

Association for Information Systems AIS Electronic Library (AISeL)

AMCIS 2009 Proceedings

Americas Conference on Information Systems
(AMCIS)

2009

Recruitment in Social Networking Sites: A Theoretical Model of Jobseekers' Intentions

Maria M. Plummer

New Jersey Institute of Technology, mmp36@njit.edu

Starr Roxanne Hiltz

New Jersey Institute of Technology, roxanne.hiltz@gmail.com

Follow this and additional works at: <http://aisel.aisnet.org/amcis2009>

Recommended Citation

Plummer, Maria M. and Hiltz, Starr Roxanne, "Recruitment in Social Networking Sites: A Theoretical Model of Jobseekers' Intentions" (2009). *AMCIS 2009 Proceedings*. 176.

<http://aisel.aisnet.org/amcis2009/176>

This material is brought to you by the Americas Conference on Information Systems (AMCIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in AMCIS 2009 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

Recruitment in Social Networking Sites: A Theoretical Model of Jobseekers' Intentions

Maria M Plummer

New Jersey Institute of Technology
mmp36@njit.edu

Starr Roxanne Hiltz

New Jersey Institute of Technology
roxanne.hiltz@njit.edu

ABSTRACT

We propose a risk-benefit model for studying jobseekers' behavioral intentions to apply for a job in the context of social networking sites (SNSs). Our model integrates classic technology adoption/utilization theories with salient factors such as privacy concerns that have increased in significance with the growing use of SNSs as a recruitment source. We hypothesize that jobseekers' outcome expectancy (degree of optimism with respect to finding a job) and perceived usefulness of SNSs are both impacted by the availability of information about social connections to potential employers and by perceptions of justice in the job candidate selection process. Further, perceived usefulness of SNSs is influenced by outcome expectancy. This model also suggests that perceived risks (in terms of uncertainty and possible adverse consequences) are affected by online information privacy concerns. Finally, outcome expectancy, perceived usefulness of SNSs and perceived risks directly predict intentions to use SNSs to apply for a job.

KEYWORDS

Online recruitment; social networking sites; privacy; perceived justice/trust; jobseekers online behavior

INTRODUCTION

Recent figures from 'Nielsen NetRatings' suggest that social networking sites (SNSs) are experiencing phenomenal growth in the number of Web users they attract (McCarthy, 2008). It is therefore not surprising that recruiters are increasingly using these sites to advertise job vacancies, identify passive job candidates, or harvest information about potential hires (NACE, 2008). However, apart from assessing the extent to which human resource professionals scan SNSs for information about job candidates (SHRM, 2007), research on online recruitment (or e-recruitment) in the context of SNSs is almost non-existent. The primary objective of this paper is to present a theoretical model along with key hypotheses to be tested in a study that will address a segment of the research-practice gap that exists in regard to the use of SNSs in recruitment. This model attempts to explicate jobseekers' behavioral intentions specific to applying for a job within SNSs.

SNSs present jobseekers with advantages and disadvantages that are distinct from those of other online recruitment sources such as job boards and organizational websites. Hence the conclusions of prior studies, in terms of predictors of jobseekers' behavior in these other sources, may not directly apply to SNSs. It is therefore important to understand the unique salient factors that can influence jobseekers' reactions in the context of SNSs. Information about the online social networks of users (including jobseekers) is readily available in SNSs and can be leveraged by jobseekers in their efforts to secure a job. It is suggested that jobseekers using SNSs can improve their chances at securing a desirable job with the assistance of personal contacts within their networks who are directly or indirectly connected to the organization offering the job (Fitzgerald, 2004). In SNSs, however, users tend to reveal personal information about themselves and they have limited control over the information that is posted about them by others. Justifiably, jobseekers are likely to be concerned about this information being accessed by potential employers.

