AN ANALYSIS OF SOCIAL MEDIA USE IN THE RECRUITMENT AND SELECTION OF YOUNG PROFESSIONALS: A CASE OF COMMERCIAL BANKS IN KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY
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CAROLINE WANJIKU NDAMBIRI

A Research Project Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University in Nairobi for academic credit.

Signed: ________________________  Date: ______________________

Caroline Wanjiku Ndambiri (ID 644337)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________  Date: ______________________

Dr. James M. Ngari, PhD

Signed: ________________________  Date: ______________________

Dean, Chandaria School of Business
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First and foremost, I would like to thank my parents for relentlessly encouraging me to pursue this MBA program. I would also like to extend my thanks to my supervisor Dr. James Ngari, for the guidance he has accorded me throughout this research proposal. Finally I would like to recognize and appreciate the support of my colleagues throughout the writing of this research proposal.
DEDICATION

I dedicate this work to my parents, siblings and employer, for I would not be pursuing this without their unrelenting support.
ABSTRACT

The general research objective of this study was to analyze use of social media in the recruitment and selection of young professionals in commercial banks in Kenya. The research was guided by the following research questions: what are perceived costs associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived benefits associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived risks associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks?

A descriptive survey design was employed in conducting this study and addressed the questions posed above. The study population consisted of 65 human resource managers in tier one banks (those with assets of over Kes 25 billion) and tier two banks (those with assets of between Kes 6 billion to Kes 24.9 billion). However, only 50 responded resulting into a 77% response rate. The data collected was analyzed by using the Statistical Package for Social Sciences (SPSS) tool for descriptive statistics and presented through means, standard deviations, percentages, and frequencies. Correlation and regression analysis was applied to determine the relationship between the dependent and independent variables.

The findings revealed that the use of social media in recruitment and selection is affordable for the banks, it was also revealed that it is cheaper to access to a wider pool of people using social media, and many banks have set up equal opportunity and diversity policies. The findings also revealed that the firms reduced recruitment and selection time through use of social media although they have not been able to reduce costs of recruitment. To analyse the second objective the findings revealed that when using social media, the HR managers collect standardized information for all applicants making recruitment fair to all. There was however uncertainty on other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection and the firms using social media to access information about a candidate. Lack of company regulations that cover was also identified as a challenge.

To analyse the third objective the findings revealed that when using social media, the HR managers collect standardized information for all applicants makes recruitment fair to all.
Most of the respondents however disagreed that they have company regulations that cover many social media use in recruitment and selection. Analysis of the fourth objective revealed that the research revealed that commercial banks are more likely to make use of social media for recruitment of young professionals, and the banking sector recruit’s young professionals who are tech savvy for innovation and creativity. Most of the respondents however disagreed that Facebook is dominating the recruitment market or they are targeting young professionals.

The study concluded that use of social media in recruitment and selection is affordable for the banks, and helps in offering a wide access to a wider pool of people using social media, as a result many of the banks have set up equal opportunity and diversity policies. The use of social media has enabled the HR managers collect standardized information for all applicants hence resulting into fair recruitment fair to all. A prospective challenge would be the lack company regulations that cover use of social media in recruitment and selection. Lack of laid down company regulations that cover social media use in recruitment and selection is a challenge and this has also given lee way to misuse of information as the practitioners are able to view individuals profiles without the owner’s consent. Commercial banks are more likely benefit from the use of social media for recruitment of young professionals.

The study recommended that banks need to adopt social media more to assist in recruitment and selection as it is very affordable and offers access to a wider pool of prospective candidates. There is a need to set up the rules and regulation to mitigate victimisation due to access of sensitive issues such as political affiliations or physical appearance and demographic information about applicants. Commercial banks need to set up procedures and regulations that cover social media use in recruitment and selection. Also, information retrieved from individual’s profiles should be used carefully to minimize cases of litigation against the firm. Alternatively, the institutions also need to use social media sites for communication not only during a crisis but also to keep the public informed of activities such as recruitment drives.

Further studies need to be undertaken but focus should be on the young professionals in order to determine what young professionals prefer in social media recruitment.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Social media has been defined as a group of internet-based applications that rely on the ideological and technological foundations of Web 2.0, and that enable the creation and exchange of user generated content (Kaplan & Haenlein, 2010). On the other hand, Jack and Scott (2011), recognize that so far social media has no universally acceptable definition and for many individuals, social network sites like Facebook and Twitter characterize what is known as social media today and that the meaning of social media will continue to morph with over time. The above-mentioned sites have greatly grown across various demographics and have attracted millions of users. Kaplan and Haenlein (2010) also highlight that social media as it is today can be traced back to over two decades and the availability of high-speed internet access has resulted in a proliferation of websites and increased popularity. Miller, Costa and Haynes (2016) also noted that social media ought to be viewed not only as the platform where people post ideas and information on but also the as one of largest content databases in history.

At an organization level, social media websites have been known to compliment and increase the efficiency of other more traditional channels of communication in the developed countries in the West. Engaging in social media also helps strengthen a firm’s brand equity and as a result making the company more attractive to the customers, and current and potential employees (Maxim, Julian, & Huadong, 2014). In human resource management, social media has helped improved efficiency where the benefits such as increased employee engagement (Rai, 2012), boosting employee pride (Freer, 2012), and strengthening employees’ emotion of cultural belonging (Leidner, Koch, & Gonzalez, 2010) has been witnessed. Ultimately, this helps in creating a firm’s good reputation and through social media, the firm can repeatedly reinforce its brand name (Edosomwan & Kalangot, 2011).

While some businesses in the United States have successfully integrated social media within their functions, research indicates that other firms have encountered challenges in this regard. Lee and Wicks (2010) observed that some firms were not familiar with the technologies but most just simply failed to allocate the resources needed to integrate social
media with organization functions. Mielach and Beesley (2013) and Milano, Baggio and Piattelli (2011) also observed that poor technical competence and slow management decision making contributed to the lack of or limited use of social media.

In Human Resource, ‘social recruiting’, ‘social hiring’ or ‘social sourcing’, is the use of social media in recruitment and selection and typically entails job advertising, applicant screening, and employer branding. This has been reported to be the third most effective source of hire, after corporate career sites and employee referral programs. Social media has also been considered a serious component of the recruitment strategy for organizations, which utilize them to build relationships, advertise their brand, and engage job applicants (Aberdeen, 2013). Social media is also said to create an appeal to recruiters as it provides a natural setting to passively observe potential candidates, and obtain a full overview of their personal interests, and values that may not be seen in an interview (Pike, Bateman, & Butler, 2013). In addition to this, well designed employer branding campaigns may stir up good publicity and in turn sway an applicant’s decision to apply (Sivertzen, Nilsen, & Olafsen, 2013).

A recent study by Jobvite (2012) reveals that globally, LinkedIn tops the list of social media tools used for recruitment and selection. This is followed closely by Facebook, Twitter, YouTube, and Instagram (Jobvite, 2013). UK-based small businesses have used LinkedIn in promotion and advertisement to attract suitable partnership (Barnes et al., 2012), North American recruiters on the other hand value it for the exposure it awards the job advertisements compared to Facebook and Twitter (Bullhorn Reach, 2013). Both recruiters’ and job seekers use social media as a vetting tool prior to a job interview, about ninety-two percent of recruiters use LinkedIn, while thirty-one and eighteen percent use Facebook and Twitter respectively (Jobvite, 2013).

Despite the numerous benefits of social media in recruitment and selection, the use of these tools may also pre-dispose employers to legal suites related to negligent hiring (Slovensky & Ross, 2012) as well as legal issues related to unfairness, discrimination and privacy infringement (Elefant, 2011; Cavico, Mujtaba, Muffler, & Samuel, 2013). Furthermore, studies have shown that screening of applicants using social media in some instances significantly influences the employer’s decision to hire. For instance, in a research to investigate students’ reactions towards the use of social media in the selection process, the findings revealed that employers who used the social media sites were perceived to be less
fair compared to those that refrained from the practice (Madera, 2012). In addition to this, some content on the applicants’ profiles such as illegal drugs, sexual postings, and profanity may get negative reactions from recruiters and ultimately lead to their non-selection. On the contrary, many organizations are of the opinion that the information published online voluntarily by an individual forms a fair judgments of their character (Cain, Scott, & Smith, 2010). Ironically, many job applicants are unaware about the implication and possibility of their social profiles being viewed by recruiters (Vicknair, Elkersh, Yancey, & Budden, 2010).

Sills (2014) emphasizes that recruitment via social media is becoming a competitive strategy and a lot firms in the US and the UK are creating provisions for this in their overall business strategies. Its use has already created an impact on traditional recruitment process by offering to the firm a readily available pool of active and passive job seekers. Handlogten (2009) deduces that the use of e-recruitment has grown a lot and the benefits of its implementation include: cost savings, ease of larger candidate pool, ease of use for the organization and the applicants and increasing the hiring speed. Jobvite (2013) annual surveys to investigate the patterns of recruitment in the United States found a positive return on investment from use of e-recruitment. The results found that slightly over thirty percent of participants claimed an improvement in the time to hire, while about forty-three percent agreed to it improving the quantity of candidates. Salmen and Rath (2012) also observed that about twenty percent of the recruitment process can be optimized through social media.

Sills (2014) established that seventy-four percent of adults in America have utilized social networking sites in the year 2014 denoting a sixty-six percent rise since 2005. The organization also established that at least over ninety percent of the companies in the United States of America have adopted social media networks and the majority found in LinkedIn, followed by Facebook and Twitter these firms use this site to actively search for young talent. Salmen (2012) elaborates that firms have realized the tough competition for talent than there was in the previous years and most of them have resorted to taking various actions to reduce the risks. He adds that since 2007 there has been over eighty-five percent increase in recruiting activities via social media.

In the US, a survey done showed that over 90 % of job seekers have the notion that companies review their social media accounts before recruitment (Simply Hired, 2012). A European study also indicated that almost all young job seekers aged below 25 like to
communicate with employers via Facebook compared to other forms of media (Clements, 2012). It is therefore clear that the trend is generally growing. A recent global study by Jobvite (2012) emphasizes the increased importance of social media as a tool in recruitment. Additionally, Searle (2006) indicated that there has been a 60 per cent rise in job applications through corporate websites, and using this option more than 90 per cent of Global 500 have been able to attract potential employees.

China has witnessed a growth of Social Networking Sites over the past years and according to the Ministry of Industry and Information Technology, there were 191 million users by the end of first quarter of 2010 (Li, 2010). The average social media site user has about three accounts (CNNIC, 2009). Contrary to other nations, social sites like Facebook and MySpace, have failed to penetrate the Chinese market. However, Chinese mainland market are dominated Chinese companies and Facebook that has over 500 million users around the world has not even made it into the top 100 websites in China (Alexa, 2010).

Social media however has increasingly gained ground in firms, by employees and employers either for personal use or at a professional capacity for internal or external functions. These has led to a rise in a number of issues especially about misuse (Ouirdi, Ouirdi, Segers, & Henderickx, 2010). In the African spectrum, e-recruitment has been beneficial for some firms in South Africa, as many employers are said to have utilized the technology to enhance and support the HR function. Such technology has been used for recruitment, performance management, career planning, determination of rewards and recognition, training and development, and employee relations (Shane, 2009).

Kenyan firms have established social media platforms to interact with customers and potential customers. Commercial enterprises like Safaricom Kenya Limited, Kenya Airways, Barclays Bank of Kenya among others, have Facebook and Twitter platforms to broadcast information on their products and services and offer after sales services (Okinda, 2014). The banking Industry's has been of late primarily focused on service optimization, the advanced technology has created a novel approach to service delivery via use of social media. The recently growth social media interest by banks has driven them to utilize social networking tools such as Facebook and Twitter to not only engage customers, but to also partner with employees, reduce costs, build brand, boost innovation and ultimately increase revenue (Muriithi, 2014). Owing et al. (2016) also adds that competition in the financial market has also played a vital role in this.
Other studies like Njuguna (2014) investigated the challenges of online recruitment and selection at the United Nations agencies in Nairobi and established that many agencies are already utilizing online services to acquire manpower. Chunguli (2010) survey of e-recruitment practices in commercial banks establish that rate of use of the service was insignificant with use of email to contact candidates being the only use of e-recruitment. Langat (2006) on the other hand surveyed the use of electronic recruitment by state corporations and the result established that there was increased computerization of departments and there was insignificant utilization of ICT. It is therefore the aim of this literature to link to the statement of the problem.

Kenya's financial system is considered the largest and most developed in the East Africa region. This has been due to the well-developed and dynamic nature of the industry as well as the vast number of the banks expanding into other countries. The banking industry has also enjoyed exponential growth because of increased automation of their services (Craig & Babette, 2007). The commercial banks in Kenya are 43 in total and they have been divided into three tiers. Tier one is those with assets of over 25 billion KSH and this are five in number. Tier two are those with assets worth between 6 billion to 24.9 billion and they are seven in number (Cyton, 2016).

