The Ethical Concerns Surrounding Employers Viewing Employees Social Media Profiles in the Recruitment Process.

Is this Information Considered in Hiring Decisions?

By

Orla Kenneally

Masters in Human Resource Management

National College of Ireland

Submitted to:

National College of Ireland

May 2021

Orla Kenneally – The Ethical Concerns Surrounding Employers Viewing Potential Employees Social Media Profiles in the Recruitment Process.

Abstract:

The recruitment process has seen rapid developments in recent years due to technological advancements such as social media platforms. Social media has taken recruitment online to public cyber spaces such as, LinkedIn. Human Resource Managers and Recruiters have an ethical responsibility to hold whilst making recruitment decisions. This research aims to discover what ethical responsibilities they hold, and what concerns surrounding ethics could arise from using social media in the screening process of recruitment. Previous literature projects were mostly based on candidate's experiences with social media screening, but in research there was no recent studies on employers use of social media in the hiring process. This study completed a qualitative survey questionnaire which allowed the sample of HR professionals to give opinion based responses on the topic of their ethical standpoint of the use of social media in the recruitment process. The findings from this survey were that HR professionals didn't agree with social media use during work, as it could tarnish the reputation of their company or it may look unprofessional. Another finding related to why human resource departments may be interested in the content on an individual's social media, is if the candidate was not the right 'fit' for the company, and the financial loss organisations face if a candidate was to leave the company after training. Recruiters are under pressure to make the correct hiring choices from higher management, to prevent this financial risk. The ethical concern of utilitarian moral power and the privacy of individuals is discussed throughout. The significance of these findings confirms that all organisations should have a social media usage policy in their contracts to prevent the any ethical dilemmas or pressure on to employees or applicants.

Submission of Thesis and Dissertation

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

Name: Orla Kenneally

Student Number: 19190913

Degree for which thesis is submitted: Masters in Human Resource Management

Title of Thesis: The Ethical Concerns Surrounding Employers Viewing Employee's Social Media Profiles in the Recruitment Process.

Date: 4th of May 2021

Material submitted for award

A. I declare that this work submitted 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. I agree to my thesis being deposited in the NCI Library online open access repository NORMA. ☑

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
Masters in Human Resource Management. National College of Ireland
(State the award and the awarding body and list the material below) ☑

Signed: Orla Kenneally **Date:** 4/5/2021

Acknowledgements

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

To my parents for their continual support and patience.

To my dissertation supervisor, Robert MacDonald for your guidance and advise throughout the process.

Finally, to Colm and Simon for all your help and encouragement.

Thank you all!

Table of Contents

Abstract: **2**

Declaration **4**

Acknowledgements **4**

1. Introduction **7**

2. Literature Review **9**

2.1 Introduction to Literature Review: **9**

2.2 The Recruitment Process: **9**

2.2.1 Advertising in Recruitment 10

2.2.3 Screening in Recruitment 10

2.2.4 Recruitment Companies 11

2.2.5 Recruitment Process Developments 11

2.3 Human Resource Management and Ethics: **13**

2.4 Human Resource Use of Social Media **15**

2.5 Candidates Use of Social media: **18**

2.6 In the Climate of COVID- 19 would there be an increase in employers viewing potential social media accounts because they are unable to meet in person **20**

2.7 Conclusion of Literature Review: **22**

3. Research Question **24**

3.1 Sub - Objectives **25**

3.2 Hypothesis **26**

4. Methodology **27**

4.1 Research Objectives **27**

4.2.1 Research Philosophy 27

4.3 Research Approach **29**

4.3.1 Secondary Research Approach 29

4.3.2 Primary Research Approach 29

4.4 Qualitative method **30**

4. 4.1 Ethical Considerations 30

4.4.2 Limitations 30

4.4.3 Survey Questions 31

4.4.4. The Sample 32

5. Findings and Analysis: **33**

5.2 Participants online survey responses: **34**

Question 1&2: 34

Question 3,4 & 5 35

Question 6 & 7 36

Question 8 & 9 37

Question 10 38

Question 11 & 12 39

Question 13 & 14 40

6. Discussion: **42**

6.2 The Development and Use of Social Media Amongst Recruiters and Employees. 42
6.3 Level of Ethical Concern surrounding the involvement of social media in the recruitment process 43
6.4 Motives and Risks of using social media in the recruitment process:.....44

7. Conclusions & Recommendations:.....45
7.1 Conclusions: 45
7.3.2 Implication of findings 47
7.3.3 Personal Learning Statement 48

Reference List.....50

Appendices 57

.....58

1. Introduction

The impact of social media in human resource departments is becoming more integrated into the recruitment process. Individuals can now use social media to access a lot of information about an organisation. In the same way employers can now access information about not only it's employees but members of the public that hold a social media account. The question this research aims to answer is; "What are the ethical concerns surrounding employers viewing employees' social media profiles in the recruitment process. Does this information influence their hiring decisions?". The process of hiring an individual can have many ethical and legal considerations for an organisation (Villegas, 2019). As social media is a relatively new space for Human Resource activities this research will aid in the exploration of new ethical issues that may have arisen from this tool.

This research is going to explore many things. To find out, in what way do recruiters use social media, if at all. Also, why would an employer view a potential employee's social media site? Social media is described as a digital tool that allows users to create and share content (Hudson, 2020), the following research hopes to figure out why this would be of interest to an employer. Would an employer view it as beneficial to see how an individual can handle themselves in a public online way? Should a potential candidate be made aware if their social media is going to be up for consideration on whether they get a role; Individuals can see social media as an informal way to express themselves, or even brand themselves (which will be discussed in a later chapter of the research). Also, discussed in the research will be the risks and motives around using social media platforms in the screening process.

The study will be laid out by completing a literature review on relevant works regarding the main themes. As social media is a relatively new phenomenon there are a lot of differing opinions across literature. The main themes that will be discussed are; The development of recruitment as a result of social media, ethics that are involved in recruitment, the use of social media by both human resource departments and also employees, and lastly there will

be a chapter on the influence of COVID-19 in recruitment and social media. COVID-19 has essentially forced organisations to take all recruitment online, increasing social media usage.

The following chapter is the methodology to the independent research, after the formation of sub-objectives and sub-questions were formed on the basis of the research question, a survey questionnaire was formed. The survey was formed to gain a conclusion to these questions, which is the who, what and how of social media screening. This will be expanded in the methodology section of the research.

Through previous case studies and surveys regarding social media screening it could be noticed that all of their literature was based upon the opinion of employees or job applicants who had their social media viewed or considered when going for a promotion or job role. These people felt as their privacy was being breached. A gap in research was the sample of recruiters. If recruiters actually used this information towards their hiring decisions. Therefore a qualitative survey was delivered to recruiters, to ask open ended opinion questions on the topic of social media in recruitment.

The ethical concern of security was the main foundation of the ethical breach in question but through recent literature and the qualitative survey it will be studied if this is apparent. Hiring managers should be aware of the ethical implications of hiring the right person, as ethics is a primary responsibility of management (Paine, 1994).

2. Literature Review

2.1 Introduction to Literature Review:

Throughout this chapter the most recent literature will be studied regarding how the popularity of social media may have challenged recruitment ethics. By using the funnel method, this chapter will be broken up into headings to explain the context and background of the study. Covering the topics of; the recruitment process, human resource management ethics, the use of social media in both Human Resource departments and potential candidates or employees; This chapter will also touch on the environment of COVID-19 and how the pandemic has affected recruitment. Although there is not much literature published on COVID-19.

Digitization in the workplace has led to all these variables evolving and developing over recent years and the aim of this review is to get a better understanding of how this has changed the relationship between recruiter and candidate (Breaugh, 2016). The literature reviewed will develop ideas in how recent progressions have either helped or hindered each party and how it has tested ethics in the recruitment process.

2.2 The Recruitment Process:

In research, it is noted that candidate and employer relationships during background checks have changed from researching criminal convictions, to looking over the moral and ethical character of a person online (Hazelton & Terhorst, 2015). To expand on this statement, literature being reviewed in this section is on the topic of: the development of recruitment technology and how the recruitment process has become dehumanized.

In research, the recruitment process has evolved so much; that there has been expeditious developments in technology over recent years. In an article by LinkedIn; they is very much in favour of these technological advancements (Atkinson, 2019). They praises the advancements for helping recruiters find top talent (Atkinson, 2019). Innovations in

recruiting have transformed the way we advertise jobs, track and screen job applications and also the role of recruitment; specifically, recruitment companies

2.2.1 Advertising in Recruitment

The way in which human resource departments used the internet in its early days of being introduced to the public, was to advertise jobs through job board websites, which LinkedIn believe had limited features and resembled ads from newspapers (2019). In today's new era, there are online recruiting portals, Atkinson and LinkedIn believe this, 'enhances the candidate experience' (2019). On these new portals and on social media, job advertising has been taken to another level (Appel et al, 2019). Recruiters can now reach people on platforms such as Facebook, Twitter and LinkedIn (Statista, 2019). In reviewing literature on social media marketing (Appel et al, 2019), it believes it is taken to another 'level' because of social media algorithms. Users of Social media have no control over what adverts they are exposed to because of these algorithms. Meaning social media users are presented with these job role advertisements even without looking for them. As these are targeted job advertisements, large social media companies sell on the users data to target each individual user to what ad would suit them (Appel et al. 2019).

From the point of view of a recruiter they would be at the receiving end of an applicant who found the role online. If a candidate is applying for a role through their personal social media profile, does this give a recruiter a green light to look at the page that has applied?

