ought to quickly take away interfere with personal information, ought to conserve steady lapse of periodicals to sight offensive personal information and not support discourteous personal information (Clark & Roberts, 2010).

Once recruiting & hiring authorities to practice social media, they will acquire info on the task human that's not typically obtainable through the normal forms of application, cowl interviews, and letters. Several vital features from the discrimination act to entail in thought, the recruiter of HR-section must not custom the info by social media to categorize against the chore application ethnicity, beliefs, disabilities, sex, sexual orientation, faith or alternative transgender characteristics (Sveriges Riksdag, 2017 b).

### *Recruitment*

The foremost objective of recruitment is to allurement in future staff. So as to try to this, there has got to be the identification of the suitable pool of potential job candidates. Enlisting sources square measure supposed to assist those potential job candidates and persuade them to hunt and apply, and eventually settle for the utilization of the organization. For this study, the

definition created by Barber (1998) suits because the basis of our definition, it acknowledges that achievement embodies activities and practices conceded on the organization by the utmost aim of distinguishing and appealing potential staff. It's seen vital that the definition distinguishes achievement activities and practices as break free their attraction, identification, and outcomes, for structuring and analyzing functions.

Breaguh (2008) recommend that organizations ought to form its accomplishment intents formerly creating choices regarding what accomplishment strategies to use. Breaguh claims, the accomplishment method may be distributed into 5 completely diverse stages. The primary stage is that the accomplishment intents, it provides the organization with the simplest mode to progress a consistent strategy for substantial the organization's available job. Breaguh suggests, the organizations ought to retain few complications in mind once creating an accomplishment strategy and people square measure the way to intervene their message to prospective job entrants, the time they ought to initiate recruiting, that recruits to custom and substitute strategy-oriented queries. When rigorously seeing all the strategy-oriented queries the organizations ought to begin to hold out accomplishment doings like posting online job advertisements or hosting events at entirely different places supported the prior accomplished strategy. The accomplishment method encompasses the desirability of men, choosing and retaining appropriate entrants (Srinivas, 2015; Masa'd, 2015).

## **RESEARCH METHODOLOGY**

In the context of Pakistan, top ten Social Networking Sites are included in this study e.g., Facebook, Twitter, GooglePlus, LinkedIn, Myspace, rozee.pk, Mustakbil.com, jobz.com, pakistanjobbank.com, indeed.com. The current study is conducted to obtain the information among the top ten Social Networking Sites associated with the perceptions and experiences of HR personnel in the success and importance of Social Networking Sites in effective recruitment. For full filling the requirements of this case study, primary data was collected through questionnaires by Human Resources (HR) personnel. All of the HR personnel's are serving in Karachi based companies. The purposive, nonprobability sampling technique utilized for the current study. According to Etikan et al. (2016), the purposive sampling is subjected to choose when a researcher has included only those participants that suit the main persistence of the study. Whereas, the explanatory research type was utilized in the study to shed some light on e-recruitment practices in Pakistan. The sample of 203 Human Resource personnel selected from companies based in Karachi and computed model frequency tables to get insides of the recruitment process.

## RESULTS & DISCUSSION

### Demographic Profile of Respondents

Table 1: Individual Demographic Profile of Respondents

	Particulars	Frequency	Percent
Age	25-35	152	74.9
	35-45	44	21.7
	45-55	7	3.4
Gender	Female	45	22.2
	Male	158	77.8
Experience	Less than 5	46	22.7
	5-10	93	45.8
	10-15	46	22.7
	15-20	11	5.4
	20-25	4	2.0
	More than 25	3	1.5
Experience in Company	Less than 5	119	58.6
	5-10	66	32.5
	10-15	16	7.9
	20-25	2	1.0
Salary	Less than 30,000	13	6.4
	30,000-40,000	36	17.7
	40,000-50,000	39	19.2
	More than 50,000	115	56.7

In Table-1 the demographic profile of respondents is shown, where around 74.9 percent participants of the survey were between the age's brackets of 25 – 35, whereas, 21.7 percent belong to the age bracket of 35 – 45, and only 3.4 per cent participants under the age range of 45 – 55. It is very prominently seen in the demographic profile that majority of the respondents belong to the least defined age bracket or among the youngest serving HR personnel's. The above profile of respondents indicates that the current study is dominated by male HR personnel's who enthusiastically participated in the study. The total 203 HR personnel's participated in this study, out of which 158 were male respondents that were approximately 78 percent in comparison with 45 female respondents that were approximately 22 percent.