1.2 Problem Statement

Jobs (2008) highlighted that in developed nations, social-media tools have been increasingly applied to complement and in some instances, supplement the traditional hiring processes. Many surveys on ‘social recruitment’ have been conducted in the United States and in 2008, a survey for the US Society for Human Resource Management (SHRM) established that the number of firms using social media in Human Resource Management has significantly grown since 2006. Moreover, many firms are using their social media pages to brand themselves as the preferred employer, to recruit and contact applicants, as well as for pre-and post-interview screening (Davison, Maraist & Bing, 2011). In the UK, a recent report by the UK Commission for Employment and Skills (2012) stated that many businesses in the region actively make use of social media as a tool for recruitment and selection. While that is the case, within the East African region, seldom research has been done to explore the extent of social media use in recruitment and selection.
A study by Muriithi (2014), established that demographic factors, access to internet, security issues and cost of social media are factors that greatly affected the use of social media in financial institutions. While the above research suggests that financial institutions have become aware and appreciate the opportunities, challenges and legal implications of using social media as a tool of communication, it is not very clear from previous research if they grasp the above opportunities, challenges and legal implications regarding social media use as a recruitment and selection tool.

A study by Abel (2011) on the role of social networking sites in recruitment among German firms also revealed that ‘social hiring’ was a relatively new topic in German companies. Most of them started using Web 2.0 applications for Human Resource Management (HRM) while majority outsourced the service from sites such as XING for their recruitment. While it is apparent that the current changes in technology has opened new opportunities for companies to communicate, application of social media has been generally limited to marketing activities. To be competitive and outdo each other Bank brands have channeled their wars on social media platforms such as twitter and recent feud between Kenya Commercial Bank (KCB) and Chase though it is not clear the extent of their use in Human Resource Management and specifically as a recruitment and selection tool. Considering this, this research aims to utilize this apparent gap to analyze the use of social media recruitment and selection of young professionals in commercial banks in Kenya.

1.3 Purpose of the Study

The purpose of this study was to analyze use of social media in the recruitment and selection of young professionals in commercial banks in Kenya.

1.4 Research Questions

1.4.1 What are perceived costs associated with social media use in recruitment and selection of young professionals in commercial banks?

1.4.2 What are the perceived benefits associated with social media use in recruitment and selection of young professionals in commercial banks?

1.4.3 What are the perceived risks associated with social media use in recruitment and selection of young professionals in commercial banks?

1.4.4 What are the perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks?
1.5 Importance of the Study

1.5.1 Commercial Banks

Since there is a grey area in the law regarding issues of discrimination in social recruitment, such a paper will not only inform policy makers but also guide the development of a legal framework to protect both the employers and potential applicants.

1.5.2 Human Resource Practitioners

This research will be helpful in educating and informing human resource practitioners on the benefits they would enjoy from using social media as a recruitment and selection tool as well as the risks and opportunities involved.

1.5.3 Young Professionals

This research will be helpful in enlightening the young professional on the risks associated with irresponsibility when using social media sites. This study will also guide them into establishing what employers look for when recruiting using social media.

1.5.4 Academia and Researchers

This research will widen the knowledge base of social media use in the local scene as well as give future researchers a better understanding of this phenomena.

1.6 Scope of the Study

The study was conducted among human resource practitioners in the commercial banks in Kenya. The study was carried out within the month of December 2016. In doing this study, the limitations anticipated were the unwillingness of respondents to give correct information, and the long duration waited to collect the questionnaires from respondents at the various Banks. To ensure these limitations were mitigated the researcher contacted the human resource manager beforehand.

1.7 Definition of Terms

1.7.1 Social Media

Social media is defined as a group of internet-based applications that rely on the ideological and technological foundations of Web 2.0, and that enable the creation and exchange of user-generated content (Kaplan & Haenlein, 2010).
1.7.2 Recruitment and Selection

Recruitment can be defined as the process of looking for and obtaining a group of potential candidates with the required knowledge, skills, and experience. Recruitment process offers the firm with a wide pool of applicants to select from. The purpose of the selection process is to ensure that the best individuals are appointed using effective, fair, and equitable assessment activities (Jobvite, 2014).

1.7.3 Costs
Cost is the monetary valuation paid or given up (Abel, 2011).

1.7.4 Benefits
Benefits are the advantages gained from utilization of a product or service (Muriithi, 2014).

1.7.5 Risks
Risk is the exposures to danger, or a probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action (Sills, 2014).

1.7.6 Opportunities
This are the chances creates as a result of utilizing social media in recruitment and selection (Jobvite, 2014).

1.7.7 Social Hiring
Also known as ‘e-hiring’ or ‘social sourcing’, this is the use of social media in recruitment and selection and entails job advertising, applicant screening, and employer branding (Aberdeen, 2013).

1.7.8 Web 2.0
Web 2.0 refers to a second generation form of the World Wide Web that enables web application users to communicate, collaborate, and share information over the internet (Sultan, 2013).
1.7.9 Young Professionals

The term generally refers to adults in their 20s and 30s who are employed in a white-collar occupation or a professional field (Sills, 2014).

1.7.10 Commercial Banks

These are financial institutions that deal in loans and deposits, and have access to financial markets. They typically raise funds mostly through deposits and use the funds to offer loans (mortgages, consumer and commercial loans) and invest in debt securities (Saunders and Walters, 1993).

1.8 Chapter Summary

The chapter entailed the background of the study and introduced the concept of social media recruitment and selection. It starts by giving an overview of social media recruitment and selection from a global perspective to a local perspective; in addition, it highlights the main objective of the study, which was to analyze use of social media in the recruitment and selection of young professionals. Apart from that, it also specifies the specific research questions and significance of the study. The next chapter will review the literature and discuss the empirical framework. The third chapter will discuss the research methodology that will be applied in the study. Chapter four will discusses results, findings, and the Tables, charts and graphs will be adapted in presenting the data. Chapter five will present the discussion, conclusions, and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter will review literature on use of social media in the recruitment and selection of young professionals. The study reviews literature related what costs are associated with social media use in recruitment and selection of young professionals in commercial banks, what benefits are associated with social media use in recruitment and selection of young professionals in commercial banks what risks are associated with social media use in recruitment and selection of young professionals in commercial bank and what are the opportunities associated with social media use in recruitment and selection of young professionals in commercial banks.

2.2 Cost associated with Social Media in the Recruitment and Selection

2.2.1 Cost-saving and Targeting Potential Candidates

The literature greatly accepts that social media recruitment offers an economical variety to many ancient methods of recruiting. Statistics from the United States show that old job advertisements on the average cost a firm $3,295 a year and are considerably costlier than their web-based counterparts at $377 a year on average (Harris & de War, 2001 in Searle, 2006). Clements (2012) quotes Jon Hull, global Head of Resourcing at RS components who is an electronics distributor headquartered in the United Kingdom, who states that, on average, hiring for a senior post via social media costs them £714, compared with £7,500 via the traditional strategies like newspaper advertising. In terms of targeting, Social Networks Sites are currently giving sophisticated tools for businesses. for instance, software system is currently accessible to make job advertisements more targeted by ‘scanning’ an individual’s LinkedIn profile once they click a link associated with the organization and after citing vacancies that are deemed most relevant to them.

Clements (2012) adds that from the case study analysis, found that the two aspects of price saving and targeting were typically interlinked. For instance, for Pets at home within the USA, the most advantages of utilizing social media for recruitment is having the ability to own access to a wider pool of individuals, and because of that, having the ability to considerably scale back accomplishment and selection related costs. Brown and Vaughn,
add that social media might even be used as a part of equal opportunity, social action and diversity policies of organizations, as it probably permits recruiters to tap into on-line discussions and forums and successfully engage potential candidates in groups that that can otherwise not reach through more traditional recruitment sources like newspaper advertising. Social media as a tool for recruitment and selection is currently being employed as a part of a general net-widening search strategy, aimed toward guaranteeing that organizations aren't continuously looking within the same forms of areas for potential candidates.

Why is recruiting the pleasant skills so essential? It’s far expected that the economic impact of hiring a top performer is 10-100x the individual’s compensation (Brown & Vaughn, 2011). Consequently, hiring a single top performer at one hundred thousand consistent with annum income has the potential for adding $1 to $10 million to an employer’s revenue each and every 12 months that the new employee remains with the firm. Whether there is a need to quickly recruit extra applicants, find applicants for difficult-to-fill positions, construct talent pools, or simply streamline the recruiting strategies, Firms need to make the maximum of their already stretched assets (Zielinski, 2012). Technology allows to automate recruiting and staffing for progressed candidate quality, efficient hiring, accelerated personnel productiveness, and higher business performance (Davison et.al, 2012).

Skills acquisition costs impacts the organization when a new position is being crammed for the primary time, or a current function is refilled because of turnover, and whilst employees switch jobs internally. A lot of the spending is done on acquiring talent, such costs include recruitment expenses and entails expenditure on recruitment advertising costs for brand new hires (Davison et.al, 2012). It is far estimated that global, agencies spend a lot of funds to source applicants. Those costs commonly come out of the budget of the hiring department and won’t be visible to a business enterprise via its HR branch’s accounting of skills acquisition fees. Using clever sourcing technologies, corporations of all sizes can get the identical talent sourcing benefits that huge companies experience (Brown & Vaughn, 2011).
2.2.2 Financial cost

Davison et.al, (2012) highlight that recruitment may be undertaken internally via either promotion or transfer of existing personnel or through referrals, by current staff members, friends or family. Where internal recruitment is the preferred option of filling vacancies, the openings can be advertised by placing notices on bulletin boards, in the institutions newsletters and office memoranda. SHRM (2011) highlights that referrals are usually done by word-of-mouth. Internal recruitment does not always result into the best quality of personnel needed. As such, the organization needs to do recruitment from external sources, by advertising the vacancies in various media or using employment agencies to “head hunt”.

According to Armstrong (2010), HRM is mandated in controlling all aspects concerning management of people in organizations. Compton et al. (2009) on the other hand adds that employees are similar to other resources in the firm and there is a need to manage them effectively to guarantee best performance for the entire company. People are the key asset that is facilitates the growth and development of firms and therefore must be maintained well (De Alwis, 2010). Cappelli (2001) explores that online recruiting resulted into cost saving, and increased recruitment market beyond geographical boundaries, as well as fast tracking the process of contacting applicants and creating an image for the firm.

Zielinski (2012) argues that, even though progressively used, the particular impact of social media on recruitment in terms of cost and advantages it entails remains mostly unquantified. However, a 2011 U.S. Society for Human Resource Management SHRM survey (based on 541 randomly selected human resource professionals) found that fifty six per cent of responding employers declared that they presently use social networking websites when recruiting for potential jobs (SHRM, 2011). This is a major increase since 2008, when a bit over a third (34 per cent) of organizations were utilizing these sites as a recruiting tool (SHRM, 2011).

The American company UPS is named among the few corporations that has studied the costs and advantages of its recruitment-related social media usage thoroughly. It uses analytical software to analyze the performance of its social networking sites (in terms of re-tweets’, numbers of followers and numbers of individuals accessing company material via social media sites). The firm additionally uses tools that ‘listen to’ comments created
on social media sites concerning the firm and its accomplishment practices so it's responsive to how it's being received (Zielinski, 2012). In line with Zielinski (2012), the UPS human resource manager felt that workers time (time spent by workers attracting and screening applicants) was the largest cost related to using social media for accomplishment and selection (Zielinski, 2012). He additionally believed that the justification of costs mustn't be primarily based exclusively on increasing the quantity of the organization’s followers, however ought to instead incorporate the standard of the organization’s on-line interactions, the quantity of hires as an immediate results of social network sites interaction and therefore the retention rates for these workers.

This view was insured to a huge extent by their case study organizations, which all cited workers time as one of the foremost vital costs in utilizing social media as a part of the recruitment method. Social media sites were aforesaid to tend to get lots of communications traffic, together with queries from customers and job candidates, additionally to a big volume of low-quality applications (Clements, 2012). They thus want some dedicated resource to make sure that updates are posted and queries answered. The organization acknowledged this, though they didn't feel it to be a major issue. In the case of G4S, the heavy cost was mostly around guaranteeing that enough workers time might be dedicated to monitoring sites, and in providing training for managers who would be operative aspects of the web content. The utilization of observation software additionally needs investment in instrumentation and qualified workers to work it (Zielinski, 2012).

2.2.3 Marketing Cost

Previously, to recruit employees, organizations would have to advertise the opportunities in the local press, engage a recruitment agency or, post the jobs on the company website or notice boards. This ‘passive approach is slowly coming to an end. In 2009, for instance, it was reported that Monster.com a job site based in the UK and U.S experiences a 31% decline in revenue. This was very much compared to the overall decline in the recruitment industry experienced globally. Today, with the growth of social media, human resource managers and recruitment firms have been forced to take a proactive approach, by engaging with talent via use of social networking platforms (Brown & Vaughn, 2011).

Social media has the capability to boost communication generally, which for public sector organizations is vastly helpful. Tools like Twitter facilitate employees to speak in ways in
which are clearer and more concise, which, for a council, is an advantage, as communication and engagement with the locals could be a key issue for them (Brown & Vaughn, 2011). This kind of communication helps organizations to show it is approachable and has face that successively is probably going to encourage folks to admit desire work for such a corporation.

