

# Social Networking Websites and Their Effect in Contemporary Human Resource Management - A Research Approach

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## Abstract

*Social Media, the new term that has invaded our daily lives in high velocity, consists of social networking, playing interactive games, making international friendships and communicating, in general, worldwide. On the other hand, Human Resources are occupied with terms such as recruitment, career advancement, motivation, employability, evaluation. Those two seem so different and diverse but nowadays a correlation and a parallel walk is occurring. Social Media sites such as Facebook, LinkedIn, Twitter etc are currently being utilised as a company promotion tool under their will to reach in a personal way each 'user' or as a possible employability entrance, and, in some recent cases, reason for dismissal. But how these two actually combine or better correlate? This latter in addition, firstly, to the way this relation is widely perceived by potential and current employees as well as companies' Human Resources departments and secondly, the emergence and application of all these in the case of Greece, will be the research scope of this paper presenting the traditional way of recruitment and selection as well as career advancement and evaluation through the basic principles of Human Resources Theory and practical experience, in correlation with the will to explore and investigate the opportunity or not to utilise social media as an additional tool in order to advance in a modern world of Human Resources.*

**Keywords:** "Social Media", "Recruitment", "Human Resources Evaluation", "Employability", "Modern Technologies"

*Everyone has the right to participate in the Society of Information. Easy access to electronic transmitted information as well their production, exchange and spread consists of an obligation of the State.*

Hellenic Constitution 1975/1986/2001/2008, article 5A, 2

## 1. Introduction

Over the past few years it has become inevitable to be familiar with most of the problems faced by industries worldwide. The ongoing recession has as cost dramatic changes in the business world. Words such as bankruptcy, layoffs and cost reduction have become increasingly familiar and common. Human resource management has also taken its share of these cuts. One area where companies want to find more efficient and effective as well as cost-effective ways to act is recruitment. There is always the need for recruitment in the business world and companies spend fortunes on it. It is also clear that the hiring process is all the time a thought about new prospects.

All the time companies are trying to find more conventional ways to recruit more people and companies have discovered that web-based hiring is more efficient than the traditional ways, such as advertisements in newspapers. Internet advertising has longer lifetime cycle and in many cases it is also free, or at least cheaper than advertising in newspapers. Nowadays, people that are seeking work are based on the Internet, for example in social media websites where thousands of new job ads are posted and advertised daily.

Furthermore, during these years, a new phenomenon called social media has surfaced in our society and has become a hot topic around the world. All media are full of articles about social media. Social networking sites quickly became very popular presenting and magnifying every day millions of users around the world. Companies have realized that explosion. As the core idea of social media is based on free and no cost access, companies seem to resort to social media like Facebook, LinkedIn. Companies want to have as many fans as possible and their own profile but they do not even think about how to use them.

Suddenly everyone is talking about hiring through social media, without really knowing what to do there, either on the part of companies or the side of job seekers. In Greece, many seem to discuss the possibilities of social media in recruitment, but results are still missing. Companies can succeed in recruiting through social media; Jobseekers via social media can be assured of their reliability or being hired without the traditional recruitment? In what ways can social media be used for recruitment and are these methods effective?

## 2. Human Resource Management

Human resource management (HRM), in a professional context, consists of the *"effective and efficient management of employees of an organization (human resources) to achieve the desired objectives"* (Beardwell et al, 2004). HRM has replaced its predecessors, such as personnel administration and personnel management, incorporating traditional elements of management - human resource development, job design, recruitment and selection, compensation, career management, with company's strategic objectives (and Buchanan and Huczynski, 2004). HRM perceives employees similar to other resources such as finance and technology as it must be effectively managed to ensure the best performance for the entire company (Compton et al., 2009).

### 2.1. Recruitment and Selection

There will always be a need for hiring new employees, and finding effective ways to recruit people is a key issue for the business world of today. This is the key issue and the driving force behind recruitment around the world as it is vital to survival and development in modern business world (Bourandas, 2005). *"Organizations recognize the important role of their people in achieving and maintaining a competitive advantage, and that, therefore, are aware of the need to attract better caliber people"* (Foot & Hook, 2008).