Early studies on jobseekers' behavior often use "rational choice theory" to explain jobseekers' job search method of preference (e.g. Brown, 1965). Rational choice theory suggests that jobseekers are likely to choose a job search method that maximizes their resulting benefits (e.g. salary and security) and minimizes their costs or risks (e.g. time, frequent use of personal contacts or referees, and adverse consequences such as loss of job opportunities). We therefore propose that a risk-benefit framework be applied in investigating, within the context of SNSs, how pertinent factors can influence jobseekers' behavioral intentions of using SNSs to apply for a job.

In the remainder of this paper, we first provide background information on recruitment strategies and trends in SNSs. We then elaborate on our motivation for developing the proposed model, present details of the constructs and relationships that constitute this model, and conclude with a discussion of the theoretical and practical implications of future research that will be based on this model.

ONLINE RECRUITING IN SOCIAL NETWORKING SITES

Social networking sites (SNSs) are typically described as websites that offer services to support objectives such as the maintenance and expansion of users' social networks and an increase in access to new opportunities through these expanded networks (boyd and Ellison, 2007; Kandra, 2004). In support of these objectives, SNSs facilitate interaction among their users by providing them with a variety of communication tools including e-mail, instant messaging, video and/or voice chat, blogs and discussion boards. SNSs also offer a number of services including online shopping and recruitment.

SNSs are becoming increasingly popular as a source of job candidates (NACE, 2008). Recruiters typically use these sites to discover high-quality passive job candidates (FitzGerald, 2004; Kandra, 2004). In the Job Outlook 2008 survey by the National Association of Colleges and Employers (NACE), 17% of responding employers, as compared to 11% of the respondents in a similar survey of the previous year, indicated that they will use SNSs as part of their recruiting efforts. In a 2007 survey of recruitment professionals by the Society for Human Resource Management (SHRM), 19% indicated that their organizations used SNSs to review information posted by job candidates. Of this 19%, about 15% indicated that their organization had eliminated a job candidate, within the 12 months preceding the survey, on the basis of the information discovered from these sites. Recent reports suggest that there is a shift in how employers plan to use SNSs. Many employers who previously used SNSs to check the profiles of potential hires are now planning to advertise job vacancies or network with potential candidates in these sites (NACE, 2008).

Testimonials given by jobseekers who successfully landed a good job or recruiters who found an ideal job candidate are often used as evidence of the potential benefits of using SNS in job and job-candidate search efforts. For example, Fitzgerald (2004, p. 46) reports the following from a user of the SNS, tribe.com: "A friend on Tribe had sent him word of the Blue-Stream job after hearing about it from another Tribe member he knew from the site's yoga interest group, which happened to include yet another member who knew a Blue-Stream director." Rather than expecting jobseekers and recruiters to acquire information about desirable jobs and qualified candidates through fortuitous online encounters, as in this example, SNSs have started operating like conventional online recruitment sources (e.g. job boards and online classified ads sites). In addition to listing job vacancies, SNSs such as LinkedIn.com and Xing.com have differentiated themselves from others by providing jobseekers with the capability of easily identifying individuals within their online social networks who are directly or indirectly connected with potential employers of interest to them. There are some obvious benefits from making transparent the linkages between jobseekers and potential employers. Individuals identified as having inside connections may provide valuable information to jobseekers or may even provide referrals. Also, in some job vacancy postings in LinkedIn, it is explicitly stipulated that referrals through networks are preferred. This suggests that recruiters value referrals from trusted personal contacts with social network connections to both the jobseeker and the employer. There are, however, some risk implications in terms of the uncertainty of whether or not information about personal contacts will help or hurt the jobseeker's chances at securing a desired job.

STUDYING JOBSEEKERS' BEHAVIOR IN SOCIAL NETWORKING SITES: MOTIVATION

Prior IS research (e.g. Smith, Milberg, and Burke, 1996) has touched slightly on the importance of issues such as information privacy concerns in deterring job applicants from using online recruitment sources because they do not want to provide certain kinds of information about themselves through this medium. These studies, however, have bundled the inclination to apply for a job with other online behavioral intentions related to privacy protection such as refusal to purchase a product and removal of contact information from catalog mailing lists.