There is additionally a brand-building component to the utilization of social networking sites that is hard to quantify, however progressively it is vital for organizations. On Facebook as an example, folks will 'like' or share vacancy posts, notwithstanding they're not in person aiming to apply for the job; this raises the profile and public awareness of the corporate (Brown & Vaughn, 2011). This was notably the case with G4S, whom social media helped to strengthen brand image and generates traffic onto its company career website. As the firm recruits around 250,000 employees a year, it's notably necessary for it to market its employer image and generate interest in its work, to that social media activities will contribute considerably. A very important focus for the company’s internet approach is thus the question of how social media will support the firm Career Centre, the company’s corporate recruitment site. By acting as a channel and directional interested parties towards its web site and Facebook pages, the corporate can give an oversized volume of data concerning itself (Davison et.al, 2012).

If people like what they see, they'll then be directed to the company’s recruitment site. linked to the present is that the issue of whether or not organizations are happy to permit their existing staff to act as advocates for the organization by using their own social media platforms (e.g. by disseminating firms content on their personal Facebook or LinkedIn account) to assist with the process. Doing so therefore may speedily increase the reach of content and target like-minded people, by providing first-hand accounts and data to potential candidates. For SMEs without recruitment groups, using their own staff to deliver the message could also be the sole choice. However, some firms might want to closely monitor content that is connected to their brand in this manner, and will not wish to be burdened with overseeing large numbers of staff on this issue (Brown & Vaughn, 2011).

2.3 Benefits of Using Social Media in Recruitment and Selection

As Brown and Vaughn (2011) denote, survey results indicate that a lot of the data that hiring managers report using might not be expressly job-related. Social media sites supply
a tool to explore aspects of a candidate that ancient recruitment screening cannot forever simply reach, like their personality and structure ‘fit’. However, it follows that this sort of screening is additionally less easily justified by employers and is a lot of prone to leave them open to charges of discrimination. Cavico, Mujtaba, Muffler, & Samuel (2013) define that whereas social media tools were most typically aforementioned to own been used at the initial enlisting stage, to advertise job vacancies that are already being publicized through a lot of typical recruitment routes; sixty four per cent of respondents confirmed having done this. In addition, 45 per cent had used social media to push the corporate generally terms among potential candidates or to form contact with a pool of potential candidates for employment vacancy (45 per cent); around two in five had used social media tools to ‘headhunt’ (42 per cent). Additionally, thirty-five per cent of respondents who had used social media for enlisting according having done so as to undertake screening and background checks or to get info on candidates as a part of the applying method.

2.3.1 Fostering Realistic Expectations

Interactive tools like Facebook, LinkedIn, and Twitter play a very important role within the general process around recruitment, providing recruitment info and fostering realistic job expectations among potential recruits. in an exceedingly similar vein, Searle (2006) highlights not only is the importance of internet sites in attracting future staff but it also a fact that they may assist to offer realistic job previews to candidates. Thus, a possible candidate can gain quite a number of data about potential leader through its web site and social media pages.

This can facilitate them to make a decision whether or not they just like the general feel and culture of a corporation. If not, they'll merely decide against applying, saving them and also the organization time and cash. Fostering additional realistic expectations concerning the duty in question may additionally facilitate the corporate to discourage unsuitable candidates. during this context, Searle (2006) describes these ‘work match questionnaires’ which might feature on company websites and social media sites and are utilized to assess potential applicants’ preferences and ‘deselect’ unsuitable candidates at an early purpose.

This ‘deselecting’ of candidates might cause important value savings for firms in terms of saved time. G4S cites this as a very important facet of the benefits of social media: its social media presence primarily offers a platform for each attracting and deterring potential
candidates by giving an additional correct image of what functioning at the firm entails. This might not invariably correspond to applicants’ previous perceptions (Brown & Vaughn, 2011). It is, of course, necessary for organization’s to gift as honest and realistic image of a corporation as attainable, and to plot questionnaires that are supported neutral criteria, so as to avoid any kind of discrimination. Social media additionally has the potential to be used as a method to boost the enlisting expertise for candidates who aren't successful in the process. As an example, if a candidate has engaged with a corporation through two-way interaction via social media, they may be additional inclined to feel that they have had a customized experience, instead of restricted interaction via letter. This might facilitate organizations with high ratios of candidates to acceptances hence ensure that candidates who are turned away retain a positive impression of the organization and would contemplate applying in the future (Davison et.al, 2012).

2.3.2 Social Media Policies

According to Davison (2012), most organizations that use social media for recruitment and selection don't have any policy set up. In line with a survey done by SHRM (2008), seventy two percent of organizations did not have any formal or informal policy when it comes to the employment of internet sites for recruitment and selection additionally eighty nine percent of organizations failed to have an idea to implement any policy. Additionally, he suggested that organizations ought to have policies that may be used to address risks related to on-line recruitment (Davison et al, 2012).

Most organizations don't have policy that states best selection practices that may be used throughout section and recruitment method thus there's very little research project established to offer guidance. Furthermore, organizations ought to even have a policy that may be utilised to address problems on password protocol thus preventing a corporation from having one worker from having all the passwords to social networking sites (Davison, Maraist & Bing, 2011). The employment of policy can facilitate organizations to not disclose the employment of screening via SNS to candidates. Revealing info to candidates can build them alter their profiles therefore reducing access to useful info. But failure of a corporation to disclose info can build candidates see the hiring method as unfair or an invasion of privacy (Brown & Vaughn, 2011).
2.3.3 Diversity in Talent Search

There is a good range of ‘traditional’ ways in which firms use in reaching intent on potential staff, as well as an enormous quantity of HR-specific literature from teachers and practitioners on how the search for new talent are often organized expeditiously and optimized. Ancient processes of recruiting generally involve advertisements, paper applications and CVs, or face-to-face networking, as well as phone calls. As Joos (2008) puts it, these tools for the most part trust the questionable ‘spray and pray’ methodology where massive numbers of advertisements or applications are sent out (‘sprayed’) whereas each employers and job seekers wait (‘pray’) for feedback. With the emergence of the web and social media a lot of specifically, new approaches have entered the sphere of employment and enlisting.

However as Joos (2008) notes, new methods of enlisting haven't nevertheless replaced a lot of ancient approaches however rather complemented existing human resource processes: “Social media tools and techniques as presently used don't seem to be an instantaneous replacement for ancient hiring processes, however rather a supplement to them”. This finding is borne out by our case study analysis. In an exceedingly similar vein, Searle (2006) notes that some folks have argued that these web search facilities give a distinctively completely different approach to use for recruitment, though once checked out in additional detail, it might seem that ancient headhunting is still being administered through this new medium, however simply re-branded by researchers.

Moreover, analysis suggests that a switch from ancient to on-line recruitment may not be as easy as simply ever-changing the tools, because it would possibly need a lot of strategic changes within the wider enlisting method (Parry & Tyson, 2008). In their analysis of current UK practices, Parry and Tyson (2008) conjointly return to the conclusion that though social media enlisting and choice has become widespread among UK firms, it's not dominated the enlisting market within the manner that was foretold by the popular media. Typically speaking, the employment of social media in enlisting may additionally be determined by company-specific characteristics. Company size as an example are often a very important issue. little and medium-sized firms (SMEs), that solely rent on associate degree occasional basis, would possibly notice it too costly and resource-intensive to line up specific social media processes for recruiting, though dabbling in social media is in itself comparatively easy and easy for SMEs. Trade or activity may well be another vital issue,
as in sure industries, like technology, finance, or engineering, the employment of social media forms a part of a wider trade norm with which firms tend to obey.

A recent UKCES (2012) report shows, startups are a lot of seemingly to create use of social media for enlisting functions (7 per cent compared to three per cent of all businesses). However, as Bohnert and Ross (2010) highlight, there's no strict line between ancient and new media enlisting as info on potential staff progressively is “used together with alternative, a lot of ancient info, like an applicant’s covering letter and résumé”. However, as Bohnert and Ross (2010) show, social media will have an effect on the screening and choice of potential staff. In an experiment, the authors show that behavior and preferences indicated on social media profiles of candidates, like their drinking behavior, had a big impact on the general analysis of job candidates.

A 2013 on-line panel survey of human resource decision makers administered for Acas (2013) on the employment of social media when recruiting employees found that there was restricted use of social media among survey respondents supported by 401 respondents in organizations in operation across the economy, principally (79 per cent) within the non-public sector. solely nine per cent aforesaid that they created intensive use of social media when recruiting employees, though thirty six per cent of respondents said that they created some use of social media when recruiting employees. Simply over thirty eight per cent of respondents affirmed that they never used social media when recruiting employees. However, sixteen per cent of respondents aforesaid that though they failed to currently use social media manner, they were aiming to do that in future. Those respondents who confirmed that they never use social media for recruitment (154 respondents in all) were asked why (and might provide multiple reasons): the common reason for non-use – given by fifty eight per cent of those respondents was a preference for a lot of traditional styles of recruitment; satisfaction with current styles of recruitment and privacy issues were also some of the most commonly-cited reasons (chosen by forty two per cent and twenty seven per cent respectively).

2.4 Risks of Social Media in Recruitment and Selection

Clark and Roberts (2010) points out that whereas social media clearly offers explicit benefits to employers in terms of creating economies and targeting recruitment, utilization of social media to recruit conjointly carries particular costs and risks. The most serious,
legal risks as well as majority of broader ethical queries tend to relate to the issue of screening. The practice of using social networking sites for pre-employment screening and selection has grown to be very popular. Although not seen as strange in this digital era, using social media has proved to be a promising source for applicants’ information, but it is also faced with potential risks, that have both legal and ethical consequences. This brings about conflicting views about using social media in recruitment among employers and employees as well as legal systems (Suder, 2014)

2.4.1 Accuracy of information

Screening use of social media sites is usually not a formalized facet of the recruitment process. This suggests that it may not be attainable to verify that the data obtained is correct (Davison, Maraist and Bing, 2011; Nigel Wright recruitment, 2011). The data individuals prefer to share on social media sites may be altered or distorted by concerns of social desirability and this might be powerfully dependent on the perceived audience. For instance, someone would possibly post pictures of themselves socialization and drinking alcohol at parties to showcase their sociality and impress their friends. However, this might not essentially impress potential recruiters. Some social media sites, like LinkedIn, are expressly designed for viewing by potential employers. However, others, like Facebook, serve a lot of personal perform.

Employers may gain access to data about a candidate via third parties on these social media sites – data that once more cannot be verified (Davison, Maraist & Bing, 2011). These problems raise the broader question of whether or not job-relevant characteristics may be measured accurately via social media (Davison, Maraist, & Bing, 2011). If data cannot be verified, it's going to be troublesome to justify the utilization of such data gleaned from social media sites in hiring decisions. Moreover, Smith and Rupp (2004) ask whether or not computer programmers ought to be entrusted with such an inherently human task as evaluating a person’s skills and abilities. bullhorn Reach ( 2013) notes that another vital facet connected in mind is that the potential for simply making mistakes when using social media, particularly with fast-moving tools like Twitter messages are ‘tweeted’ terribly fast and informally and reactions are quick to happen, that typically don't offer organizations or people a good deal of time to mirror and the simplest factor to try and do is to quickly tweet once more and rectify it, and to be comparatively relaxed concerning creating mistakes.
2.4.2 Legal Risks

As the practice of recruiting using social media sites is a comparatively new one, its implications are mostly untested legally. However, given the wide selection of knowledge employers are able to freely access on-line, as well as its permanency, there are clearly a range of grounds on which candidates might challenge the practice as Brown and Vaughn (2011) illustrate. If candidates are turned down on the idea of inaccurate data, notably if obtained without their consent, employers could face legal challenge (Davison et al 2012). Another issue is potential defamation of character via on-line postings from third parties: “defamation of character can be a tangle if websites contain inaccurate and slanderous data that may be a major legal concern with ancient background checks” (Davison et al, 2012).

Obtaining data via social network sites is also classed as an invasion of applicants’ privacy, notably if administered without their data or consent (Davison et al, 2012). However, many authors highlight that the legal implications of applicant privacy during this area haven't been totally processed within the law. They point to a spread of problems that any judgments on this matter would wish to resolve: “Whether searching an internet site for data on a job applicant is unreasonable has not been determined by the courts. A court’s ruling would possible be primarily based partially on the job-relevance of the data obtained (Clark & Roberts, 2010).

While these privacy queries stay unresolved, there's relevant case law in several jurisdictions and organizations operational transnationally would need to be alert on this. For instance, the EU 1995 data Protection Directive restricts business use of personal knowledge. Under the Directive, any information that identifies individuals is ‘personal’ unless that knowledge is formed anonymous. Davison et al (2012) illustrate that the EU has recently ruled that social networks are also subject to this regulation while not initially intended to apply to HR personnel, the Directive complicates web screening of candidates. Particularly, it needs express permission to look be given by European applicants. Additionally, organizations might need to think about their image and therefore the potential reactions of their candidates to screening of this sort (Davison et al, 2012).