2.2.3 Screening in Recruitment

After an applicant applies for a job, developments have been made in the screening process. The introduction of online interviews (video calls) which will be expanded on in a later chapter of the literature review; and also applicant tracking systems (ATS) and Artificial Intelligence (AI) powered soft-ware developments. In an article by Atkinson, as he is

someone who is a representative of LinkedIn, the beliefs from the article is that this software is helping HR managers with the influx of resumes they receive for each job posting, that it enhances the recruitment process with automation and analytics (Atkinson, 2019). This is saving time for the recruiters not going through lots of CV's, but is it really finding 'top talent', like he had expressed before, relying on AI rather than a human observation. According to Career Builder, 78% of employers leverage an ATS to source talent (2018). It can be seen from all technological developments in recruitment they are all put in place to benefit the organization not the recruitment experience.

2.2.4 Recruitment Companies

Recruitment companies began after World War 2, people had been returning home from war and were in need of employment. From there a new business trend emerged that worked with job-seekers to find them new opportunities that best suited them. With the rise of the internet, these efforts have moved online creating the job recruitment landscape in the 21st century (Lennox, 2017). Although moving online recruitment still has the same outcome, to place individuals in employment. Recruitment agencies began to tie-up and collaborate with big organisations (Saharan, 2021). It can be noted that recruitment now became about helping the organisation gain the best talent, rather than helping the citizens find the best employment for them. The argument stands if technology was made to benefit the recruitment companies and organisations; but the more likely situation is that these recruiters and organisations just have the tools, knowledge and money to use this technology to its advantage. Rather than the majority of the public, who have jumped on the bandwagon of making a social media account with no knowledge of the full risks or privacy settings.

2.2.5 Recruitment Process Developments

Through these developments, it can be observed as to how we are now leaving recruitment up to technology and the benefit is now for organisations rather than its original intention to

help the public find employment. Degrees, diplomas and other accreditations have become near mandatory to become employable (Ali, 2017); AI is scanning for keywords in an application, keywords and search terms could be anything from educational awards to personality buzzwords. The AI will scan for them and reject or accept an application.

Ali speaks about his experience as a recruiter, 'it is crucial that we do not dehumanize the workplace; new members of staff should not be selected on the number of acronyms listed on a piece of paper' (2017). This article by Ali, addresses the idea of not using AI and companies figuring out the persona of future employees with just an interview or possibly through personality tests. AI in hiring is putting off candidates: (Muller-Heyndyk, 2019) While many employers are turning to AI to create a more streamlined recruitment process they risk being seen as impersonal to candidates. 73% of people said that a completely automated hiring process would give them a negative perception of a business its overall brand, according to research from Carmichael Fisher (Muller - Heyndyk, 2019).

A new trend of personality tests was also being introduced to the recruitment process. B, Youngman concluded that the validity of personality tests is still inconclusive (2017). According to him such tests should be used with caution recommending for employers to control a test that has been validated with the procedures indicated by the Equal Employment Opportunity Commissions (2017). Any identical tests used must be pertinent to job qualification, administered, and recorded consistently for all job candidates to reduce the discrimination suit by the job applicants. Further argument is that although traditional methods of hiring have been successful for many years, they are not free from limitations that could lead employers to look for additional methods (Hosan & Liu, 2020). It is questioned why employers are searching for routes to know about their future hires personalities? Can they not access this information in an interview, the process of deeming if the applicant is a correct fit for the company; can it be done through screening and selecting?

An important part of selection is candidate screening defined as the procedure of reviewing applicants' strengths and weaknesses, to make an adequate selection decision (Hosan & Liu, 2020). In practise, the selection process begins with an evaluation or testing of the

information presented on a resume/CV and focusing on the visual form of the resume including legibility, professionalism etc. The screening process continues with a search for contradictory information, asymmetrical employment records and complementary clues that might indicate a certain applicant is well matched (or not) for the job opening. After the initial resume screening, top matched candidates who best fit with the job requirements are selected for an interview or some other standardized tests depending on the organization hiring policy.

Maneely McCann speaks about maybe why an organization would need to dig deeper for the screening process: "A reason an organisation may be so specific in who they need is the cost of recruiting the wrong person and then having to get rid of them and recruit again, is that someone whom you have turned down at some point in the process may complain to an Employment tribunal that you discriminated against them in accordance with the equality act 2010. If the tribunal finds the claim to be valid then compensation can be awarded not just for actual loss but also to compensate for projected future loss and what is known as 'injury to feeling". (McCann, 2020).

It is useful to see from an employer's perspective why such measures would be taken; the risk and cost of a recruitment mistake is too much for the company. But is it ethical?

2.3 Human Resource Management and Ethics:

Human resource management plays a vital role in the organization in dealing with workplace issues. The major ethical issues that are dealt with in human resource management are privacy issues, cash and compensation plan, safety issues, race and disability, performance appraisal and employees responsibility (Johnson, 2018). For the purpose of this study the main ethical concerns that will be explored are ones which should be held in the recruitment process.

In the book, *Human Resource Management in Public Service: Paradoxes, Processes, and Problems* (2020); they speak about the difficult task HR managers face as they must exercise

discretion in addressing specific ethical issues. Ethical judgement is required of managers in this book it takes an example of a manager facing a complex issue: Honouring a request to refuse to consider female job applicants age 30 or older (Berman et al, 2020). We note that if applicants heard of this when applying for the role, it would have been a breach of The Employment Equality Acts 1998 - 2015: which prohibits discrimination in a range of employment-related areas. In this case age and gender would be discriminated against. Can an employer be specific about the exact employee they want to hire and protect against discrimination? A journal article in the Harvard business review comments that the only defence against discrimination is to show that its hiring practises are valid (Cappelli, 2019). The organisation will predict who will be a good employee in meaningful and statistically significant ways; that date must be conducted with data on the employer's own application and hires. (Cappelli, 2019)

The other prohibited grounds of discrimination are civil status, family status, race, religion, disability, sexual orientation and members of the travelling community (Mc,Cann, 2020)

Managers must decide, amid the turbulence, when to swim with the current and when to stand against it, not give in to pressures that would comprise core values and ethical principles (Cappelli, 2019). An ethical stance of the utilitarian moral theory can be used here; which states the most effective action is the one that maximises overall welfare (Ombanda et al, 2019). The Human Resource Manager in the process of recruitment has a task to fill the position with the best person possible but an obligation to act ethically and follow ethical framework. This can be known as Act- Utilitarianism the correct way to screen by finding the most out about a candidate without discriminating. This is the position recruiters can be put in

As mentioned in the previous section; employers are trying to find out more and more information about applicants; In a reading by Burk and Willey, they explore the ideas of requested information from applicants. Requested references from potential employers provide information that can be private to the client; "credit checks" (2008). 'Credit Checks' are becoming a significant factor into the decision to hire, it is potential information that the

candidate is asked to allow the potential employer access. While the candidate has the option to refuse access, the employer is free to decide against hiring (Burk & Willey, 2008). It could be argued that access to a social media site is comparable to a credit check. The social media site would reveal a lot of information about the applicant's personally. The applicant does not have a say on whether an employer can search their account or not.

2.4 Human Resource Use of Social Media

The inclusion of social media is gaining popularity across all different areas of Human Resources since the 2000s (Clark and Robert, 2010). Questions arose whether social media is truly dependable for screening and selecting employees (Clark and Roberts, 2010).

Personal social media sites were originally created to facilitate the exchange in human interests (both personal and professional). In the journal '*The Influence of Online Professional Social Media in Human Resource Management*' it is very much in agreement that these platforms have over taken conventional methods of recruiting, to ease the process and the availability of a large pool of candidates (Ruparel, et al, 2020); In this article, it describes social media making the job of recruitment easier, similarly to articles in the recruitment process section of this literature review, technology has saved both time and money for companies (Ruparel, 2020).

Upon observing other recent research, in the last two years, it seems employers are not utilizing personal social media accounts as the main resource anymore; more so a secondary source. Although, LinkedIn would be the most preferred online source among the employers for searching and acquiring talent (Hosan & Liu, 2020). LinkedIn has a strong professional focus that offers little space for non-professional use. It can therefore be assumed that most of the content on LinkedIn is work-related (Utz, 2016). In an article by Doyle, it is explained why LinkedIn is considered a professional networking social media platform (2019). Doyle explains it is different as all features on LinkedIn are made to showcase your professional skills and to also connect with others in a professional sense (2019). Although Twitter and

Facebook can be used for professional use, they are very much an informal social media platform when compared to LinkedIn. We have to note here that over the year's employers make mistakes by trusting social media information. Or have employers become aware of the implications of using this as a primary source?

To discover why employers would use social media for screening be it as primary or secondary source; listed below is reasons found in literature why recruiters would use social media in the first place.

i) To avoid negligent hiring: A good number of employers argue it is their responsibility, as a steward of their organizations and as individuals who uphold an obligation to employ social media information to learn as much as they can about potential employees (Clark & Roberts, 2010). They contend that they have a right and a need to protect their company from the accusations of negligent hiring. This could occur if an organisation 'fails' to uncover an applicant's criminal background or even general background (Clark & Roberts, 2010).

ii)Potential employee's person-job fitness: Some employers utilize social media information s to evaluate candidates' behaviour or characteristics (Stoughton et al., 2015) because it is believed the information on the more personal social media sites provides relatively transparent and honest personal information, such as the content posted on candidates sites by their friends, compared with the information on CV's or application forms, which is expected to display a preferred image (Slovensky & Ross, 2012).