In investigating online behavioral intentions, applying for a job should be singled out from other activities such as shopping for two reasons. Firstly, in an online recruitment setting, jobseekers do not only play the role of a buyer. They are sellers of their expertise, qualifications and experience, and therefore are expected to be more obliging with regard to the provision of personal information. Secondly, there are unique risks associated with registering with an online recruitment site, such as the possibility of managers discovering that individuals whom they supervise are seeking alternative employment.

Further, we argue that, with respect to job search, SNSs present jobseekers with distinct advantages and challenges. For example, unlike in job boards, information about SNSs' users and their online connections can help jobseekers in determining the online contacts who can introduce them to current employees of an organization or company that might be of interest to them. However, privacy issues are more prominent in SNSs as they are likely to contain more personal information about their users.

A PROPOSED THEORETICAL MODEL OF JOBSEEKERS' BEHAVIORAL INTENTIONS

In this section, we describe some key variables or constructs that are hypothesized antecedents to the behavioral intention "likelihood of using SNSs to apply for a job," and then present the resulting theoretical model.

Behavioral Intention – Likelihood of Using SNS to Apply for a Job

Behavioral intention, and not the actual behavioral outcome of applying for a job using SNSs, is the dependent variable in our proposed model. Behavioral intentions have been used as the dependent variable by researchers who have investigated the use of the Internet to conduct various transactions (e.g. Jarvenpaa and Trantinsky, 1999). These researchers assume, based on the theory of planned behavior (Ajzen, 1991), that behavioral intentions predict actual behaviors. Further, a number of prior IS studies (e.g. Davis, Bagozzi, and Warshaw, 1989; Venkatesh, Morris, Davis and Davis, 2003) have demonstrated the link between behavioral intentions and actual use of technology in a variety of contexts. We thus presume that jobseekers' intentions will be a good indicator of their actual use of SNSs to apply for jobs.

Information on Inside Connections, Outcome Expectancy and Perceived Usefulness

We plan to test the effects of adding an SNS feature that provides information about the online connections between the jobseeker and the employer/organization that might be of interest to the jobseeker. Such an "inside connection" display may assist jobseekers in identifying suitable individuals who can serve as referees or can provide more specific unpublicized details about the advertised job. Unpublicized details may include information about the organization's culture; the attitude of employees including the supervisor of the vacant position; and, the attributes of job candidates that the potential employer values the most (Granovetter, 1974). Undoubtedly, jobseekers who can access influential referees as well as information that may better prepare them for the job screening process are likely to have or to perceive that they have an edge over competitors with similar credentials in securing an advertised job.

Outcome expectancy is defined by Williamson, Lepak and King (2003) as an individual's judgment or belief that a desired outcome will result from a specific behavior. The desired outcome for the jobseeker is securing an advertised job and the specific behavior being considered in the proposed model is applying for that job using SNSs. Outcome expectancy can also be viewed as the jobseeker's perceived probability or level of optimism with respect to securing an advertised job.

Perceived usefulness of information technology was originally defined with respect to one's performance in an organizational context (Davis et al., 1989). In subsequent studies, this definition has been adapted to refer to the effectiveness of the technology in the performance of any generic task irrespective of whether it is within or outside an organizational setting. For example, Gefen, Karahanna, and Straub (2003, p. 84) define perceived usefulness as "a measure of an individual's subjective assessment of the utility offered by the new IT in a specific task-related context." In accordance with this definition, we are considering jobseekers' evaluative perception of the utility of SNSs in applying for an advertised job.

We believe that inside connection information will be viewed by jobseekers as extremely valuable in assisting them to achieve their desired outcome, and will in general, have a positive impact on their level of optimism. Also, jobseekers will develop more positive evaluative affect towards the technology or website that provides this information, and can help them better prepare an application that can enhance their chances at securing the advertised vacant position. We therefore hypothesize the following:

- H1: Jobseekers who are provided with information about inside connections to a target employer are likely to have greater outcome expectancies than those who are not provided with this information.
- H2: Jobseekers who are provided with information about inside connections to a target employer are likely to perceive SNSs as being more useful in improving jobseekers' prospects of securing an advertised job than jobseekers who are not provided with this information.