As recruitment are described *«the practices and activities carried out by the organisation with principal aim to identify and attract potential employees»* (Breaugh & Starke, 2000, according to Parry & Wilson 2009). The intake is designed to attract applicants and to fill vacancies in order to maintain proper levels of staff to match the strategy of an organization. Due to the competitive labor market, the company must also *"sell"* itself and the vacancy to potential candidates presenting their work benefits. (Compton et al. 2009)

According to Foot and Hook (2008), the recruitment process is not a simple process and should always be considered from three different perspectives: legal, ethical and business. It is very important to remember all these three points to avoid potential problems on the course and achievement of process objectives. It should also be remembered that the whole process is in line with the human resources strategy of the organization (Boyll and Purcell, 2003).

### 2.2. Job description and personal traits

Usually, it is recommended that the next step of the process is to make the job description and set personal standards for applicants (Emerald, 2005). This means that the company lists a number of specific features and capabilities they want from prospective employees, but also list the key elements of the job they want to pay. One common way to do this is to break the job description into smaller parts to find the job's main objectives (Torrington et al., 2008).

### 2.3. Job advertising

When the company has chosen the way of recruitment and has determined the vacancy and what is required by the applicant, it is time to choose how to promote employment. The company should choose the best way to inform people about the job, taking into account the specific vacancy (Kessler, 2006). There are of course several ways to promote the job, some of which are for example the newspaper, employment agencies, the company's website, recruitment websites on the internet, radio or television and contact with local schools and universities (Russo et al, 1995). Also, if the company wants to fill the vacancy through internal company network (Intranet) or other internal sites are usually the most effective way to promote employment (Whiddett & Kandola, 2000).

There are several aspects to consider when choosing the right method of advertising. Following the terms of Whiddett & Kandola (2000) the main factor to consider is of course the chance to find the right candidate from this way of advertising. Some other issues to consider for example is the cost of advertising.

One aspect is also the life cycle of the mass media instrument. On the Internet, the life cycle is of course longer and allows the display of the duration of the advertisement (Valvis, 2005). Markkanen (2002) reported that is studied that for active job seekers, the ad is "hot" only for ten days and, if the ad is displayed for too long can actually make it unattractive to candidates, creating questions about what is wrong with the company since it is so difficult to find workers.

#### 2.4. Pre-selection of candidates

After time has expired for applications, is time for applications to be checked out and find the best candidates. If the pre-recruitment procedures are performed properly, it is much easier for the first inspection (screening) of applications to be realised (Fish and Macklin, 2004). For example, if the job description requires a specific educational or professional background is easy to control and to categorize the entries under these conditions (Österberg, 2009). The company should reflect the candidacy in various aspects that are needed and desired by the prospective employee (Vaxevanidou, Rekleitis, 2008). These aspects may be, for example how the person fits within the company? How the person fits the operating team and of course the person should be evaluated beyond the specific job criteria listed in the job description and personal characteristics. (Emerald, 2008; Torrington et al. 2008)

#### 2.5. The interview

After the first steps of the pre-selection process, companies often choose to use interviews to distinguish the right candidate and to really explore what kind of personalities behind the application forms are hidden. A typical interview is that of face to face (Galanaki, 2002). Telephone interviews are also widely used in cases where for example is not geographically possible to have face to face interviews. Interviews can also be made through recruitment agencies or local work centers, but usually companies refuse to hire people if they have not met with them personally (Marler, 2009; Foot & Hook, 2008).

According to Woodall et al (2009) and Foot & Cook (2008) interviews are still the most common way to select the best candidate even though studies show that the performance in the interview does not really reflect the future performance of the employee. Therefore, it is important that the interview should be conducted thoroughly and the person who assumes it to know what to do. There are several cases of errors occurring through the interview process, and it is important to know how to avoid and how to conduct a good interview process to test the reality of future job performance.