In a similar vein, despite information protection laws (such as the UK’s 1998 information Protection Act), applicants’ CVs and private info would possibly find their way to potential employers through a range avenues, together with the illegitimate dissemination of such
information, for instance as a results of a personal illicitly selling personal information. During this respect, job seekers ought to remember that companies could be able to match pre-application and application information (Searle, 2006). In line with Jobvite (2013) more typically refers to a “sinister growth in the use of surveillance techniques to collect info regarding applicants”, not solely restricted to the utilization of job boards. Because the author argues, that surveillance strategies are perpetually advancing and their application is gaining growing acceptance in daily life, and in recruitment processes during which they'll facilitate to identify each appropriate and unsuitable candidates.

Equality and diversity practice tends to limit hiring managers’ access to demographic info regarding candidates that is taken into account irrelevant to their ability to perform the work and/or could lead to discrimination. Legislation in several countries highlights explicit ‘protected classes’ who might be subject to the current reasonably discrimination. This could embrace info on gender, ethnicity, age, religion, national origin, sexual orientation and disability standing (Brown & Vaughn, 2011). Different attributes like political affiliations or physical look tend to fall outside of legally protected classes however still influence bias hiring selections may. Whereas sensible practice in current hiring practices recommends that info on such characteristics be hidden from recruiters – at least at the first stages of the selection method – the chance for employers carrying out informal, unsupported on-line searches provides a straightforward manner of circumventing these standards (Abel, 2011). Info collected via on-line searches and social network sites in theory allows employers to spot (either purposely or unintentionally) a large sort of ‘protected class’ characteristics, giving them access to photos of an applicant, their on-line conversations, their membership of on-line communities and much else (Alexa., 2010).

Brown and Vaughn (2011) denote that this example creates a high risk of “undocumented discriminatory actions.” If employers are forced to become more open in their use of on-line screening, this would eventually result in legal actions. the case for organization’s operating in multiple jurisdictions are also sophisticated, as protected classes and discrimination laws can vary by country (Davison et al 2012). If that employer at some later purpose wanted to dismiss the worker on competence grounds, the worker would possibly argue discrimination, supported by the fact that the leader was aware of their political or spiritual beliefs). If they're challenged on a legal basis, employers ought to take into account the justifications for the work relevance of any info obtained through internet
screening. Brown and Vaughn (2011) point to the necessity for “well-documented proof for validity” to duplicate info employed in hiring. Another component of fine recruitment exercise potentially violated by the employment of on-line screening is that the requirement that as far as potential employers collect standardized info for all candidates.

However, as long as the number of on-line info accessible can vary wide between individual candidates, this may be a lot of more durable for employers to realize when screening on-line (Brown & Vaughn, 2011). This may inevitably raise questions about how info are often fairly compared. What is more, employers might have to think about the balance between being cautious in their use of on-line screening and therefore the significance of the knowledge they may uncover. Davison et al (2012) denote that if an employer discovers negative info regarding the job applicant using a web search, but decides to ignore the knowledge and hire the individual anyway, then the leader might be sued for negligent hiring if the worker later harms a third party like a client.

2.4.3 Screening Tool

Using social networking sites as a screening tool is a vital facet of employers’ since it provides rise to the potential for social media to breach privacy and information protection rules. All the same, some surveys have found that this action may be widespread, either on a formalized or informal basis (Alexa. 2010). In the US, a Society for Human Resource Management (SHRM) survey (SHRM 2011) found that organizations engaged in the process cited their reasons for using social media to screen job candidates as: having the ability to achieve info with very little time and energy this was sixty three per cent; getting info more than that in a letter or CV (70 per cent); confirmatory info in a letter or CV (28 per cent); and assessing applicants' match with the organization (34 per cent). However, the survey conjointly found that organization’s that don't use social media sites for screening: questioned the legality of using these sites (66 per cent); were disturbed regarding not having the ability to verify info obtained (48 per cent), and; had issues regarding invasive applicants' privacy (33 per cent) (Bullhorn Reach, 2013).

In 2012, a survey of hiring managers conducted by the U.S. web site CareerBuilder.com explored the problem of screening in additional detail. It found that thirty-seven per cent of hiring managers searched social network sites to learn about job candidates (CareerBuilder.com, 2012). This was a small fall from the forty-five per cent who had
reported doing so in 2009 (CareerBuilder.com, 2009). Of those who didn't in 2012, fifteen per cent indicated that their company prohibited the practice and eleven per cent didn't use this screening technique presently but were set to begin (CareerBuilder.com, 2012). One-third of the employers who used social media sites for screening indicated that that they had found data that had caused them not to employ a candidate (CareerBuilder.com, 2012). Reasons for screening out candidates ranged from the posting of inappropriate pictures or info, displaying poor communication skills, conveyancing info related to alcohol or prohibited drug use, revealing info that falsified qualifications listed in a CV, and posting content disparaging previous employers. However, common fraction of those managers also indicated that info found on social media sites had made them more probably to hire a candidate.

Positive qualities that can be highlighted in candidates’ profiles include expertness, creativity, smart communication skills, and robust references from others. However, the foremost normally mentioned appealing facet of an applicant’s social media profile was indeed the least tangible; fifty-eight per cent of managers were a lot of seemingly to hire if they ‘got a decent compassion for the candidate’s personality’ from their profile (CareerBuilder.com, 2012). As noted higher than, however, there are potential risks here, in terms of attainable breaches of privacy, and also the validity and reliability of the results gleaned. People might not grasp that their on-line profiles are being viewed and should have objections to this. Further, employers cannot be sure that the content of on-line profiles is correct, people might produce profiles expressly for potential employers to look at (Davison, Maraist, & Bing, 2011).

2.5 Use of Social Media Tools for Recruitment

A relatively sizable amount of surveys on social media recruitment and choice have been conducted within the United States, where the utilization of social media sites is turning into widespread in recruitment. In 2008, for instance, a survey for the United States Society for Human Resource Management (SHRM) found that the number of organizations that indicated using social media sites as a human resource tool had risen from twenty-one per cent in 2006 to forty four per cent in 2008. Thirty-four per cent were using these sites as a promoting tool to recruit or contact candidates and thirteen per cent were using them as a screening tool (Davison, Maraist, and Bing, 2011).
As a marketing tool, Nigel Wright recruitment (2011) argues that the "passive approach is on its manner out". Early moves into on-line recruitment were initially the virtual equivalent of a standard ‘jobs board’ that may publicize vacancies in a job offices or newspapers. However, this approach is quickly being superseded; in 2009, for instance, the normal vacancy posting website Monster.com suffered a thirty-one per cent fall in revenue (Nigel Wright recruitment, 2011).

Following the concept of ‘Web 2.0’, the new purpose for on-line e-recruitment has been on fostering interactive platforms, notably via social network sites. By 2010, it's approximated that over 50% United Kingdom jobseekers were using one or numerous social media sites as a part of their job search (Nigel Wright recruitment, 2011). In the UK, consistent with a recent report by the United Kingdom Commission for Employment and Skills (2012), presently three per cent of United Kingdom businesses actively use of social media as a channel for recruitment. Despite this low prevalence, it looks seemingly that firms are progressively making use of social media at completely different stages of the recruitment, for instance as a way to draw in potential staff to their company recruitment web site or to foster a positive company image among the broader public. This is often significant, given the actual fact that the quantity of jobseekers utilizing social networking sites to find potential employers and vacancies is increasing.

2.5.1 Online Recruitment websites

A recent international study among employers emphasizes the rise in importance of social media in recruitment as well as its future potential: “92 per cent of respondents use or are determined to use social media for recruiting, a rise of just about ten percent from the eighty three per cent already using social recruiting in 2010” (Jobvite, 2012). Moreover, since 1998, there has been a sixty per cent increase in applications through websites, with over ninety per cent of worldwide five hundred corporations utilizing this feature to draw in potential staff (Searle, 2006). In line with a survey done by Jobvite (2013), on patterns of recruitment within the United States. It absolutely was found that 33% of respondents declared that the time to hire has improved in addition 43% affirmed that number of candidates has greatly improved.

In addition, there has been a sharp increase in general and specific on-line recruitment websites (such as monster.com or hotjob.com) that have begun to supply advanced
functions to their corporate and personal users. “The hunt for employment has been mitigated significantly by on-line message boards. They provide to organizations and candidates fast and simple posting of vacancies. The net is the most popular supply for those actively looking for jobs (Weiss & Barbeite, 2001), often providing much more info than ancient techniques of searching (Van Rooy et al., 2003). There are several specialist sites keeping applicants informed of potential vacancies across a large range of organizations. Geographically sparse candidates can see potential jobs with ease.” (Searle, 2006).

Recognizing the increasing and more diverse traffic on the web, companies are beginning to advertise and post position openings online. In fact, Leonard (2000) reported that 75 percent of Fortune 500 companies are posting jobs to their corporate sites, and less than a year later, Capelli (2001) reported that 90 percent of large US companies are using the web for recruiting. In addition, more than 75 percent of human resource professionals are now using web job boards to supplement traditional recruiting methods (HR Focus, 2000). It is evident that web-based recruiting and job search is now a major trend, reflecting the growing use of the web for commercial purposes (Lawrence and Giles, 1999; Spink and Jansen, 2004; Spink et al., 2002).

Several articles have addressed web searching in general (Arasu et al., 2001), including those focusing on topic-specific searches. Many recent articles have been published focusing on how corporations can enhance their recruitment process by using the web (Boehle, 2000). Other articles have examined the role and importance of job boards such as Monster.com, Career Mosaic, and Hot Jobs (Gordon, 2002). With the focus on job boards and corporate recruiters, it is somewhat surprising how little research attention has been paid to the job seekers themselves.

On the whole, there has been very little research on the recent trend to utilize fully the web as part of the recruiting process. The majority of published articles describe how companies are currently using the web and outline the issues and concerns associated with web recruiting (Epstein & Singh, 2003). Most of these articles adopt a corporate or organizational perspective, providing hints and tips for organizations to find candidates (e.g. Capelli, 2001), paying little attention to how potential candidates find information about organizations and organizations’ posted job-related information.

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On a related note, there appears to be an implicit assumption in many of these prescriptive articles that active job seekers can readily find job postings and applications on corporate web sites (Dysart, 1999), which is a potentially erroneous conclusion. Much attention is also dedicated to finding passive job candidates (i.e. those who are not actively looking for work but may be interested in a new position). These candidates are least likely to be using the very popular job boards (Boehle, 2000), suggesting that it may be beneficial to find out more information about how individuals broadly search the web for job-related material, beyond the limited scope of job boards. This is especially important since corporate human resource managers prefer their corporate web sites relative to job boards (Boehle, 2000). Recent empirical articles have examined the attractiveness of a corporate web site in attracting potential job applicants (Dineen et al., 2002). These articles focus on attractiveness and the fit between the corporate web site and job seeker characteristics. Similar to the descriptive articles above, this stream of research focuses on the organization’s ability to attract candidates once they have arrived at their web site. This is certainly an important research topic, but it tells us very little about how job seekers search for and find these web sites.

### 2.5.2 Face book/ Myspace/ Linked

Organizations use face book and LinkedIn as a means of choosing and recruiting staff. They use job portals in their face book account therefore making recruitment more practical. They additionally advertise job vaccines with on-line agencies that may facilitate them hunt for proficient staff. Additionally, DeKay (2009), highlight that a lot of organizations are turning to social networking sites as a means of recruitment and selection. Organizations post job advert on the net. Social networking sites like MySpace and face book have additional classified sections for job seekers and job posters. However, very little empirical analysis has been conducted on exploitation social net-working sites to recruit employees.

In the US, one survey shows that ninety per cent of job seekers believe that firms inspect their social media accounts before giving an interview or employment (Simply hired, 2012). A European study additionally shows that nearly one hundred per cent of young job seekers underneath the age of twenty-five would love to communication with employers to happen on-line and additionally recommend that within the United Kingdom Facebook is presently favored over LinkedIn (64 per cent compared to fifty two per cent) by young jobseekers (Potential park (undated), cited in Clements, 2012). It’s clear, therefore, that the
trend is mostly upwards. In line with the Weitzel (2012), in Germany, top 1,000 firms have face book accounts and use them for recruitment and selection.

Although companies are engaging with Facebook for hiring purposes, they do it significantly less than via the other popular social media channels. The reality is that if Facebook could persuade more people to use the site in a professional way, it could start to compete with sites such as LinkedIn for professional demographic. Although Facebook has over 400 million more users than LinkedIn, recent statistics (based on age) show that Facebook and LinkedIn have roughly the same number of professional members. Within the last 12 months the site has begun to evolve into a place in which to conduct business and establish professional connections. Large organizations, including many major consumer brands, are using ‘fan pages’ to market products and services to consumers, as well as to drive traffic to the careers pages on traditional websites. The new ‘resume’ style profile also allows potential candidates to promote their experience and skills within these forums.

