

An Examination of Millennials' Use of Social Networking Sites in Job Search

By

Hanne Cecilia Risa

Master of Arts in Human Resource Management

The School of Business
National College of Ireland
2018

Abstract

Internet accessibility and the evolution of technology have increased rapidly during the last decade, with the development and launches of several social networking sites. Notably, recruitment processes have moved online and today job seekers can view and apply for jobs anywhere in the world through the use of these sites. Similarly, businesses can perform background checks on candidates by reviewing their online social profile.

The aim of this study is to examine how millennials use social networking sites in their job search, and to determine if users of one specific social networking site actually have a greater chance at finding employment than users of the other listed sites. To this end, the research question is as follows: What is the impact of the social networking sites Facebook, Twitter and LinkedIn on millennials' method of job search?

The research question is answered through a quantitative survey which involves distributing an online questionnaire to respondents via various social networking sites. The participants are asked about which social networking sites they use in job search and if they have any ethical concerns regarding employers' use of these sites in personnel vetting and selection. The responses reveal that Facebook and LinkedIn are the social networking sites where respondents had successfully acquired a job, and that millennials did not seem concerned with the ethical aspect of potential employers accessing their social networking content.

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: Hanne Cecilia Risa
Student Number: 17133033
Degree for which thesis is submitted: MA HRM

Material submitted for award

- (a) I declare that the work has been composed by myself.
 - (b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
 - (c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)
 - (d) *Either* *I declare that no material contained in the thesis has been used in any other submission for an academic award.
Or *I declare that the following material contained in the thesis formed part of a submission for the award of
-

Signature of research student: Hanne Cecilia Risa

Date: 15.08.18

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: Hanne Cecilia Risa Student number: 17133033

School: School of Business Course: MA HRM

Degree to be awarded: Master of Arts in Human Resource Management

Title of Thesis: An Examination of Millennials' use of
Social Networking Sites in Job Search

One hard bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate: Hanne Cecilia Risa

For completion by the School:
The aforementioned thesis was received by _____ Date: _____

This signed form must be appended to all hard bound and electronic copies of your thesis submitted to your school

This thesis is dedicated to my mother.

Acknowledgements

I would like to thank everybody who have helped me complete this work.

To my parents, siblings and friends for your continual support and patience.

To my supervisor, April Hargreaves for guiding and encouraging me whenever I was struggling.

And finally, to Kristoffer Haaland, for showing me unconditional love and support.

Thank you all.

Table of Contents

Abstract	1
Declaration	2
Dedication	4
Acknowledgements	5
Table of Contents	6
List of Figures	8
List of Appendices	9
1. Introduction	10
2. Literature Review	13
2.1 Introduction	13
2.1.2 Definitions	13
2.1.2. 1 Social Media and Social Networks	14
2.1.2. 2 Generation Y: Millennials	15
2.1.3 Recruitment	15
2.1.3.1 Traditional Recruitment Methods	16
2.2 The Internet, Social Networks and Social Recruitment	16
2.2.1 The Internet	17
2.2.2 Characteristics of Social Networks.....	18
2.2.3 Facebook	18
2.2.4 Twitter	19
2.2.5 LinkedIn	20
2.2.6 Social Recruiting	21
2.2.7 Advantages and Disadvantages of Social Recruiting.....	22
2.2.8 Recruitment Competition	23
2.2.9 Millennial Jobseekers	24
2.2.10 Ethical Considerations	24
2.2.11 Jobseekers' reactions to Social Network Vetting	26

3. Methodology	28
3.1 Research question aims and objectives	28
3.2 The methods	29
3.2.1 The purpose	30
3.2.1.2 Research philosophy	30
3.2.1.3 Pragmatism	31
3.2.1.4 Positivism	31
3.2.1.5 Realism	31
3.2.1.6 Interpretivism	31
3.2.2 The approach	32
3.2.3 The strategy	32
3.2.4 Research choices	33
3.2.5 Research time horizon	34
3.3 Data collection method and Data analysis	34
3.3.1 Sampling techniques	34
3.3.2 Sample size	34
3.3.3 Ethical considerations during data collection	35
3.3.4 Research instrument	36
3.3.4.1 Questionnaire	36
4. Findings and Discussion	37
4.1 Findings	37
4.1.2 Questionnaire findings	37
4.2 Discussion	48
5. Conclusions and Recommendations	51
5.1 Conclusions	51
5.2 Recommendations for further research	52
References	54
Appendices	60

List of Figures

Figure 1:1 The Research Onion	30
Figure 2:1 Respondents' Age	38
Figure 2:2 Respondents' Gender	39
Figure 2:3 Respondents' Employment Status	40
Figure 2:4 The SNS (Social Networking Sites) utilised in job search	41
Figure 2:5 The level of employment success achieved by using the SNS	43
Figure 2:6 Ranking of the usefulness of the SNS	44
Figure 2:7 The SNS accounts that are open to the public	45
Figure 2:8 Changes done to online profiles before job search	46
Figure 2:9 Ethical concerns: employers accessing SNS content in hiring decisions	47

List of Appendices

Appendix 1 Survey Questionnaire	60
Appendix 2 Statistical Analysis: Frequencies	63
Appendix 3 Statistical Analysis: Correlations	71

1. Introduction

During the last two decades, innovations in technology have rapidly increased, and we are living in a world where most people have access to the internet via their computer and smart phone. People get more attached to their technological devices, using them every day to interact on social networking apps and sites. As people now tend to live their lives online, it is therefore only natural that job recruitment processes have moved to the internet, and more than ever, we see companies establishing a presence on social networks for recruitment and selection purposes.

Recruiters today have found new ways of searching for and subsequently hiring employees through the use of social networking sites. Waldman (2011) suggests social networks makes the process of career advancement and job search significantly easier in the modern job market. Jobseekers can find job opportunities in the feed of their social networking accounts and instantly be redirected to the company's corporate website for an application. Often, this also means that employers can view the online profiles of potential candidates before selecting them.

While much of the secondary research in this field have examined the business advantages of an online presence and increasing the employer attractiveness in a growing environment of recruitment competition, some studies have focused on the effects of employers' practices of using social network content in recruitment and selection and the ethical considerations and potential legal implications of these practices. However, only a limited amount of previous studies; Nalkesen (2012) and Dehestani (2013) has explored the jobseekers views, such as their job search preference on social networking sites and consequently if the jobseekers have any ethical concerns regarding social network recruitment practices. Therefore, the aim of this dissertation was to examine the job search methods of millennial jobseekers and to find out if users of one specific social networking site actually had greater chance at finding employment than users of the other sites. This sub-objective emerged as a result of previous research suggesting that LinkedIn is the first choice of organizations regarding social recruiting, as it is a primarily a social business networking service (Jobvite, 2012).

The primary research proposes to answer the question "What is the impact of the social networking sites Facebook, Twitter and LinkedIn on millennials' method of job search?".

Additionally, sub-objectives were developed, such as “Do millennial jobseekers have ethical concerns about potential employers accessing their social network content for recruitment purposes and/or to determine their suitability as an employee?” The objective of the research is to use quantitative research methods to answer these questions through the use of valid and reliable techniques for data collection and analysis, from which the researcher can make conclusions and compare findings with reviewed literature. The primary research is focused on a non-probability population sample size of 100 millennial jobseekers located across Europe, Asia, Australia and the Americas, as respondents of the survey are reached through the use of the internet.

The main approach in this dissertation comes from the standpoint of investigating the jobseekers’ attitudes and preferences for job search on social networking sites and examining if the individuals have ethical concerns about employers being able to access their social network content. In this dissertation, the researcher will also take a closer look at the industry and businesses, and the recruiting and selection trends within e-recruiting and the use of social networking sites, as well as the development and progression from traditional recruiting to social e-recruiting. This research is important for the current industry practice because there are limitations of previous studies which examine the social e-recruiting practice and which regulations and policies apply. There is an absence of empirical research that can assert the validity and reliability of predicting job performance in potential candidates based on their social network content, and some researchers does not recommend utilising social networks in employer screening at all (Jeske and Schulz, 2016).

The dissertation consists of five chapters.

In the next, second chapter, the current literature is reviewed; key terms and expressions are defined, and a summary of recruitment methods and generational differences is given. Following is an overview of the social networking sites and social recruiting, and the focus then finally moves on to the main scope of this dissertation, which is ethical considerations and the jobseekers’ views.

Chapter three reveals the methodology of the research; firstly, the research question, aims and objectives are established, then there is an explanation of the purpose, the methodology, the approach, the strategy and time management, before closing the chapter with a brief description of techniques for data collection and analysis.

Chapter four presents the findings of the questionnaire, where the findings are explained and compared to the literature review, and discussion of the overall research question is answered based on these findings.

The last chapter holds the conclusions of my research, where firstly the conclusions about the research question, aims and objectives are presented before a reflection of the limitations and implications of the research and lastly, the researcher's recommendations for further exploration in future researches.

As completion to the work, the bibliography, references and appendices are attached in the end of the dissertation.

2. Literature Review

2.1 Introduction

People are the most valuable resources of any organization, and the key concern for human resources should be the selection of people that best fit the position (Taylor, 2014). Recruitment is an important process of attracting the right talent, and there will always be new vacancies to recruit talents for. According to Doherty (2010), organizations should revisit and expand on their current recruitment strategies and attitudes and make any changes necessary to achieve competitive advantage. Lievens, van Dam and Anderson (2002) also recognizes that in this era of “war for talent”, attracting the right candidates is a way to stay on top of the new competitive market. In the digital age and with the rise of social media, more and more organizations have gone from being hesitant to engage in social media, to embracing and utilising these digital arenas as cost-saving and effective tools in recruitment (Doherty, 2010).

Less than two decades ago, job seekers would likely fax their CV to hiring managers and recruiters, or they might have walked into a company handing them their CV from a generic template. Today, job seekers can use twitter to reach out and connect with companies and CEOs or network with managers and recruiters on LinkedIn and even access job opportunities through advertisements on Facebook (Weiner, 2016).

There are, of course, advantages and disadvantages of social media and social networks. Doherty (2010) suggests that companies who have established an online presence by creating a company profile and are interacting with potential employees on social networks, are more up to date and relevant. However, in order to avoid ethical concerns, companies that use information retrieved from jobseekers’ social networking profiles to determine their suitability as an employee, might benefit from implementing policies that ensures full transparency.

2.1.2. Definitions

Some terms and expressions will need to be defined to understand the content of this dissertation.

2.1.2.1 Social Media and Social Networks

There are many different expressions and terms that are used to describe the new methods of recruitment, such as “Social Networks”, “Social Media”, “Social Networking Sites” and “Social Recruiting”. This can create some confusion and frustration as to which term should be used and when. There have been many attempts in literature to define these idioms, but no accepted definition of any of the mentioned phrases was found in the reviewed theory. Whereas some authors use them as synonyms, other authors distinguish between them (Reger, 2013). In this dissertation, the researcher uses phrases such as “Social Networks” and “Social Networking Sites” interchangeably. For the purpose of this research and understanding its content, a number of definitions are presented here.

Social Media is the tool for transmitting information to other people through a web-based site that functions as a virtual platform. Media in form of television and newspapers existed long before the invention of the internet, but now, the flow of information is more dynamic. Social Media is the *vessel* for communication and today it enables the users to share content like pictures and files with their online connections and receive feedback in forms of comments, likes and ratings (Cohn, 2015).

Social Network is “a website that is designed to help people communicate and share information, photographs, etc. with a group” (Cambridge Dictionary, 2018). As an internet-based tool, the main aim of Social Networks is to connect and interact with other people based the personal detail added to people’s profiles, and through these connections, people can form relationships. These connections might be personal and or of a professional networking nature.

Social Media and Social Networks have one thing in common; according to Cohn (2015), in order to be successful, they both rely on content going viral in order to reach out to a certain number of people. With the added exposure and people who are now paying attention, they can now increase business opportunities. Crompton & Sautter (2011) described social networking as connecting with other people to reach personal and business goals, and the authors claimed that there should be more importance to *whom* (quality) are in your social network rather than how many people (quantity).

2.1.2.2 **Generation Y: Millennials**

The generation of people who are often called demanding and ambitious, was born between 1996 and 1981 (aged between 22 and 37 in 2018), and have been given the name Generation Y, but is more often referred to as the Millennial generation (Pew Research Center, 2018). However, the definitions of this generation differ widely, the earliest sources being credited with coining the term `Millennials´ are Strauss and Howe (1991) who defined the generational cohort to individuals born between 1982 and 2004. For the purpose of this dissertation, this research is based on the definition by Pew Research Center, although there might exist a slight overlap between the Millennials and the preceding Generation X. Many millennials came of age and entered the workforce during a worldwide economic recession and thus had a “slow start”, and their choices in life and work are likely shaped by their experiences of this (Dimock, 2018). As stated by Joos (2008), they have an appetite for success and they need constant attention and a flow of information, in order to achieve their goal of changing the world.

Martin and Whiting (2016) describes this generation of workers as different than other generations, as they are more interested in having work-life balance and they value career development and the need for challenge over pay and work location. Technology shaped this generation significantly, especially in terms of how people communicate and interact with each other. Whereas the previous generation X had grown up during the computer revolution, the millennial generation grew up during the internet explosion and quickly adapted to developments and launches, such as that of the iPhone, Wi-Fi, and Social Networks. For the succeeding generation, those born after 1996, these technological devices and services are generally a given (Dimock, 2018). The millennial job seekers will be covered later in this literature review.