### 3. Social Media

*Facebook allows people to be self-promoted, changing their profile and pictures, demonstrating how many hundreds of friends they have. I know some that have over 1000.<sup>1</sup>*

Carol Craig<sup>2</sup>

*If Facebook is becoming a place where people go to "repair" their ego and find social acceptance is crucial to discover the negative elements and the kinds of people likely to adopt.<sup>3</sup>*

Christopher Carpenter<sup>4</sup>

The term social media refers to the use of technologies based on Internet communication and make communication an interactive dialogue (Calvo-Armengol and Jackson, 2004). Kaplan and Haenlein (2010) define social media as "a group of web based applications that build the ideological and technological foundations of Web 2.0 and allows the creation and exchange of data by users." Social media is a means for social interaction, as a superset beyond the natural social communication. As enabled by the existing and expanding communication techniques, social media have changed substantially communication between both organizations and individuals (Kietzman et al, 2011; Henricks, 2009).

<sup>1</sup>From website <http://tvxs.gr/news/internet-mme/facebook-mas-kanei-narkissistes> (accessed on 25/3/2012).

<sup>2</sup>Social scientist, CEO of British Centre for Confidence and Well-being.

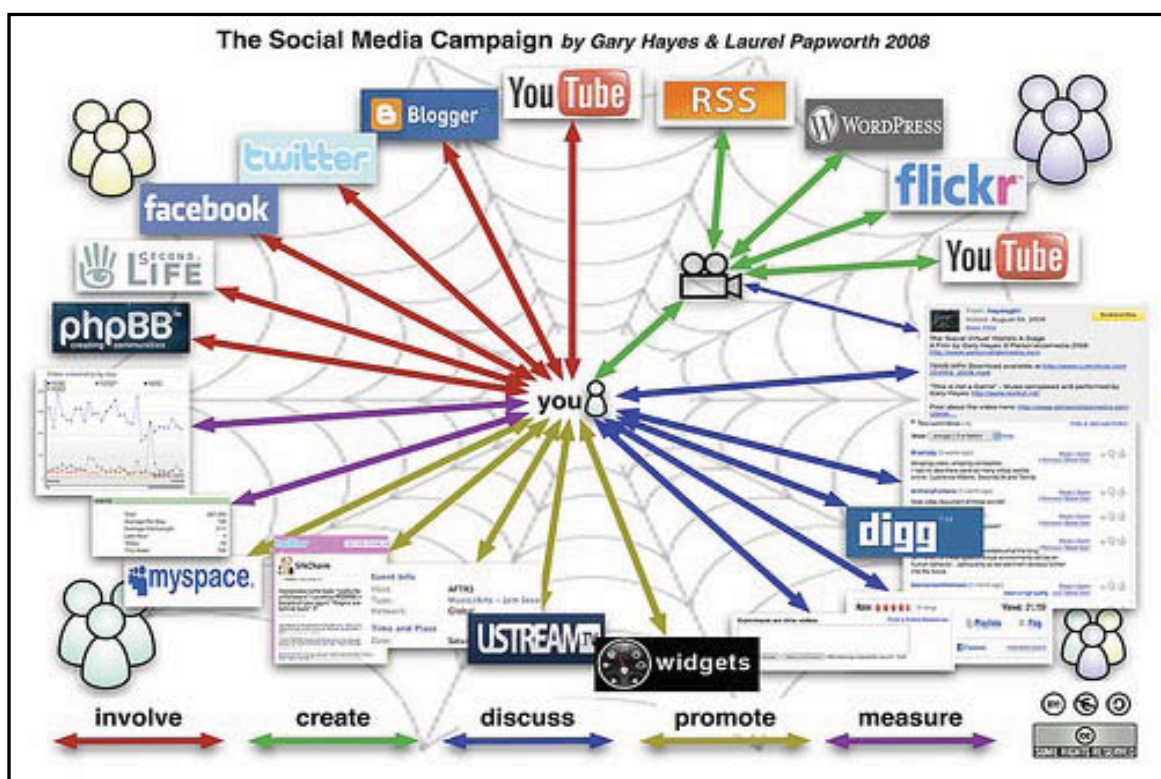
<sup>3</sup>From website <http://tvxs.gr/news/internet-mme/facebook-mas-kanei-narkissistes> (accessed on 25/3/2012).