Kluemper et al. (2012) conducted a study on Facebook. Establishing that screening job candidate's social media profile may also supply useful information to forecast the candidate's personality for a hiring decision. Moreover, social media profile information can be used to develop targeted interview questions (Davidson et al., 2011) and conversations and to build connections during interviews (Sam & Kidder, 2010). From those points using social media in hiring has its benefits and risks the main challenges are ethical are legal issues. In Kluemper's study using Facebook as an example and using the content from the applicants Facebook account to base interview questions around is extremely risky. A miss-

worded question, a wrong interpretation of a post/ picture on the candidates Facebook page, could lead to an awkward interview, and lead the organisation into legal trouble.

The Journal of Intercultural Management and the influence of Online Professional Social Media in Human Resource Management have outlined gaps for research, that it would be beneficial to understand the thoughts on personal social media use from a HRM professional's perspective; for the recruitment and hiring process (2020). From research, it can be noted that the information of Human Resource Departments using social media profile information is far vaguer in recent years; the introduction of the General Data Protection Regulation in 2016 may have a part to play in this. There is a move towards regulating the job hiring process; for example in 2017, the European Union's advisory body issued new guidelines that recommend barring employers from compiling social media data during the job hiring process unless it is "necessary and relevant' and further requiring employers to disclose if they are going to engage in cyber-vetting (Article 29 Data Protection Working Party 2017).Despite the lack of, or limited, laws that prescribe acceptable use of this practise, as a proactive step towards self-regulation, employers should clearly declare if they engage in cyber-vetting and specifically outline what social media platform will be examined during the hiring process. In a move towards more ethical hiring practices, it was recommended in more recent articles that employers allow job applicants to self-declare the social media accounts they would like to include as part of their job application (Jacobson & Gruzd, 2020).

When researching reasons why social media screening is now becoming a secondary source the following were prevalent:

<u>i)Reliability and validity of information collected</u>: Since social media platforms such as Facebook and Twitter depict characteristics of potential candidates that they orchestrate themselves as the owner of that platform, not only can the information be false but it could also contain factors that equal employment law restricts. It is strongly suggested that the organizations should refrain from using social media (e.g. Facebook) and other Internet

information. If the organisation did want to follow through with the recruitment process with this potential candidate they could find out more in an interview setting.

ii) Development of transparent policy and code of conduct: Iddekinge et al. (2013) recommended that organizations develop clear policies concerning the use of social media and other internet information. SHRM (2011) survey suggested that a good number of organizations do not have policy regarding the use of internet information. These codes should specify the ethical and /or professional consequences of certain actions while providing recommendations to HR professionals to reduce the reliance on individual judgement and morals (Johnson, 2018).

However, recruiters should be cautious while utilizing these networks keeping consistency with law and regulations. Furthermore, both players in this game, employers and applicants should respect each other in terms of privacy, fairness and ethics (for employers and organizations hiring policy and practises (for job applications). Social media can only function in an effective manner if both the employer and employees know the basic legal and ethical foundations regarding social media in the recruitment process.

2.5 Candidates Use of Social media:

From the human resource department perspective to the applicants, the question will be explored; Does an employee have a right to separation of their professional and private persona?

Young people are widely recognised as being heavy users of social media (Cheng and Cheng, 2018). In the Ethics and Information Technology journal they believe in the media that privacy is 'dead''; the overwhelming ethos in popular culture is that young people do not care about privacy. How could a generation that is "obsessed" with social media be concerned about privacy? The journal described young social media users as "digital natives" (2020). Young people do have more access than ever before to the internet but the idea of these 'digital natives' having no concern at all for privacy could be considered a harsh

statement. Younger generations now use social media as a self-identity tool. Anyone with a social media account can orchestrate their profile to convey themselves in a different way (Livingston, 2008). Maybe a young person does not care about privacy but they can choose what to post for the world to see and what to keep off the internet. Social Media Sites - Facebook, Twitter, Tinder, Instagram and LinkedIn and other similar online spaces- offer various platforms for connecting and sharing interests and information, while allowing users to maintain physical separation and a degree of anonymity (Bioeth, 2018)

A study by Kluemper (2012) showed that employers reject job seekers based on what they find about them on social media. He found that 35% of employers said that they would reject a job seeker because of information they found on social media. What would prevent employers from having this information and candidates keeping their private life separate would be the privacy settings.

Burkell and Fortier (2016) identified three privacy types on Facebook: Personal users (strong privacy expectations), image controllers (less strong privacy expectations as they recognise Facebook content is meant to be shared), and relaxed displayers (low privacy settings). It challenges some traditional conceptions of privacy, rejects the public versus private information and demands that the use of information be appropriate to the specific context. In Burkell and Fortier's survey he asked general demographic questions, such as age, gender and location; As well as questions about general online activities, social media use, and self-reported internet skills (2016). Importantly, the survey specifically asked participants to identify whether their social media accounts are "primarily public", "primarily private" or "unsure". The survey also asked questions about the participants' awareness of social media misuse and asked participants to report whether they personally have been a victim of a data privacy violation.

The survey assesses four main dimensions: concerns about collection of social media data by third parties, concerns about potential errors in social media data by third parties, concerns about potential errors in users' information stored by organizations, secondary use of social media data by third parties and unauthorized access by third parties (Burkell & Fortier, 2016).

Participants were active social media users. With 63.3 % using at least one platform on a daily basis. Participants has average presence on six platforms: top Facebook 97%, Instagram 92%, Snapchat 92%, YouTube 82%, Twitter 74% and LinkedIn 64%. The majority of 71.6% have not experienced an invasion of privacy on social media. Of the average six social media platforms that participants had a presence on, three were primarily public and three were primarily private; therefore; anyone including employers would be able to access the information for an average person on three social media sites. While 73.7% of students knew the privacy setting on all their social media platforms, 26.3% of students did not. (Burkell & Frontier, 2016).

The 26.3% percent of people not being aware of their privacy settings they are leaving themselves open to judgment and are also inviting anyone into their life on social media. Whether they portray themselves as authentic or have an alter social media personality, anyone is available to see this without the correct privacy settings.

There are a lot of limitations for jobseekers, the first is that the applicants seldom realise what information might be disclosed publicly (Madejski, 2011) or how a normal post or comment might be misjudged (Wang, 2011) by a possible future employer. Such information might be incorrect, which might even damage them as an individual (Henson et al., 2011). Social media information might also be inaccurate as there is a lack of reliability that could be transferred when used in the hiring process since one party (candidate) has real information compared to the other (employer) who just interprets it (Villeda & McCamey, 2019). Proving how important it is for social media users to protect themselves with privacy settings.

2.6 In the Climate of COVID- 19 would there be an increase in employers viewing potential social media accounts because they are unable to meet in person:

Research on recruitment in the climate of COVID-19 and predictions after COVID-19 was hard to come by as we are still in the midst of the global pandemic. It is accepted that the

pandemic has changed the world we live in. But in terms of recruitment recent literature suggests that COVID has also changed recruitment, possibly forever (Ardill, 2020).

As mentioned in the development of recruitment section of this literature review the technology within recruitment revolution with technology such as Artificial Intelligence (AI), Machine Learning (ML) and Robotic Process Automation (RPA). In a Linkedin Survey in 2018 on talent trends, 35% of managers and human resource personnel believe that AI is the single most important hiring trend. Also, 50% said that data is that top trend impacting how they hire (Annualleave, 2020). As this survey was conducted in 2018, we can see that technology was already known and being implemented into organisations.

When COVID happened, there were many new recruitment trends. Including recruitment freezes; many industries that were booming and hiring prior to the pandemic now had recruitment freezes (annualleave, 2020). It could be observed then that different types of business were thriving in the environment of the pandemic for example; shipping.

On the subject of recruitment freezes a study on one American Company Aon Pulse, reported a hiring freeze had fallen between April and June from 30% to 18% (Annualleave, 2020). It can be noted here that throughout the year maybe Aon Pulse realised the pandemic wasn't going away soon and adapted the technology they had to recruitment. Or they were growing their virtual recruitment skills.

As face-to-face meetings became less practical, companies were forced to embrace the technology. Meetings were now being hosted online (Ardil,2020), while necessary technology was essentially to allow employees to work from home.

In a study conducted by Annual Leave. Com; they found that it would be possible to use technology in every sense of recruitment (2020). The development of technology was discussed previously in this chapter but the elements of recruitment that relied on technology during the pandemic were;

i)Sourcing - which can be done through AI technology and it automatically draws talent from multiple sources and narrows the list through criteria. (Annualleave, 2020).

ii)Screening - candidates can be screened in minutes through AI and ATS, allowing resumes to be scanned to weed out unqualified applicants. An AI-powered chatbot can guide applicants through a predefined series of questions (Annualleave, 2020).

iii) Engagement - where once a simple follow up email have been enough to congratulate or wish luck on their continued job search, the expectation to engage with candidates is now higher than ever. Candidates can form strong opinions about employers during the recruiting process, so keeping contact is important. AI robots can do that with fast responses, helping to reinforce your employer brand with a smooth experience for your candidate.

Using this technology has made recruitment more cost effective, as now essentially can be no human contact in the environment of the pandemic. By reducing cost and time, and having this ready-made information and automatic email replies. It will be interesting to see if companies ever go back to any human contact in recruiting.

The interview process is now online. This ay suit candidates as they don't need to take time to go into the possible new company's office to complete an in person interview they can do this from home.