Organizations use LinkedIn to post for job openings and select and recruit staff. Job seekers are given a chance to go looking for advanced job opportunities, users are ready to follow varied firms and acquire updates regarding accessible jobs, do a research regarding the corporate additionally LinkedIn has developed a website wherever queries may be asked and answered (Subhani, Semantha, Amber & Syed, 2012).

The latest statistics indicate that there are over 20 million professionals on LinkedIn across Europe and the network has over 85 million members worldwide. Between June and December 2010, one million people signed up within the UK taking the country total to five million users overall.3 Site demographics reveal that 38% earn more than £50,000 per year and 31% earn between £30,000 and £50,000 per year (Quantcast, 2010). 25% of FTSE 100 companies hire through LinkedIn and there are around 700,000 LinkedIn networking groups. IT, financial services and media, are the main sectors recruiting through LinkedIn. Only between 10% and 20% of LinkedIn members are actively looking for work.

2.5.3 Twitter

Twitter is a “microblog” where users have the option to post short messages of no more than 140 characters on their profile for their “followers” to read, as well as to “follow” other people and read what they have tweeted” lately (Hunt, 2010). In addition, organizations use
Twitter as a recruitment tool. They post jobs on their twitter account, search for talented employees via Twitter, query employees for competencies, companies, activities or key words and send direct messages to potential candidates (Hunt, 2010 p 39).

According to Archana (2012) in his research on use of social media for recruitment. It was established that the used of social networking sites has increased rapidly. Sites such as twitter, Facebook, LinkedIn and Google are examples of sites that organizations use to recruit and select employees. 36-50% of users are college graduates who are looking for employment opportunities. Organizations use Twitter to post for jobs and post Job ads. According to Felipe (2012), according to a survey done by Career Xroads in the United States 42% of fortune 500 companies use twitter, Facebook or LinkedIn for recruitment and selection of employees. In 2010, 83% of recruiters used social media sites and in 2011, 89% used social media sites to as a source for recruitment. 49% of recruiters were planning to use twitter for recruitment, 87% LinkedIn and 55% face book. According to Cuthbert (2012), Job seekers are taking advantage of twitter to help them find job opportunities

2.6 Chapter Summary

This chapter reviewed and discussed accumulated literature on the use of social media in the recruitment and selection of young professionals. It scrutinized literature related what costs, benefits, risks, and opportunities associated with social media use in recruitment and selection of young professionals in commercial banks, including insights from companies implementing this strategy in the developed world. The next chapter analyses the research methodology used in the study. This will cover issues pertaining to the population, sample size, research design and the data analysis and presentation methods applied in this study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the methodology that the research used. It outlines the systematic analysis method that the researcher adopted for a satisfactory completion of this study. It describes the analysis style applied and justifies why it is the best option, the data collected, the method the information was obtained via, the selection of sample and the data analysis technique utilised within the study. This chapter has the following subsections; analysis style, data assortment and analysis.

3.2 Research Design

Research design is the determination of the analysis approach or strategy adopted for the actual project (Cooper & Schindler, 2008). If the research design makes reference to the research objectives, it will guarantee a reliable outcome. Analysis design is the process of selecting the method by which information will be collected, what instruments will be used and the tools that will be used to analyse the information collected (Bryman, 2006).

A descriptive survey design was employed to conduct this study and was intended to address the questions posed under the research objectives. It involved responsive queries like who, how, what, which, when and how abundant. Shajahan (2008) notes that a descriptive design is appropriate because it utilizes data collection and analysis techniques that capture the measures of central tendency, variation, and correlation. The dependent variable of the study was recruitment and selection of young professionals while the independent variables were perceived costs, perceived benefits, perceived risks and perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks.

3.3 Population and Sampling Design

3.3.1 Population

A population is described as total of all the elements which have bound characteristics and are of interest to a scientist (Schindler, 2000). Schindler also states that the reasoning behind sampling is that a researcher is in a position to draw an accurate conclusion regarding the entire population. A Population is total assortment of components with
common and shared characteristics (Mugenda & Mugenda, 1999). The commercial banks in Kenya were 43 in total and they have been divided into two tiers. Tier one is comprised of those with assets of over Kes 25 billion and are five in number. Tier two are those with assets of between Kes 6 billion and 24.9 billion and are seven in number (Central Bank of Kenya, 2016). This study engaged human resource managers in commercial banks listed under both tier 1 and 2 which is the entire study population.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Tier</th>
<th>Bank</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier one</td>
<td>Equity Bank</td>
<td>7</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td>Kenya Commercial Bank</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Cooperative Bank of Kenya</td>
<td>9</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Standard Chartered Bank</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Barclays Bank</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td>Tier Two</td>
<td>National Bank of Kenya</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td>NIC Bank</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>CFC Stanbic</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Diamond Trust Bank</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Housing Finance Corporation</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>I &amp; M Bank</td>
<td>6</td>
<td>9%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td><strong>65</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Central Bank of Kenya (2016)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample frame is usually a cluster of respondents, cases or records forming part of a population, chosen to represent the study population (Schindler, 2000). A decent sample frame should be correct, precise and representative of the overall population (Schindler, 2000). The list might be of geographical areas, establishments, people, or different units (Gill & Johnson, 2002). This study’s sampling frame was the human resource managers in both Tier 1 and 2 commercial banks in Kenya as classified by the Central Bank of Kenya. The number of Human Resource Managers was obtained from the respective head offices of the respective banking institutions.
3.3.2.2 Sampling Technique and Sample Size

A sampling technique is the procedure used to select sample members from a population. (Wolcott, 1997). The study targeted human resource practitioners from the entire 65 banks and therefore a census was used. A census captured a substantial number of respondents and therefore generate a high degree of statistical confidence.

3.4 Data Collection Methods

Data collection involves systematic and calculated gathering of information in reference to set variables (Cooper & Schindler, 2008). A researcher may use either primary data, secondary data or both, as may deem fit. Use of primary data involves collection of first-hand information from the respondents and is usually specific to the research questions. Primary data is commonly collected via interviews, questionnaires or observation (Saunders, Lewis & Thornhill, 2006). The researcher used primary data for this study.

The most frequently used data collection tool is the survey questionnaire (Bowling, 2005). A questionnaire is a data collection tool designed to collect both structured and sometimes unique data from the respondents (Sansoni, 2011). Cooper and Schindler (2008) also state that questionnaire is a powerful instrument as it facilitates the collection of data in a non-public and non-personal manner.

The questionnaires used in this research had both open ended and closed ended questions. The questions addressed the objectives of the study which is to investigate what are perceived costs, perceived benefits, perceived risks and perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks. The Likert scale was used in this study.

3.5 Research Procedures

Collins and Hussey (2003) recommend that a pilot study should be carried out to provide feedback on question articulation, focus and clarity. A draft research questionnaire was distributed to a randomly selected subset of the sample. The pilot study examined the level of ease with which the questions were understood and how long it took to finish the
questionnaires. The feedback informed an adjustment to the introduction letter making the cause of the examination clearer. Questionnaires were then hand delivered to the targeted respondents by the designated managers in the respective institutions and whom also acted as the collection point once all the questionnaires were filled. This ensured a higher response rate and maximum cooperation from the respondents.

3.6 Data Analysis Methods

Collins and Hussey (2006), state that data analysis involves a systematic transformation of raw data into useful information. The Statistical Package for Social Sciences (SPSS), and Microsoft excel was used to analyze the data.

The data was subjected to a reliability test where Cronbalch Alpha was used to check whether the data met the threshold. Validity was tested by use of factor analysis to determine whether the construct under investigation meets the required threshold of 0.4. A Pearson correlation was employed to test the relationship between the dependent and independent variables therefore establishing whether there existed a positive or a negative relationship. A regression analysis was undertaken to estimate the strength and the direction of the relationship between the dependent and independent variables.

The assumption of the linear regression equation was:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]

Where: \( Y \) = Recruitment and selection:

\( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 \) are constants

\( X_1 \) = Perceived cost of social media;

\( X_2 \) = Perceived Benefits of social media;

\( X_3 \) = Perceived Risks of social media;

\( X_4 \) = Perceived opportunities of social media:

\( e \) = Error term
Regression being a normality test was done to establish whether the data was normally distributed. The output was presented in tables and figures where appropriate.

3.7 Chapter Summary

This section offers insight into how the study was conducted. The section explored the study layout, population, sampling technique and size. It also highlighted that data collection methods and data analysis to applied in this study as well as the technique used for data presentation. Chapter four presents the results and findings attained from the data analysis done.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings as obtained from the analysis of primary data collected. The findings are classified into subsections with the first analyzing the demography and the subsequent sections focusing on the various specific objectives which are: What are perceived costs associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived benefits associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived risks associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks?

4.1.1 Response Rate

The researcher distributed 65 questionnaires with 50 being filled and returned, giving a response rate of 77% as shown in Table 4.1. The 23% non-response was attributed to the bureaucratic nature of the banking sector while in some cases, the respondents were just not willing to fill the questionnaires.

Table 4.0.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>50</td>
<td>77</td>
</tr>
<tr>
<td>Non Responsive</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.2 Reliability Test on Variables

The independent and dependent variables were subjected to a reliability analysis and the results show that all of them met the threshold and therefore could be used for further analysis. According to Sekaram (2008) the closer the Cronbach’s Alpha is to 1, the higher
the reliability measure. Cronbach’s Alpha of 0.6 is considered poor, 0.7 is acceptable and 0.8 is categorized as good. The results are shown in Table 4.1.

**Table 4.1: Reliability Statistics of Independent variable**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived Costs</td>
<td>10</td>
<td>0.961</td>
</tr>
<tr>
<td>Perceived Benefits</td>
<td>10</td>
<td>0.944</td>
</tr>
<tr>
<td>Perceived Risks</td>
<td>10</td>
<td>0.975</td>
</tr>
<tr>
<td>Perceive Opportunities</td>
<td>10</td>
<td>0.966</td>
</tr>
<tr>
<td>Recruitment and Selection</td>
<td>5</td>
<td>0.864</td>
</tr>
</tbody>
</table>

### 4.2 Demographic Information

#### 4.2.1 Experience

The research sought to establish the response rate in relation to the experience level of the Human Resource Managers. From the study, 36% of the respondents had served for five to six years, 28% for over six years, 24% for between three and four years, and 12% for less than two years. This result implied that the data is reliable as majority of the Human Resource Managers are considerably experienced.
4.2.2 Number of Employees in the Bank
The research sought to establish the response rate in regard to the number of employees under the care of the respondents. From the study, 30% of respondents worked in stations with 101-500 employees, 38% in stations with 501-1000 employees and 32% in stations with above 1000 employees as shown below in Figure 4.2.

![Bar Chart]

**Figure 4.2: Number of Employees in the Bank**

4.2.3 Social Media Use
The research sought to establish the response rate in regard to the social media sites used for recruitment in commercial banks. From the study, 48% use online job sites, 36% use the company websites 36%, those use university career offices were 10%, while only 6% use LinkedIn. Most of the banks prefer online job sites as this enables them to reach a wide range of audience at the least cost. In addition, career offices have also been used by institution when looking for interns. This also saves them time as the vetting and selection is done by the institution where the best candidates are picked and forwarded to the bank for recruitment as shown below in Figure 4.3
4.3 Perceived Costs Associated with Social Media Use in the Recruitment and Selection of Young Professionals in Commercial Banks

The respondents were asked a set of questions to indicate to what extent they agree or disagreed with statements related to cost using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

4.3.1 Descriptive on Perceived Costs Associated with Social Media Use

The findings revealed that the use of social media in recruitment and selection is affordable for the firm (4.78), it is cheaper to access to a wider pool of applicants using social media (4.32), banks have set up equal opportunity and diversity policies related to social media (4.14) and firms have reduced recruitment and selection time through use of social media (4.08). There was however uncertainty on if social media use has promoted the firm’s employer image and generated interest in its work (3.80), saved on marketing costs (3.66), reduced on the firm’s budget (3.58) and whether they have allocated enough staff time to monitor social media sites (3.24). Most of the respondents disagreed that they have been able to reduce costs of recruitment through use of social media for recruitment (2.90). In addition, they have experienced a large volume of low-quality application on social media (2.58).
### Table 4.0.2: Descriptive on Perceived Costs Associated with Social Media Use

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are able to have access to a wider pool of people using social media</td>
<td>4.32</td>
<td>.913</td>
</tr>
<tr>
<td>We use social networking websites when recruiting</td>
<td>3.58</td>
<td>1.090</td>
</tr>
<tr>
<td>We have reduced costs of recruitment through use of social media</td>
<td>2.90</td>
<td>1.474</td>
</tr>
<tr>
<td>We have set up equal opportunity and diversity policies</td>
<td>4.14</td>
<td>.495</td>
</tr>
<tr>
<td>We have enough staff time to monitor our social media sites</td>
<td>3.24</td>
<td>1.408</td>
</tr>
<tr>
<td>We experienced a large volume of low-quality application on social media</td>
<td>2.58</td>
<td>1.162</td>
</tr>
<tr>
<td>We have saved on marketing costs due to social media use</td>
<td>3.66</td>
<td>1.437</td>
</tr>
<tr>
<td>The firm has promoted its employer image and generate interest in its work</td>
<td>3.80</td>
<td>.926</td>
</tr>
<tr>
<td>We reduced recruitment and selection time through use of social media</td>
<td>4.08</td>
<td>.900</td>
</tr>
<tr>
<td>Use of social media in Recruitment and Selection is affordable for the firm</td>
<td>4.78</td>
<td>.545</td>
</tr>
</tbody>
</table>