Furthermore, the experience of respondents profile indicates that almost 22.7 percent of the respondent serve less than 5-years in their professional career for the adhesive perception which would support this investigation objective. Whereas, almost 45.8 percent of participated HR personnel's consume 5-10 years in their overall career, around 23 percent participated employees having career experience between the range of 10-15 years as well as less than five years, however, only 1.5 percent had more than twenty-five years' overall experience, and five point four percent had around 20-25 overall experience. The total 119 respondents served less than five years in the current associated company out of 203, sixty-six employees served around five to ten years in the company, sixteen respondents served ten to fifteen years in the company

and only two HR personnel's served twenty to twenty-five years in the company. The fifty-six point seven per cent of the respondents of this study earned more than fifty thousand Pakistani rupees, nineteen points two per cent earned forty to fifty thousand Pakistani rupees, and seventeen point seven per cent earned thirty to forty per cent thousands of Pakistani rupees and only six point four per cent earn less than thirty thousand.

Table 2: Company Profile of Respondents

	Particulars	Frequency	Percent
<i>Employees in Company</i>	<i>Less than 500</i>	67	33.0
	<i>500-1000</i>	42	20.7
	<i>1000-2000</i>	32	15.8
	<i>2000-5000</i>	27	13.3
	<i>More than 5000</i>	35	17.2
<i>Employees in HR Section</i>	<i>Less than 5</i>	44	21.7
	<i>10-20</i>	33	16.3
	<i>20-50</i>	24	11.8
	<i>More than 50</i>	12	5.9
	<i>05-10</i>	54	26.6
<i>Employees hire through SNS (last 5-years)</i>	<i>10-20</i>	44	21.7
	<i>20-50</i>	24	11.8
	<i>More than 50</i>	81	39.9
	<b>Total</b>	<b>203</b>	<b>100.0</b>

The thirty-three per cent participants of this study had less than five hundred employees in their companies, approximately 21 per cent have 500-1000 employees in the company, approximately 51 per cent have 1000-2000 employees in the company, approximately 13 per cent of respondents have 2000-5000 employees in their company, and approximately 70 per cent have more than 5000 employees in the company.

Forty-four point three percent respondents indicated that five to ten HR personnel's are serving in their company, twenty-one point seven percent indicate that less than five employees serving in their HR section, sixteen point three percent indicate that around twenty to fifty employees serving in their HR department, whereas, only five point nine percent indicated that more than fifty employees serving in HR section of the company.

In last five years, approximately thirty-nine point nine percent participants of the current study response showed that more than fifty employees were recruited or hired in their companies through social networking sites, eleven point eight percent respondents showed that around twenty to fifty employees were hired through social networking sites, ten to twenty employees were hired through social networking sites by the companies of twenty point seven respondents, and twenty-six point six percent HR participants showed that only five to ten employees were recruited or hired in their companies by social networking sites.

*Successfulness of Social Networking Sites: A perception of HR personnel's*

HR personnel's were examined about their experiences, opinions, and perceptions on the subject of the fusion of SNSs in effective recruitment, as per the pre-determined criteria of the participants. The criteria were strictly followed to get the better results especially those respondents who use both methods old-style and modern. Whereas, the prominent edge of LinkedIn is seen after the investigation of 203 HR personnel's belongs to Karachi based diverse organizations amongst them approximately 150 personnel's perceive LinkedIn is a very successful social networking site for effective recruitment practices. Whereas, approximately 70-80 HR personnel's think that the portal of rozzee.pk is beneficial to various organizations for their recruitment route. Around 50 HR personnel's view Facebook as a successful or little successful in numerous firms. The portal of Mustakbil.com is little success in a number of firms, furthermore, Indeed.com standing successful in several firms for their evaluation system of entrants. Maximum firms recorded that Twitter, Google Plus, Myspace, Jobz.com, and Pakistanjobsbank.com have no use in their entire process of assessing entrants. Nikolaou (2014) supported that the efficacy and usefulness of SNSs and added more advantage in the labor market. This realistic study notifies that the aspirants use available online platforms for hunting jobs. All of the existing sites collect numerous offered job openings in the similar site, as a result, employers explore entrants directly (Lin, 2010).