2.7 Conclusion of Literature Review:

Technology and the vast use of social media has not only changed the recruitment experience for the recruiters but also the candidates. The point of view for the recruiter and how technology has developed to their advantage is seen through literature such as Atkinsons Linkedin Article and Slovensky and Ross's point on Job-Fitness. Recruitment has not always been the most technologically advanced sector of any business (Hronich, 2018), but with the introduction of ATS and AI, according to these specific literatures it is saving

both saving time and money. The introduction of LinkedIn has changed recruitment. LinkedIn is a professional social media platform, profiles are formed to embody a virtual CV. The introduction of a ‘professional social media’ site opened up other social networking sites for consideration. The literature review speaks about how recruiters may be feeling a new ethical battle as they are relying more on this technology and being faced with utilitarian moral dilemmas. Gaps in the research the literature suggested were what employers thought about the life of an employee inside and outside work and how the blame is being put on young people.

3. Research Question

When Googling an individual's name, you are presented with any social media platforms they may hold a presence on. It is surprising how much can be learnt from their social media profile(s), despite privacy settings. Depending on the platform it can include personal information, for example: their current place of work, birthday, pictures of them etc. Posts can include content that others (friends and family) have 'tagged' them in, and would now appear on the individual's profile; meaning they had no control over this information being posted. I have always wondered if this kind of information would be viewed or considered when trying to get employment and the ethical concerns that would surround this.

The research question has stemmed from a study online completed by Business News Daily, their representative Saige Driver speaks to a Member of the Summit Search Group, Matt Erhard. He says:

"The three main platforms that most employers check are LinkedIn, Facebook and Twitter" – Matt Erhard, 2020

"When I check a candidate's Facebook or Twitter, my aim is more to get a sense of them as a person than to look for damaging information" – Matt Erhard, 2020

(Business News Daily, 2020)

There is no mention of Matt disclosing that he searches applicant's social media information. After discussions with colleagues that worked in HR and recruitment and reviewing literature on the use of social networking in as a recruitment tool; the research question therefore is:

The Ethical concerns surrounding employers viewing employee's social media profiles in the recruitment process. Is this information considered in the hiring process?

3.1 Sub - Objectives

To answer the main research question the study will also explore sub-objectives. These sub - objectives will be the foundation of the conclusions the methodology hopes to reach

1. *What would be the reason an employer would go searching a candidate on social media.*

This question hopes to explore what the recruiter is looking for online. What intentions are involved with the activity in question. In answering this objective it would give insight into what would a recruiter possibly want to learn that they would not in an interview. This will be the why: Why is this an activity an employer may engage in.

2. Do employers look for certain values in a candidate before hiring or do they believe that these traits can be thought and understood more through the training and on-boarding process.

Does the organization have core values and ethics that are specifically focused on their business or are employees now a reflection of the company in their everyday life. This could also be phrased in the survey process as; does the employer believe the organization can be held accountable for what one of their employees post on social media. The conclusion to this question will be the what: what is an employer looking for?

3. What are the motives and risks of viewing someone's social media profile when acquiring talent?

From literature reviewed there was a feeling of discrimination from the employer to the employee when their social media account has been viewed. In observation of this through the dissertation, protection laws were considered. But this sub-objectives hopes to come to the how: How do employers feel about the practise of social media screening? They feel like this is a personal space, or a public cyberspace?

The main research question and sub-questions will be the basis of this study and will be the foundation for primary research and secondary sources. All elements will be discussed throughout the dissertation.

3.2 Hypothesis

In this research, I would like to potentially measure the risk employers are making by acting unethically in the recruitment process. By outline the ethical responsibilities Human Resource Managers hold in the recruitment process and observing through journal articles and case studies how the employer and candidate's relationship has changed. The following hypothesis I hope to gain from this study is:

Employers should disclose whether they are going to search potential and employees' social media accounts for recruitment/hiring purposes. Whether the content on these social networking sites is a basis to the hiring decision.

By adding an addendum to job application terms and employee's contracts regarding social media usage in the work place it could tackle employers worries regarding employee's social media activity. But also, see to any ethical concerns that come along with the usage of social media in the recruitment process.

4. Methodology

Below is the discussion of the qualitative research that took place to support my research question. This chapter explains the thought process behind the choice of the qualitative method and also the questions and samples used for my primary research survey.

4.1 Research Objectives

This portion will discuss the methodology used within the dissertation and also the reasoning for the research question. The purpose of the study is to investigate the use of social media sites as a recruitment tool and highlighting the ethical dilemma from conducting a social media search in this process.

A lot of the previous literature questionnaires and case studies were delivered to candidates; it gives a view on candidate's opinions of social media screening. Human Resource Managers work to remain ethical and transparent and are referred as the 'ethical gatekeepers' (Paine, 1994) of an organisation, this study will be leaning toward the opinion of people who work in either recruitment or in a Human Resource Role.

After going through existing literature, it became evident that there were no recent studies or case studies in the last three years of Human Resources using data from social media accounts. In research this coincides with the introduction of the GDPR law in 2016 (accesscorp, 2018). After gaining a good knowledge of the topic in secondary sources, it proved beneficial to conduct my own primary research.

4.2.1 Research Philosophy

The Research Onion is used as a planning point of the methodology, taken from Saunders et al (2009), p.138). The sections illustrate concepts of Saunders et al (2009). 'Research Onion" which describes elements of the theoretical 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 (Bryman, 2012).

The philosophy of this research would be epistemology (Zalta, 2020). What should be considered as acceptable knowledge in the case of this study is; laws recruiters are obliged uphold in the recruitment process but also ethics that each particular organization holds when searching for a new employee is accepted knowledge.

The philosophical position of this research is interpretivist. Interpretivist is the case because it is when reality is constructed through the meanings created by individuals and given a subjective meaning. This is the case as we are dealing with ethics. There are no set guidelines for workplace ethics; The research approach is interpretivist in nature as it is gathering subjective opinions from HR professionals. But also subjective social media content from social media users (Livingston, 2018).

The advancements in technology and how people consume social media has changed over recent years. The younger generations' constant social media use has given them a new purpose for social media. As mentioned before the younger generation are using online platforms to communicate with others and also as a self-branding tool. They can portray whatever version of themselves they please (Livingston, 2018).

Information on social media also gives employers an insight into traits about a potential candidate an employer should not be making their decision on. Examples are age, sexual orientation, religion and many more. If employers are basing their decision around any of these things they can be charged on discriminatory grounds.

In the secondary sources, it is evident that a reason some candidates would not be considered for a job was information found on their profile are inappropriate pictures and substance abuse (Careerbuilder,2008). Proving that employers have been researching potential candidates on social media prior to hiring them in that instance.

4.3 Research Approach

The research approach will take into consideration the conclusions the study hopes to come to and also what resources are available at the time of research. For this study both primary and secondary sources will be reviewed.

4.3.1 Secondary Research Approach

Secondary sources were found in the form of book chapters, journal articles, case studies etc. The challenge was to find the most recent relevant sources as social media is quite new and understudied it has proved difficult to get literature completely relevant to the research question. But there were gaps in literature, as recruiters were not the sample of many studies on the subject of social media screening

4.3.2 Primary Research Approach

The approach taken for the primary research of the study was a qualitative approach. A survey was conducted with two HR professionals specialising in recruitment in different organisations. This anonymous survey will be conducted with first; a Human Resource Generalist who oversees recruitment at a small Irish start up who at the time of the interview was dramatically expanding and trying to make the correct employment decisions for the growing business.

The second person worked in an internationally known recruitment company as a recruitment coordinator. Their sole role is to recruit and assist with on-boarding.

The discussion of the two survey participants will be a comparison of the opinions and instructions these two professionals have gotten whilst recruiting in Ireland in 2021. The delivery of this survey was through Google Forms, I left space for both parties to add further information and the survey would take approximately 30 minutes to complete (max 2 minutes per question).

4.4 Qualitative method

The method of Qualitative research was more suited for this dissertation, as the target sample would be individuals who work in HR and the type of information needed was opinion based. Qualitative allows for more open-ended answers allowing the sample to expand on their thoughts and share some experiences they have encountered with the use of social media when recruiting for their organisation. Also the theme of ethics is profound and subjective; this could not be measured in a quantitative way.

In this study, the qualitative survey method in a deductive approach will be taken. It will be a pre-structured survey; this method will allow for my sub-objectives to be answered by the use of specific questions and also show the diversity in the recruitment process in different environment as two different people and companies will be asked the same questions but I am foreshadowing them to have different answers.

4. 4.1 Ethical Considerations

Ethical considerations for the interviews were firstly to get consent from interviewees, both the names of their organisations and their own names will remain anonymous.

It is important that both of these are anonymous as with the dissertation covering the topics of ethical and unethical recruitment the anonymity will protect them and their companies.

4.4.2 Limitations

There were a few limitations in the research. As far as the sample, ideally there would have been a third person to answer the questions from a public service background, I did reach out to two potential people and they both politely denied as working for a government body they did not deem it appropriate to answer questions on the topic.

The huge limitation of this research would be the environment of COVID -19. As Ireland was in a level 5 lockdown whilst completing the majority of the research it could not be planned to meet in person for interviews. Everything had to be done virtually.

Another limitation of the environment of COVID-19, was the access to literature. As we were unable to leave our 5km while I was completing this study I could not go to the NCI library, to look for information.

4.4.3 Survey Questions

Title of the survey will be as follows:

A survey investigating HR professional's opinion on the use of social media in the recruitment process.

This research survey looks to discover how the ethics and core values of an organization translate into the recruitment process. It will also discover the HR manager's opinion on using social media while screening candidates. The interview is completely anonymous, so any answers given will not be traced back to any one individual. All information gathered in the survey will be securely stored by the researcher. The survey consists of fourteen questions and will take approximately 30 minutes to complete.