### 4.4 Perceived Benefits Associated With Social Media Use in the Recruitment and Selection of Young Professionals in Commercial Banks

The respondents were asked a set of questions to indicate to what extent they agree or disagreed with the statements related to benefits. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

#### 4.4.1 Descriptives on Perceived benefits Associated with Social Media Use

The respondents agreed that most candidates gain a lot of information about the firms through social media pages (4.62), social media offers applicants quick and easy posting of vacancies (4.36). It was also revealed that the firms utilise specific online recruitment websites to attract young professionals (4.24) and also that social media plays an important role in recruitment and selection (4.18). The study also established that screening and selection of potential employees has been simplified through use of social media (4.12) as shown in Table 4.3
Table 4.0.3: Descriptive on Perceived Benefits Associated with Social Media Use

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media play an important role in Recruitment and Selection</td>
<td>4.18</td>
<td>.388</td>
</tr>
<tr>
<td>Most candidates gain a lot of information via our website and social media pages</td>
<td>4.62</td>
<td>.490</td>
</tr>
<tr>
<td>Social media improve the recruitment experience for candidates who are not successful</td>
<td>3.46</td>
<td>.994</td>
</tr>
<tr>
<td>We fostered a positive company image among the wider public through our social media</td>
<td>3.74</td>
<td>1.121</td>
</tr>
<tr>
<td>We utilise online recruitment websites to attract young professionals</td>
<td>4.24</td>
<td>.431</td>
</tr>
<tr>
<td>Social media offers applicants quick and easy posting of vacancies</td>
<td>4.36</td>
<td>.485</td>
</tr>
<tr>
<td>Screening and selection of potential employees has been simplified through use of social media</td>
<td>4.12</td>
<td>1.003</td>
</tr>
<tr>
<td>We target niche candidates through social media</td>
<td>3.56</td>
<td>1.110</td>
</tr>
<tr>
<td>Traditional recruitment methods are more costly</td>
<td>3.64</td>
<td>.851</td>
</tr>
<tr>
<td>We get instant feedback from social media recruitment</td>
<td>1.98</td>
<td>.515</td>
</tr>
</tbody>
</table>

The results in Table 4.3 also show that there was however uncertainty on whether the use of social media for recruitment has fostered a positive company image among the wider public (3.74) if the organisation policy clearly states risk associated with online recruitment (3.64), the organization has policy or guidance in the use of social media (3.56) and whether social media improves the recruitment experience for candidates who are not successful (3.46). Majority of the respondents disagreed that information about screening of applicants is disclosed to applicants (1.9).

4.5 Perceived Risks Associated with Social Media Use in Recruitment and Selection

The respondents were asked a set of questions to indicate to what extent they agree or disagree with statement related to perceived risk. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.5.1 Descriptive on Perceived Risks Associated with Social Media Use

The findings revealed that when using social media, the Human Resource Managers collect standardized information for all applicants making recruitment fair to all (4.34). There was however uncertainty on whether other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection (3.98); the firms using
social media to access information about a candidate (3.84); use of social networking sites as a screening tool is an important aspect (3.54); during screening, the Human Resource Managers have found information which has caused them not to hire a candidate (3.42); by using social media applicants’ CVs and personal information are readily available through a third party (3.40); and on whether commercial banks have experienced cases of miscommunication in their social media page (3.08). Most of the respondents however disagreed that they have company regulations that cover social media use in recruitment and selection (2.72) and on whether equality and diversity practice have restricted them from accessing demographic information about applicants (2.24). Majority strongly disagreed that they inform individuals before viewing their profiles (1.84) and the results are shown in table 4.4.

Table 4.0.4: Descriptive on Perceived Risks Associated with Social Media Use

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have used social media to access to information about a candidate</td>
<td>3.84</td>
<td>.955</td>
</tr>
<tr>
<td>We have experiences cases of miscommunication in our social pages.</td>
<td>3.08</td>
<td>1.455</td>
</tr>
<tr>
<td>Applicants have been turned down on the basis of inaccurate information</td>
<td>1.84</td>
<td>.681</td>
</tr>
<tr>
<td>We have company regulations that cover many social media use in recruitment and selection</td>
<td>2.72</td>
<td>1.262</td>
</tr>
<tr>
<td>By using social media applicants’ CVs and personal information are readily available through third party</td>
<td>3.40</td>
<td>1.195</td>
</tr>
<tr>
<td>Equality and diversity practice have restricted us from accessing to demographic information about applicants</td>
<td>2.24</td>
<td>1.135</td>
</tr>
<tr>
<td>Other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection</td>
<td>3.98</td>
<td>1.020</td>
</tr>
<tr>
<td>collecting standardized information for all applicants makes recruitment fair</td>
<td>4.34</td>
<td>1.349</td>
</tr>
<tr>
<td>Using social networking sites as a screening tool is an important aspect</td>
<td>3.54</td>
<td>1.073</td>
</tr>
<tr>
<td>During screening we have found information which has caused them not to hire a candidate</td>
<td>3.42</td>
<td>1.401</td>
</tr>
</tbody>
</table>

4.6 Perceived opportunity Associated with Social Media Use in Recruitment and Selection

The respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to perceived risk. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.
4.6.1 Descriptive on Perceived Opportunity Associated with Social Media Use

The research revealed that commercial banks are more likely to make use of social media for recruitment and selection of young professionals (4.30) and the banking sector recruits young professionals who are tech savvy (4.12). However, there was uncertainty on commercial banks being more likely to make use of LinkedIn for recruitment purpose (3.90) social media is dominating the recruitment of young professionals in the country (3.76) and Human Resource Managers have access to an adequate pool of qualified applicants from social media (3.72). In addition, it was uncertain if organizations have timely recruitment and selection of young professionals (3.72) and the organization clearly defines the position, requirements and candidate specifications (3.00).

Most of the respondents however disagreed that Facebook is dominating the recruitment market for young professionals (2.64) the organization has an online recruitment site targeting young professionals (2.46) and social media is used to communicate to prospective young professionals (2.28) as shown in table 4.5

Table 4.0.5: Perceived opportunity Associated with Social Media Use

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial banks are more likely to make use of social media for recruitment</td>
<td>4.30</td>
<td>1.015</td>
</tr>
<tr>
<td>Social media is dominating the recruitment of young professionals in the country</td>
<td>3.76</td>
<td>.847</td>
</tr>
<tr>
<td>The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process of young professionals</td>
<td>3.00</td>
<td>1.414</td>
</tr>
<tr>
<td>Human resource accesses pool of qualified applicants from social media</td>
<td>3.72</td>
<td>.948</td>
</tr>
<tr>
<td>The organization utilizes timeliness recruitment and Selection process of young professionals</td>
<td>3.72</td>
<td>1.230</td>
</tr>
<tr>
<td>The banking sector recruit’s young professionals who are techno savvy for innovation and creativity.</td>
<td>4.12</td>
<td>.718</td>
</tr>
<tr>
<td>Commercial banks are more likely to make use of LinkedIn for recruitment purpose</td>
<td>3.90</td>
<td>1.074</td>
</tr>
<tr>
<td>Facebook is dominating the recruitment market for young professionals</td>
<td>2.64</td>
<td>1.045</td>
</tr>
<tr>
<td>The organization has an online recruitment site targeting young professionals</td>
<td>2.46</td>
<td>.952</td>
</tr>
<tr>
<td>10. We use social media to communicate to prospective young professionals</td>
<td>2.28</td>
<td>1.031</td>
</tr>
</tbody>
</table>
4.7 Recruitment and Selection

The respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to recruitment and selection. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree.

4.7.1 Descriptive on Recruitment and Selection

The findings revealed that the organization clearly defined the position, requirements and candidate specification in the recruitment and selection process (mean of 4.68). It was also revealed that social media provides an adequate pool of qualified applicants (4.32), does timely recruitment and selection (4.30) and human resource manager’s train subordinates to make the best hiring decision. There was however uncertainty on human resource incorporating the changes in the external environment (e.g. technology) while assessing future needs as indicated in table 4.6

Table 4.0.6: Descriptive on Recruitment and Selection

<table>
<thead>
<tr>
<th>Variable</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process</td>
<td>4.68</td>
<td>.471</td>
</tr>
<tr>
<td>Human resource train hiring employees to make the best hiring decision</td>
<td>4.24</td>
<td>.431</td>
</tr>
<tr>
<td>Human resource incorporates the changes in the external environment (e.g. technology) while assessing future needs</td>
<td>3.62</td>
<td>1.141</td>
</tr>
<tr>
<td>Human resource provides an adequate pool of quality applicants</td>
<td>4.32</td>
<td>.471</td>
</tr>
<tr>
<td>The organization does timely recruitment and selection</td>
<td>4.30</td>
<td>.463</td>
</tr>
</tbody>
</table>

4.8 Inferential Statistics

Inferential statistics are used to describe relationships between dependent and independent variables. For this study correlation and regression analysis was used.

4.8.1 Correlation Analysis

A Pearson correlation analysis was done to establish the relationship between the dependent variable (use of social media in recruitment and selection) against other core factors and
the result established a strong positive relationship between the variables. All the variables were significant as indicated in Table 4.0.7

**Table 4.0.7: Correlation Analysis of Social Media Use against Co Factors**

<table>
<thead>
<tr>
<th></th>
<th>Recruitment and Selection</th>
<th>Perceived Cost</th>
<th>Perceived Benefits</th>
<th>Perceived Risks</th>
<th>Perceived Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and Selection</td>
<td>1</td>
<td>.905**</td>
<td>.902**</td>
<td>.955**</td>
<td>.936**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Perceived Costs</td>
<td>.905**</td>
<td>.986**</td>
<td>1</td>
<td>.975**</td>
<td>.978**</td>
</tr>
<tr>
<td>Perceived Benefits</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Perceived Risks</td>
<td>.955**</td>
<td>.975**</td>
<td>.979**</td>
<td>1</td>
<td>.987**</td>
</tr>
<tr>
<td>Perceived Opportunities</td>
<td>.936**</td>
<td>.978**</td>
<td>.988**</td>
<td>.987**</td>
<td>1</td>
</tr>
</tbody>
</table>

**4.8.2 Regression analysis of Social Media Use against Co Factors**

The research analysed the relationship between the dependent variable (use of social media in recruitment and selection) against other core factors. The results showed that the Adjusted R2 value was 0.942 hence 94.2% of the variation in social media use for recruitment was explained by the variations in perceived cost, perceived benefits, perceived risks and perceived opportunities while 5.8% was explained by other variables not considered in this study as illustrated in table 4.0.8

**Table 4.0.8: Goodness of Fit of Social Media Use against Co Factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.973*</td>
<td>.947</td>
<td>.942</td>
<td>.12726</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), perceived opportunity, perceived cost, perceived risks, perceived benefits

An ANOVA analysis was done on social media use for recruitment and selection, perceived costs, perceived benefits, perceived risks and perceived opportunities at 95% confidence level, the F critical was 199.132 and the P value was (0.000) therefore the model was significant at precision level as p=0.000 illustrated below in table 4.0.9
Table 4.0.9: Anova of Social Media Use against other Factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>12.900</td>
<td>4</td>
<td>3.225</td>
<td>199.132</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>.729</td>
<td>45</td>
<td>.016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>13.629</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: recruitment and selection
b. Predictors: (Constant), perceived opportunity, perceived cost, perceived risks, perceived benefits

Table 4.0.10: Coefficient of Social Media Use against Other Factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.363</td>
<td>.332</td>
<td>13.130</td>
<td>.000</td>
</tr>
<tr>
<td>perceived cost</td>
<td>.031</td>
<td>.123</td>
<td>.055</td>
<td>.253</td>
</tr>
<tr>
<td>perceived benefits</td>
<td>1.036</td>
<td>.238</td>
<td>1.271</td>
<td>4.356</td>
</tr>
<tr>
<td>perceived risks</td>
<td>.674</td>
<td>.111</td>
<td>1.356</td>
<td>6.056</td>
</tr>
<tr>
<td>perceived opportunities</td>
<td>.461</td>
<td>.167</td>
<td>.799</td>
<td>2.759</td>
</tr>
</tbody>
</table>

As per Table 4.11, the equation \( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 \) becomes:

\[ Y = 4.363 + 0.031X_1 + 1.0681X_2 + 0.674X_3 + 0.461X_4 \]

Where \( Y \) is the dependent variable (use of social media in recruitment and selection)

\( X_1 \) – perceived costs

\( X_2 \) – perceived benefits

\( X_3 \) – perceived risk

\( X_4 \) – perceived opportunities

The regression equation illustrated in Table 4.11 has established that taking all factors into account (perceived opportunities, perceived costs, perceived risks, and perceived benefits) and all other factors held constant, recruitment and selection was 4.363. The findings presented also showed that with all other variables held at zero, a unit change in cost would lead to a 0.031 increase in recruitment and selection and a unit change in benefit also lead to 1.036 change in recruitment and selection. Moreover, the study also showed that a unit
change in perceived risks would result in 0.674 change in recruitment and selection. In addition, a unit change in perceived opportunity would lead to 0.461 change in recruitment and selection.