2.1.3 **Recruitment**

According to Price (2007), recruitment is one of the challenges for Human Resources and selecting the best fit for the position is key priority. Gunnigle, Heraty and Morley (2011) argues that recruitment has three functions. The first is to attract a pool of suitable applicants for the position, the second is to keep away those who are not a perfect fit for the position and the third is to develop and enhance the organizational image. Price (2007) states that recruitment has become one of the biggest challenges for Human Resources.

2.1.3.1 Traditional Recruitment Methods

The literature argues what constitutes “traditional” recruitment methods, and what does not. Before the age of social media, job boards and employment fairs were among conventional channels of recruitment, but have since declined in popularity (Madia, 2011).

As stated by Andrews (2012), E-recruitment is not among the traditional channels of recruitment. However, Gunnigle, Heraty and Morley (2006) have completed a summary of traditional recruitment methods and paired them into five groups, dependant on their origin; (1) Internal employees – such as manager-recommended, and self-applicants (2) Existing contacts – such as previous employees or applicants (3) External contacts – such as union referrals, head-hunters and universities (4) Advertising – such as television, newspapers and radio (5) Online/E-Recruitment – such as online job boards or a career page on organization’s website. Since the arrival of the internet, many online platforms for recruitment and job search have emerged, such as Monster.com and Jobs.ie. This evolution has contributed to the regression of at least four of these five groups of recruitment methods (Reger, 2013).

2.2 The Internet, Social Networks and Social Recruitment

This digital new world has caused significant changes and transitions from what was traditional recruitment methods, and the internet and advancement in technology has made job searching easier and quicker. A job seeker can view and apply to an array of job openings listed on online job forums and social networking sites from their computer, smartphone or tablet.

Joyce (2016) alleges that the constant advances and use of technology can set traps, for employers and job seekers alike. Employers can quickly google any candidate and find their social network profile on LinkedIn and Facebook and perform quick and affordable background checks. One of these traps which are perpetuated by job seekers, is the idea that by applying for a large number of positions as possible, the greater the chance of landing a job, similarly to a lottery. What determines how a job seeker successfully lands a job, is not the number of applications they sent but if they are a great fit for the position (Sullivan, 2013).

2.2.1 The Internet

The Internet is formally defined as “a global network providing a variety of information and communication facilities, consisting of interconnected networks using standardized communication protocols” (Oxford Dictionaries, 2018). The Internet is today accessed by 4 billion people worldwide, and it is accessible to a majority of the world’s population (Kemp, 2018). This access to information has changed the lives of people, and it has made the world smaller by removing borders and barriers, as people now can communicate easier and more efficiently than before.

As a natural development, the Internet has also become a useful recruitment tool for organizations during the last decade. Jobseekers use the Internet to search and apply for jobs, and similarly, companies use the Internet to attract and search for candidates. Moreover, it is often used in the early stages of selection processes, such as application forms and CV collections (Price, 2007). In the 1990s the job advertisements on the Internet was mainly targeted at IT people, as these were among minority that had internet access (Taylor, 2014). This has obviously changed throughout the years, a survey done by Pew Research Center revealed that in the USA alone, 54% of adults have used the internet to look for job opportunities, and 45% of adult have applied for a job online. Among people who said they had searched for jobs during the last two years, 79% had utilized online resources in their most recent job search (Smith, 2015).

The Internet spread quickly and became a part of people’s everyday life, but there was still some resistance towards the “unknown” aspect of the internet, and people were initially reluctant to give out their credit card or bank information to online retailers. Today, people use the internet to do anything from shopping, online banking, entertainment, academic research and connecting with friends on social networks. Users of social networking sites may post and share pictures and status updates from their profiles, and most social networking services have a built-in chat/instant messaging interface, so users can communicate immediately in real-time. Boyd and Ellison (2008) claims the first major social networking site was launched in 1997, called “Six Degrees.com”. However, Dekay (2009) makes a contradicting claim, alleging that the social networking site Classmates.com was the first of its kind, already in 1995 (Reger, 2013)

2.2.2 Characteristics of Social Networks

Researchers have tried to categorize social media, and Twentyman (2010) put social media into three large groups, *Social Networking Sites*, such as Facebook, the *Professional Networking Sites*, such as LinkedIn and the third category is *Other Online Media Communities*, which includes Twitter and YouTube.

Dehestani (2013) goes even further and categorizes social media into six groups: (1) “Collaborative Projects” like Wikipedia, (2) “Blogs” like Twitter (3) “Content Communities” such as YouTube, (4) “Social Networking Sites” like Facebook, (5) “Virtual Game Worlds” like World of Warcraft and lastly (6) “Virtual Social Worlds” such as Second Life. These attempts at categorizing social networks and platforms have proven difficult, as there is no clear-cut existing definition in literature, and a social networking site can have several features from multiple social media platforms (Reger, 2013).

However, Adams (2011) explains what they have in common; that all social networks are *approachable*, and due to the viral effect of the internet, content published on social networking sites are capable of reaching every corner of the world. The author also suggests that social networks are *accessible* for everyone to sign up to, they are *usable*, one does not need training to use them. Lastly, it is pointed out that social networks are *timely* tools, which means they provide instant communications, and they are ever *changing*, eternal tools, one can post, edit, like and comment on content and the flow of information and opportunities for discourse are more present (Reger, 2013). These characteristics have shown to be both advantageous and disadvantageous to recruitment and will be covered later in this chapter. In this research, three social networks will be discussed, and these are Facebook, Twitter and LinkedIn.

2.2.3 Facebook

Facebook, the most widely used free social networking site in the world, was launched in 2004 by Mark Zuckerberg and his roommates. This social network, originally only intended for Harvard University and Ivy League students, quickly grew into a large social networking service, which today has over two billion monthly active users (Facebook, 2018). Facebook can be accessed from devices connected to the Internet, such as laptops, tablets and smartphones, and by enabling notification in settings, one can receive

notifications about the content uploaded and activity of other users, which are “friends”, mutually added or accepted by friend requests. In essence, Facebook is used to keep in touch with friends and family all over the world. Users may also join interest groups and create and/or attend public or private events/parties announced on the social networking site. Boyd and Ellison (2008) points out that Facebook takes a different approach than other social networks when it comes to the visibility of groups and friends on a person’s profile, as one can opt out of displaying this information to other users.

Organizations frequently use Facebook to market their products, promote their company brand and search for potential candidates that would be a perfect fit for existing or future vacancies. Organizations are able to target a specific group of people with an advertisement on Facebook, and they can post job openings on the company Facebook page, so job seekers can browse the information themselves and be redirected to an application form. Companies and individuals can also use the feature Facebook Marketplace to post and search for jobs, free of charge (Nalkesen, 2012). According to Weiner (2016) there are currently over 5 million job openings available solely in the US, and job seekers are steadily using social networks such as Facebook to search and apply for these job openings.

2.2.4 Twitter

Twitter, another popular social networking service that was launched in 2006, has over 330 million active users worldwide (Twitter, 2018). Users interact with other users by posting messages known as “tweets”, and these are publicly visible by default, so non-users can read any tweet but not reply or engage without creating a profile themselves. The user’s social network friends are here called “followers”, and users can tweet via the smartphone app or the twitter website, and tweets can be forwarded or shared by users into their own feed. From its launch in 2006 until 2017, every tweet had the maximum limit of 140 characters, whereas today the limit is doubled for all languages except a few, such as Korean, Chinese and Japanese (Rosen, 2017). Users can organize posts by topic through the use of hashtags, phrases prefixed with a “#”. This feature in the interface contributes in generating viral content, by becoming a “trending topic” on the social network’s home page. There, users can see what’s happening around the world, and view others’ opinions about it as well as sharing their own. Unlike Facebook where users need to be “friends” on the social networking site in order to view each other’s full profiles and

write something directly to each other, on Twitter, a person can tweet to any other Twitter user (although, there is an option to make the profile private from non-followers) as long as one has a Twitter account. One of the reasons that Twitter has had success in the sphere of job search and recruitment is the ability to search for specific roles and areas by using hashtags, such as #salejobs and #officemanagerjobs and therefore have a chance of getting a hit within the 8 million job matches for candidates (Weiner, 2016). Some research has revealed that recruiters use Twitter more often than they use Facebook (Nalkesen, 2012).

2.2.5 LinkedIn

LinkedIn, which launched in 2003, have over 500 million members from more than 200 countries. It differs from other social networking services, as it is mainly business and employment-oriented and developed specifically for professional networking where employers can post jobs and job seekers post their CVs. Both employers and workers can create profiles and “connect” to each other in a social network interface style where members can invite non-members to join the network as their connection (LinkedIn, 2018). LinkedIn is accessible through the website and smartphone apps, and unlike other social networking services, it shows any user’s “viewing trail”, which means users receive notifications informing them of who recently viewed their profile. The networking service restricts members’ visibility based on whether they have a free or paid account (Boyd and Ellison, 2008). Recruiters often have paid accounts where they can view and vet candidates without being “seen” as visiting their profile.

One report concludes that jobs posted on LinkedIn receive far more views than Facebook and Twitter, which makes it the most popular network for social recruiting (Bullhorn, 2014). This coincides with Weiner (2016) who claims that 94% of recruiters use LinkedIn to vet their candidates, and that job views on LinkedIn have increased five times compared to Facebook. Rosoiu (2016) believes some of the reasons LinkedIn is more successful than its competitors, is because the site is easy to use, with a colour neutral interface which makes it easier to navigate the site without getting distracted and the fact that the site is free from online pop-up advertisements.

2.2.6 Social Recruiting

Social recruiting is another aspect of social media that shows that the usage of social networking sites in recruitment and selection processes have increased during the latest decade. Parry and Wilson (2009) defines social recruiting as “the use of the internet to identify and attract potential employees”. One study found that half of organizations use social networks in recruiting (CIPD, 2013). This finding is consistent with a more recent study which found a slow, yet steady increase in the number of organizations utilising social media in recruitment by 13%, although less than a third of organizations have an applied social media strategy in place (CIPD, 2017).

Businesses that establish a presence on social media can easily make use of its viral power and sense of online community, and by posting business and career- related content that is available 24 hours a day, such as job postings, the businesses are adding content to this community and can profit by reaching out to an abundance of qualified applicants. The 2014 Jobvite social recruiting study found that both the quality and quantity of candidates had increased since implementing social recruiting (Jobvite, 2014). Social recruiting is not only a time-saving recruitment tool, it is also cost effective, compared to traditional recruitment methods such as job fairs and purchased advertisements. Similarly, Madia (2011) comments that today many organizations are focusing their attention and energies on building an online presence instead of hosting costly job fairs that are associated with traditional recruitment methods.

Reger (2013) suggests that a majority of people that are creating profiles on networks such as LinkedIn are millennials, and that this non-committal freedom might be what appeals to them. They are free to join and browse networks without any specific objective, and they are therefore “passive” jobseekers, which are preferred group to turn into “active” jobseekers (Joos, 2008). In order to attract these employed candidates that are not actively looking for a job, companies are creating talent pools in the form of groups on social networks, and these talent pools makes it easier for companies to target specific types of candidates with recruitment offers (Morgan, 2016). One way to attract users is to advertise on social networks. The marketing department in recruiting platforms can generate a big “buzz” by sending information public, and by doing this, the clients are inevitably exposed to the information (Rosoiu, 2016).

2.2.7 Advantages and Disadvantages of Social Recruiting

Social networks have been shown to be innovative tools in recruitment and employer branding (Nalkesen, 2012). But social recruiting also has numerous advantages and disadvantages. One of the main reasons social recruiting is implemented and is used by recruiters is because it is mostly free, and therefore cost-effective to the organization. Doherty (2010) comments that several Human Resources Departments are now using social networking sites in a specific effort to have a cost-conscious approach to recruitment. Similarly, Kirtiř and Karahan (2011) states that it is due to the cost-reducing properties of social recruiting that a majority of companies are turning to social networks in order to recruit and select candidates, notably in the aftermath of the economic crisis. With the help of social networks, job seekers can view and apply for job openings anywhere in the world as they are no longer limited by physical geographical barriers. Likewise, organizations that are utilising social networks are able to reach out and contact candidates anywhere, both active and passive job seekers. Background checks and vetting of candidates can be done through social networking sites by reviewing the candidate's social online profile. The 2016 Social Recruiting Survey found that almost half of recruiters negatively view photos of alcohol consumption and marijuana use on social networks. Similarly, 72% of recruiters said they have a negative view of bad grammar and typos, and almost half of recruiters believe that seeing a picture of a candidate before meeting them will influence their first impression (Jobvite, 2016).

As well as the advantages of using social networks in recruitment, there are some disadvantages of relying on them. Doherty (2010) explains that social media should not be used as an exclusive recruitment tool, as there are still people to do not have access to a computer and online services, and that the recruiters need to be aware of how they are using social media in recruitment and selection to avoid being discriminative, as moral and ethical questions could arise as a result of unclear and inconsistent boundaries between business and private content. Another concern is technology and relying too much on technology during recruitment processes, where sensitive data can be lost during a malfunction or hacking. Andrews (2012) suggests precautions should be taken, such as installing anti-virus software on all computers and servers used by recruiters, as well as developing and implementing a technology and social media strategy.