The achievement of e-recruitment, for the most part, gets from the way that now organizations can achieve a bigger potential candidate group without geographical existence (Cappelli, 2001), what's more, people are moreover ready to travel abroad for work. Nowadays, it is common that most of the aspirants lean towards the SNSs for job hunt consecutively there are millions of users available on sites (Nikolaou, 2014). It is an earth-shattering digital revolution, as per the Digital Marketing Report (2017), notify that the active social media users are 31.0 million out of 194.8 million urbanization, whereas the penetration rate is almost sixteen percent in Pakistan. This is an exciting rate for aspirants as well as employers for exploration of the both desired applicant and recruiter.

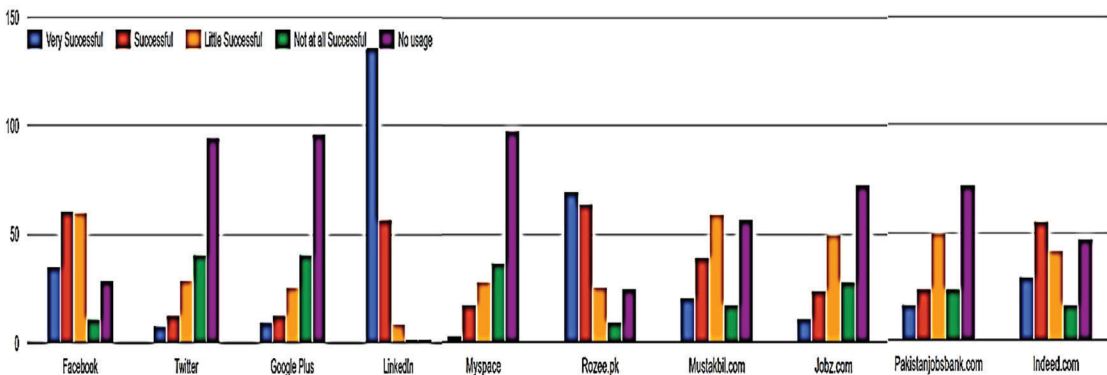
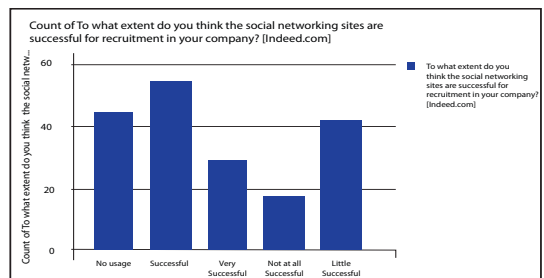
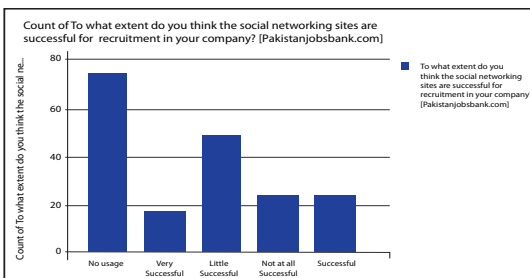
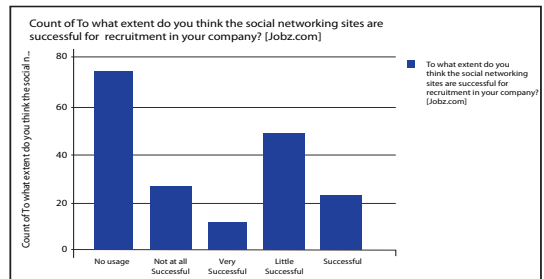
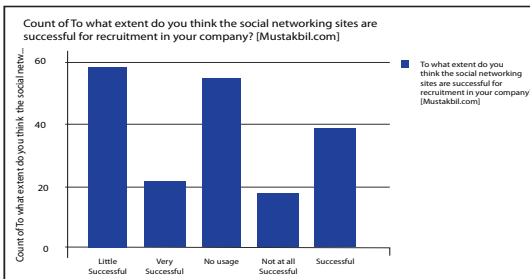
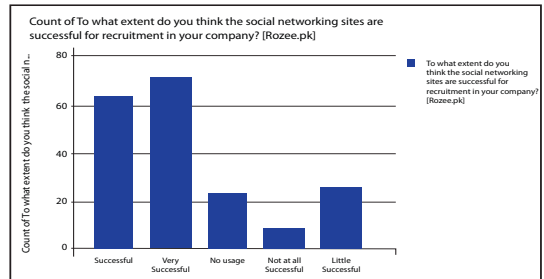
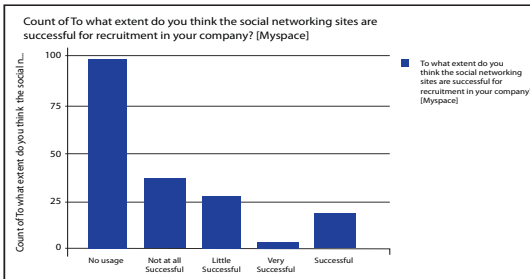
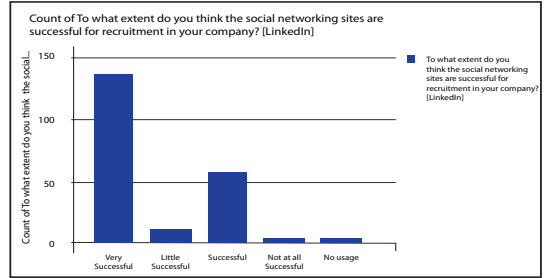
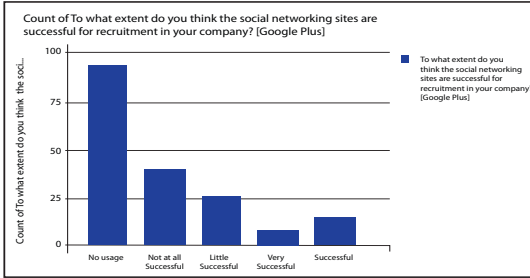
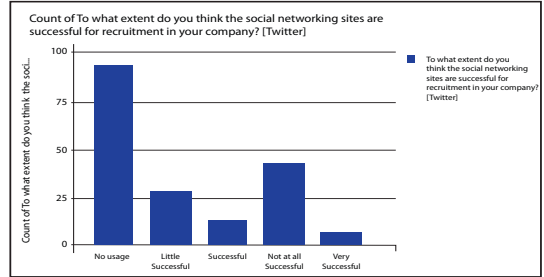
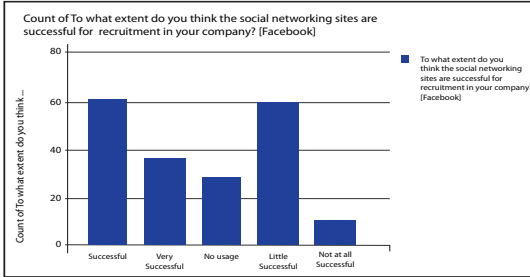