Questions:

1. How long have you worked in HR?
2. What is your position in your organisation (Do they work in recruitment)?
3. Has social media become a factor in recruitment practice?
4. Does your organisation use social media in advertising vacancies?
5. If yes, what platform would you use?
6. Do you feel social media platforms are more popular with under 30s?
7. Is social media affecting the recruiting of younger candidates?

8. When in the screening process would you look for your company values in a candidate or do you believe they can be taught throughout the training process?
9. If you were to search a candidate on social media, do you believe that social media could be used to gain a better knowledge of candidates?
10. Do you think platforms like LinkedIn are beginning to replace traditional C.V's?
11. What information would you look for from a candidate's social media profile?
12. In your opinion are candidate's social media profiles becoming a factor in the recruitment process?
13. What are the motives and risks of using social media in searching and acquiring talent?
14. Do you feel employers can be held accountable for what their employees post on social media?

4.4.4. The Sample

The sample for this study was carefully selected into who would have the correct insight to get the answers needed. Instead of going for a vast number of participants, this study opted for candidates that have worked in recruitment but also have contact with the Human Resource Department in hiring decisions, or have felt pressure from higher management for hiring decisions being made. For this chapter I will analyse the findings of my survey questions and the response I got from both participants. They will be referred to as:

Participant A: An individual who works in the HR department of a small Irish start-up that is growing rapidly in the environment of COVID-19.

Participant B: An individual who works in the HR department of an international information technology company.

5. Findings and Analysis:

The findings and analysis is hoping to display any ethical concern surrounding social media screening in the recruitment process. This survey questionnaire consisted of 14 questions that were formed around conclusions the study hoped to reach. Conclusions relating to both the research questions and the sub objectives, can be answered through in-depth opinion answers that the participants agreed to give. Ideally this would have been an in-person interview and also would have consisted of a bigger variety of participants but due to limitations previously mentioned this was not possible.

This section aims to find out if the Human Resource professionals believe the activity of viewing the social media profile of a potential candidate is unethical. Or if they have any other ethical concerns surrounding the use of social media in recruitment. The sub-objectives surrounding this were as follows; 'Why' would a recruiter want to have access to more personal information, this question will be asked through 'what would be the reason an employer would go searching a candidate on social media?'.

'What' would the employer be looking for; If an employer can learn about a candidate's skillset from an application, It is important to understand what a recruiter would be looking for in a candidate beyond a CV; 'Do employers look for certain values in a candidate before hiring or do they believe that these traits can be thought and understood more through the training and on-boarding process'.

The 'How' of the research question would be how can this activity exist in recruitment today. The participants will be asked "what are the motives and risks of viewing someone's social media profile when acquiring talent?".

By asking the open-ended questions the researcher hopes to receive opinion based answers to hopefully come to the conclusion of why, what and how.

5.2 Participants online survey responses:

The way my findings and analysis will be communicated is by giving the main points of their responses. The questions will be grouped together in accordance to the conclusion those questions aimed to come to. After each question segment each participant's answer will be given separately, and then contrasted to display similarities and differences.

Question 1&2: How long have you been working in HR?; What is your position in your organisation?:

Participant A: Has worked in Human Resource for four years. The title of their role is Human Resource Assistant. Working very closely with the Human Resource manager in all aspects of Human Resources. Recently has been involved in the recruitment cycle as due to COVID-19 this organisation is thriving and growing at a rate they can just about keep up with.

Participant B: Has worked in Human Resources for nearly 20 years. The title of their role is Chief Talent Officer. They started working in this company 10 years ago, began initially as a recruiter and has worked their way to their role today.

Analysis: Both employees are required to have a broad knowledge and understanding of recruitment and human resources, although at different levels.

Question 3,4 & 5: Has Social Media become a factor in recruiting practise?; Does your company use social media in advertising vacancies?; What platforms would you use?;

Participant A: Said that they would use all social media platforms that their company would hold a presence on; Facebook, LinkedIn and Instagram, are used the most. Social media has been a huge part of advertising job vacancies and also securing applicants information. They explained that they would encourage employees to share job vacancies on their own social media, as they have a 'brilliant' referral system.

Participant B: Social Media was mainly used in their organisation for marketing purposes. Advertising launches or events the organisation is having. They said 'Although our organisation does post on LinkedIn when a role becomes available'. The participant also mentioned the organisation has been on a hiring freeze since March 2020; That when this is lifted they wouldn't be opposed to advertising job roles on other social media platforms; particularly the company's Instagram page as it had quite a large following, but would not accept applications through this platform.

Analysis: Possibly because participant A's company is a small Irish start up they are trying to reach more people to apply for available jobs to get the best talent they can. It is also a cheaper alternative to posting ads on other sites to utilise their own employees and company networks.

On the other hand, Participant B's organization is known internationally, but they are not alluding to the fact that they don't need to advertise their vacancies; more so that they previously did on LinkedIn; which the candidate did seem to consider was not on the calibre as Instagram. They mentioned they would consider using Instagram when the hiring freeze lifts. Is this because maybe advertising on Instagram has become more normalised or are they foreshadowing the frequency they will need to hire?

Question 6 & 7: Do you feel social media platforms are more popular with under 30s?; Is social media affecting the recruiting of younger candidates?:

Participant A: They disagreed that social media platforms were more popular with under 30's. In participant A's organisation, they explained that nearly all their staff had a range of social media profiles. They did confirm that the majority of staff were in their 30's but believed that everyone had at least one platform.

They believed that social media affects recruiting on younger candidates a lot. Looking for a job the participant believed that possible candidates would turn to social media to find vacancies rather than websites such as Jobs.ie or Indeed. They said that potential employees would have 'cyber stalked' the company before an interview.

Participant B: Disagreed that social media platforms were more popular with under 30s. They explained that social media is popular with a lot of ages but perhaps people in the 30s or under 'rely on social media for information' and also 'believe the veneer on social media'. They believed that any organisation can give the illusion of being an amazing place to work and have a great reputation but not actually treat their employees in that way.

Analysis: Participant B sounds as if they may be talking from experience, as they have been in the industry for a long time, maybe from experience employees have been seen come and go, and been sold an idea on social media of a job role that they were underwhelmed with. Participant A is a lot more optimistic about the use of social media for younger candidates. When looking for a new job maybe this is how younger people decide where they will apply. This goes against what was discovered in the literature review; In the Journal of Ethics and Information Technology 2018, they speak about only younger people having a presence on social media. One thing to note is that in this journal they mention younger people having less of a concern on their security on social media (2018). This was not brought up in this survey.

Question 8 & 9: When in the screening process would you look for your company values in a candidate or do you believe they can be taught throughout the training process?; If you were to search a candidate media, do you believe that social media could be used to gain a better knowledge of candidates?

Participant A: The participant explained during this extremely busy recruitment time there is a feeling of pressure from the human resource manager to make the right hiring decisions. They explained that they were specifically asked to find people who will fit seamlessly into the company culture. They said they do believe that you can figure out more informal information through social media.

Participant B: The organisation participant B works in, has a training program that they have worked on and perfected for new starters. They described how the training incorporates their company values and ethics. They acknowledged about the expense of making the wrong hiring decision and how it is very important to them to make the correct hiring decision so the organisation is not wasting time and money on their training program for the new employee, as it takes a lot of time to re-train someone.

Analysis: The pressure participant A is feeling to hire the right person to fit into the company may lead to their opinions on the use of social media screening. This relates back to the point in the literature review about 'potential employee job fitness' (Stoughton, 2015). Comparing participants B's answer they have an extensive training program for new starters and feels as if there is an unsuccessful person hired that it is a financial loss to the company. As Participant B disclosed they have quite a senior role in their company, but is not exempt to feeling this pressure to make the correct hire.

It is noted here that neither candidates mentioned the academic awards, this could be down to the fact that this information is all scanned through artificial intelligence? Or else for the role it is just not up for negotiation that the candidate would have the correct academic award.

Question 10: Do you think platforms like LinkedIn are beginning to replace traditional C.V's?

Participant A: They said yes definitely. With the introduction of GDPR laws, it is safer for them to not keep lots of C.V's on their files. Applicants have the option to apply through LinkedIn which sends over their LinkedIn profile as their CV. The only downside to this data is that all applications are formatted in the same way and does not allow for any individuality in an application.

Participant B: They believed you can not expect everyone to be on LinkedIn and to keep this social media platform up to date. CV's and Cover letters allow you to choose what information you would like to give each employer. They also think that when receiving applicants from LinkedIn they felt the individuality element of a CV is missing.

Analysis: Participant A's point of using LinkedIn does seem like it is more future focused on not having to keep hold of lots of people's personal information. The latter opinion of people possibly not being comfortable with to post certain information is also valid. LinkedIn accounts are a public platform that include a lot of personal information about you; examples: current job role and schooling; After further inspection LinkedIn do not have as tight security settings as other platforms mentioned.

The point made about LinkedIn applications not showing individuality may lead to some employers doing their own independent research on the applicant.

Question 11 & 12: What information would you look for from a candidate's social media profile?; In your opinion are candidate's social media profiles becoming a factor in the recruitment process?

Participant A: If they contact the organisation through Instagram or Facebook, they said the organisation is led straight through their person page. One thing that they said they would initially notice, rather than look for is if the potential applicant in question had mutual followers that are current employees of the company. Also, if they are led to their profile another thing that they said they would notice is if the person was very vocal online about a previous job, as the genre of their organisation's information is very confidential. They didn't believe personally that social media should be considered, but they addressed that realistically it probably is, as if you 'google' anyone's name in the present day you are present with results leading to their social media profiles.

Participant B: They said defamatory language would be a huge 'red flag'. If the candidate in question spoke badly about a previous colleague or workplace online it would be frowned upon. They are completely aware social media is someone private space and should not be a factor considered in the recruitment process.