2.2.8 Recruitment Competition

Companies need to redefine their recruitment strategy and implement a proper social media strategy and policy. Madia (2011) points out that organizations that want to attract and hire top-grade candidates and remain competitive, can't avoid social networking sites and ignore the benefits and opportunities that can come with it. She also argues that in order for social recruiting strategies involving social networks to be successful, there should be an appropriate process in place before an organization launches its social networking presence. This process involves technical things like making sure the job applicants are directed from the organization's social network profile page on Facebook, Twitter or LinkedIn etc directly to the corporate website for the application form. If companies fail to implement this process, applicants will slip through the cracks as a result of the application process being too difficult for the applicant to understand or information regarding the position is unclear.

Doherty (2010) contends that businesses need to become more competitive in order to attract young and exuberant employees, because of the aging workforce. As a result of their social network presence, an organization's brand becomes more visible and stands out from the crowd as a relevant and evolving organization that people would want to work for. This argument is supported by Priyadarshini, Kumar and Jha's (2017) study which found that organizations that use social media and are visible on social networking sites are perceived positively by job seekers and especially millennial job seekers. Cappelli (2001) explains how traditionally, job seekers were hired because they were unhappy at their current job, or graduates were hired at entry level right off of the college campuses. But as the Internet and technology advanced, organizations could find an abundance of qualified candidates on the Internet, screen them in a short amount of time and then proceed to contact the candidate with the most potential. He emphasized the importance of acting swiftly, as several companies are competing for candidates and the first one to make contact might gain advantage. The 2016 Social Recruiting Survey examined trends and challenges in recruiting and found that the competition amongst recruiters is still very prevalent and is believed to continue into the subsequent years (Jobvite, 2016).

2.2.9 Millennial Jobseekers

The job industry is changing, and that is partly because of Millennials and their love for social media. One study found that 73% of 18-34-year olds had acquired their last job through social media (Weiner, 2016). In their job search, Millennials are likely to do extensive research on the prospective employer to find out how it really is to work there, by looking at ratings on job-review websites, read media articles about the company and even look up where the office is located regarding commute time and public transport accessibility, and then determining if they would be a good fit (Conlan, 2018). This is in line with Jobvite's (2016) findings that show 59% of job seekers use social media to research the company culture of the organization they are interested in. Zimmerman (2018) notes that the rise of social media has made job-review sites a popular tool for Millennial job seekers as they research a company's reputation as an employer. She also states that Millennials find information about a range of things on company websites, in addition to browsing social networking sites like Facebook, such as what the hiring process is like for the position they are looking for and the current salary range.

Unlike their previous generation, they are more confident in their job search, and more likely to do research on a prospective employer. This claim is in agreement with Ng & Gossett's (2013) findings which concludes that millennial jobseekers evaluate prospective employers based on different dimensions, such as information about the employer, information about the people working for the employer and information about the position they are interested in. To the researcher's knowledge, little research have examined which social networking sites millennials use and if they have any ethical concerns about social recruiting and using social network content in vetting and hiring decisions.

2.2.10 Ethical Considerations

Due to the abundance of personal information readily available on social networking sites, employers have started using this information as an additional source of data to have on hand in a hiring decision. Organizations are using content found on social networks to predict future job performance, and one study by Kluemper and Rosen (2009) explored the use of social networking sites and questioned the validity and reliability of the organizational characteristics which may be rated in an applicant based on what the recruiter can conclude from viewing the applicant's social networking profile, and the relevance of these characteristics for the job position and prediction of

future job performance. The study identified several organization characteristics, such as conscientiousness, which was found to be a predictor of job performance in all occupational groups, and intelligence as a predictor of global performance, meaning the applicant's skills or abilities would give them an advantage in job performance within the organization. Signals derived from applicants' social networks can inform recruiters about an applicant's personality and values, their culture and thus if the applicant is considered a good fit and likely to be committed to the organization (Roulin and Bangerter, 2013). The pictures and videos on social networking sites might give human resource recruiters some insight into the applicant's character and how they behave when they are not on the job, and due to many social networking sites mainly being created for social purposes and not exclusively for job searching, some human resource managers believe that these sources provide more honest information about applicants (Slovensky and Ross, 2011).

Although there is not yet enough evidence to assert if using social media content in recruitment and selection processes is a reliable and valid method of predicting job performance outcomes, recruiters still perform this practice. Roth et al. (2016) notes that applicants might be viewed negatively due to certain pictures and status updates/statements that are present on their social networking profiles, and until reliability and validity can be established, employers should use social networking sites with caution when making decisions in order to avoid unethical consequences. This view is shared by Black and Johnson (2012) who contends that more empirical research needs to be conducted in order to establish the validity and impact of using social networking sites as a method of screening applicants, and suggests the content found on these sites may lead to biased judgement of applicants, which could further lead to individuals not receiving job opportunities. Similarly, Jeske and Schultz (2016) does not recommend utilising social networks in employer screening due to ethical considerations for the motive and impact of this practice, and the unfamiliarity of how this process fits in under most organizations' standard code of ethics and corporate codes. Caers and Castelyn's (2011) study indicated that the content of an applicant's Facebook or LinkedIn profile could result in them not being selected for a first interview.

Slovensky and Ross' (2011) study explored the legal implications of using social networks in selection of employees in the USA and found several key issues and

concerns with this practice. Firstly, the information which exist on social networking sites does not accurately reflect how the applicant will perform and behave like as an employee, and in many cases, the account in question has not been updated for some time and therefore shows the applicant in a different life phase. The researchers point out that there is an issue of fairness when employers are using information from social networks that have been posted by applicants for one purpose, and then using the information for a completely different purpose to make selection decisions in hiring employees. Legal and ethical issues can also arise, and there are equal employment opportunity considerations. When recruiters view a candidate's social media profile, they will have noticed certain characteristics which are protected under US laws from discrimination, such as race, gender, age, religion, disability and sexual orientation. Since recruiters would never ask about these characteristics during in-person interviews, there should also be no need to view photographs on social networks.

As mentioned previously, there is a greater need to do further research in order to establish validity and reliability of this practice, and for an organizational context there needs to be more information about the effects and implications of this use, so managers can make informed decisions about whether they want to use this screening method for applicants, and the proper policies must be established and written to adapt to changing technology and for privacy reasons, any acquired information must be securely stored according to the new GDPR law.

2.2.11 Job seekers' Reactions to Social Network Vetting

A study by Aguando et al. (2016) examined applicants' reactions to social networking sites being used in personnel selection and considered the difference between social networking sites for professional use, such as LinkedIn, and those used for more social and private purposes, like Facebook and Twitter. In addition, variables such as age, gender and professional status were evaluated, and the study's findings showed that both age and gender played a role in the attitude towards the use of non-professional networking sites (Facebook and Twitter), and that older people's attitudes towards companies using these non-professional sites in personnel selection was more positive than the younger participants. Another study by Curran et al. (2014) recognized the growing trend of companies using social networking sites to gain information about candidates when recruiting and selecting college graduates.

The main purpose of the study was to establish if college students were aware of this practice and if they had any concerns related to the issue. The findings showed that the college students taking part in the study were in fact aware of that employers may use social networking sites to obtain information about them, although most did not seem concerned about this practice, a clear majority of respondents stating they were “fairly comfortable” with a potential employer viewing their social network profile page. Negative perceptions regarding social network vetting practices may be improved if data collection procedures in social network screening become more transparent, and this can enable candidates to better control their information through the hiring process. However, this can cause applicants to make changes to their social network profiles in order to make it more appealing to the employer (Suen,2018).

Although literature have provided some insight to the benefits of employers using social networks in recruitment and selection processes, such as employer branding, cost savings and convenience, the majority of studies in this field have mainly focused on the business opportunities and rewards of this practice, however, much of the research have addressed the absence of empirical research that assert validity and reliability of using this practice to predict job performance in candidates. Further research would need to be carried out in order to explore the job seekers’ perspective on the use of social networking sites in recruitment and selection processes and determining if the job seekers have any ethical concerns about this current practice.

3. Methodology

This chapter explains the methodology used in gathering the necessary information in this research. It explains in detail the available research choices, research purpose, research approach, strategy, time horizon and data collection & data analysis techniques utilised. The steps have been systematically carried out in order to accomplish a significant degree of reliability and validity.

3.1 Research question aims and objectives

The overall research question

“What is the impact of the social networking sites Facebook, Twitter and LinkedIn on millennials’ method of job search?”

According to an annual CIPD survey report, half of organizations use social networks in recruiting (CIPD, 2013) and Weiner (2016) indicates that 73% of 18-34-year olds have acquired their last job through social media. The aim of this dissertation is therefore to explore which social networking sites millennials use to search and apply for jobs.

First research objective

To investigate which social networking sites Millennials use when they search and apply for jobs and ascertain how many Millennials have successfully been employed as a result of this job search method.

Millennials as a generational group have grown into adulthood along with major technological developments and the Internet, and they use devices such as smartphones, tablets and laptops several times daily to post and share content on social networking sites. Conlan (2018) claims Millennials are more likely to use social networking sites to do research on a potential employer to find information about everything from office location, salaries and hiring processes in order to then determine if they would be a good fit for the position and the organization before applying online. The aim is to find out – through the use of a survey questionnaire, which social networking sites they use for job searching and how useful they consider the selected social networks to their job search.

Second research objective

To explore if Millennial job seekers have ethical concerns about potential employers accessing their social network content for recruitment purposes and/or to determine their suitability and an employee.

Aguando et al., (2016) found that applicants' reactions to this practice of social network vetting were linked to age, gender and employment status, and that older people's attitudes towards companies using these non-professional sites in personnel selection was more positive than the younger participants. The aim is to find out if they believe this practice to be ethical and if they make changes to their online profiles before applying for a job.

Third research objective

To determine if Millennials who use LinkedIn for job search are more likely to successfully find employment than those that use Facebook and Twitter to search for job opportunities.

Weiner (2016) claims that 94% of recruiters use LinkedIn to vet their candidates and that job views on LinkedIn have increased five times compared to that of Facebook. Many of the Millennials that are creating profiles on LinkedIn do this as a non-committal way to browse jobs as a passive job seeker (Joos, 2008). Twentyman (2010) points out that she categorizes LinkedIn as a Professional Networking Site, compared to Facebook and Twitter which are termed Social Networking Sites. The aim is to find out if LinkedIn is a more successful social networking site for job seekers because it is a professional-social networking site.

3.2 The methods

The following section illustrates the concept of Saunders, Lewis and Thornhill's (2009) "research onion" model which describes the elements of the theoretical background; the methodology and research choices available, research purpose, approach, strategy, time horizon as well as data collection and data analysis techniques. The research onion model depicts the different stages that need to be covered when developing a research strategy, and it is very useful as it is adaptable for almost any type of research methodology (Bryman, 2012).

3.2.1 The purpose

Saunders et al. (2009) differentiates between three purposes that research can hold: explanatory, descriptive and exploratory. Based on the previously mentioned research aims and objectives, the current research is descriptive and quantitative – statistical research is used in order to describe the characteristics (in the form of job search preferences) from the human population sample (Quinlan et al., 2015).

3.2.1.2 Research philosophy

Saunders et al.'s (2009) research onion is comprised of four philosophies, each providing justification for the research methodology on the background of beliefs of what is being investigated (Bryman, 2012). The onion's four philosophies which research can be built on are "Pragmatism", "Positivism", "Realism" and "Interpretivism" and they will each be explained in further detail throughout this chapter.