Figure 1: Successfulness of Social Networking Sites in the recruitment process



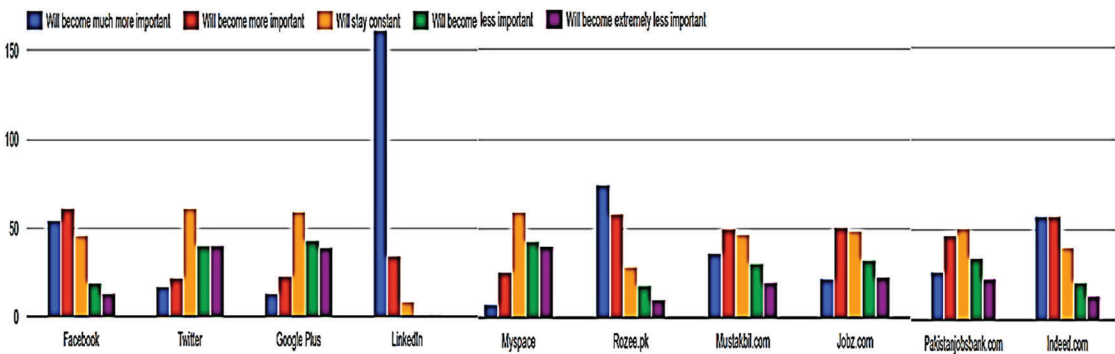
Successful SNSs for recruitment



**Importance of Social Networking Sites: Future prediction of HR personnel's**

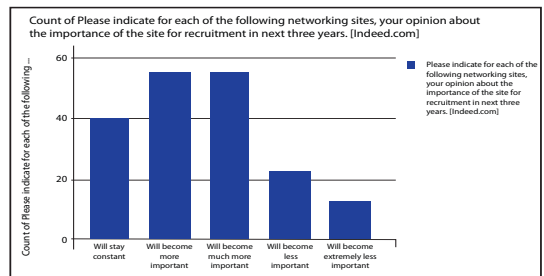
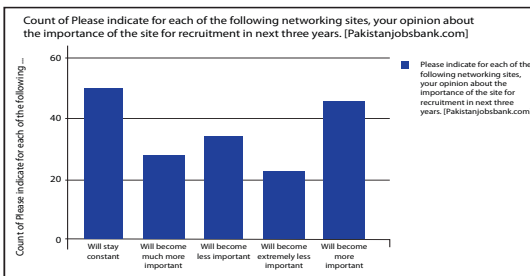
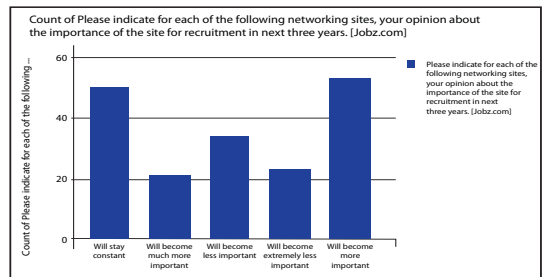
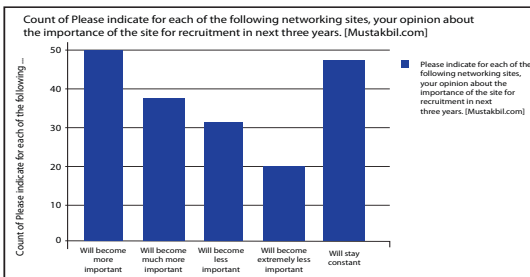
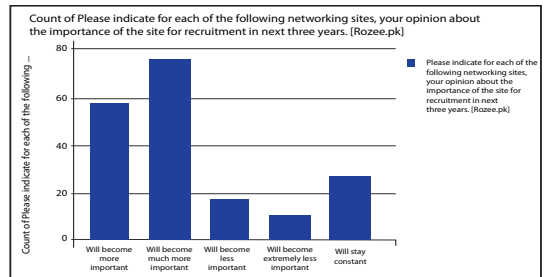
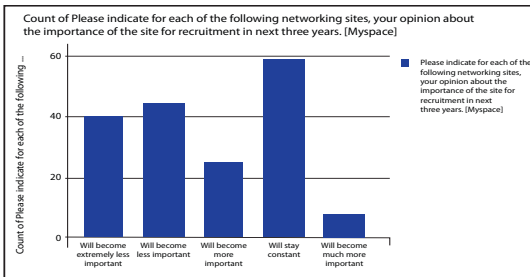
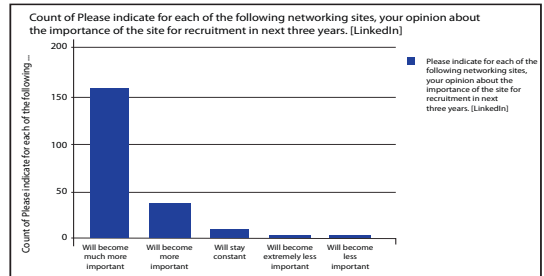
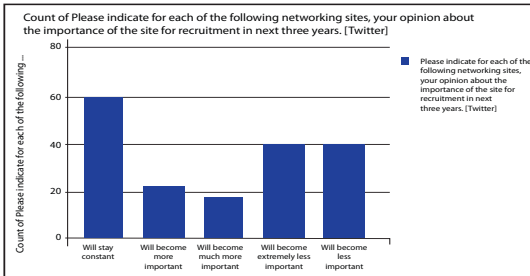
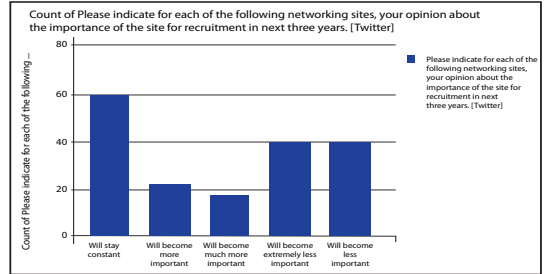
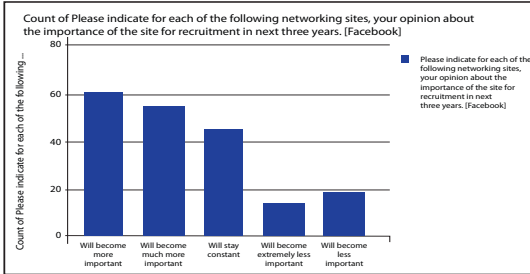
Whereas, in today's time the social media and web have an enormous influence on however HR-sections and recruiters to evaluate job entrants. Clark and Roberts (2010) opinion are that the event of the Internet has modified however folks seek jobs, realize associates and bearing business communication. Although, social media has become an additional widespread and it employed to attaching folks to every alternative. The employer's extent unit victimization, as a supply, to collect info on job entrants. The HR personnel's were also inspected the importance of SNSs in hiring decisions within the next three years. Interestingly, more than one hundred and fifty respondents are very confident to see LinkedIn at the top of the process of recruitment, specifically private and public limited companies. The utilization of SNS has increased tremendously: LinkedIn, for instance, its initial million clients required 400 and eighty days to pick up, however, in the most recent million only eight days basic (Giles, 2010).