Analysis: Both participants share their thoughts about how the idea of an applicant speaking about a former employer would be undesirable. The big difference between the two statements was participant B specified these posts would be if the applicant 'spoke badly'; whereas Participant A said if they were to post at all. Leads the researcher to believe that the reputation online for Participant A's company is very important to them. But in conclusion they both suggested that this 'red flag' information would influence their hiring process/decision. When both asked is social media a factor in the hiring process they both disagreed that it shouldn't be. Although Participant A mentions that they are sure it would be in other organisations.

Question 13 & 14: What are the motives and risks of using social media in the searching and acquiring talents?; Do you feel employers can be held accountable for what their employees post on social media?:

Participant A: They said they think 'other companies' motives may be to learn more about the person's social life; or how they present themselves in a 'public place'. Risks were that a recruiter may get caught, the example the participant gave was that on Instagram you can see who has viewed your personal story. The participant believes it is not the same for LinkedIn, on LinkedIn you can also see who has viewed your profile but as they class it as a professional site they believe this is ok to view. They were of the opinion that employers can be held accountable for content posted on an employee's social media account only if it is work related. Or if they were quite active on social media in work. They had an example of an employee would regularly post pictures of themselves whilst having company branding visible, they explained that it was mentioned to the colleague as they had a friendship, but imagined it would have been a more difficult situation if this colleague has taken the criticism the wrong way.

Participant B: They said for 'scouting talent' they had heard of fellow recruiters reaching out to specific people over LinkedIn that they believed had the skills they needed for the role they were recruiting for. The risk surrounding this the participant thoughtm was that they personally would find that quite intrusive as these people did not express interest in this role. The participant acknowledged that maybe this is a new way of recruitment to reach out to people. They said that they believe when they had started working they found that people were far more loyal to their organisation and that their experience in recruitment now would be that employees are becoming very loyal to themselves rather than the organisation they work for. They didn't believe that employers could be held accountable for employees' social media unless they were whistleblowing.

Analysis: Both Participants gave motives in relation to trying to get to know more about the candidate in question through their social media. Participant B specifically mentioned it would about getting to know more about their skills for the job and gave an example of

LinkedIn; Whereas Participant A presumed the main motive for employers to view a potential candidate's social media site was to learn more about them personally. They also added that this information would not be accurate as social media is curated by an individual to display the life they may desire not to have; this related back to the point in the literature review about individuals depending on social media as a self-identify tool and curating their social media profile to display this (Livingston, 2008). The risks the participants gave were more so in relation to invading the privacy of the person who is being searched. Participant A alluded to this being a legal issue and Participant B assumed that someone would feel their privacy was invaded when they are being contacted on social media.

The Participants were of the opinion that the social media of an employee was only a problem when it was during work time/ to do with work. The real life situation that Participant A gave could have been avoided with correct social media usage procedures in place. They mentioned if the posts were to do with work content and 'whistle blowing'.

6. Discussion:

In this section, the research-objectives will be discussed, by analysing the results from the qualitative survey and the results for the literature review.

6.2 The Development and Use of Social Media Amongst Recruiters and Employees.

Through both the survey and literature review it can be observed that the relationship between recruiters and social media has changed in recent years. It can be seen in both literature and in the independent research that especially LinkedIn, is believed to have made the role of a recruiter much easier. That it has saved both money and time in the recruitment sector specifically. It can be seen in the survey that participants seemed to agree that social media is in the recruitment process they specifically mention using it for advertising purposes, storing information and ATS. Something that can be noted from the survey is that Participant B, says that their organisation would be open too using Instagram in the future. Social Media has become normalised within the recruitment process, that the participant that is very high up in their organisation, they are at present using LinkedIn, and seems to have considered to use Instagram in the future, which is considered a less professional social media platform.

A different point of view between the literature review and the survey is the age of social media users. The literature reviewed was of the opinion that employees using social media were usually young millennials. After this question was specifically asked in the survey these participants were of the opinion that nearly everyone in their workforce were on social media. In Ruparel's journal article he explains that social media has overtaken conventional methods of recruitment (2020). The conclusion could be that if you are not on social media you are missing out on employment opportunities, as this is now the epicentre of job vacancy advertisement.

6.3 Level of Ethical Concern surrounding the involvement of social media in the recruitment process

The initial ethical concern that was the premise for this study was the invasion of privacy that is involved in viewing someone's social media profile in the screening process, but an ethical concern that is prevalent in both primary and secondary sources was the pressure recruiters would feel from management for their hiring decisions.

Buck & Wiley (2008), critiqued the idea of “credit checks”, that this is done to find out more information about the applicant. When asked the participants what information they think this would be; they mentioned skills. But when asked what would be undesirable, they mentioned things like defamatory language.

The pressure from higher management, can be seen by utilitarianism moral standpoint. In participant A’s response they mentioned that they feel pressure from their manager to make the right hiring decisions, that the company is growing at a rapid rate, and that in order to make these hiring decisions the recruiter feels the need to make these credit check to make the right decisions. This relates to the motives of why an organisation may want to view a potential employees’ social media profile. As Partcipant B is the manager they believe that there is content on social media that is a “red flag’.

The utilitarian pressure can be seen in both Partcipant B’s response and in McCann 2020 in the literature review when they speak about the financial cost of hiring the wrong person. The amount of money time and resources that go into a new hire is too much for the new starter to not be the right fit for the role. This is where recruiters may feel pressure from higher management if they hire the wrong type of candidate.

This pressure from higher management was not something that was previously considered before starting this research. All literature reviewed was of the opinion that employees privacy was being breached and the ethical concern around their private life. The ethical

concern that has emerged from both the literature review and independent study was that of the pressure the recruiters are feeling when making a hire.

6.4 Motives and Risks of using social media in the recruitment process:

When asked in the survey why would an employer view a potential employee's social media profile answers were given regarding getting to know an employee personally or knowing more about their skills. It can be noted that this information can also be found out in an interview process or through a candidate's CV. Reasons in literature that were given for social media screening were to: i) to avoid negligent hiring (Clark & Robinson, 2020) and to determine an employee's potential 'job-fitness' (Stoughton, 2015). All these points were brought up in the survey response. Another point made by Participant B in the survey responses was that they felt LinkedIn applications did show as much individuality as a CV. All these points are valid and maybe more individuality could be shown in an interview but given the environment of COVID-19 maybe they could not meet the individual in person.

The risks in the survey responses when in relation to potential applicants having privacy concerns. The privacy concerns were the original unethical idea to the research. But both Participants believed a risk to social media screening would be the person finding out. This relates to organisations being largely utilitarian in nature; in other words doing the social media screening for the benefit of the company and it is only a concern if the person in question was to find out.

7. Conclusions & Recommendations:

7.1 Conclusions:

As social media becomes more normalised in society many people have either made a social media account or felt as if they need one, to keep up. The attitude of having our friends and family connected online has created the illusion of a safe space, in retrospect this is not always the case. Information posted on these platforms is not always just viewed by family and friends. As individuals spend more time on social media the more they believe this content online to be real. You cannot take this information as reliable and valid (Iddekinge, 2013).

Social media has aided to some organisations processes as they have used it to their benefit. It has benefited them in elements of advertising and screening as explained in the literature review chapter. In Hronichs article in 2018, they present that HR has always been behind in technological development. There is a lot of human contact in the recruitment process but during COVID times organisations have now utilised technology that was always there. Recruitment during the pandemic has been done online and the question stands on whether it will remain that way.

In conclusion, a moral stand point for HR managers is that they are the "ethical gatekeepers" of an organisation (Paine, 2994). They are presented with tasks related to the human capital in the company to treat them fairly. As social media is becoming a more prominent tool for human resource departments, there have been laws to base their social media usage around; with the introduction of GDPR Laws and employee protection laws. Albeit, HR managers are faced with difficult tasks but social media usage is no exception to break their ethically responsibility (Berman et al., 2020)

It was recommended in more recent articles that employers allow job applicants to self-declare the social media accounts if they would like, to include as part of their job application (Jacobson & Gruzd, 2020). In research this is not necessarily going to solve the issue of ethical

misconduct. The previously stated hypothesis; That employers should disclose whether they are going to search potential and employee's social media accounts for recruitment/ hiring purposes. Whether the content on these social networking sites is a basis to the hiring decision. By adding this addendum in to both the job application terms and employee's contracts, it creates and expectation. Employers should disclose whether they are viewing employees' social media accounts still stands, It is believed from the study that organisations should hold a social media procedure. But for employers to not apply the utilitarian pressure to get access to information that isn't relevant.

The two major ethical issues that came to light across the research was firstly the risk of discrimination by learning something about some potential candidates from viewing their social media, an attribute that should not be of consideration for employment. The second ethical concern was outlined in the literature review as a utilitarian moral theory, but on further research in the qualitative survey the concern arose from higher management adding pressure for recruiters to make the best hiring decisions. Both primary and secondary sources had mentioned the financial loss and time wasted in hiring someone who is not a right fit for the company as they have been trained and company resources have seen used in making this new hire and emolyee. This pressure from higher management has recruiters looking to; firstly not make a negligent hiring choices (Clark & Roberts, 2010) and also search for the employees "job-fitness' (Stoughton, 2015). Recruiters had gone from "credit checking" employees for legal wrong-doings to their personality and whether they would 'fit-in' with the company culture (Buck & Wiley, 2008). In conclusion it could be argued that the ethical issue of pressure from higher management has possibly led to the first issue of privacy breaching.