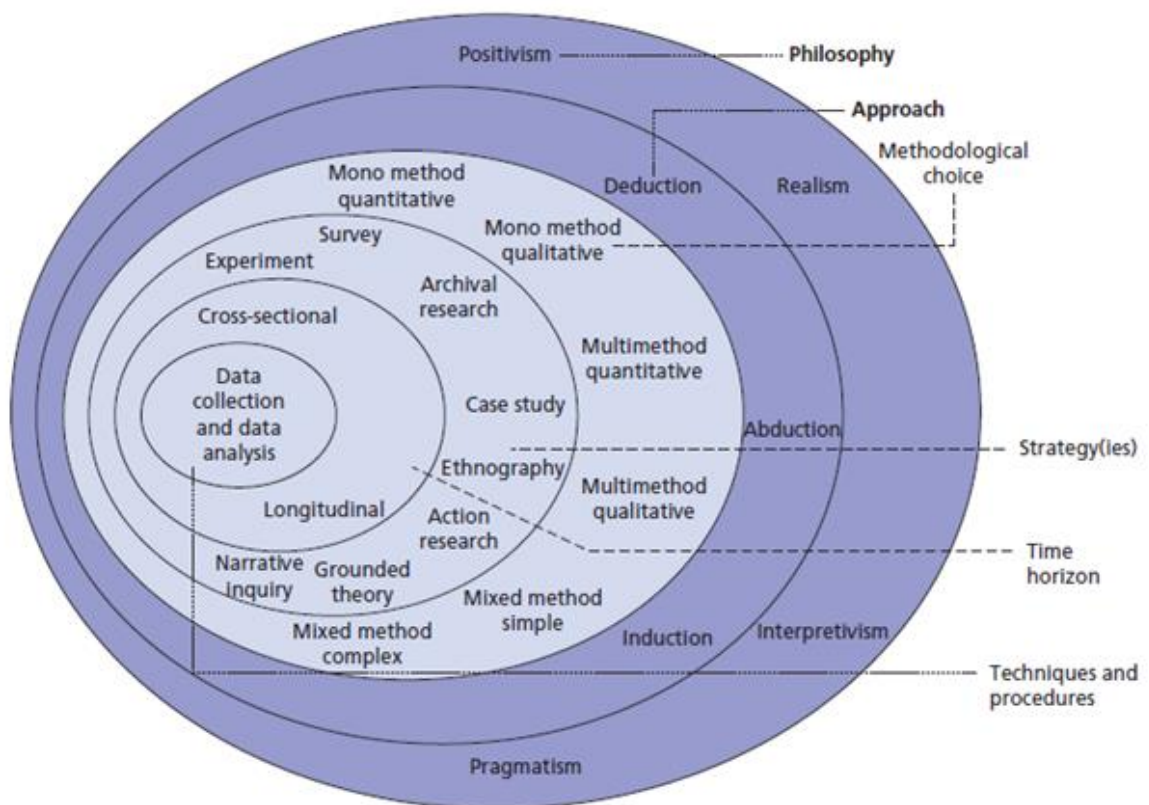


Figure 1:1

The Research Onion

Saunders et al. (2009)

3.2.1.3 **Pragmatism**

The pragmatist standpoint contends that the research question is the most important component of a study. Pragmatics can use more than one research method, such as interpretivism and positivism, which result in a “mixed-methods” research approach (Dudovskiy, 2018).

3.2.1.4 **Positivism**

Positivism is based on the idea that there is only one way to find the truth; through science, which means quantifiable observations that can be analysed statistically. Positivists treat the collected data as pure facts rather than results of their personal interpretation and they are examining the reality by using the current theories and thus selecting an appropriate research strategy and developing new hypotheses from their findings (Reger, 2013). A positivistic approach assumes that the research is purely objective and that the researcher remains independent, meaning that there is minimal interaction with the research participants during the execution of the research (Dudovskiy, 2018).

3.2.1.5 **Realism**

Realism is a research philosophy which relies on the notion of a universal reality which exists regardless of knowledge or state of mind, and the philosophy is divided into two types. The first is ‘direct realism’ which suggests that everything is what it seems, is also known as naïve realism and the belief is that “what you see is what you get”. They accept the world as constant and static, and only concentrates on one level, either an individual or a group (Dudovskiy, 2018). ‘Critical realism’ however, argues that humans experience the real world through sensations and images which can be deceptive, and they believe that “what you see is what you sense and understand from the things, not the things themselves” (Reger, 2013).

3.2.1.6 **Interpretivism**

Interpretivism integrates human interest into a study, as researchers interpret the elements of the study (Dudovskiy, 2018). Interpretivism believes that people in real life are like actors in a play, they each play a character, depending on the situation they are in. It is through this acting that they sense and interpret their own and others’ social role, and the researcher must look beyond this role when conducting studies (Reger, 2013).

Although researchers might favour one philosophy over another, one of the four philosophies are not intrinsically better than the others. They all have their own special viewpoint and beliefs about the world and how it influences people and their behaviours and attitudes (Saunders et al. 2009). The research of the current study uses a positivistic philosophy, where the aim is to answer the research questions by statistically analysing numerical data which are treated as facts rather than personal interpretation.

3.2.2 The approach

This research uses a deductive approach, since the research questions are aimed at filling the knowledge gap in the existing literature which will either confirm or refute the assumptions that have been created on the basis of the existing literature and the survey method was used in order to test these assumptions. Kothari (2004) explains that the deductive approach is often characterized the process of going from general to particular, where the knowledge and theories are first established, and then the narrowed-down knowledge and data that are gathered from the research process are tested against it.

3.2.3 The strategy

Quinlan et al. (2015) notes that there are about twenty different research strategies to choose from, however Saunders et al. (2009) have narrowed this list down to seven; survey, experiment, case study, grounded theory, action research, ethnography and archival research.

The survey strategy was used for this study, given that it is an accurate and efficient strategy for this type of quantitative research which is concerned with numerical data. Surveys involves sampling of a representative proportion of the population and they are commonly used to examine variables between different types of data and causation between variables (Bryman, 2012). In order to meet all my research objectives, it was therefore necessary to test the relationship between the variables by analysing the quantitative data from the questionnaire with the help of descriptive and inferential statistics in Google Forms and SPSS.

3.2.4 Research choices

The researcher can choose from several research choices that are outlined in the research onion, including the mono method, the mixed method and the multi-method. Saunders et al. (2009) categorizes these methods into two methods of research; Mono methods, which is the collection and analysis of data in the same, singular way and Multiple methods, where more than just one method is used to collect and analyse the data.

Mono methods involve only using one research approach for the study; deductive or inductive (Bryman, 2012). Mono methods are divided into two types, where the first is Quantitative, which usually involves data collection techniques such as questionnaires and analysing the data by using graphs or statistics in order to observe the numerical data. The second mono method is Qualitative, which uses words and pictures to collect and analyse the data gathered from interviews, observations or focus groups, and this method is not reliant on observing numerical data for the findings (Saunders et al. 2009).

The Multiple methods are comprised of four different types. The first is Multi-method quantitative, which uses more than one quantitative method for collection and analysis of data. The second is Multi-method qualitative, meaning more than one qualitative method is used. The third is Mixed-method research, where there is need for two or more research methods, usually a quantitative and a qualitative methodology. Lastly, Mixed-model research is when two types of data is quantitatively analysed. (Bryman, 2012).

This research utilises a quantitative mono-method in order to best answer the research questions. Previous researchers in this field have used the same methods in order to gather and analyse data, such as Dehestani (2013), Curran et al. (2014) and Aguando et al. (2016). Other researchers like Nalkesen (2012) and Reger (2013) found the mixed-research methods most useful for this purpose.

University of Lancaster (2016) points out that some of the advantages of using the quantitative method are larger sample sizes, which can make the conclusions from the research generalizable. The analysis is often considered reliable due to the use of statistical methods, and the quantitative method is applicable in instances where there is a need for standardises comparisons.

3.2.5 Research time horizon

The time framework used for this research was a cross sectional time horizon, where the primary research was completed during a certain point in time; within four weeks between June and July 2018. It is cross sectional because the time horizon had been established in advance, and therefore had certain time constraints, unlike the longitudinal research time horizon where the data is collected repeatedly over a longer period of time and therefore useful in research that examines change over time (Bryman, 2012).

3.3 Data collection method and Data analysis

The collection and analysis of data have to be credible, valid and reliable. The aim was to collect and analyse the data as efficiently and consistently as possible under the occurrent time restraints and with the help of resources available to the researcher during the current research. Bryman (2012) distinguishes between two types of data collected during research; the first is primary data which is acquired from first-hand sources such as survey data, and the second is secondary data which is obtained from secondary sources such as other researchers' work and opinions.

3.3.1 Sampling techniques

According to Quinlan et al. (2015) there are two kinds of sampling: probability sampling and non-probability sampling. Within these two main types here are an abundance of sampling techniques to choose from, such as systematic sampling, cluster sampling, quota sampling and snowball sampling. For the current study, the non-probability convenience sampling technique was adapted in order to collect the quantitative data and analyse it efficiently considering the time horizon and to be able to meet the research objectives.

3.3.2 Sample size

The population of this research consisted of one hundred job seekers, and the research achieved a one hundred percent response rate due to survey questionnaire settings. Saunders et al. (2009) argues that different factors affect the size of the sample, such as the sampling technique and margin of error. Probability sampling techniques usually demands a certain sample size as well as a 95% level of certainty, meaning that the range of error is allowed at 2-5% (Reger, 2013).

3.3.3 Ethical considerations during data collection

Quinlan et al. (2015) defines ethics as the moral principles that govern an individual's conduct, group or organization. One of the key ethical principles is "do no harm" – it is therefore important to think about the types of harms that could arise as a result of the study, for both researcher and participants. It is also essential that the researcher reflect on what these issues could possibly be. Another ethical issue is integrity, where the researcher must display integrity in the work in order for a reader to trust that the researcher actually did the research that is stated. Similarly, validity need to be established in terms of logic, truth, reason and use in the research.

Power is another ethical issue, since the word 'researcher' has a degree of power attached to it, and it is important for the researcher to acknowledge and reflect on the power distance that could occur, and they should examine their own power within their examination and study (Quinlan et al., 2015). Moreover, confidentiality and anonymity are two important doctrines in research ethics, which means that certain information about applicants are not disclosed and that the participants are exempt from identification. Confidentiality and anonymity also comprise two important aspects which are data protection and informed consent, which is the agreed consent given by the participant before participating in the research, as they have been properly informed about any consequences that might occur (Quinlan et al., 2015). During the research of the current study, the anonymous data was safely stored on an encrypted Google Forms server during the research and the latter part of data collection.

In order to avoid any ethical issues and negative effects on the well-being of participants and researcher during the current study, the researcher firstly completed an ethics review form which were approved by the ethics review board before the research took place. The identity of the respondents always remained unknown to the researcher. Secondly, all the participants "signed" their informed consent before being able to access the survey by clicking that they had read and understood the aim of the research and that their identity would be concealed as the survey was completely anonymous, and that they could exit the survey at any time and their responses would be lost (Appendix 1).

3.3.4 Research instrument

3.3.4.1 Questionnaire

The purpose of using a questionnaire in the current study was to explain what the impact of the social networking sites Facebook, Twitter and LinkedIn on Millennials' method of job search is. Quinlan et al., (2015) explains that questionnaires are often structured instruments of gathering data, and they are primarily used in quantitative research. They are frequently used in research that have populations which are large and spread out over a geographical area.

The questionnaire for the current study was developed on the background of the literature review as well as a previous dissertation which explored similar topics and questions. Due to limited research in this field, especially from the job seekers' perspectives, the researcher could not find a valid survey scale from any previous research. Therefore, the questions for the questionnaire was developed by examining and compiling points from the literature and reviewing other researchers like Nalkesen's (2012) survey questionnaire before creating an original questionnaire which was then approved by the current researcher's supervisor before distribution. This questionnaire was created on Google Forms and was distributed on June 18th, 2018 to the sample population by use of social networking sites and the internet. The sites which were used to distribute the survey questionnaire include the social networking site investigated in the current study; LinkedIn, Twitter and Facebook, thus making use of the convenience sampling technique.

The main focus was on exploring the habits, attitudes and opinions of the millennial job seekers and the variables were based on the viewpoint of the job seeker. The questionnaire consisted of nine items, some multiple choice, some "one answer only" but all of them were mandatory if order to successfully complete the survey. Additionally, the structure of the questionnaire was set up so that every item was a closed-ended question, which means that the respondents had to tick one or more boxes but could not fill in any additional information themselves. This made for more efficient quantitative analysis and precise numerical results.

4. Findings and Discussion

4.1 Findings

In this chapter the findings of the survey will be presented, and through analysing the questionnaire, the researcher is able to answer and discuss the research objectives and ultimately the overall research question.

4.1.2 Questionnaire findings

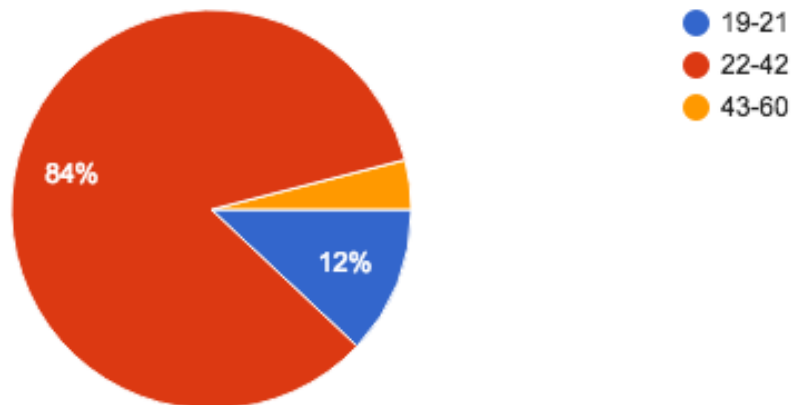
As previously mentioned, the questionnaire was created on Google Forms and responses were collected over four weeks between the months of June and July 2018 and reached a total number of 100 responses. There was a good overall response to the survey with a 100% completion rate, due to a setting that each question must have a response in order to submit the questionnaire. Before being able to enter the survey, participants were asked to consent to their participation in this research. The three first questions aimed to establish the demographical information about the respondents. Questions 4-6 focus on the respondents' use of social networking sites in job search and the success rate of this use. Question 7 and 8 shows on which social networking sites the respondents have open public profiles and if they make changes to the profile before job search. Question 9 ascertains if the respondents have ethical concerns regarding social vetting practice.

The data will now be presented by using graphs and charts which are suitable for displaying quantitative analysis, and they will be linked to the applicable theory from the literature review in the order of appearance on the questionnaire. Where it is pertinent, in the case of numerical data, descriptive statistics will be used to describe trends and any correlations between variables that might have been found. Additionally, significant data from statistical frequency analysis will be presented, where demographical variables will be tested against each item. As stated in Quinlan et al. (2015), descriptive statistics are used to describe the data gathered and the most used are measures of central tendency, such as mean (average of all values), mode (the most frequent value), median (the middle value) and the measures of dispersion, such as standard deviation (same average but different range) can be calculated.