In future, an additional advantage observed while making use of SNSs instead of old-style recruiting/hiring practice is the bright prospect of more niched online forums that would be immense in effect. Furthermore, around seventy to seventy-five HR personnel's think that the job portal of rozee.pk, bring into being another much more important site in the context of online hiring. Whereas, fifty respondents out of total 203 predict that the way their firms utilizing social networking sites would stay constant within three years in their respective HR sections particularly for the recruitment practices. In addition, Facebook, Mustakbil.com, jobz.com, pakistanjobbank.com, and indeed.com will become more important as compared to the current scenario of online evaluation of the aspirants, in the eye of recruiters. An additional operational feature of concerned SNSs is how aspirants interrelate and share credentials of professions, ever since the SNSs upfront the platforms for the firm as well as aspirants. There will no extremely less important SNSs amongst the top ten popular SNSs in Pakistani domain, as per the opinion of serving employers. Future functioned/operational sites will offer a more selection of several less important sites for vocation marketplace constructed on the line of work (Teoh, & Wester, 2015).



**Figure 2: Importance of Social Networking Sites in the next three years in the recruitment process**

## SNSs for Recruitment in Next Three Years



## **CONCLUSION**

Nowadays, firms are motivated to post work openings on the web and frequently update their profiles to attract proficient aspirants. As per wide perspective of our society, the aspirants are encouraged to look for work through social networking sites, as it may lessen the issues in hiring procedure and it may be accessible in comfortable and accustomed settings. This kind of settings creates more demand towards the unemployed labour force or those who are seeking to work for a long span of period. As it is seen in the broad spectrum of society that the implication of social networking sites in hiring is practising more than before, this shows that the available or accessible online platforms utilize extensively in such settings. This study includes the safety settings, which may incline towards the diminishing risk of immoral acts or dishonoured regulations of the settings. It shows that the current study added an extra knowledge of the similar content, as the main emphasis is the perception of the employer concerning the subject. The discussed framework in the study provides an adhesive knowledge as per employer perception, that the effectiveness will be innate in recruitment vis-à-vis the usage of social networking sites.