In Williamson et al. (2003), it was demonstrated that outcome expectancy had a direct positive influence on perceptions of website content usefulness. The rationale used by Williamson et al. (2003) in predicting the relationship between outcome

expectancy and website content usefulness was based on the findings of prior studies such as Compeau, Higgins and Huff (1999) and Davis et al. (1989). Essentially, these studies suggest that individuals' attitude towards the use of a specific technology are determined in part by their expectations of the outcome that will result from its use, and that individuals with more optimistic expectations are likely to have more positive affective perceptions of the technology. Accordingly, we propose:

- H3: There is a positive association between outcome expectancy and perceived usefulness of SNSs in securing an advertised job.

Perceived Justice/Trusting Beliefs, Outcome Expectancy and Perceived Usefulness

In recruitment literature (e.g. Gilliland, 1993; Hausknecht, Day and Thomas, 2004), perceived justice/fairness in the job candidate selection process is typically described as the belief that rules pertaining to various aspects of this process will not be violated. These aspects include the information used in decision-making and the interaction/communication with job candidates during the selection process and after the final decision is made. In the proposed model, we are concerned with two aspects of perceived justice, distributive and procedural, that are described by Gilliland (1993) as follows:

- Distributive justice: whether the hiring decision made about applicants, favorable or not, is the one that they deserve or they perceive that they deserve.
- Procedural justice: the formal characteristics of the selection procedure (e.g. face validity, which relates to applicants' perception of the relevance of all aspects of the procedures used to select suitable candidates for the job).

On the basis of the above description of perceived justice, we presume that individuals who believe that rules of the job candidate selection processes will not be violated are more likely to make themselves vulnerable to these processes and to the actions of decision-makers in these processes. We therefore contend that the concept of perceived justice is analogous to the notion of trust defined by Mayer, Davis, and Schoorman (1995, p. 712) as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party."

The importance of trust in e-commerce is described by Gefen et al. (2003) as helping to "reduce the social complexity a consumer faces in e-commerce by allowing the consumer to subjectively rule out undesirable, yet possible behavior of e-vendors" (p. 60). Social complexity relates to the difficulty in trying to understand "what, when, why and how others behave" (p. 55). We generally expect that jobseekers, like e-commerce consumers, will attempt to reduce the social complexity embedded in their interaction with recruiters/potential employers using SNSs and we posit that this can be achieved by increasing their perceived justice/trust in the job candidate selection. An increase in perceived justice/trust means that the jobseeker is more likely to dismiss the possibility that the rules of the candidate selection process will be violated by recruiters/potential employers using SNSs, and thus, is likely to become more optimistic about the outcome expected from using these sites to apply for a job.

- H4: There is a positive relationship between jobseekers' perceptions of justice in the candidate selection process used by recruiters/potential employers placing job vacancy advertisements on SNSs and jobseekers' outcome expectancies.

Gefen et al. (2003) classify perceived usefulness/benefits of e-commerce websites into two categories: immediate benefits resulting from current activities (that is, the usefulness of the technology), and future benefits relating to getting the product and services expected. Their study also provides evidences to suggest that trust can increase perceived usefulness of websites, particularly with regard to the effectiveness of human service behind the technology in producing future benefits. Thus, we predict:

- H5: There is a positive relationship between jobseekers' perceptions of justice in the candidate selection process used by recruiters/potential employers placing job vacancy advertisements on SNSs and jobseekers' perceived usefulness of SNSs in securing an advertised job.