Figure 2:1 – Question number 1

What is Your Age?

100 responses



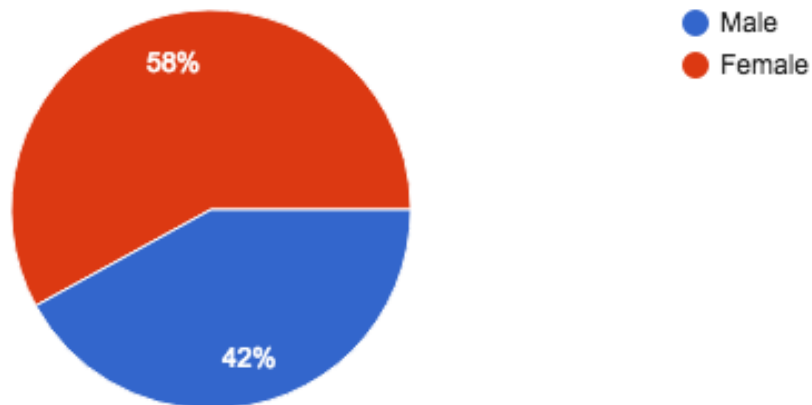
Respondents were asked to choose an age group based on their current age. From the total 100 responses, 84 respondents said they were between the ages of 22 and 42 and are therefore classified as Millennials or Generation Y (Pew Research Center, 2018). This generation grew up alongside the internet and technology evolution and have adapted quickly to developments; the newest devices and social networking sites. 12 respondents claimed to be between 19 and 21, and only 4 respondents were between 32 and 60 years old.

Statistical frequency analysis showed that 50 (59,5%) of the respondents in the key age group 22 to 42 were female, while 34 respondents (40,5%) were male. The younger age group of 19-21 had 7 female respondents (58,3%) against 5 male respondents (41,7%). The older age group 43-50 comprised of 1 (25%) female and 3 (75%) male respondents.

Figure 2:2 – Question number 2

What is Your Gender?

100 responses



Respondents were asked to specify their gender. From the total 100 responses, over half of the respondents (58%) said they were female, which leaves the number of male respondents in the survey at 42%.

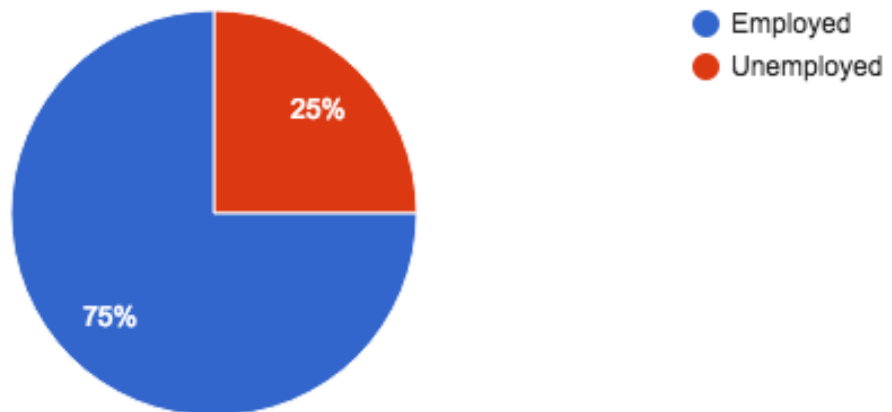
Further analysis revealed that among the male respondents, 5 (11,9%) were in age group 19-21 while 34 males (81%) were in age group 22-42 and 3 male respondents (7,1%) in age group 43-60.

The female respondents are divided between 7 (12,1%) in age group 19-21, 50 females (86,2%) in age group 22-42 and lastly 1 (1,7%) female in age group 43-60.

Figure 2:3 – Question number 3

What is Your Current Employment Status?

100 responses



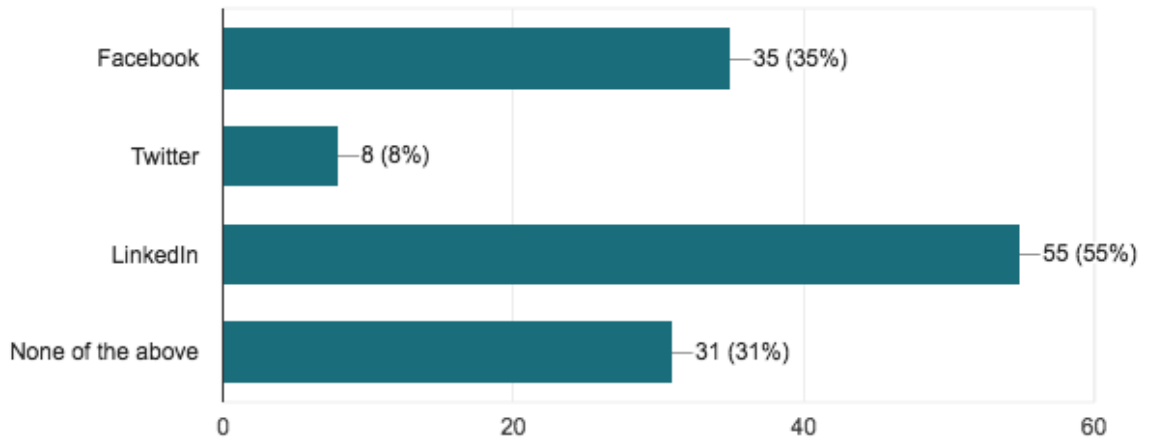
Respondents were asked to disclose their current employment status, and the majority of participants (75%) said they were currently employed while the remaining 25% listed as unemployed. Joos (2008) notes how the “passive” jobseekers, who are browsing job opportunities on social networking sites even though they’re employed and not actively looking for work are the preferred group to turn into “active” job seekers. According to Morgan (2016), in order to attract these passive job seekers, companies are creating talent pools on social networks that makes it easier for companies to target specific types of candidates with recruitment offers.

Of the respondents who said they were currently employed, 42 (56%) are female and 33 (44%) are male. Among the unemployed respondents we find that 16 (64%) are females while 9 (36%) are men.

Figure 2:4 – Question number 4

Have you ever used any of the social networking sites Facebook, Twitter or LinkedIn to search and apply for jobs? Please select all that apply.

100 responses



The fourth question asked the respondents to state which social networking sites they have used to search and apply for jobs. They could choose from the following social networking sites: Facebook, Twitter, LinkedIn or the last option; 'None of the above' if neither option applied to them. Perhaps as expected, LinkedIn was the most popular social networking site for job search with 55 respondents indicating they used the site. 35 respondents reported using Facebook and only 8 respondents said they have used Twitter for this purpose. 31% of the total 100 respondents claimed to not have used any of the listed social networking sites to search and apply for jobs.

Statistical analysis show that of the total 100 responses, 41 (58,6%) respondents whom reported that they had used any of the social networks to search and apply for jobs were female, while 29 (41,4%) were male. LinkedIn was shown to have slightly more female respondents that are using the site to search and apply for jobs (56,4%) than male respondents (43,6%), and 74,5% of the respondents who used LinkedIn to search and apply for jobs were employed, while 25,5% were unemployed.

The most interesting aspect of this questionnaire item is that 60 (87,5%) of respondents who said they use social networking sites to search and apply for jobs are in 22-42 and therefore fall into the cohort of Millennials.

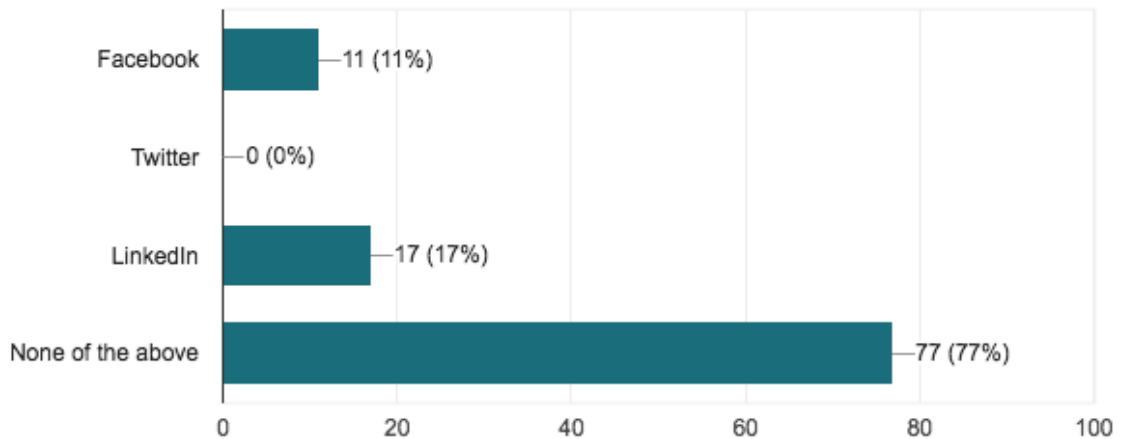
Doherty (2010) claimed that the most popular social networking sites are LinkedIn, Facebook and Twitter. Smith (2015) revealed that in the USA alone, 54% of adults have used the internet to look for job opportunities and 45% said they had applied for a job online. Online and social recruiting have become increasingly popular recruitment methods during the last decades, thanks to the internet explosion. Madia (2011) claimed traditional recruitment methods such as job fairs and print media are declining in popularity due to the internet and the power of social media and the spread of social networking sites. As many job seekers are utilising the internet to search and apply for jobs, many companies and recruiters are using social networking sites as platforms to interact with potential employees and present an attractive employer brand.

The results from this item in the questionnaire show that social networking platforms are indeed used by job seekers to search and apply for job opportunities and confirming Madia's (2011) statement about the increased popularity and use of social recruiting.

Figure 2:5 – Question number 5

Have you ever successfully been employed by a company as a result of searching and applying for the job thro...LinkedIn? Please select all that apply.

100 responses



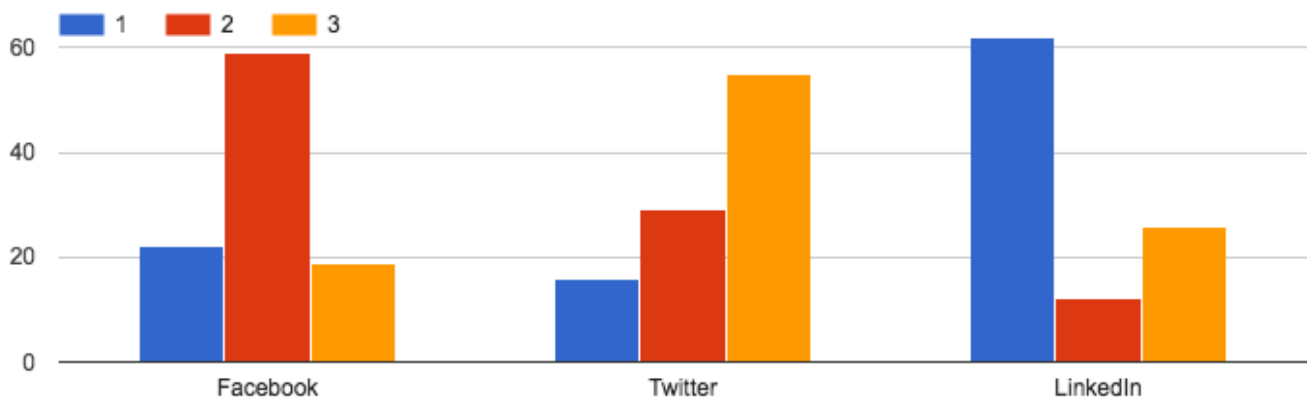
The fifth question asked the respondents if they had actually been employed by a company as a result of searching and applying for the job on social networking sites, and if so, which site. They could choose from the following social networking sites: Facebook, Twitter, LinkedIn or the last option; ‘None of the above’ if neither option applied to them. The majority of respondents answered that they had not been employed by a company as a result of searching and applying for a job on either of these social networking sites. Surprisingly, none of the respondents had been employed through the use of Twitter (0%), and a majority of respondents (77%) said they had not been employed through using any of the social networking sites listed in the questionnaire item.

Further analysis shows a gender divide: out of the 17 respondents who successfully got a job through using LinkedIn, we find 8 women (47,1%) and 9 men (52,9%), and 72% answered that they were currently employed. Among the respondents who were hired through Facebook, 6 respondents were female (54,4%) and 5 were men (45,5%).

What stands out is the results that show 88,2% of the respondents who successfully got a job through LinkedIn were in the 22-42 age group. And similarly, 81,8% of the respondents who were successfully employed through Facebook were in the 22-42 age group, and in fact, the majority of the respondents who were hired through the use of social networking sites belonged to the Millennial age group (87,5%).

Figure 2:6 – Question number 6

Please rank these social networking sites by how useful they are to you when searching for job opportunities. 1 is most useful and 3 is least useful.