<sup>4</sup>Researcher at Western Illinois University.

The first social networking pages made their appearance in the 1990's with the names SixDegrees.com, Evite.com and Classmates.com. Today, Internet has 350 of such sites, 150 of which are active with hundreds of millions of members. The unique greek website is zoo.gr, which numbers around 900,000 users (Dara, 2009; Karanatsi, 2009).

Social media in the modern and rapidly changing technological environment literally springing up one after another and now hold an important place in everyday life of the average Internet user. They can be categorized into certain types according to their usefulness and their character (Pitkänen, 2010). The most famous social networking tool, Facebook<sup>5</sup> belongs to the broad category of social networks (social networks). In this category falls as well LinkedIn, which unlike Facebook is mostly used for business purposes. Other widely known networks in this category is MySpace, Hi5, Bebo, Xing and the Greek Pathfinder Me (Papacharissi, 2009). Another large category is microblogging, where Twitter belongs, and other categories of social media are blogs, social networks based on geographic location, social bookmarking, social shopping, online collaboration (like Wiki), social gaming platforms, social news platforms, management tools and document processing, distributing photographs and other artistic works, and distribution of video presentations, distribution of music critics, and platforms with questions and answers on various topics (Fu, 2007; Decker, 2006).

Figure 1. *The Social Media Campaign*



Source : <http://cool-millionaire.com/free-social-media-marketing-plan---the-top-4-ways-to-use-social-media-in-your-online-marketing-article-source/> (accessed on 25/3/2012).

### 3.1. Social Media and Human Resource Management

Among social media Facebook is holding the lion's share with over 400,000,000 registered users, Twitter with more than 100,000,000 users, while LinkedIn has over 65,000,000 users. In Greece, Facebook has over 400,000 registered users and LinkedIn over 20.000 (CROB-L, 2010). Although Facebook and LinkedIn seem to be used for different purposes in different contexts, ie Facebook allows to connect with friends, and handling personal information creating new acquaintances (Papacharissi, 2009), while LinkedIn allows connection with businesses, enhancing skills in the market, the movement of knowledge and experiences and planning future career moves (Trusov et al, 2009; van Zyl, 2009), in fact both of these social networks and all others are designed for the promotion of individual and effective communication, but also offer opportunities to create new connections between people or people and businesses (Caers and Castelyns, 2010; Stamper, 2010).

<sup>5</sup>For co-founder, CEO and President of Facebook, Mark Zuckerberg, read on website [http://www.time.com/time/specials/packages/article/0,28804,2036683\\_2037183,00.html](http://www.time.com/time/specials/packages/article/0,28804,2036683_2037183,00.html) (accessed on 25/3/2012).



After using social media for marketing and advertising, the firms' departments of human resources management could not take advantage of the charismatic candidate tank, but also to use social media as tools for more effective human resource management (Grawford, 2010, Juusola, 2010). One to tie human resources management with social media should refer to its functions and how each function can use these tools.

On the other hand there are those who disagree with the use of the internet and especially social networking sites because they feel that "the functions and features to be seen apart from the social relations within which it exists ..... in any case internet is not a mass space ..... these specific pages, as shown ..... are situated in the design of capitalists who own and who directly control them " (Odigitis, v. 988).

### 3.2. Research about Social Media in Human Resource Management

*In an information society, human resources is at the cutting edge. And it means that human resource professionals are becoming much, much more important in their organization.*

J. Naisbitt

The last few years researchers have dealt with the impact of social media in human resource management and particularly the effectiveness of the functions of attracting, selecting and recruiting candidates. According to a research company Jobvite, 2011, to companies that have their headquarters in the U.S., came to the following interesting results:

- Over 80% of companies said they use social media and 9% will be launched soon.
- The percentage of use of social media for selecting staff increased last year by 12%.
- Nearly 2/3 of those who make the choice of candidates have managed to hire a talent using social networks, 5% higher than last year.
- Among the social networking sites used for personnel selection in the first place is LinkedIn, and Facebook follows with some difference. Furthermore, 64% of the companies under investigation, says that it uses two or more social media for personnel selection.
- 100% of Fortune 500 companies (ranking of American companies in the magazine) have executives with profile on LinkedIn and 75% of Fortune 100 companies pay for ads and / or for improved search services.
- 55% of companies who are located in USA increase their investment in staff selection through social media.
- Finally, over two million firms have profile in LinkedIn (Jobvite, 2011).