Outcome Expectancy, Perceived Usefulness and Behavioral Intention

Outcome expectancy, as noted earlier, refers to an individual's perceived probability of securing an advertised job and perceived usefulness pertains to the individual's evaluation of the effectiveness of SNSs in assisting him/her to secure an advertised vacant position. Compeau et al. (1999) have demonstrated that individuals with higher personal outcome expectations from using computers are likely to use them more frequently and for longer periods. Davis et al. (1989) and numerous subsequent studies, including those focused on Internet technologies (e.g. Moon and Kim, 2001), have proven the

existence of a positive relationship between perceived usefulness and behavioral intentions with regard to utilization. Based on this abundance of evidence from which we can draw parallels, we predict that individuals who are more optimistic about their prospects of securing an advertised job vacancy and have more perceptions of SNSs' effectiveness in assist them to achieve this outcome are likely to apply for jobs using these sites. The following propositions are therefore appropriate in our model.

- H6: There is a positive association between outcome expectancy and likelihood of using SNSs to apply for a job.
 H7: There is a positive association between perceived usefulness of SNSs in securing an advertised job and likelihood of using SNSs to apply for a job.

Information Privacy Concerns, Perceived Risks and Behavioral Intentions

One of the most frequently cited definitions of information privacy is "the ability of the individual to control personal (vis-à-vis other individuals, groups, organizations, etc.) information about one's self" (Stone, Gardner, Gueutal and McClure, 1983, p. 460). Information privacy concerns are important considerations in SNSs because of the extensive amount of personal details that are shared by the individuals themselves or by third parties (Dwyer, 2008; Rosenblum, 2007).

The construct "information privacy concerns" is often conceptualized as being multifaceted, comprising factors such as collection, errors, unauthorized secondary use and improper access (Smith et al., 1996). In the proposed model, we focus primarily on jobseekers' concerns about the "collection" aspect, which in our context, pertains to concerns about the substantial and sometimes excessive personal data from SNSs that are gathered by recruiters and potential employers. It can safely be presumed that recruiters who use SNSs to advertise job vacancies are likely to examine the content of SNS pages of the individuals who are being considered in the job candidate selection process. For instance, during the selection process, recruiters might review the details of applicants' profiles, peruse through their social networks and examine closely their activities including their contributions to discussion forums and the groups that they choose to join.

Consumer researchers often define risk in terms of "consumer's perception of the uncertainty and adverse consequences of buying a product or service" (Dowling and Staelin, 1994, p. 119). Adapting this definition to suit our context, we conceptualize jobseeker's risk beliefs as their perceptions of the uncertainty and adverse consequences of utilizing the recruitment services offered by SNSs. We are specifically considering uncertainty about whether the information gathered by recruiters might add to or detract from an applicant's eligibility for the job for which he/she has applied, and the potential adverse consequence of loss of job opportunities.

Unlike criteria such as academic qualifications and extent of experience in a particular field or position, it is unclear how information discovered online might affect a candidate's chances of landing a job of interest to him/her. For instance, information about the current employees within the hiring organization who are in an applicant's social network might strengthen or weaken his/her chances at securing the job. Also, information about the values of the professional and social groups with which the applicant is associated, may help recruiters in determining the potential fit or misfit between the applicant and the organization. Further, the number of connections the applicant has within a competing organization might be considered favorably or unfavorably in a selection process.

The likelihood that personal information about job candidates will be gathered from SNSs, coupled with the uncertainty of exactly how this information will be used in the candidate selection decision making process, is likely to evoke varied levels of perceptions of risks. Based on the reasoning and the findings of Malhotra, Kim and Agarwal (2004), we believe that an individual's disposition with respect to concerns about online information privacy will influence his/her level of uncertainty of the outcome that will result from the presumed extensive gathering of personal details by recruiters and potential employers. Accordingly, we posit:

- H8: There is a positive relationship between jobseekers' online information privacy concerns and their risk beliefs (in terms of the uncertainty and adverse consequences of using SNSs to apply for a job).