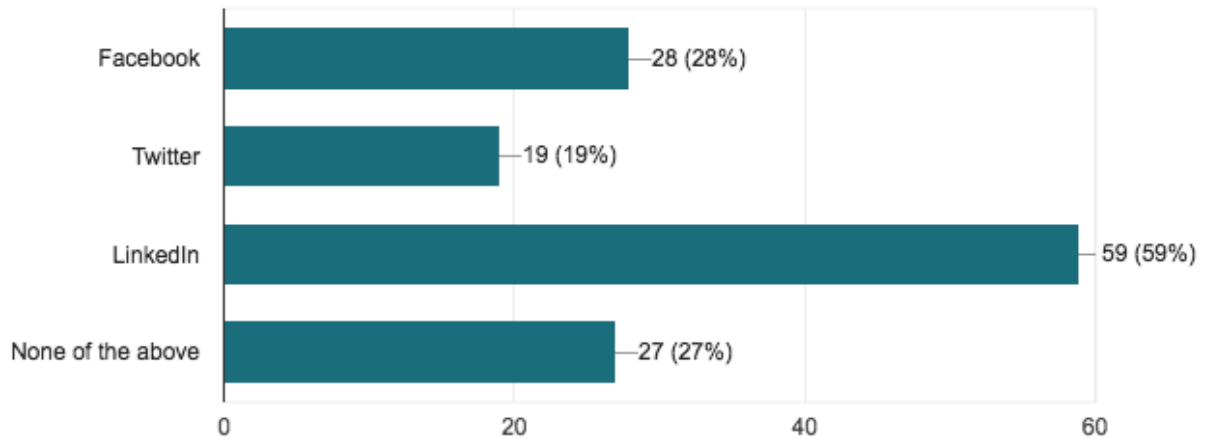


The sixth question asked the respondents to rank the social networking sites Facebook, Twitter and LinkedIn by how useful they are to them during job search. The questionnaire was set up so that this item had to have an answer in each cell, which meant that the respondents had to rank the most useful social network as 1, the second most useful as 2 and the least useful as 3. There could only be one social network for each ordinal number in the corresponding cell. When asked which social networking site they found most useful, 62 % of respondents answered LinkedIn, while 22% of them chose Facebook and only 16% said Twitter. There was also a divide in opinion regarding which social network was the second most useful, where Facebook was placed second by 59%, Twitter at 29% and lastly LinkedIn at 12%. Lastly, 55% believed Twitter to be the least useful social networking site in a job search, 26% answered LinkedIn and 19% said Facebook. Analysis revealed that of the respondents who placed Facebook in first place, 18 are female and 4 are male, and the majority belonged to the age group 22-42 (77,3). 10 female respondents chose Twitter as the most useful, together with 6 male respondents, and the majority who chose this option was also in the 22-42 age group (93,8%). Lastly, of the respondents that chose LinkedIn in first place, it is very evenly distributed between genders; 30 female respondents and 32 males, and 83,9% of them are in age group 22-42.

Figure 2:7 – Question number 7

On which of the following social networking sites is your account open to the public? Please select all that apply.

100 responses



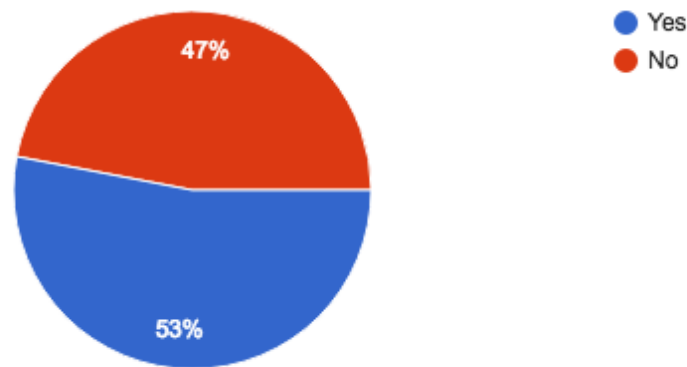
Respondents were asked to indicate on which social networking sites their accounts were open to the public, also known as a public profile page. Unsurprisingly, 59 % responded LinkedIn, 28% answered Facebook and 19% said Twitter. Moreover, 27% of respondents claimed they did not have an open account on any of the social networking sites listed.

Boyd and Ellison (2008) points out the difference in approach to visibility and privacy between social networking sites. Facebook has features one can opt in and out of in order to ensure that only “friends” can see one’s social network content. Twitter also has this feature available but is not widely used, as some of the appeal of Twitter is to be able to tweet and interact with everyone regardless of being a “friend” or “follower”. LinkedIn on the other hand has an interface that allows non-users to view a sort of “preview” of a person’s profile (often generated by a google search), but to be able to see the full profile and interact with the person they have to create a profile. Additionally, there is an option of paid accounts, which has benefits such as being able to view and vet candidates without being “seen” as visiting the person’s profile, which is not the case with free accounts.

Figure 2:8 – Question number 8

Do you make changes to your online profile (deleting inappropriate content etc) before applying for a job?

100 responses



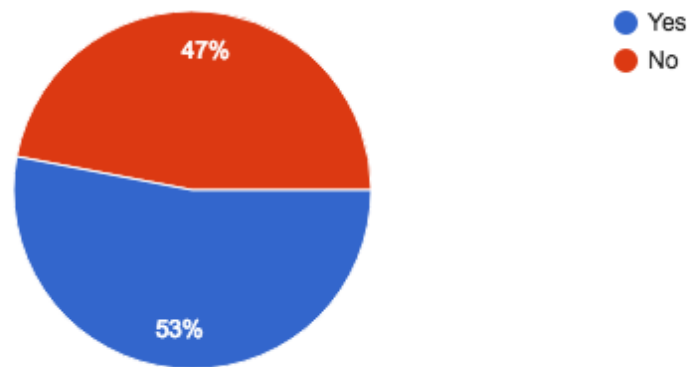
When asked whether they make changes to their online profile, such as deleting inappropriate content before applying for a job, 53% of the respondents reported that they do in fact make changes ahead of applying for a job, while 47% answered they did not. Among the respondents that made changes to their profile before applying for a job, 50,9% were women and very evenly 49,1% were men, and the largest age group who answered this was 22-42-year olds. We see a greater divide in gender amongst the respondents who did not make changes to their profile, where we find 66% female and 34% male respondents, with the largest age group also being 22-42-year olds. Among the respondents who did make changes to their profile before applying for a job, 30,2% were unemployed individuals, unlike the majority of the respondent who did not make change who were employed (80,9%).

The 2016 Social Recruiting Survey found that almost half of recruiters negatively view photos of alcohol consumption and marijuana use on social networks and 72% of recruiters said they negatively view bad grammar and typos, and half of recruiters believe that seeing a picture of the candidate will likely influence their first impression of the individual (Jobvite, 2016). Additionally, Roth et al. (2016) notes that applicants might be negatively viewed based on pictures and status updates on their social profiles.

Figure 2:9 – Question number 9

Do you find it ethical for potential employers to access your social network content in order to determine your suitability as an employee?

100 responses



This question asked the respondents if they found it ethical for potential employers to access their social network content in order to determine their suitability as an employee. Just under half of those who answered this question (47%) reported that they did not find this practice ethical, while 53 % of respondents stating that they did so. Roth et al. (2016) suggests that until reliability and validity can be established, employers should use social networking sites with caution when they make hiring decisions in order to avoid unethical consequences. However, findings from Curran et al.'s (2014) study showed that the students partaking in the survey were aware of employers using their social networking content in order to vet and select them and did not seem concerned. In fact, a clear majority stated they were “fairly comfortable” with this practice. The responses to this item in the questionnaire are an indication of similar results as the Curran study.

Further analysis showed 26 of the respondents who perceive checking profiles as ethical were women, while 27 respondents were men, and the majority of respondents who answered this is in the age group 22-42. Among the respondents who did not find this practice ethical we find 32 women and 15 men, and 91,5% were in age group 22-42.

37 (69,8%) respondents who found this practice ethical were employed persons and 16 (30,2%) were unemployed.

38 (80,9%) respondents who did not find this practice ethical were employed persons while 9 (19,1%) were unemployed.

4.2 Discussion

In this section the research objectives will be answered by explaining and describing the findings from the questionnaire and comparing them with the literature review.

Millennials' use of social networking sites in job search

The aim of the first research objective was to investigate which social networking sites Millennials use when they search and apply for jobs and ascertain how many Millennials have successfully been employed as a result of this job search method. As mentioned in the literature review, there is an absence of literature that examines which social networking sites the Millennial cohort use when searching for job.

The current study found that millennials mainly use LinkedIn and Facebook to search and apply for jobs, while a small percentage use Twitter. This finding is consistent with Doherty's (2010) claims that the most popular social networking sites are LinkedIn, Facebook and Twitter, and Madia's (2011) statement that the traditional recruitment methods are declining in popularity and that job seekers are increasingly using social networking sites to search and apply for job. Another important finding was that the millennials had only successfully been employed through the use of Facebook and LinkedIn. What is surprising is that none of the respondents had been hired through using Twitter during job search. Another unexpected finding was that 77% of the individuals had not used either of the social networks to search and apply for jobs.

These findings may partly be explained by how the millennial respondents themselves view the usefulness of the different social networks during job search. The Millennial age group comprised an overwhelmingly majority of respondents who placed LinkedIn in first place, as being most useful, followed closely by Facebook which was voted into second place, and Twitted placed third and last across the board. The surprising outcome of a significant number of participants not using any of the social networking sites to look for jobs are likely related to traditional recruitment methods still being used, despite Madia's (2011) claims of the contrary. Even going by Gunnigle, Heraty and Morley's (2006) definition of e-recruitment being a form of traditional recruitment, it is likely that a great number of millennials use online job board postings during job search instead of social networking sites.

Level of ethical concern found among Millennial job seekers

Exploring if Millennial job seekers have ethical concerns about potential employers accessing their social network content for recruitment purposes and/or to determine their suitability and an employee. In order to answer this research question, the answers to survey question 8 and 9 will be used in addition to statistical analysis which can be found in Appendix 2.

As question number nine shows, just over half (53%) of the respondents did find this practice of viewing social network profiles ethical, while the other half (47%) did not. In both answer groups we find that most of them were in age group 22-42 and the majority were employed. These findings are in line with those of Curran et al (2014) who found that most of the young adults involved in the study were aware of employers using social networking sites to obtain information about them, although most of the respondents did not seem concerned about this practice but rather explaining that they felt fairly comfortable with it.

However, the findings of the current study are contradictory to a previous study by Aguando et al (2016) which suggested that older people's attitudes towards companies using these non-professional sites in personnel selection was more positive than the younger participants. In fact, the current study confirms the opposite; the younger respondents are more tolerant of employers' use of social networking sites in selection processes. One possible explanation for this result might be found in question eight, where 53% of respondents indicated that they make changes to their online profile before applying for a job, whereas 47% of respondents did not. Even though Jobvite (2016) concluded that recruiters have a negative view of photos of alcohol consumption and drug use present on social networks, it does not seem to compel a majority of millennials to change or hide their profile contents. This might be in line with Reger's (2013) notes of the carefree attitude of the millennial who typically joins and uses social networking sites without any specific objective, they are essentially just browsing and therefore passive job seekers. The findings of this second research objective may be somewhat limited by the sample size of the survey and although analysis was able to identify the demographical variables to respondents' answers, these results are likely inconclusive and not a true representation of all Millennials.

LinkedIn and its success rate among Millennials

Determining if Millennials who use LinkedIn for job search are more likely to successfully find employment than those that use Facebook and Twitter to search for job opportunities. In order to answer this research question, the answers to survey question 5 will be used in addition to statistical analysis which can be found in Appendix 2.

The current study found that LinkedIn and Facebook are the two social networks in the survey where millennial job seekers found employment. While 11% said they had been employed by using Facebook, 17% answered LinkedIn, and the majority were in the age group 22-42. This finding is in line with that of Jobvite (2014) which found that LinkedIn is the recruiters' first choice when it comes to social recruitment, just ahead of Facebook and Twitter. This lends support to Weiner's (2016) claim that 73% of 18-34 old had acquired their last job through social media and that 94% of recruiters use LinkedIn to vet their candidates and that job views on LinkedIn have increased five times compared to that of Facebook.

One possible explanation for this might be that LinkedIn is often perceived and categorized as a professional networking site, unlike Facebook which is categorized as a purely social networking site. This could confirm Twentymen's (2010) observations and categorization of LinkedIn as professional business-oriented site. Another possible explanation is offered by Rosiou (2016) who claims the reason LinkedIn is more successful and get more views is because it's easy to use, without pop up advertisement to serve as distractions.

The findings of the current study suggest that users of LinkedIn have a greater chance to achieve employment than those that use Facebook and Twitter, thus confirming an association between LinkedIn and a success rate of millennial applicants. However, it is of interest to note that the number of participants who have used LinkedIn to search and apply for jobs are more represented than the number of participants who have actually been hired through LinkedIn, this could possibly be caused by a more amounts of casual "passive" applicants.

5. Conclusions and Recommendations

5.1. Conclusions

The study set out to gain a better understanding of what the impact of the social networking sites Facebook, Twitter and LinkedIn is, and this chapter presents the conclusions and recommendations of the study's findings and its implications.