Nevertheless, through the ten most popular social networking sites the evidence are collected which shows the perception of HR personnel's for each of the site investigated. The beneficial aspects are found out by this inquiry which may lead the awareness among HR personnel's and companies as well that the most worthy sites for the recruitment practice are LinkedIn, Indeed.com, Rozee.pk, and Facebook. This outcome may also help out the owner of the site to enhance their three prominent aspects as suggested by the HR personnel in this region. In addition, HR personnel perceive that the importance of social networking sites within the coming three years will be enhanced in the performing recruitment activities. However, HR personnel perceive that within three years the LinkedIn usage for effective recruitment in Pakistan region would take lead among all of the other sites.

Research devotion is on early stages in the area of social networking sites blend with recruitment route. Therefore, this study mainly based on the perception of employers for making recruitment effective with the adding main ingredients of the recipe of social networking sites. It can be predicted with the help of this study that the companies who are not adding SNSs in their recruitment, will expect to switch or adapt the recipe of social networking sites with main delicious ingredients as per the findings of this investigation.

## **RECOMMENDATION**

The revolutionary digitalization creates credentials into the archives for back-up the data. The type of social networking sites and the approaches towards using it by the future generations is entirely diverse than these days. It would be utterly fascinating when that generation would become a part of the workforce.

## REFERENCES

- Aichner, T. & Jacob, F. (2014). Measuring the degree of corporate social media use. *International Journal of Marketing Research*, 57(2), 257-275.
- Allden, N., & Harris, L. (2013). Building a positive candidate experience: Towards a networked model of e-recruitment. *Journal of Business Strategy*, 34(5), 36-47.
- Autor, D. H. (2001). Wiring the Labor Market. *Journal of Economic Perspectives*, 15, 25-40.
- Barber, A. E. (1998). Recruiting employees: Individual and organizational perspectives. *Thousand Oaks, CA: Sage Publications*.
- Boyd, M. D., & Ellison, B. N. (2008). Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication*, 13(1), 210-230.
- Breaugh, J.A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review*, 18, 103-118.
- Brencic, V., & Norris, J. B. (2009). Employers' Online Search: An Empirical Analysis. *Industrial Relations*, 48, 684-709.
- Brencic, V., & Norris, J. B. (2012). Employers' Online Recruitment and Screening Practices. *Economic Inquiry*, 50 (1), 94-111.
- Campos, R., & Arrazola, M. (2017). Finding the right employee online: Determinants of internet recruitment in Spanish firms. *Journal of Applied Economics*, 50, 79-93.
- Cappelli, P. (2001). On-Line Recruiting. *Harvard Business Review*, March, 139-147.
- Cappelli, P., & Wilk, S. L. (2003). Understanding the Determinants of Employer Use of Selection Methods. *Personnel Psychology*, 56, 103-124.
- Chan, E., & Kjellberg, A. (2017). #Recruitment Social Media: How Swedish organizations can utilize the beneficial outcomes of using social media in the recruitment process. *Uppsala Universitet*.
- Chapman, D. S., & Webster, J. (2003). The Use of Technologies in Recruiting, Screening and Selection Processes for Job Candidates. *International Journal of Selection and Assessment*, 11(2-3): 113-120.
- Clark, L.A., & Roberts, S.J. (2010). Employers' use of Social Networking Sites: a socially irresponsible practice. *Journal of Business Ethics*, 95,507-525.
- Davidsson, P. (2016). Svenskarna och Sociala Medier. Internetstiftelsen I Sverige -IIS Collected 2017-03-03 from [https://www.iis.se/docs/Svenskarna\\_och\\_sociala\\_medier\\_2016.pdf](https://www.iis.se/docs/Svenskarna_och_sociala_medier_2016.pdf)