Apart from the U.S.A that are considered pioneers to introduce innovative ways of attracting and selecting staff, inquiries are made for the EU countries. For example, Caers and Castelyns (2010), making a similar study in small, medium and large Belgian companies, concluded that both social networking sites, LinkedIn and Facebook are used by managers in recruiting and selecting staff, and although in this case the latter is considered less suitable than the first to find vacancies. It was also found that both platforms are used by many companies to increase the volume of information on the candidates before the selection interview, and a small fraction influence the success of the candidate to be invited. Also, managers often pay more based on information derived from LinkedIn, rather than Facebook, because of the promotion of the first of training and professional experience of the candidate. Those responsible of the selection process of staff admit that they would look at all information of a candidate on Facebook, if they are open to public. In this way bias towards candidates are created even before the interview, and those responsible for selecting said they were able to draw conclusions about the personality and behavior of candidates even from their photos on the internet (Caers and Castelyns, 2010; Kaplan, 2010).

In our country the survey conducted by the Department of Organizational Behavior and Leadership (CROB-L) in collaboration with the Economic University of Athens (Nikolaou, 2010), its goal was to capture the use and effectiveness of social sites and job search. Some interesting results of this research were that:

- The internet and social networking sites used in the field of human resources mainly for personnel recruitment and selection (67%).
- LinkedIn use is increased to search for middle and senior management and Facebook use is limited for the same purpose.
- Levels of use of social networking sites as tools to search for information in relation to candidates is low compared with those of foreign countries.
- HR Managers target more candidates than looking in depth information about them.
- Most active users of social media to find work are youngsters and women.
- Candidates workers in Greece do not even consider social media as effective to find work, still using job boards and consider the role of social media purely for information (Nikolaou, 2010).

### 3.3. The interview

The next stage of the selection process is the interview. Apart from the notification of candidates by the company through a platform of social networking or microblogging, like Twitter, which allows to send messages to multiple users at no cost and immediately, the interview may be conducted with the tools of another category of social networking (Kluemper and Rosen, 2009; Pollitt, 2008). These programs are mainly software such as Skype and MSN messenger which allow the user to send instant messages, phone call or video call with another person or group. This enables the reduction of transition costs of the candidates at the interview. In no way such an interview could replace the personal interview, but it can give a first impression of someone talented prospective employee, who could not be detected by CV alone (Pollitt, 2005; Galanaki, 2002).

## 4. Research Methodology

This study is an exploratory research whose goal is not to establish a problematic situation with regard to the examined topic, but to examine the possibility of connecting and completing the recruitment process and selection of social networking and whether this modern approach towards the current traditional way is effective (Rontos and Rapanis, 2006).<sup>6</sup>

### 4.1. Data collection

A research study usually involves primary and secondary data. According to the collection, primary data can be divided into quantitative and qualitative. The quantitative data consist of numerical measures to quantify the data and the effective statistical relationship between the predetermined variables in order to classify the results into standardized categories, a process within the scope of this study. Qualitative data can be acquired through a variety of sources, the most common of which are interviews, observations and focus groups. Quantitative primary data is collected for this study because they are more suitable for research, given the nature of the issues pursued and analyzed. For this study, the source of information was the completion of questionnaires.

For the secondary data concerned, their collection and analysis used to examine trends over time. The secondary data used in this study, gathered from books, Greek and foreign, journals, research and reports, related websites, official statistics and newspaper articles relating to current trends of social networking with human resource management.