- The investigation into which social networking sites millennials use when they search and apply for jobs have shown that there is a slight gender divide in the usage of sites, and that female job seekers were found to account for most of the users of LinkedIn during job search, however among the genders who had actually been employed by LinkedIn, the gender divide was found to be less remarkable.
- The second major finding was that millennials comprised the age group that were most successful in acquiring a job through the use of LinkedIn and thus suggesting there is an association between millennials applicants and the success rate of using LinkedIn. However, this finding is limited by the use cross-sectional design.
- The research found that Facebook and LinkedIn were the only two social networking sites where respondents successfully acquired a job. Surprisingly, Twitter was shown to not be useful to any of the respondents in landing them a job, which might not be surprising as the site was voted least useful by the majority of respondents across gender and age groups.
- Millennials were seemingly not overly concerned with the ethical aspect of potential employers accessing their social networking content. The absence of scepticism towards this practice was very interesting to the researcher whom is also a millennial job seeker.
- The majority of participants had not been hired through the use any of the listed social networking sites. This demonstrates that there might still be a confidence in the use of traditional recruitment methods among respondents across all age groups in the survey, and that more individuals use the social networking sites in job search than the ones that are actually hired through this use.

5.2 Recommendations for further research

Limitations

One major limitation of this study is the fact that it is a small-scale quantitative study with a population sample size of only 100 respondents and the researcher could have undertaken the research project more effectively had there not been a limited time horizon. The questionnaire was mainly built on the literature review which holds content validity, but the researcher would likely have benefited from having a mix-methods approach and perform qualitative interviews or focus groups to include other perspectives such as recruiters and HR professionals and then move on to building the questionnaire and ground the research in the literature review, like the researchers Nalkesen (2012) and Reger (2013) have done. Being limited to a cross sectional time horizon, these findings are only reliable for this sample in this “snapshot” between the months June and July 2018. The study could be repeated using a mixed method model, a larger sample size and broader time horizon, possibly longitudinal.

Another issue with the current study is that the survey items only had a limited number of variables in order to meet the research objectives and answer the overall question. It would have been useful to examine the different occupational groups across many different sectors in order to determine if there is a significant difference between the occupations that primarily use LinkedIn and have been employed by a company as a result of this use and compare these findings to those that that used and have successfully been employed by Facebook. The scope of this study was also limited in terms of geographical data. The research has not been able to establish from which countries or continents the respondents originate and reside. This data might be of use in addressing important differences and trends in the use of social networking sites in job search across the globe and thus ensuring representative reliability. One additional issue that was not addressed in this study was variables such as which social networking sites the respondents used to research their prospective employers and for how long had they used social networking sites to look for job opportunities.

Implications

There is a definite need for organizations and companies to implement proper policies regarding the use of social media and social networking sites during background check/vetting stage of recruiting candidates and similarly, there needs to be a level of transparency between employer and applicants during the background checking stage of recruitment and selection. Although findings showed that millennials did not reflect on the ethical aspects of this practice, it is recommended that employers and recruiters use social networking sites in recruiting and selection processes with caution., as an additional recruitment tool and not standard procedure.

The findings also hold importance for job seekers, as there are still traditional recruitment methods being used, and these channels are likely to be able to reach out to both genders and most age groups. One broad recommendation for researchers is to do more explorative research in this field, not only to ascertain reliability and validity of job predictor tests and the possible consequences of using social recruiting in general, but also to widen the research scope and zoom in on gender perspective and differences in job seeker strategies based on occupational status. In essence, a key policy priority should therefore be to plan for the long-term research and development of social recruiting methods and their impact on the effectiveness of the recruitment process, the applicants' experiences and how to make recruiting in the future an ethical practice. After all, there are new cohorts of future job seekers born every day.

References

- Adams, D. (2011). *The History of Social Media*. [online] InstantShift. Available at: <http://www.instantshift.com/2011/10/20/the-history-of-social-media/> [Accessed 14 Jul. 2018].
- Aguado, D., Rico, R., Rubio, V. and Fernández, L. (2016). Applicant Reactions to Social Network Web Use in Personnel Selection and Assessment. *Revista de Psicología del Trabajo y de las Organizaciones*, 32(3), pp.183-190.
- Andrews, C. (2012). Social Media Recruitment. *Applied Clinical Trials*, 21(11), pp.32-42.
- Black, S. and Johnson, A. (2012). Employers' Use of Social Networking Sites in the Selection Process. *The Journal of Social Media in Society*, 1(1), pp.9-23.
- Boyd, D. and Ellison, N. (2008). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication*, 13(1), pp.210-230.
- Bryman, A. (2012). *Social Research Methods*. 5th ed. Oxford, UK: Oxford University Press.
- Bullhorn (2014). *The 2014 Global Social Recruiting Activity Report*. [ebook] Bullhorn Reach, pp.3-15. Available at: <https://www.bullhorn.com/resources/2014-social-recruiting-activity-report/> [Accessed 18 Jan. 2018].
- Caers, R. and Castelyns, V. (2011). LinkedIn and Facebook in Belgium. *Social Science Computer Review*, 29(4), pp.437-448.
- Cambridge Dictionary (2018). *Social Networking Sites Definition in the Cambridge English Dictionary*. [online] Dictionary.cambridge.org. Available at: <https://dictionary.cambridge.org/dictionary/english/social-network> [Accessed 26 Jan. 2018].
- Cappelli, P. (2001). Making the Most of On-Line Recruiting. *Harvard Business Review*, 79(3), pp.139-46.
- CIPD (2013). *Resourcing and Talent Planning - Survey Report*. [eBook] CIPD, pp.10-22. Available at: https://www.cipd.co.uk/Images/resourcing-and-talent-planning_2013_tcm18-11302.PDF [Accessed 22 Jan. 2018].

- CIPD (2017). *Resourcing and Talent Planning - Survey Report*. [eBook] CIPD, pp.6-43.
Available at: https://www.cipd.co.uk/Images/resourcing-talent-planning_2017_tcm18-23747.pdf [Accessed 22 Jan. 2018].
- Cohn, M. (2015). *Social Media vs Social Networking*. [online] linkedin.com. Available at: <https://www.linkedin.com/pulse/social-media-vs-networking-michael-cohn-6039483687135952896/> [Accessed 10 Jul. 2018].
- Conlan, C. (2018). *How Millennials Use Research in their Job Search*. [online] Monster. Available at: <https://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/attracting-job-candidates/millennial-job-search.aspx> [Accessed 13 Jul. 2018].
- Crompton, D. and Sautter, E. (2011). *Find a Job Through Social Networking*. 2nd ed. USA: JIST Works.
- Curran, M., Draus, P., Schragar, M. and Zappala, S. (2014). College Students and HR Professionals: Conflicting Views on Information Available on Facebook. *Human Resource Management Journal*, 24(4), pp.442-452.
- Dehestani, D. (2013). *Social Recruiting for Employers and Job Seekers*. 1st ed. Saarbrücken: LAP LAMBERT Academic Publishing.
- DeKay, S. (2008). Are Business-Oriented Social Networking Web Sites Useful Resources for Locating Passive Jobseekers? Results of a Recent Study. *Business Communication Quarterly*, 72(1), pp.101-105.
- Dimock, M. (2018). *Defining generations: Where Millennials end and post-Millennials begin*. [online] pewresearch.org. Available at: <http://www.pewresearch.org/fact-tank/2018/03/01/defining-generations-where-millennials-end-and-post-millennials-begin/> [Accessed 11 Jul. 2018].
- Doherty, R. (2010). Getting Social with Recruitment. *Strategic HR Review*, 9(6), pp.11-15.
- Dudovskiy, J. (2018). *Research Philosophy*. [online] research-methodology.net. Available at: <https://research-methodology.net/research-philosophy/> [Accessed 30 Jul. 2018].
- Facebook (2018). *Company Info | Facebook Newsroom*. [online] newsroom.fb.com. Available at: <https://newsroom.fb.com/company-info/> [Accessed 27 Jan. 2018].

- Gunnigle, P., Heraty, N. and Morley, M. (2006). *Human Resource Management in Ireland*. 3rd ed. Dublin: Gill & Macmillan.
- Gunnigle, P., Heraty, N. and Morley, M. (2011). *Human Resource Management in Ireland*. 4th ed. Dublin: Gill & Macmillan.
- Jeske, D. and Shultz, K. (2016). Using Social Media Content for Screening in Recruitment and Selection: Pros and Cons. *Work, Employment and Society*, 30(3), pp.535-546.
- Jobvite (2012). *Social Recruiting Survey 2012*. [online] Jobvite.com. Available at: https://www.jobvite.com/news_item/jobvite-social-recruiting-survey-finds-90-employers-will-use-social-recruiting-2012/ [Accessed 22 Jun. 2018].
- Jobvite (2014). *Social Recruiting Survey 2014*. [online] Jobvite.com. Available at: https://www.jobvite.com/wp-content/uploads/2014/10/Jobvite_SocialRecruiting_Survey2014.pdf [Accessed 18 Jan. 2018].
- Jobvite (2016). *The Social Recruiting Survey Annual Report 2016*. [online] Jobvite.com. Available at: <https://www.jobvite.com/wp-content/uploads/2016/09/RecruiterNation2016.pdf> [Accessed 18 Jan. 2018].
- Joos, J. (2008). Social media: New Frontiers in Hiring and Recruiting. *Employment Relations Today*, 35(1), pp.51-59.
- Joyce, S. (2016). The Internet Revolution: Digital Disruption in Recruiting & Job Search. *Career Planning & Adult Development Journal*, 32(2), pp.14-20.
- Kemp, S. (2018). *Digital in 2018: World's Internet Users Pass The 4 Billion Mark*. [online] wearesocial.com. Available at: <https://wearesocial.com/blog/2018/01/global-digital-report-2018> [Accessed 13 Jul. 2018].
- Kirtiř, A. and Karahan, F. (2011). To Be or Not to Be in Social Media Arena as the Most Cost-Efficient Marketing Strategy after the Global Recession. *Procedia - Social and Behavioural Sciences*, 24, pp.260-268.
- Kluemper, D. and Rosen, P. (2009). Future Employment Selection Methods: Evaluating Social Networking Web Sites. *Journal of Managerial Psychology*, 24(6), pp.567-580.

- Kothari, C. (2004). *Research Methodology*. 2nd ed. New Delhi: New Age International (P) Limited, Publishers.
- Lievens, F., van Dam, K. and Anderson, N. (2002). Recent Trends and Challenges in Personnel Selection. *Personnel Review*, 31(5), pp.580-601.
- LinkedIn (2018). *About Us*. [online] news.linkedin.com. Available at: <https://news.linkedin.com/about-us#statistics> [Accessed 26 Jan. 2018].
- Madia, S. (2011). Best Practices for Using Social Media as a Recruitment Strategy. *Strategic HR Review*, 10(6), pp.19-24.
- Martin, M. and Whiting, F. (2016). *Human Resource Practice*. 7th ed. London, UK: CIPD, pp.102-105.
- Morgan, H. (2016). How Social Recruiting Impacts Job Search. *Career Planning & Adult Development Journal*, 32(2), pp.28-32.
- Nalkesen, E. (2012). *The Impact of Social Networks on the Selection Phase of Recruitment*. Postgraduate. National College of Ireland.
- Ng, E. and Gossett, C. (2013). Career Choice in Canadian Public Service. *Public Personnel Management*, 42(3), pp.337-358.
- Oxford Dictionaries (2018). *Internet Definition in the Oxford English Dictionaries*. [online] Oxford Dictionaries. Available at: <https://en.oxforddictionaries.com/definition/internet> [Accessed 13 Jul. 2018].
- Parry, E. and Wilson, H. (2009). Factors Influencing the Adoption of Online Recruitment. *Personnel Review*, 38(6), pp.655-673.
- Pew Research Center (2018). *Millennials*. [online] Pew Research Center. Available at: <http://www.pewresearch.org/topics/millennials/> [Accessed 2 Jul. 2018].
- Price, A. (2007). *Human Resource Management in a Business Context*. 3rd ed. London, UK: South-Western Cengage Learning, pp.329-389.
- Priyadarshini, C., Kumar, Y. and Jha, R. (2017). Employer Attractiveness Through Social Media: A Phenomenological Study. *The Qualitative Report*, 22(4), pp.969-983.