7.3 Recommendations

The premise of the research was based upon the applicant's privacy on social media being breached and whether this information should be considered in the recruitment screening

process. Recommendations to an organisation would be to create a social media procedure, similar to what is mentioned in the hypothesis, and add this into their employee handbook. This will protect the organisation and create a policy if anything unfavourable is posted on an employee's social media account, for example “whistleblowing”. Whistleblowing was a concern in the survey this was mentioned from the participants. By creating a social media policy in the work place it will set the standard of what you can and cannot post regarding your employer, and also outline the disciplinary measures that go with breaking these rules. For example, Participant A gave an unfavourable situation of posting on social media during work hours, but had no problem with individuals sharing company job openings on their Instagram page. This standard must be set with employees. Each organisations policy will be subjective to the nature for their industry. Also for managers to be aware of unethical pressure they put on their recruiters to find a perfect fit for the team. The policy could also outline social media usage when searching potential candidates. Participant B’s organisation would reach out to individuals on LinkedIn if they thought they would be a good fit for the role. To relieve pressure from recruiters this contract policy should outline how they gain information on the applicant. Perhaps an organisation might choose to hold a larger number of interviews rather than searching for someone on LinkedIn to get a better idea of their job-fitness.

Another addendum that could be made would be on job application terms. If an applicant is applying they can choose to add a link to their social media profile, if the organisation needs this information or perhaps it could be ticking or highlighting something on the applicant to express if you agree for the recruiters to search your profiles online. This will also depend on the nature of the company if they would like access to an individual’s social media or do they rely solely on academic developments

7.3.2 Implication of findings

Implications to these recommendations may involve some time to implement. To add the addendums into to both employee contracts and the job application terms the organisation

may need their Senior Management to come together to decipher what exactly will allow and wont. The disciplinary procedure form for not abiding this policy will also have to be put in place and decided by both Senior Management and the Human Resources Department. Disciplinary steps could be taken from other misconduct procedure actions.

Depending on the size of the organization, a training session will have to be help for recruitment and human resource staff. This training will outline, how recruitment information can be gotten through CV's, Interviews etc. Highlighting the pressure recruiters are put under to find the correct employee to fit the positions available These recruiters should be given the skills in their training into what the organisation I looking for in new employees.

The training will be time consuming and will have a financial cost, but adding both the addendums into the contracts will hopefully be decided in a matter of meetings. Both of these elements will be important to an organisation is creating social media usage polices. As social is growing and becoming a part of everyday life it is important to set the expectation for staff's social media usage in the work place.

7.3.3 Personal Learning Statement

What has been personally learned from the research project is the importance of ethics amongst Human Resource staff. As there is an expectation and assumption that Human Resource departments are the 'ethical gate keeper" (Paine, 1994), It is important to act in this way. Human Resource staff deal with the most important capital in an organisation, Human Resources are given the trust in handling information and issues for individuals in the organisation and to build that trust, good ethical behaviour must be practised. Another thing learnt was in relation to the recruitment process, how important it is for recruiters and everyone involved in the hiring decisions to have good communication and to follow employment laws. The hiring decisions of an organisation are extremely important; therefore,

recruiters will need support and communication to grasp a knowledge to who the organisation needs.

If the project was to be completed again, in a more efficient way it would be important to have a larger time-frame. As this topic is about a relatively new phenomenon it would involve more time completing the qualitative surveys or interviews. A limitation to this research was the environment of the pandemic, because of the pandemic it was impossible to meet up with the sample in the person as national restrictions wouldn't allow it.

If this research was going to be completed again the ideal time would be after the pandemic. Organisations were forced to complete their recruitment process online, during the pandemic with the use of video calls and phone interviews it is quite possibly that the candidate made no human contact with anyone before being hired. Human Resource departments could compare recruiting before and after the pandemic and how successful it was relying on technology, if they were going to continue hiring in this was and also if they noticed any further ethical concerns by hiring in this way.

Reference List

accesscorp. (2018). *How GDPR Will Change The Way HR Uses Social Media.* Available: https://www.accesscorp.com/blog/gdpr-hr-social-media/. Last accessed 1st April 2021.

Alder, G. S., & Gilbert, J. (2006). Achieving ethics and fairness in hiring: Going beyond the law. *Journal of Business Ethics*, 68(4), 449–464.

Ali, R. (2017). *Technology and the Dehumanization of the workplace.* Available: https://www.linkedin.com/pulse/technology-dehumanization-workplace-rami-hage-ali/. Last accessed 2nd April 2017.

Annual Leave. (2020). *How COVID-19 Is Affecting Recruitment in 2020 And Beyond.* Available: https://www.annualleave.com/how-covid-19-is-affecting-recruitment-in-2020-and-beyond/. Last accessed 22nd of March 2021.

Appel, G., Grewal, L., Hadi, R. & Andrew, S. (2019). The future of social media in marketing. *Journal of the Academy of Marketing Science*. 48 (1), 79-95.

Ardill, L. (2020). *How COVID-19 is impacting recruitment in Ireland .* Available: https://www.siliconrepublic.com/careers/recruitment-ireland-covid-19. Last accessed 22nd of March 2021.

Article 29 Data Protection Working Party. (2017). Opinion 2/2017 on data processing at work.

Atkinson, R. (2019). *5 Ways Technology Has Changed Recruitment.* Available: https://www.linkedin.com/pulse/5-ways-technology-has-changed-recruitment-ryan-atkinson/. Last accessed 2nd April 2021.

Berman, E., Bowman, J., & West, J (2020). *Human Resource Management in Public Service: Paradoxes, Processes, and Problems*. 4th ed. USA: SAGE. 41-107.

Bizer, C., Heese, R., Mochol, M., Oldakowski, R., Tolksdorf, R. and Eckstein, R., (2005). The Impact of Semantic Web Technologies on Job Recruitment Processes. *Wirtschaftsinformatik*.1367-1381.

Blackwell, C. W.: 2004, 'Current Employee Privacy Issues', *The Journal Applied and Entrepreneurship* 9(1), 113-118

Bratton, J & Gold, J. (2017). Contemporary Issues: HRM in a Global World. In: Palgrave *Human Resource Management: Theory and Practice*. 6th ed. UK: Macmillan. 367-391.

Breaugh, J (2016). *Talent Acquisition: A Guide to Understanding and Managing the Recruitment Process*. USA: SHRM. 45-60.

Broughton, A., Higgins,T., Hicks, B., & Cox, A. (2010). *Workplaces and social networking: The Implications of employment relations.* Retrieved from http://www.acas.org.uk/media.pdf/f/q/1111_Workplace_and_Social_Networking - accessible-version-Apr-2012.pdf

Bryman, A., 2008. *Social Research Methods*. 3rd ed. Oxford: *Oxford University Press,* Chapter 9.

Cappelli, P. (2019). Your Approach to Hiring is Wrong. *Harvard Business Review*. May - Jun (1), 48-58.

Careerebuilder.com: 2008, *'One-In-Five- Employers used Social Networking Sites to Research Job Candidates*, Careersbuilder.com Survey Finds', http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?. Accessed on the 9th of December 2020

Careerbuilder.com(2014). *Number of employers passing on applicants due to social media posts continues to rise, according to New Career Builder Survey* - CareerBuilder (WWW Document). Retrieved from:

http://www.careerbuilder.ca/share/aboutus/pressreleasedetail.aspx?sd=6%2F26%2F2014&id=pr829&ed=12%2f31%2F2-14. Accessed on the 10th of February 2021

CareerBuilder. (2018). *More than half of employer have found content on social media that caused them not to hire a candidate*, according to recent CareerBuilderSurvey. http://press.careerbuilder.com/2018-08-09-More-Than-Half-of-Employers-Have-Found-Content-on-Social-Media-That-Caused-Them-NOT-To-Hire-a-Candidate-According-to-Recent-CareerBuilder-Survey.

Chang, C. W., & Heo, J. (2014). Visiting theories that predict college students' self-disclosure on Facebook. *Computers in Human Behavior*,30, 79–86.

Clark, L.A.,& Roberts, S.J. (2010). Employer's use of social networking sites: A socially irresponsible practise. *Journal of Business Ethics*, 95, 507 - 525.

Cowles, Kathleen V. (1988), Issues in qualitative research on sensitive topics, Western *Journal of Nursing Research*, 10, 2, pp.163-179.

Cunliffe, A.L. (2010) 'Retelling tales of the field: in search of organizational ethnography 20 years on' *Organizational Research Methods* 13(2): pp. 224-239

Deadrick, D. and Stone, D., 2014. Human resource management: Past, present, and future. *Human Resource Management Review*, 24(3), pp.193-195.

Dishman, L., 2014. *Forget LinkedIn, Why You'll Find Your Next Job Using Facebook*. [online] Fast Company. Available at: <https://www.fastcompany.com/3029808/forget-linkedin-why-youll-find-your-next-job-by-using-facebook> [Accessed 30 April 2021].

Doyle, A., 2019. *Is LinkedIn Worth It, or a Waste of Time?*. [online] The Balance Careers. Available at: <https://www.thebalancecareers.com/is-linkedin-a-waste-of-time-2062320> [Accessed 30 April 2021].

Driver, S. (2020). *Keep it Clean: Social Media Screening Gain in Popularity.* Available: https://www.businessnewsdaily.com/2377-social-media-hiring.html. [Accessed 1 February 2021]

Dundon, T & Anthony Rafferty (2018) 'The (potential) demise of HRM'. *Human Resource Management Journal*, 28 (3):337-391.

Ferstl, O., 2005. *Wirtschaftsinformatik 2005*. Heidelberg: Physica-Verl., pp.1167-1381.