The four variables tested in the research indicated that benefits, risks and opportunities had a positive significant relationship with the dependent variable and perceived cost had a positive but insignificant relationship with recruitment and selection. It can therefore be concluded that the three explained the variation in recruitment and selection.

4.9 Chapter Summary

This chapter has highlighted results and findings. The first section provided an analysis of demographic, the second section on perceived costs associated with social media use in recruitment and selection, the third section perceived benefits associated with social media use in recruitment and selection, the fourth section on perceived risks associated with social media use in recruitment and selection. Lastly the fifth section offered findings on perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks. The next chapter will discuss the findings, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section bring forth the discussion with regard to the findings established from effects of social media in the recruitment and selection of young professionals in commercial banks in Kenya. The findings are guided by the specific objectives which are to establish perceived costs, perceived benefits, perceived risks, and perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks.

5.2 Summary

The general research objective of this study was to analyze use of social media in the recruitment and selection of young professionals in commercial banks in Kenya. The research was guided by the following research questions: What are the perceived costs associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived benefits associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived risks associated with social media use in recruitment and selection of young professionals in commercial banks? What are the perceived opportunities associated with social media use in recruitment and selection of young professionals in commercial banks?

A descriptive survey design was employed in conducting this study and it intends to address the questions posed by the study. The study population consisted of 65 human resource managers in tier one and two banks. However, only 50 responded resulting into a 77% response rate which was appropriate.

To establish the first objective the findings revealed that the use of social media in recruitment and selection is affordable for the banks, it was also revealed that it is cheaper to access to a wider pool of people using social media, and many banks have set up equal opportunity and diversity policies. The findings also revealed that the firms reduced recruitment and selection time through use of social media. Most of the respondents affirmed that they have not been able to reduce costs of recruitment through use of social media for recruitment in addition, they have not also experienced a large volume of low-
quality application on social media. There was also a strong positive correlation between perceived cost and recruitment and selection. However, regression done established that perceived cost had a positive but insignificant relationship with recruitment and selection.

To analyse the second objective the findings revealed that when using social media, the Human Resource Managers collect standardized information for all applicants making recruitment fair to all. There was however uncertainty on whether other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection. Most of the respondents however disagreed that they have company regulations that cover social media use in recruitment and selection, and that equality and diversity policies have restricted the Human Resource Managers from accessing demographic information about applicants. Regression done established that perceived benefit had a positive and significant relationship with recruitment and selection.

To analyse the third objective the findings revealed that when using social media, the Human Resource Managers collect standardized information for all applicants making recruitment fair to all. Most of the respondents however disagreed that they have company regulations that cover social media use in recruitment and selection and on whether equality and diversity policies have restricted them from accessing demographic information about applicants. Majority strongly disagreed that they inform individuals before viewing their profiles. Regression done established that perceived risks had a positive and significant relationship with recruitment and selection.

Analysis of the fourth objective revealed that commercial banks are more likely to make use of social media for recruitment of young professionals, and the banking sector recruits young professionals who are tech savvy. Most of the respondents however disagreed that Facebook is dominating the recruitment market for young professionals and that the organization has an online recruitment site targeting young professionals. They also disagreed that they use social media to communicate to prospective young professionals. Regression done established that perceived opportunities had a positive and significant relationship with recruitment and selection.
5.3 Discussion
5.3.1 Perceived Costs of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

The findings revealed that the use of social media in recruitment and selection is affordable for the banks. The literature greatly accepts that social media recruitment offers an economical variety to many ancient methods of recruiting. Statistics from the United States show that old job advertisements on the average cost a firm $3,295 a year and are considerably costly than their web-based counterparts at $377 an year on average (Harris & de War, 2001 in Searle, 2006). Clements (2012) quotes Jon Hull, global Head of Resourcing at RS components, that on average, hiring for a senior post via social media costs them £714, compared with £7,500 via the traditional strategies like newspaper advertising. In terms of targeting, Social Media Sites are currently giving sophisticated tools for businesses for instance, software which makes job advertisements more targeted by ‘scanning’ an individual’s LinkedIn profile. Clements (2012) adds that from the case study analysis, found that the two aspects of price saving and targeting were typically interlinked. For instance, for Pets at home within the USA, the most advantages of utilizing social media for recruitment is having the ability to own access to a wider pool of individuals, and because of that, having the ability to considerably scale back accomplishment and selection related costs.

It was also revealed that it is cheaper to access to a wider pool of people using social media, and many banks have set up equal opportunity and diversity policies. Brown and Vaughn, (2011) add that social media might even be used as a part of equal opportunity, social action and diversity policies of organizations, as it probably permits recruiters to tap into on-line discussions and forums and successfully engage potential candidates in groups that they could otherwise not reach through more traditional recruitment sources like newspaper advertising. Social media as a tool for recruitment and selection is currently being employed as a part of a general net-widening search strategy, aimed toward guaranteeing that organizations aren't continuously looking within the same areas for potential candidates.

Clements (2012) adds that from the case study analysis, the two aspects of price saving and targeting were typically interlinked. for instance, for Pets at home within the USA, the advantage of utilizing social media for recruitment is having the ability to access a wider
pool of individuals, that has considerably scaled back recruitment and selection costs. Brown and Vaughn, (2011) add that social media might even be used as a part of equal opportunity, social action and diversity policies of organizations, as it probably permits recruiters to tap into on-line discussions and forums and successfully engage potential candidates in groups that that can otherwise not reach through more traditional recruitment sources like newspaper advertising.

Most of the respondents affirmed that they have not been able to reduce costs of recruitment through use of social media. Zielinski (2012) argues that, even though progressively used, the particular impact of social media on recruitment in terms of cost and advantages it entails remains mostly unquantified. However, a 2011 U.S. Society for Human Resource Management SHRM survey (based on 541 randomly selected human resource professionals) found that fifty six per cent of responding employers declared that they presently use social media sites when recruiting for potential jobs (SHRM, 2011). This is a major increase since 2008, when a bit over a third (34 per cent) of organizations were utilizing these sites as a recruiting tool (SHRM, 2011). It's far expected that the economic impact of hiring a top performer is 10-100x the individual’s compensation (Brown & Vaughn, 2011). Consequently, hiring a single top performer at one hundred thousand consistent with annum income has the potential for adding $1 to $10 million to an employer's revenue each and every 12 months that the new employee remains with the firm.

There was however uncertainty on whether social media has promoted its employer image and generated interest in its work. This contradicts other studies that established that social media has the capability to boost communication generally, which for public sector organizations is vastly helpful. Tools like twitter facilitate employees to speak in ways in which are clear and concise, which is an advantage, as communication and engagement with the locals could be a key issue for them (Brown & Vaughn, 2011). This kind of communication helps organizations to show it is approachable and encourages applicants to desire to work for such a corporation.

5.3.2 Perceived Benefits of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

To analyse the second objective the findings revealed that when using social media, the Human Resource Managers collect standardized information for all applicants making
recruitment fair to all. Interactive tools like Facebook, LinkedIn, and Twitter play a very important role within the general process around recruitment, providing recruitment info and fostering realistic job expectations among potential recruits. Searle (2006) highlights that not only is the importance of internet sites in attracting future staff but it also a fact that they may assist to offer realistic job previews to candidates. Thus, a possible candidate can gain quite a number of data about potential employer through its social media pages.

This can facilitate them to make a decision whether or not they just like the general feel and culture of a corporation. If not, they'll merely decide against applying, saving them and also the organization time and cash. Fostering additional realistic expectations concerning the duty in question may additionally facilitate the corporation to discourage unsuitable candidates. During this context, Searle (2006) describes these ‘work match questionnaires’ which might feature on company social media sites and are utilized to assess potential applicants’ preferences and ‘deselect’ unsuitable candidates at an early stage.

However, as Joos (2008) notes, new methods of enlisting haven't nevertheless replaced a lot of ancient approaches however rather complemented existing human resource processes: “Social media tools and techniques as presently used don't seem to be an instantaneous replacement for ancient hiring processes, however rather a supplement to them”. This finding is borne out by our case study analysis. In an exceedingly similar vein, Searle (2006) notes that some folks have argued that these web search facilities give a distinctively completely different approach to use for recruitment, though once checked out in additional detail, it might seem that ancient headhunting is still being administered through this new medium, however simply re-branded by researchers.

According to the findings there was however uncertainty on whether other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection and the firms using social media to access information about a candidate. As Brown and Vaughn (2011) denote, survey results indicate that a lot of the data that hiring managers report using might not be expressly job-related. Social media sites supply a tool to explore aspects of a candidate that ancient recruitment screening cannot forever simply reach, like their personality and structure ‘fit’. However, it follows that this sort of screening is additionally less easily justified by employers and is prone to leave them open to charges of discrimination. Cavico, Mujtaba, Muffler, and Samuel (2013) define that whereas social media tools were most typically used at the initial enlisting stage, to
advertise job vacancies that are already being publicized through a lot of typical recruitment routines.

Most of the respondents however disagreed that they have company regulations that cover social media use in recruitment and selection. According to Davison (2012), most organizations that use social media for recruitment and selection don't have any policy set up. In line with a survey done by SHRM (2008), seventy two percent of organizations did not have any formal or informal policies when it comes to the employment of social media sites for recruitment and selection. Additionally, eighty nine percent of organizations failed to have a plan to implement such a policy. Davison et al (2012), suggested that organizations ought to have policies that may be used to address risks related to social media recruitment. Most organizations don't have policies that state best selection practices (Davison, Maraist & Bing, 2011). The employment of policy can facilitate organizations to not disclose the employment of screening via SNS to candidates. Revealing info to candidates can build them alter their profiles therefore reducing access to useful info. But failure of a corporation to disclose info can build candidates see the hiring method as unfair or an invasion of privacy (Brown & Vaughn, 2011).

5.3.3 Perceived Risks of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Findings revealed that when using social media, the Human Resource Managers collect standardized information for all applicants making recruitment fair to all. This is however, doubtful based on previous research where it was noted that employers may gain access to data about a candidate via third parties on these social media sites; data that once more cannot be verified (Davison, Maraist & Bing, 2011). These problems raise the broader question of whether or not job-relevant characteristics may be measured accurately via social media (Davison, Maraist, & Bing, 2011). If data cannot be verified, it's going to be troublesome to justify the utilization of such data from social media sites in hiring decisions. Moreover, Smith and Rupp (2004) ask whether or not computer programmers ought to be entrusted with such an inherently human task as evaluating a person’s skills and abilities.

Clark and Roberts (2010) points out that whereas social media clearly offers explicit benefits to employers in terms of creating economies and targeting recruitment, utilization of social media to recruit conjointly carries particular costs and risks. The most serious,
legal risks as well as majority of broader ethical queries tend to relate to the issue of screening. The practice of using social networking sites for pre-employment screening and selection has grown to be very popular. Although not seen as strange in this digital era, using social media has proved to be a promising source for applicants’ information, but it is also faced with potential risks, that have both legal and ethical consequences. This brings about conflicting views about using social media in recruitment among employers and employees as well as legal systems (Suder, 2014)

The findings also established that equality and diversity policies have not restricted the managers from accessing demographic information about applicants. Data collected via social media sites in theory allows employers to spot (either purposely or unintentionally) a large sort of ‘protected class’ characteristics, giving them access to photos of an applicant, their on-line conversations, their membership of on-line communities and much else (Alexa, 2010). Brown and Vaughn (2011) denote that this example creates a high risk of “undocumented discriminatory actions.” If employers are forced to become more open in their use of on-line screening, this would eventually result in legal actions. The case for organization’s operating in multiple jurisdictions are also sophisticated, as protected classes and discrimination laws can vary by country (Davison et al 2012). Furthermore, if candidates are turned down on the idea of inaccurate data, notably if obtained without their consent, employers could face legal challenge (Davison et al 2012). Another issue is potential defamation of character via on-line postings from third parties: “defamation of character can be a tangle if websites contain inaccurate and slanderous data that may be a major legal concern with ancient background checks” (Davison et al, 2012).