Refusal/willingness to reveal personal information is one of the main information privacy-protective responses or IPPR (Son and Kim, 2008) typically considered in IS research focused on Internet users' privacy concerns and threats. Recruitment literature has identified the following as jobseekers' ultimate reactions to perceptions of intrusiveness of candidate selection procedures: application intentions, applicant withdrawal, offer acceptance intentions and organizational attraction (Bauer et al., 2006; Hausknecht et al., 2004). In the proposed model, we are considering the behavioral intention, "likelihood of using SNSs to apply for a job," which is different from any of the aforementioned reactions. It is argued here that given the likelihood that the same vacant position might be advertised by more than one recruiter in more than one online location, rather than not considering the vacant position altogether or judging the organization as an unattractive potential employer,

jobseekers may choose to apply for the position using an alternative type of website or method. Risk beliefs have been found to have a negative effect on Internet users’ behavioral intentions to reveal personal information (Jarvenpaa and Tractinsky, 1999; Malhotra et al., 2004). We posit that these beliefs may have a similar impact on another possible reaction by jobseekers to preserve their privacy, which is, not using SNSs to apply for a job. We therefore propose:

- H9: There is a negative relationship between jobseekers’ risk beliefs (in terms of the uncertainty and adverse consequences of using SNSs to apply for a job) and the likelihood that they will use SNSs to apply for a job.

The Proposed Theoretical Model

The integrated theoretical model that results from the hypotheses above is shown in Figure 1. It is a type of “risk-benefit” model, in that the positive motivators at the top are balanced by the negative influences of perceived privacy concerns and risks.