Gandini, A. and Pais, I., 2017. Social Recruiting: Control and Surveillance in a Digitised Job Market. *Humans and Machines at Work*, pp.125-149.

Gelinas, L., Pierce, R., Winkler, S., Cohen, I., Lynch, H. and Bierer, B., 2017. Using Social Media as a Research Recruitment Tool: Ethical Issues and Recommendations. *The American Journal of Bioethics*, 17(3), pp.3-14.

George, D and Green M. (2014),'Medical student views on the use of Facebook profile screening by residency admissions committees', *Postgraduate Medical* 90, pp.251-253.

Golden-Biddle, K. & Locke, K. (1997) *Composing Qualitative Research*, London: Sage

Gustafson, A., 2013. In defence of a utilitarian business ethic. *Business and Society Review*, *118*(3), pp.325-360

Hargittai, E. (2010). Digital na(t)ives? Variation in Internet skills and uses among members of the "next generation". *Sociological Inquiry,80*, 92–113.

Hazelton, A & Terhorst, A. (2015). Legal and Ethical Considerations for Social Media Hiring Practises in the Workplace. *Western Michigan University.* 7 (2), 53-59.

Hebberd, L., 2017. *The Evolution of Finding Candidates*. [online] Undercover Recruiter. Available at: <https://theundercoverrecruiter.com/evolution-finding-candidates/> [Accessed 22 February 2021].

Hosan, S & Liu, P. (2020). The Role of Social Media on Talent Search and Acquisition: Evidence from Contemporary Literature. *Journal of Intercultural Management*. 12 (1), 94-137

Hronich, C. (2018). *HR may be falling behind on technology.* Available: https://www.benefitnews.com/news/hr-may-be-falling-behind-with-technology. [Accessed 25 April 2021].

Hudson, M. (2020). *What is Social Media? Definition and Examples of Social Media.* Available: https://www.thebalancesmb.com/what-is-social-media-2890301. [Accessed 27 April 2021].

Jacobson, J. & Gruzd, C. (2020). A Cybervetting Job Applicants on Social Media: The New Normal?. *Ethics in Information Technology*. 22 (22), 175 - 195.

Jansen, H. (2010). The Logic of Qualitative Survey Research and its Position in the Field of Social Research Methods. *FQS*. 11 (11).

Jeske, D. and Shultz, K.S. (2019), "Social media screening and content effects: implications for job applicant reactions", International Journal of Manpower, Vol. 40 No. 1, pp. 73-86.

Jeske, D. and Shultz, K. S. (2016) ‘Using social media content for screening in recruitment and selection: pros and cons’, Work, Employment and Society, 30(3), pp. 535–546.

Kaupins, G. and Park, S., 2011. Legal and Ethical Challenges of Corporate Social Networking. Journal of Communications Research, 2.

Lussier, R. N. (2015). Management fundamentals: concepts, applications & skill development (7th ed.). Los Angeles, CA: SAGE. Marwick.

Livingstone,S.:2008, ‘Taking risky Opportunities in Youthful Content Creation: Teenagers’ Use of Social Networking Sites for Intimacy, Privacy and Self- Expression’, New Media & Society 10(3), 393-411.

Marwick, A. (2013). Ethnographic and Qualitative Research on Twitter. In: Weller, K., Bruns, A., Burgess, J., Mahrt, M., & Puschmann, C. *Twitter and Society*. New York: Peter Lang. 109-122.

McCann, M. (2020). *Recruitment Procedures - Employment Law.* Available: https://www.maneelymccann.ie/factsheets/employment-and-related-matters/recruitment-procedures-employment-law. [Accessed 8 March 2021].

Moore,B. (2011). Social Networking in the workplace. Business Lexington, 1-2.

Muller - Heyngyk, R. (2019). *AI in hiring is putting off candidates.* Available: https://www.hrmagazine.co.uk/content/news/ai-in-hiring-is-putting-off-candidates. [Accessed 2 April 2021].

Ombanda, P & Obonyo, P. (2019). Critical Analysis of Ethics in Human Resource Management and Employee Performance. *International Journal of Scientific and Research Publications*. 9 (1), 583-584.

O'Connor, H., & Madge, C. (2003),"'Focus groups in cyberspace'": using the Internet for qualitative research", Qualitative Market Research: An International Journal, 6, 2, pp.133-143.

Paine, L. S. (1994). Managing for organizational integrity. Harvard Business Review. Retrieved from https://hbr.org/1994/03/managing-for-organizational-integrity

RiskAware [WWW Document]. (2017). Retrieved 13 March, from, 2021 https://riskaware.com/our-products/social-media-screening/.

Ruparel, N., Dhir., A., Tandon, A., Kuar., & Islam, J. (2020). The Influence of Online Professional Social Media in Human Resource Management: A Systematic Literature Review. *Technology in Society* . 63 (1),

Saharan,T . (2021). Problems and Prospects of Social Media Recruitment . In: IGI Global *Transforming Human Resource Functions with Automation*. India: Doon Business School . 82-84.

Society for Human Resources Management (SHRM) (2016A). SHRM survey findings: Using social media for talent acquisition: Recruitment screening. January 7, 2016. Available at: https://www.shrm.org/research/surveyfindings/pages/social-media-recruiting-screening-2015.aspx. [Accessed on 22 February 2021].

· Sprague,R. (2011), Invasion of social networks: Blurring th elines between personal life and the employment relationship. University of Louisville Law Review, 50(1), 1-34.

Tecassala, V. (2013). The use of Social Networking as a tool employers in screening job candidates during the recruiting process: The ethical dilemma. Irish perspective. *National College of Ireland* . 1 (3.5.2), 37-43

UKEssays. November 2018. Business Ethics on Human Resource Management. [online]. Available from: https://www.ukessays.com/assignments/business-ethics-on-human-resource-management.php?vref=1 [Accessed 6 March 2021].

Utz, S. (2016) 'Is LinkedIn making you more successful? The informational benefits derived from public social media', *New Media & Society*, 18(11), pp. 2685–2702.

· Vicknair, J., Elkersh, D., Yancey, K., & Budden, M. (2010). The use of social networking sites as a recruiting tool for employers. American Journal of Business Education, 3 (11), 7-12

Vieira, H. (2018). *Digital Hiring: What Recruiters can see on your Social Media.* Available: https://blogs.lse.ac.uk/businessreview/2018/04/12/digital-hiring-what-recruiters-can-see-on-your-social-media/. [Accessed 13 April 2021].

Villeda, M., &Mc Camey, R. (2019). Use of social networking sites for recruiting and selecting in the hiring process. International Business Researcher, 12(3), 66-78.

Villegas, S., Lloyd, R., Tritt. & Vengrouski, E. (2019). Human Resources as Ethical Gatekeeper: Hiring Ethics and Employee Selection . *Journal of Leadership, Accountability and Ethics*. 16 (2), 80-87.

Vitelar, A. (2019). Like Me: Generation and the Use of Social Media for Personal Branding. *Management Dynamics in the Knowledge Economy* . 7 (2), 257-268.

Vroman, M Stulz,K. (2016). Employer Liability for using Social media in Hiring Decisions. *Journal of Social Media for Organisations*. 3 (July), 3-10.

Wester, Fred P.J. (2000). Methodische aspecten van kwalitatief onderzoek. In Fred P.J.. Wester, Adri Smaling & Lambert Mulder (Eds.), *Praktijkgericht kwalitatief onderzoek* (pp.15-40).

Williams, D. L., Crittenden, V. L., Keo, T., & McCarty, P. (2012). The use of social media: An exploratory study of usage among digital natives. Journal of Public Affairs,12, 127–136.

Zalta, E. (2020). *Epistimology .* Available: https://plato.stanford.edu/entries/epistemology/. [Accessed 29 April 2021].

Zojceska, A. (2020). *3 Ways COVID-19 Has Changed the Recruitment .* Available: https://www.talentlyft.com/en/blog/article/401/3-ways-covid-19-has-changed-the-recruitment . [Accessed 22 March 2021].

Appendices

Survey Questions

You are invited to take part in this research which aims to explore the impact of social media sites have had on the recruitment process and if the introduction of social media has challenged ethics in the screening process. The main purpose of the survey is to determine whether social media is used in the screening process.

In this study, you will be asked to provide some information about you job role and how you got there. You will also be asked questions about your social media use in relation so recruitment screening, your opinion on social media profile security and ethical concerns in regarding social media viewing in the recruitment process. This survey will take about 30 minutes to complete. Please feel fell to write as much or as little has you like.

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. This information will only be accessible to the research (Orla Kenneally).

You may withdraw from your 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, please do not hesitate me to contact me at x19190913@student.ncirl.ie .

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

1. 1. How long have you working in HR?

2. 2. What is your position in your organisation?

3. 3. Has social media become a factor in recruitment practice?

4. 4. Does your organisation use social media in advertising vacancies?

5. 5. If yes, what platform would you use?

6. 6. Do you feel social media platforms are more popular with under 30's?

7. 7. Is social media affecting the recruiting of younger candidates?

8. 8. When in the screening process would you look for your company values in a candidate or do you believe they can be taught throughout the training process?

9. 9. If you were to search a candidate on social media, do you believe that social media could be used to gain a better knowledge of candidates?

10. 10. Do you think platforms like LinkedIn are beginning to replace traditional C.V'S?

11. 11. What information would you look for from a candidates social media profile?

12. 12. In your opinion are candidate social media profiles becoming a factor in the recruitment process?

13. 13. What are the motives and risks of using social media in searching and acquiring talent?

14. 14. Do you feel employers can be held accountable for what their employees posy on social media?

This content is neither created nor endorsed by Google.

Google Forms