- Quinlan, C., Babin, B., Carr, J., Griffin, M. and Zikmund, W. (2015). *Business Research Methods*. 1st ed. Hampshire, UK: Cengage Learning EMEA.
- Reger, A. (2013). *The impact of the business networking site LinkedIn on private, large, multinational companies' recruitment process in Ireland*. Postgraduate. National College of Ireland.
- Rosen, A. (2017). *Tweeting Made Easier*. [online] Twitter. Available at: https://blog.twitter.com/official/en_us/topics/product/2017/tweetingmadeeasier.html [Accessed 17 Jul. 2018].
- Rosoiu, O. and Popescu, C. (2016). E-recruiting Platforms: Features that Influence the Efficiency of Online Recruitment Systems. *Informatica Economica*, 20(2/2016), pp.46-55.
- Roth, P., Bobko, P., Van Iddekinge, C. and Thatcher, J. (2016). Social Media in Employee-Selection-Related Decisions. *Journal of Management*, 42(1), pp.269-298.
- Roulin, N. and Bangerter, A. (2013). Social Networking Websites in Personnel Selection. *Journal of Personnel Psychology*, 12(3), pp.143-151.
- Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research Methods for Business Students*. 4th ed. Harlow (Essex): Pearson.
- Slovensky, R. and Ross, W. (2012). Should Human Resource Managers Use Social Media to Screen Job applicants? Managerial and Legal Issues in the USA. *Info*, 14(1), pp.55-69.
- Smith, A. (2015). *Searching for Work in the Digital Era*. [online] Pew Research Center. Available at: <http://www.pewinternet.org/2015/11/19/searching-for-work-in-the-digital-era/> [Accessed 13 Jul. 2018].
- Strauss, W. and Howe, N. (1991). *Generations: The History of America's Future*. 1st ed. New York: Harper Perennial.
- Suen, H. (2018). How Passive Job Candidates Respond to Social Networking Site Screening. *Computers in Human Behavior*, 85, pp.396-404.
- Sullivan, J. (2013). *Why You Can't Get A Job ... Recruiting Explained by the Numbers*. [online] ERE Media. Available at: <https://www.ere.net/why-you-cant-get-a-job-recruiting-explained-by-the-numbers/> [Accessed 13 Jul. 2018].

- Taylor, S. (2014). *Resourcing and Talent Management*. 6th ed. London: Chartered Institute of Personnel and Development.
- Twentyman, J. (2010). The Potential of Social Media in HR. *Personnel Today*, (20 April 2010).
- Twitter (2018). *Twitter - Company*. [online] about.twitter.com. Available at: https://about.twitter.com/en_us/company.html [Accessed 27 Jan. 2018].
- University of Lancaster (2016). *Qualitative and Quantitative Research*. [eBook] Lancaster: University of Lancaster. Available at: <https://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/learning-skills/quantitativevqualitativeanswers.pdf> [Accessed 7 Aug. 2018].
- Waldman, J. (2013). *Job Searching with Social Media*. 2nd ed. New Jersey: John Wiley & Sons.
- Weiner, W. (2016). The Influence of Social Media on Jobseekers in the Digital Age. *Career Planning & Adult Development Journal*, 32(3), pp.26-31.
- Zimmerman, K. (2018). *This Is Why Millennial Job Seekers Are So Confident*. [online] Forbes.com. Available at: <https://www.forbes.com/sites/kaytiezimmerman/2018/02/11/this-is-why-millennial-job-seekers-are-so-confident/#3a0d69b31eb4> [Accessed 13 Jul. 2018].

Appendices

Appendix 1 – Survey Questionnaire

2.8.2018

The Use of Social Networks in Recruitment and Selection

The Use of Social Networks in Recruitment and Selection

You are invited to take part in this research, which aims to explore the impact of the social networking sites Facebook, Twitter and LinkedIn on millennials' method of job search. The main purpose of this questionnaire is to determine whether one social network is more successful than the others in terms of providing job seekers with jobs.

In this study, you will be asked to provide some demographic information (ie. age, gender, employment status). You will also be required to answer questions about your social network use in relations to job search, the privacy of your online content and ethical concerns in regard to employers viewing your social network content. This survey typically takes 2 minutes to complete.

Taking part in this study is entirely voluntary. The data collected in this dissertation will be kept confidential at all times and will not contain any personal information that can be linked back to you. All statistical data will be stored on an encrypted file on Google Drive, and this information will only be accessible to the researcher (Hanne Cecilia Risa).

You may withdraw from the research, but only before you submit your data, by closing the tab at any point during the questionnaire. Your answers will not be saved in doing so. Once you have submitted your data it will not be possible to withdraw individual responses from the study.

If you have any concerns before participating in this research, feel free to email me at x17133033@student.ncirl.ie.

This is an official consent form documenting your agreement to participate in the current study. You are welcome to print a copy of this documentation to keep as a record.

* Required

1. I have read and understood the information provided in this form. Therefore, I consent to participate in this research. *

Check all that apply.

Proceed

Demographics

2. What is Your Age? *

Mark only one oval.

19-21

22-42

43-60

3. What is Your Gender? *

Mark only one oval.

Male

Female

4. What is Your Current Employment Status? **Mark only one oval.*

- Employed
- Unemployed

Social Networking Sites**5. Have you ever used any of the social networking sites Facebook, Twitter or LinkedIn to search and apply for jobs? Please select all that apply. ****Check all that apply.*

- Facebook
- Twitter
- LinkedIn
- None of the above

6. Have you ever successfully been employed by a company as a result of searching and applying for the job through one or more of the social networking sites Facebook, Twitter or LinkedIn? Please select all that apply. **Check all that apply.*

- Facebook
- Twitter
- LinkedIn
- None of the above

7. Please rank these social networking sites by how useful they are to you when searching for job opportunities. 1 is most useful and 3 is least useful. **Mark only one oval per row.*

	1	2	3
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. On which of the following social networking sites is your account open to the public? Please select all that apply. **Check all that apply.*

- Facebook
- Twitter
- LinkedIn
- None of the above

9. Do you make changes to your online profile (deleting inappropriate content etc) before applying for a job? *

Mark only one oval.

- Yes
- No

10. Do you find it ethical for potential employers to access your social network content in order to determine your suitability as an employee? *

Mark only one oval.

- Yes
- No

Appendix 2 – Statistical Analysis: Frequencies

Question 1:

Statistics

Gender

N	Valid	12
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	7	58.3	58.3	58.3
	Male	5	41.7	41.7	100.0
	Total	12	100.0	100.0	

Statistics

Gender

N	Valid	84
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	50	59.5	59.5	59.5
	Male	34	40.5	40.5	100.0
	Total	84	100.0	100.0	

Statistics

Gender

N	Valid	4
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	1	25.0	25.0	25.0
	Male	3	75.0	75.0	100.0
	Total	4	100.0	100.0	

Question 2:

Statistics

Age

N	Valid	42
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	5	11.9	11.9	11.9
	22-42	34	81.0	81.0	92.9
	43-60	3	7.1	7.1	100.0
	Total	42	100.0	100.0	

Statistics

Age

N	Valid	58
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	7	12.1	12.1	12.1
	22-42	50	86.2	86.2	98.3
	43-60	1	1.7	1.7	100.0
	Total	58	100.0	100.0	

Question 3:**Statistics**

Gender

N	Valid	75
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	42	56.0	56.0	56.0
	Male	33	44.0	44.0	100.0
	Total	75	100.0	100.0	

Statistics

Gender

N	Valid	25
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	16	64.0	64.0	64.0
	Male	9	36.0	36.0	100.0
	Total	25	100.0	100.0	

Question 4:**Statistics**

Gender

N	Valid	70
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	41	58.6	58.6	58.6
	Male	29	41.4	41.4	100.0
	Total	70	100.0	100.0	

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	31	56.4	56.4	56.4
	Male	24	43.6	43.6	100.0
	Total	55	100.0	100.0	

Statistics

Gender		
N	Valid	35
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	22	62.9	62.9	62.9
	Male	13	37.1	37.1	100.0
	Total	35	100.0	100.0	

Statistics

Gender		
N	Valid	8
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	6	75.0	75.0	75.0
	Male	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Statistics

Gender		
N	Valid	70
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	6	8.6	8.6	8.6
	22-42	60	85.7	85.7	94.3
	43-60	4	5.7	5.7	100.0
	Total	70	100.0	100.0	

Statistics

Gender		
N	Valid	70
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	6	8.6	8.6	8.6
	22-42	60	85.7	85.7	94.3
	43-60	4	5.7	5.7	100.0
	Total	70	100.0	100.0	

Respondents that used social network to search and apply for jobs total

Question 5:

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	8	47.1	47.1	47.1
	Male	9	52.9	52.9	100.0
	Total	17	100.0	100.0	

Statistics

Gender		
N	Valid	11
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	6	54.5	54.5	54.5
	Male	5	45.5	45.5	100.0
	Total	11	100.0	100.0	

Statistics

Gender		
N	Valid	24
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	12	50.0	50.0	50.0
	Male	12	50.0	50.0	100.0
	Total	24	100.0	100.0	

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	1	5.9	5.9	5.9
	22-42	15	88.2	88.2	94.1
	43-60	1	5.9	5.9	100.0
	Total	17	100.0	100.0	

Respondent that successfully used LinkedIn to get a job

Statistics

Gender

N	Valid	11
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	2	18.2	18.2	18.2
	22-42	9	81.8	81.8	100.0
	Total	11	100.0	100.0	

Respondents that successfully used Facebook to get a job

Frequencies

Statistics

Gender

N	Valid	24
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	2	8.3	8.3	8.3
	22-42	21	87.5	87.5	95.8
	43-60	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

Respondents that successfully used social network to get a job total.

Statistics

Gender

N	Valid	22
	Missing	0

Question 6:

Statistics

Gender

N	Valid	22
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	18	81.8	81.8	81.8
	Male	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

Facebook in first place.

Gender

N	Valid	16
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	10	62.5	62.5	62.5
	Male	6	37.5	37.5	100.0
	Total	16	100.0	100.0	

Twitter in first place.

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	30	48.4	48.4	48.4
	Male	32	51.6	51.6	100.0
	Total	62	100.0	100.0	

LinkedIn first place

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	5	22.7	22.7	22.7
	22-42	17	77.3	77.3	100.0
	Total	22	100.0	100.0	

Facebook in first place

Statistics

Gender

N	Valid	62
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	6	9.7	9.7	9.7
	22-42	52	83.9	83.9	93.5
	43-60	4	6.5	6.5	100.0
	Total	62	100.0	100.0	

LinkedIn in first place

Question 8:**Statistics**

Gender

N	Valid	53
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	27	50.9	50.9	50.9
	Male	26	49.1	49.1	100.0
	Total	53	100.0	100.0	

Respondents that made changes

Statistics

Gender

N	Valid	47
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	31	66.0	66.0	66.0
	Male	16	34.0	34.0	100.0
	Total	47	100.0	100.0	

Respondents that didn't make changes

Statistics

Gender

N	Valid	53
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	8	15.1	15.1	15.1
	22-42	43	81.1	81.1	96.2
	43-60	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

Respondents that made changes

Statistics

Gender

N	Valid	47
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	4	8.5	8.5	8.5
	22-42	41	87.2	87.2	95.7
	43-60	2	4.3	4.3	100.0
	Total	47	100.0	100.0	

Respondents that didn't make changes

Question 9:

Statistics

Gender

N	Valid	53
	Missing	0

Valid	Female	26	49.1	49.1	49.1
	Male	27	50.9	50.9	100.0
	Total	53	100.0	100.0	

Perceive as ethical

Statistics

Gender

N	Valid	47
	Missing	0

Gender

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Female	32	68.1	68.1	68.1
	Male	15	31.9	31.9	100.0
	Total	47	100.0	100.0	

No not perceive as ethical

Statistics

Gender

N	Valid	53
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	9	17.0	17.0	17.0
	22-42	41	77.4	77.4	94.3
	43-60	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

Perceive as ethical

Statistics

Gender

N	Valid	47
	Missing	0

Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	19-21	3	6.4	6.4	6.4
	22-42	43	91.5	91.5	97.9
	43-60	1	2.1	2.1	100.0
	Total	47	100.0	100.0	

Do not perceive as ethical

Appendix 3 – Statistical Analysis: Correlations

		FacebookScore	TwitterScore	LinkedInScore	AgeN	GenderN	EmploymentStatusN	ChangesInProfileN	EthnicN
FacebookScore	Pearson Correlation	1	-.227*	-.543**	.270**	-.072	-.045	-.112	-.112
	Sig. (2-tailed)		.023	.000	.007	.479	.656	.265	.265
	N	100	100	100	100	100	100	100	100
TwitterScore	Pearson Correlation	-.227*	1	-.695**	-.133	-.152	.039	-.089	-.036
	Sig. (2-tailed)	.023		.000	.189	.130	.703	.377	.725
	N	100	100	100	100	100	100	100	100
LinkedInScore	Pearson Correlation	-.543**	-.695**	1	-.085	.184	.000	.160	.114
	Sig. (2-tailed)	.000	.000		.401	.066	1.000	.112	.260
	N	100	100	100	100	100	100	100	100
AgeN	Pearson Correlation	.270**	-.133	-.085	1	-.070	-.177	.090	.090
	Sig. (2-tailed)	.007	.189	.401		.487	.079	.373	.373
	N	100	100	100	100	100	100	100	100
GenderN	Pearson Correlation	-.072	-.152	.184	-.070	1	.070	.152	.192
	Sig. (2-tailed)	.479	.130	.066	.487		.488	.132	.055
	N	100	100	100	100	100	100	100	100
EmploymentStatusN	Pearson Correlation	-.045	.039	.000	-.177	.070	1	-.127	-.127
	Sig. (2-tailed)	.656	.703	1.000	.079	.488		.207	.207
	N	100	100	100	100	100	100	100	100
ChangesInProfileN	Pearson Correlation	-.112	-.089	.160	.090	.152	-.127	1	.157
	Sig. (2-tailed)	.265	.377	.112	.373	.132	.207		.119
	N	100	100	100	100	100	100	100	100
EthnicN	Pearson Correlation	-.112	-.036	.114	.090	.192	-.127	.157	1
	Sig. (2-tailed)	.265	.725	.260	.373	.055	.207	.119	
	N	100	100	100	100	100	100	100	100

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).