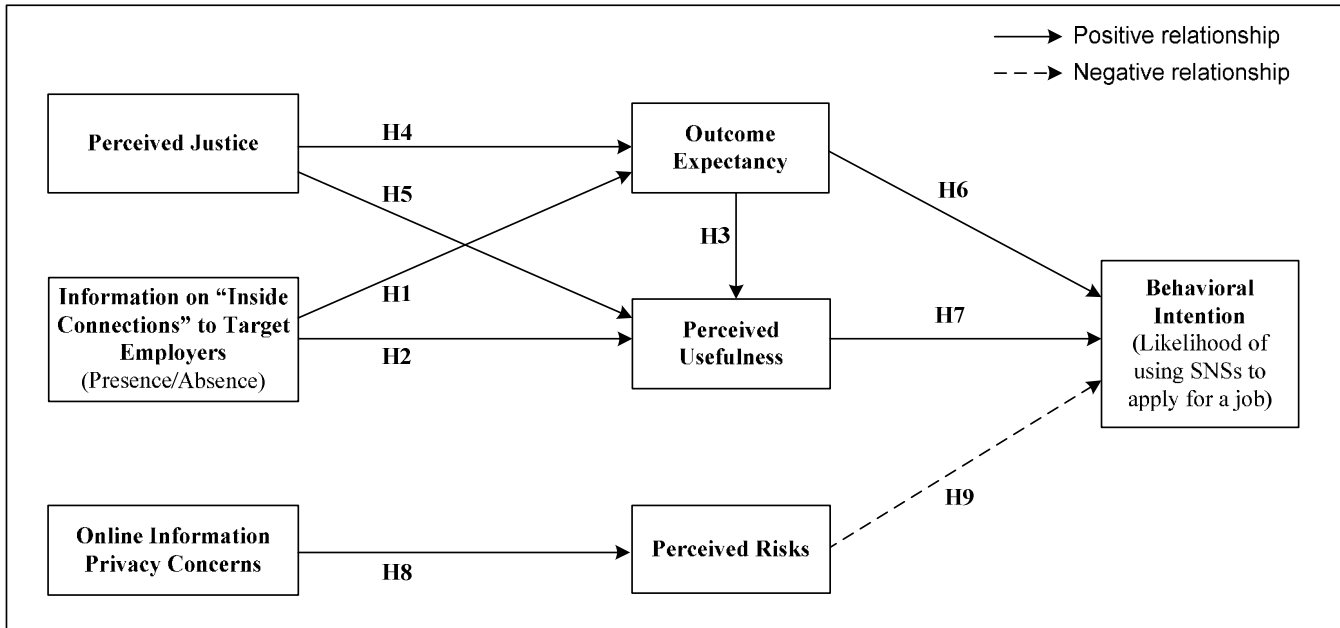


Figure 1: The Proposed Theoretical Model

CONCLUSION AND FUTURE RESEARCH

The model presented in this paper was developed by drawing upon classic theories and research findings in a variety of fields including human computer interaction, human resource recruitment, social psychology, and consumer behavior. References to so many fields demonstrate the complexity in creating a model that explains jobseekers’ behavior in SNSs. One caveat that must be noted is that this model is applicable mainly to SNSs that offer recruitment services in which, rather than being redirected to another site, the job applicant is expected to submit their resumes through the SNS itself.

The proposed model will be empirically tested using data gathered from jobseekers in an online survey-based study. Half of the participants will be randomly selected to receive information on a feature that makes transparent “jobseeker/potential employer connections.” In this study, previously validated instruments will be used or adapted to measure many of the variables in this model e.g. information privacy concerns, perceived usefulness and perceived risk. Malhotra et al.’s (2004) version of Smith et al.’s (1996) measure of privacy concerns relating to collection of personal information has been adapted to suit the context of this study. The trusting beliefs and risk beliefs measures are also modifications of the ones used by Malhotra et al. (2004). The perceived usefulness of SNSs scale is adapted from the perceived usefulness scale applied in Davis et al.’s (1989) technology acceptance model. The scale for ‘likelihood of applying for a job using SNSs’ is somewhat similar to other behavioral intentions scales used in prior studies such as Gefen et al. (2003). Outcome expectancy and perceived justice will be measured using newly developed scales. A methodological contribution will therefore be made to information systems research with the development and validation of these new scales. Thus far, a small pilot study has been completed in order to test the psychometric properties of the proposed scales and to enhance them for the main study.

The proposed study will have practical implications for operators of SNSs offering recruitment services; recruiters and potential employers; and jobseekers. By incorporating, enhancing and highlighting features that are identified as positively impacting jobseekers' probability of using these sites and by reducing factors with an opposite effect, jobseekers can be encouraged to apply for jobs through them. Recruiters and potential employers pay for online recruitment services and often use the number of applications received from a particular source in calculating their return on investment in that source. The more jobseekers who are willing to apply for jobs through SNSs, the more attractive these sites will become to recruiters and potential employers as a source of job applicants, and thus, the more viable they will become as providers of recruitment services.