- Eisele, S. (2006). Online - Recruiting: Strategien, Instrumente, Perspektiven. Saarbrücken: VDM Verlag Dr. Müller.
- Galanaki, E. (2002). The decision to recruit online: A descriptive study. *Career Development International, 7*(4), 243–251.
- Giles, M. (2010). A World of Connections-A special report on social networking. *The Economist*. 01.06.2010
- Greengard, S. (2012). Picking—and keeping—the cream of the crop: Smart strategies are needed for both recruitment and retention of talent. *Human Resource Management International Digest, 20*(3), 26–29.
- Holm, A.B. (2010). The Effect of E-Recruitment on the Recruitment Process: Evidence from Case Studies of three Danish MNCs. *CEUR Workshop Proceedings, Germany*, 91-111.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! *The challenges and opportunities of Social Media. Business Horizons, 53*(1), 59–68.
- Kaplan, A.M., & Haenlein, M. (2009). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons, 53*, 59-68.
- Kietzmann, J.H., Hermkens, K., McCarthy, I.P. & Silvestre, B.S. (2011) Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons, 54*(3), 241–251.
- Lee, I. (2005). The evolution of e recruiting: a content analysis of Fortune career websites. *Journal of Electronic Commerce in Organizations, 3*, 57-68.
- Lee, Y., & Kozar, K.A. (2006). Investigating the effect of website quality on e-business success: An analytic hierarchy process (AHP) approach. *Decision Support Systems, 42*, 1383-1401.
- Lievens, F., & Harris, M.M. (2003). Research on Internet Recruiting and Testing: Current Status and Future Directions. In C.L. Cooper & I.T. Robertson (Eds.). *International Review of Industrial and Organizational Psychology, 16*, 131-165.
- Lukaszewski, K.M., Dickter, D.N., Lyons, B.D., & Kehoe, J. F., (2009). Recruitment and selection in an internet context. In: M.J. Kavanagh and M. Thite, eds. Human resource information systems: basics, applications, and future directions. *Los Angeles: Sage, 277-306*.
- Malita, L., Badescu, I., & Dabu, R. (2010). Culture tips for online job searching. *Procedia Social and Behavioral Sciences, 2*, 3070-3074.
- Masa'd, F. (2015). Deployment of Social Media in the Recruitment Process. *Journal of Knowledge Management, Economics and Information Technology, 5*(1).
- Melanthiou, Y., Pavlou, F., & Constantinou, E. (2015). The Use of Social Network Sites as an E-Recruitment Tool. *Journal of Transnational Management, 20*(1), 31–49.

- Minton-Eversole, T. (2007). E-recruitment comes of age, survey says. *HR Magazine*, 52(8), 34.
- Nabi, G., Wei, S., Husheng, X., Shabbir, M., Altaf, M., & Zhao, S. (2014). Effective Recruitment and Selection Procedures: An Analytical Study Based on Public Sector Universities of Pakistan. *Public Policy and Administration Research*, 4(10), 12-20.
- Nakamura, A. O., Shaw, K., Freedman, R. B., Nakamura, E., & Pyman, A. (2009). Jobs Online. In *Studies of Labor Market Intermediation*, ed. D. H. Autor. Chicago: University of Chicago Press.
- Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment*, 22(2), 179-189.
- Ollington, N., Gibb, J., & Harcourt, M. (2013). Online social networks: An emergent recruiter tool for attracting and screening. *Personnel Review*, 42(3), 248-265.
- Parry, E., & Wilson, H. (2009). Factors Influencing the Adoption of Online Recruitment. *Personnel Review*, 38(6), 655-673.
- Pin, J.R., Laorden, M., & Sàez-Diez, I. (2001). Internet Recruitment Power: Opportunities and Effectiveness.
- Singh, A. (2014). Challenges and Issues of Generation Z. *Journal of Business and Management*, 16(7), 59-63.
- Singh, P., & Finn, D. (2003). The Effects of Information Technology on Recruitment. *Journal of Labor Research*, 24(3), 395-408.
- Srinivas, V. (2015). Recruitment through social media, ELK. *Asia Pacific Journals – Special Iss.* ISBN: 978-81-930411-0-9.
- Statista (2017 a). Most famous social networks sites worldwide as of January 2017, ranked by numbers of active users (in millions). *Statista, The Statistics Portal*.
- Stone, D. L., & Deadrick, D. L. (2015), *Human Resource Management Review*. 25(2), 139-232.
- Stone, D., & Dulebohn, J. (2013). Emerging issues in theory and research on electronic human resource management (eHRM). *Human Resource Management Review*, 23(1), 1-5.
- Sveriges riksdag (2017 b). Diskrimineringslag (2008:567). Svensk författningssamling 2008:567.
- Teoh, J., & Wester, E. (2015). Social networking platforms – A new era for job seekers. *University of Borås*.