The methodology of this article is based both in structured questionnaires administered via electronic mail (e-mail) consisting of open-ended and multiple choice (closed) questions seeking personal reasons that the answer provided to cover different age groups (18 and above), the different educational levels and occupations, to cover all sides of the spectrum. Secondly, an overview of the literature that was used was through academic journals and books.

The main duration of the questionnaires ran on average about 10 minutes, but some of the questions generated additional responses, demonstrating the willingness of participants to answer questions and interest in the subject. Finally, confidentiality was assured through a written cover letter signed by the research supervisor.

The nature of this study requires a non-probability sampling, on the ground that the findings can be generalized to the population, since they are its personal views on the issues of sample required. Moreover, among the various types, convenience sampling was used in this exploratory research because, during preliminary research in order to effort to take up a mixed assessment of results, the researchers did not want to incur costs or to spend the time needed to select a random sample.

### 4.2. Limitations

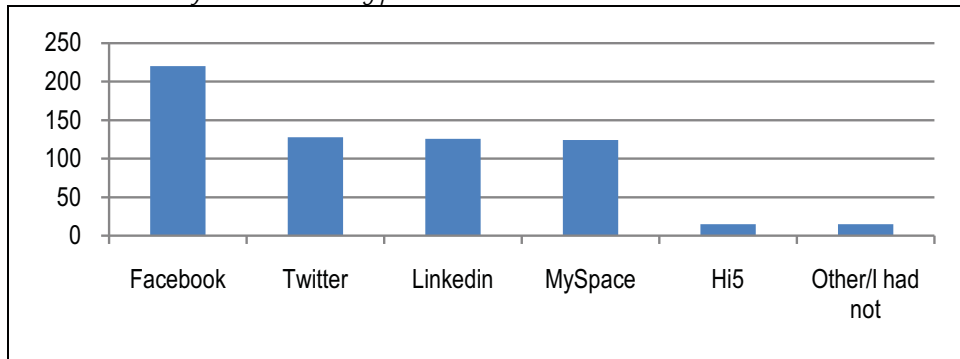
Data analysis was realised with the statistical program SPSS for better quantification and analysis of research data because it includes a variety of possibilities as well it is regarded as the most appropriate means of data processing of such social researches. The nature of this study highlighted a number of barriers in terms of accuracy of data collected and the process to achieve the research objectives. One limitation was the fact of ignorance of correlation of social networking with human resources, namely recruitment and selection as it is a subject that is still in its infancy in Greece. Finally, a second was the quality of officially published data that remains uncertain as there is a limited number of official data.

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<sup>6</sup>Valuable contributions were made by Ms M. Tsouri, BSc (Applied Informatics, University, Macedonia), MSc (Management, ATEI of Larisa and University of Staffordshire), the entry of questionnaires and processing of survey data.