REFERENCES

1. Ajzen, I. (1991) The Theory of Planned Behavior, *Organization Behavior and Human Decision Processes*, 50, 2, 179–211
2. Bauer T.N., Truxillo D.M., Tucker J.S., Weathers V., Bertolino M., Erdogan B. and Campion M. A. (2006) Selection in the Information Age The Impact of Privacy Concerns and Computer Experience on Applicant Reactions, *Journal of Management*, 32, 5, 601-621
3. boyd, D. M. and Ellison, N. B. (2007) Social Network Sites: Definition, History and Scholarship, *Journal of Computer-Mediated Communication*, 13, 1, article 11
4. Brown, D.G. (1965) *The Market for College Teachers*. Chapel Hill: University of North Carolina Press
5. Compeau, D.R. and Higgins, C.A., and Huff, S. (1999) Social Cognitive Theory and Individual Reactions to Computing Technology: A longitudinal study. *MIS Quarterly*, 23, 2, 145–158.
6. Davis, F.D., Bagozzi, R.P., and Warshaw, P. R. (1989) User Acceptance of Computer Technology: A Comparison of Two Theoretical Models, *Management Science*, 35, 8, 982–1003
7. Dowling, G. R., and Staelin, R. (1994) A Model of Perceived Risk and Intended Risk-handling Activity. *Journal of Consumer Research*, 21, 1, 119-134.
8. Dwyer, C. (2008) *Appropriation of Privacy Management within Social Networking Sites*, Doctoral Dissertation, Department of Information Systems, New Jersey Institute of Technology, New Jersey
9. Fitzgerald, M. (2004) Inter networking *Technology Review*, 107, 3, 44-49
10. Gefen, D., Karahanna, E. & Straub, D. W. (2003). Trust and TAM in Online Shopping: An Integrated Model. *MIS Quarterly*, 27, 1, 51-90
11. Gilliland, S.W. (1993) The Perceived Fairness of Selection Systems: An Organizational Justice Perspective, *Academy of Management Journal*, 18, 4, 694-734.
12. Granovetter, M. (1974) *Getting a Job: A Study of Contacts and Careers*. The University of Chicago Press, Chicago
13. Hausknecht, J.P., Day, D.V., and Thomas, S.C. (2004) Applicant Reactions to Selection Procedures: An Updated Model and meta-analysis, *Personnel Psychology*, 57, 3, 639-683.
14. Jarvenpaa, S.L. and Tractinsky, N. (1999) Consumer Trust in an Internet Store: A cross-cultural validation. *Journal of Computer-Mediated Communication*, 5, 2, <http://www.ascusc.org/jcmc/vol5/issue2/jarvenpaa.html>. Accessed on: December 5, 2008
15. Kandra, A. (2004) Can you Profit from Online Networking? *PC World*, 22, 2, 45-47
16. Malhotra, N.K., Kim, S.S. and Agarwal, J. (2004) Internet Users' Information Privacy Concerns (IUIPC): The Construct, the Scale, and a Causal Model, *Information Systems Research*, 15, 4, 336-355
17. Mayer, R.C., Davis, J.H. and Schoorman, F.D. (1995) An Integrative Model of Organizational Trust, *Academy of Management Review*, 20, 3, pp. 709-734
18. McCarthy, C. (2008) Twitter Spreads like Wildfire, but MySpace Still on Top, *CNet News*, <http://news.cnet.com/webware/?keyword=Nielsen+NetRatings>. Accessed on: February 28, 2009
19. Moon, J. and Kim Y. (2001) Extending the TAM for a World-Wide-Web context, *Information and Management*, 38, 4, 217-230
20. National Association of Colleges and Employers – NACE (2008) *Social Networking Sites Gaining Popularity Among Employers Seeking Job Candidates*, <http://www.jobweb.com/jobmarketnews.aspx?id=1693>, Accessed on: December 05, 2008

21. Rosenblum, D. (2007) What Anyone Can Know: The Privacy Risks of Social Networking Sites, *IEEE Security and Privacy*, 5, 3, 40-49
22. Smith, H.J., Milberg, S. and Burke, S. (1996) Information Privacy: Measuring Individuals' Concerns about Organizational Practices, *MIS Quarterly*, 20, 2, 167-196.
23. Society of Human Resource Management-SHRM, (2007) *Advances in E-Recruiting: Leveraging the .jobs Domain*, SHRM Research Department, Alexandria VA, USA
24. Son, J. and Kim, S. S. (2008) Internet Users' Information Privacy-Protective Responses: A Taxonomy and a Nomological Model, *MIS Quarterly*, 32, 3, 503-529
25. Stone, E.F., Gardner D.G., Gueutal, H.G., and McClure, S. (1983) A Field Experiment Comparing Information Privacy Values, Beliefs, and Attitudes Across Several Types of Organization, *Journal of Applied Psychology*, 68, 3, 459-468
26. Venkatesh, V., Morris, M. G., Davis, G. B. and Davis, F. D. (2003) User Acceptance of Information Technology: Towards a Unified View, *MIS Quarterly*, 27, 3, 425-478
27. Williamson, I.O., Lepak, D.P. and King, J. (2003) The Effect of Company Recruitment Web Site Orientation on Individuals' Perceptions of Organizational Attractiveness, *Journal of Vocational Behavior*, 63, 2, 242-263