Majority strongly disagreed that they inform individuals before viewing their profiles. Obtaining data via social media sites is also classed as an invasion of applicants’ privacy, notably if administered without their consent (Davison et al, 2012). However, many authors highlight that the legal implications of applicant privacy during this area haven’t been totally processed within the law. They point to a spread of problems that any judgments on this matter would wish to resolve: “Whether searching an internet site for data on a job applicant is unreasonable has not been determined by the courts. A court’s ruling would possibly be based partially on the job-relevance of the data obtained (Clark & Roberts, 2010).
While these privacy queries stay unresolved, there's relevant case law in several jurisdictions. For instance, the EU 1995 data Protection Directive restricts business use of personal knowledge. Under the Directive, any information that identifies individuals is 'personal' unless that knowledge is tagged anonymous. Davison et al (2012) illustrate that the EU has recently ruled that social media sites are also subject to this regulation. While not initially intended to apply to Human Resource personnel, the Directive complicates web screening of candidates. Particularly, it needs express permission to look to be given by applicants. Additionally, organizations might need to think about their image and therefore the potential reactions of their candidates to screening of this sort (Davison et al, 2012).

5.3.4 Perceived Opportunities of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Analysis of the fourth objective revealed that commercial banks are more likely to make use of social media for recruitment and selection of young professionals. In the western world, a relatively sizable amount of surveys on social media recruitment and choice have been conducted within the United States, where the utilization of social media sites is turning into a popular recruitment tool. In 2008, for instance, a survey for the United States Society for Human Resource Management (SHRM) found that the number of organizations that indicated using social media sites as a human resource tool had risen from twenty-one per cent in 2006 to forty four per cent in 2008.

Following the concept of ‘Web 2.0’, the new purpose for on-line e-recruitment has been on fostering interactive platforms, notably via social media sites. By 2010, it's approximated that over 50% of United Kingdom jobseekers were using one or numerous social media sites as a part of their job search (Nigel Wright recruitment, 2011). In the UK, consistent with a recent report by the United Kingdom Commission for Employment and Skills (2012), presently three per cent of United Kingdom businesses actively use of social media as a channel for recruitment.

Most of the respondents however disagreed that Facebook is dominating the recruitment market for young professionals. Despite this, many organizations in Europe use Facebook and LinkedIn as a means of recruiting staff. They use job portals in their Facebook account therefore making recruitment more practical. Additionally, DeKay (2009), highlights that a lot of organizations are turning to social media sites as a means of recruitment and
selection. Social networking sites like MySpace and Facebook have additional classified sections for job seekers and job posters. However, very little empirical analysis has been conducted on exploitation social media sites to recruit employees.

In the US, one survey shows that ninety per cent of job seekers believe that firms inspect their social media accounts before giving an interview or employment (Simply hired, 2012). A European study additionally shows that nearly one hundred per cent of young job seekers underneath the age of twenty-five would love to communication with employers to happen on-line. In Germany, top 1,000 firms have Facebook accounts and use them for recruitment and selection. In addition, organizations use Twitter as a recruitment tool. They post jobs on their twitter account, search for talented employees via Twitter, and query employees for competencies (Hunt, 2010).

The study also show that most organization do not have online recruitment site targeting young professionals. Alternatively, organizations use LinkedIn to post for job openings. All job seekers are given an equal opportunity to go looking for advanced job opportunities, users are ready to follow varied firms and acquire updates regarding accessible jobs, and do research regarding the corporate. Additionally, LinkedIn has developed a website where queries may be asked and answered (Subhani, Semantha, Amber & Syed, 2012). This also contradicts a recent international study among employers emphasizes the rise in importance of social media in recruitment as well as its future potential: “92 per cent of respondents use or are determined to use social media for recruiting, a rise of just about ten percent from the eighty-three per cent already using social recruiting in 2010” (Jobvite, 2012). Moreover, since 1998, there has been a sixty per cent increase in applications through websites, with over ninety per cent of worldwide five hundred corporations utilizing this feature to draw in potential staff (Searle, 2006). There are several specialist sites keeping applicants informed of potential vacancies across a large range of organizations. Geographically sparse candidates can see potential jobs with ease.” (Searle, 2006).
5.4 Conclusion

5.4.1 Perceived Costs of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Use of social media in recruitment and selection is affordable for banks, helps in offering access to a wider pool of applicants and has reduced recruitment and selection time. Despite the significant cost reduction, the quality of applicants has not declined.

5.4.2 Perceived Benefits of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

The use of social media has enabled the Human Resource managers to collect standardized information for all applicants hence resulting into fair recruitment fair to all. A prospective challenge would be the lack of equal opportunity company policies that guide the use of social media in recruitment and selection.

5.4.3 Perceived Risks of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Lack of company regulations that govern social media use in recruitment and selection creates a leeway to misuse of information as the practitioners are able to view individuals’ profiles without the owner’s consent.

5.4.4 Perceived Opportunities of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Commercial banks are more likely to benefit from the use of social media for recruitment of young professionals as it targets applicants who are tech savvy. So far LinkedIn is the most preferred social media site for recruitment. However its uptake in the banking sector is still significantly low.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Perceived Costs of Social Media Use in Recruitment and Selection

Banks need to adopt social media more to assist in recruitment and selection as it is very affordable and offers access to a wider pool of prospective candidates. There is a need to establish social media centres in order to benefit from the cost reduction.
5.5.1.2 Perceived Benefits of Social Media Use in Recruitment and Selection

Despite social media offering the Human Resource Managers an opportunity to collect standardized information there is a need to set up policies to mitigate discrimination during recruitment and selection.

5.5.1.3 Perceived Risks of Social Media Use in Recruitment and Selection

Human resource managers need to ensure that the information retrieved from applicants social media sites are handled with confidentiality. In addition, the information retrieved from individual’s profiles should be used carefully to reduce the risk for litigation against the firm.

5.5.1.4 Perceived Opportunities of Social Media Use in Recruitment and Selection

From the study it has been inferred that most of the firms especially in the western world are embracing social media in recruitment therefore to remain competitive in this tech era commercial banks should embrace social media use not only for marketing but also as a tool for recruitment and selection of young professionals.

5.5.2 Recommendations for Further Studies

This study focused on the perceived costs, benefits, risks and opportunities associated with social media use in recruitment and selection of young professionals in commercial banks. Similar studies need to be undertaken but focus should be on the young professionals in order to determine what young professionals prefer in social media recruitment.
REFERENCES


APPENDIX I: INTRODUCTION LETTER

Caroline Wanjiku Ndambiri

P.O. BOX 6146 - 00100

Nairobi, Kenya

Email: carolinewanjiku78@gmail.com

November 25, 2016

Dear Respondent,

RE: REQUEST FOR PARTICIPATION IN RESEARCH WORK

I am a graduate student at United States International University pursuing a Master’s degree in Business Administration (MBA) with a concentration in Human Resource Management. In partial fulfilment of the requirement for the degree, I am carrying out a research project on “An Analysis of Social Media Use in the Recruitment and Selection of Young Professionals: A Case of Commercial Banks in Kenya”

I shall be grateful if you kindly complete the enclosed questionnaire to be used to collect the data applicable to my look research. Of importance to be aware is which you had been randomly selected to take part on this study. It is predicted that it will take much less than ten (10) minutes to finish the questionnaire. Kindly reply as actually and objectively as you can. Contribution from your cease may be very essential for the achievement of this research and it will likely be extraordinarily valuable. I guarantee you that the records that you will present will be treated with the acute confidentiality and might be used only for academic purposes simplest. In case of any queries during completing the enclosed questionnaire, please do not hesitate to contact me at any time via my contact furnished at the top of this letter. I look forward to receiving completed questionnaires and that I would love to express my honest gratitude for your cooperation in advance.

Thank you in advance,

Yours Sincerely,

Caroline Wanjiku Ndambiri
APPENDIX II: QUESTIONAIRRE

SECTION A: Background Information

1. How long have you practised Human Resource Management?
   - Below 2 years [ ]
   - 3 – 4 years [ ]
   - 5-6 years [ ]
   - Above 6 years [ ]

2. How many employees does your firm have?
   - Below 100 [ ]
   - 101 - 500 [ ]
   - 501 – 1000 [ ]
   - Above 1000 [ ]

3. Which of the following social media platforms does your organisation use when recruiting staff?
   - Facebook [ ]
   - LinkedIn [ ]
   - Twitter [ ]
   - Google+ [ ]
   - You Tube [ ]
   - Our blog [ ]
   - Other (specify) ___________________
**SECTION B: Perceived Costs of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks**

Indicate to what extent you agree with the following cost related statements

**Scale: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree**

<table>
<thead>
<tr>
<th>Costs of Social Media</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are able to have access to a wider pool of people using social media</td>
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<tr>
<td>We use social networking websites when recruiting</td>
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<tr>
<td>We have been able to reduce costs of recruitment through use of social media for recruitment</td>
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<tr>
<td>We have set up equal opportunity and diversity policies</td>
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<tr>
<td>We have enough staff time to monitor our social media sites</td>
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<tr>
<td>We have experienced a large volume of low-quality application on social media</td>
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<tr>
<td>We have saved on marketing costs due to social media use</td>
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<tr>
<td>The firm has promoted its employer image and generate interest in its work</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>We have reduced recruitment and selection time through use of social media</td>
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<tr>
<td>Use of social media in Recruitment and Selection is affordable for the firm</td>
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</tbody>
</table>

Please state any other factor, which in your view affects use of social media

1. ____________________________________________________________________________

2. ____________________________________________________________________________
SECTION C: Perceived Benefits of Social Media Use in Recruitment and Selection of Young Professionals in Commercial Banks

Indicate to what extent you agree with the following benefits of social media statements.

**Scale: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree**

<table>
<thead>
<tr>
<th>Benefits of Social Media</th>
<th>1</th>
<th>2</th>
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<th>4</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Social media play an important role in Recruitment and Selection</td>
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<tr>
<td>Most candidates gain a lot of information about us through our website and social media pages</td>
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<tr>
<td>Social media improve the recruitment experience for candidates who are not successful</td>
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<tr>
<td>We have fostered a positive company image among the wider public through our social media</td>
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<tr>
<td>We utilise specific online recruitment websites to attract young professionals</td>
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<tr>
<td>Social media offers applicants quick and easy posting of vacancies</td>
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<tr>
<td>Screening and selection of potential employees has been simplified through use of social media</td>
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<tr>
<td>We target niche candidates through social media</td>
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<tr>
<td>Traditional recruitment methods are more costly</td>
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<tr>
<td>We get instant feedback from social media recruitment</td>
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</tbody>
</table>

Please state any other benefits of social media use in recruitment and selection

1. ______________________________________________________________________________

2. ______________________________________________________________________________
SECTION D: Perceived Risks of Social Media Use in the Recruitment and Selection of Young Professionals in Commercial Banks

Indicate to what extent you agree with the following risks associated with social media use

Scale: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

<table>
<thead>
<tr>
<th>Risks on Social Media Use</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have used social media to access to information about a candidate</td>
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<tr>
<td>We have experiences cases of miscommunication in our social pages.</td>
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<tr>
<td>applicants have been turned down on the basis of inaccurate information</td>
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<tr>
<td>We have company regulations that cover many social media use in recruitment and selection</td>
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<tr>
<td>By using social media applicants’ CVs and personal information are readily available through third party</td>
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<tr>
<td>Equality and diversity practice have restricted us from accessing to demographic information about applicants</td>
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<tr>
<td>Other attributes such as political affiliations or physical appearance are irrelevant in social media recruitment and selection</td>
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<tr>
<td>collecting standardized information for all applicants makes recruitment fair to all</td>
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<tr>
<td>Using social networking sites as a screening tool is an important aspect</td>
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<tr>
<td>During screening we have found information which has caused them not to hire a candidate</td>
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</tbody>
</table>

Please state any other factor, which in your view affects the recruitment and selection

1. ____________________________________________________________________________________
SECTION E: Perceived Opportunities of Social Media Use in the Recruitment and Selection of Young Professionals in Commercial Banks

Indicate to what extent you agree with the following statements on recruitment and selection

**Scale: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree**

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Commercial banks are more likely to make use of social media for recruitment of young professionals</td>
<td></td>
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<tr>
<td>Social media is dominating the recruitment of young professionals in the banking industry</td>
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<tr>
<td>The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process of young professionals</td>
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<tr>
<td>Human resource accesses an adequate pool of qualified applicants from social media</td>
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<tr>
<td>The organization enjoys timeliness in the recruitment and selection process of young professionals</td>
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<tr>
<td>The banking sector recruits young professionals who are techno savvy.</td>
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<tr>
<td>Commercial banks are more likely to make use of LinkedIn for recruitment purpose</td>
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<tr>
<td>Facebook is dominating the recruitment market for young professionals</td>
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<tr>
<td>The organization has an online recruitment site targeting young professionals</td>
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<tr>
<td>We use social media to communicate to prospective young professionals</td>
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</tbody>
</table>
SECTION F: Recruitment and Selection

Indicate to what extent you agree with the following statements on recruitment and selection

Scale: 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization clearly define the position objectives, requirements and candidate specifications in the recruitment process</td>
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<tr>
<td>Human resource train hiring employees to make the best hiring decisions</td>
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<tr>
<td>Human resource incorporates the changes in the external environment (e.g. technology) while assessing future needs</td>
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<tr>
<td>Human resource provides an adequate pool of quality applicants</td>
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<tr>
<td>The organization does timely recruitment and selection</td>
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</table>