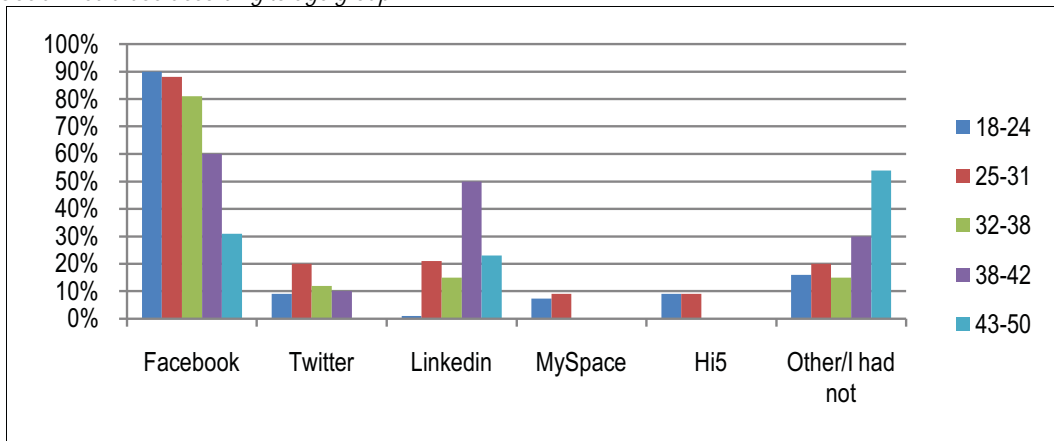
5. Research Results

Diagram 1. Number of users for every social networking platform



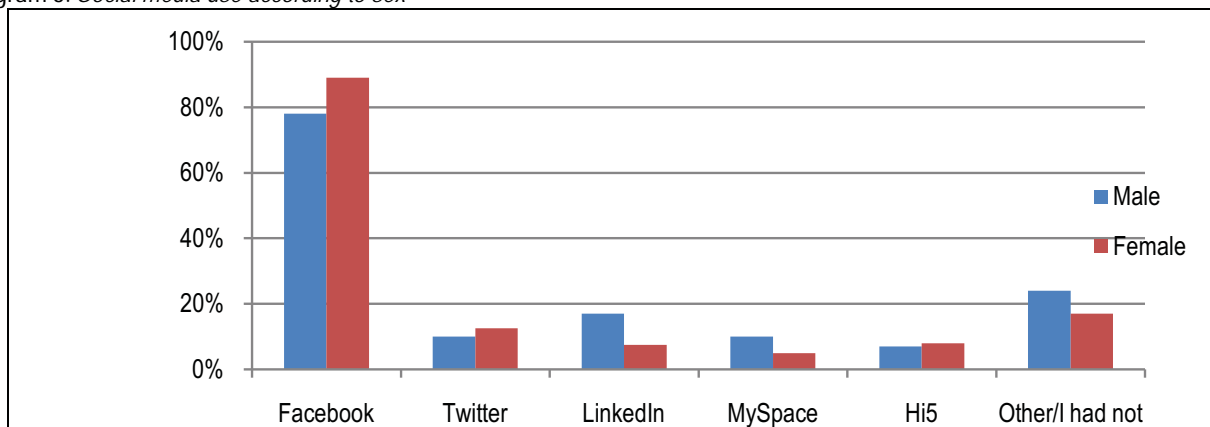
From the previously mentioned it is ascertained that the majority of those questioned has created a Facebook account/page.

Diagram 2. Social media use according to age group



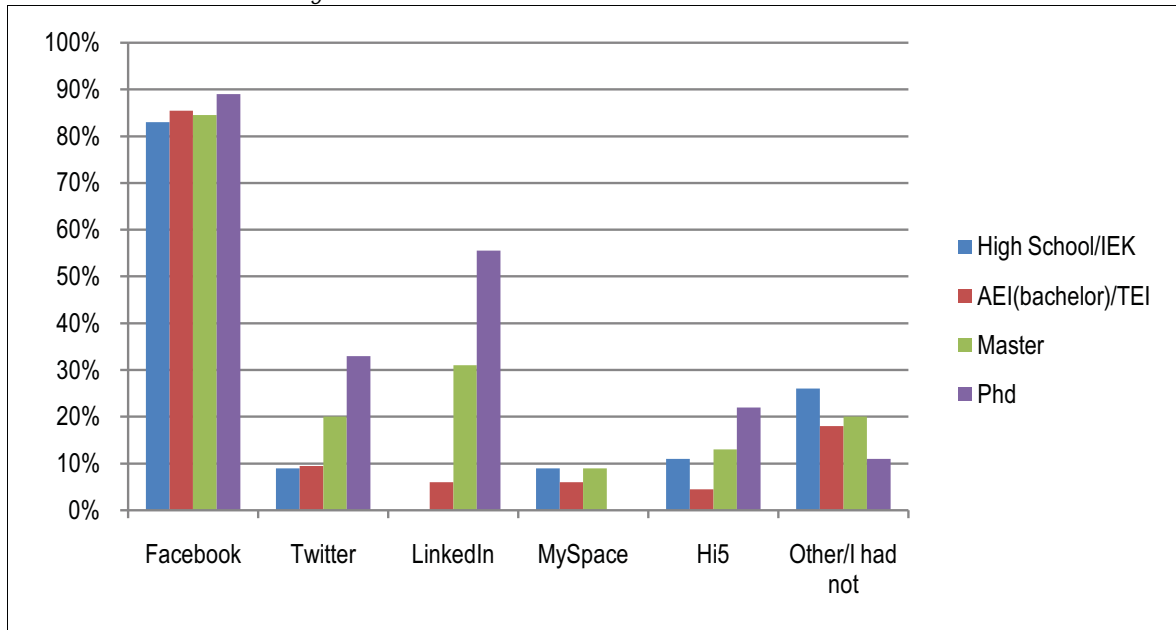
We see that in all age groups a large proportion of users keeps a profile on Facebook. But it seems that as age increases the smaller the % rate on the number of users in each age group. The use of twitter is stable with a maximum of about 20% of users in the age group 25-31. The percentage of LinkedIn users seems to increase with age increasing, which may be due to the use of that specific social networking platform. On the other hand, MySpace and Hi5 are being reduced by age increasing and in the older age groups present with no users share. This is because most are aimed at young audience Age. Finally, with age increasing, a larger percentage of people who either do not use, or use some of the less popular social networks appear.

Diagram 3. Social media use according to sex



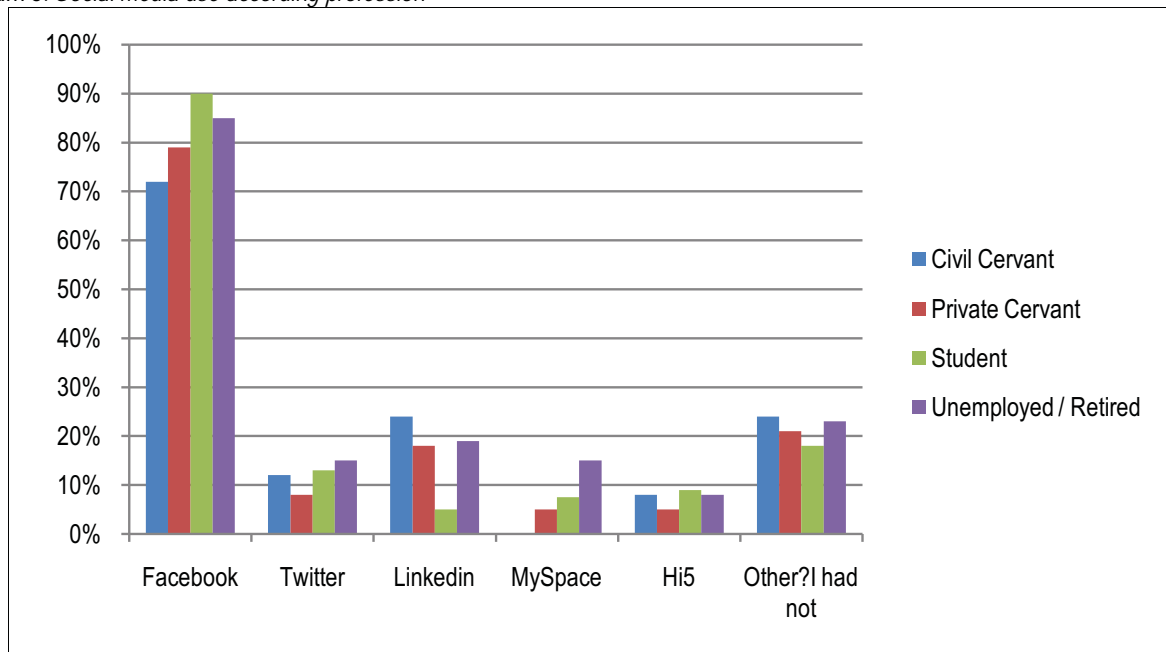
We observe that the largest proportion of users in both sexes has Facebook users. A higher percentage is that of women users on Facebook, on twitter and hi5. Male users of Myspace and LinkedIn have a higher percentage. Finally, a higher percentage of men has a profile on another social platform, or do not have a profile on any social platform.

Diagram 4. Social media use according to educational level



Facebook has high percentages in all educational levels. Notable is the fact that LinkedIn seems not to be used at all by high school graduates.

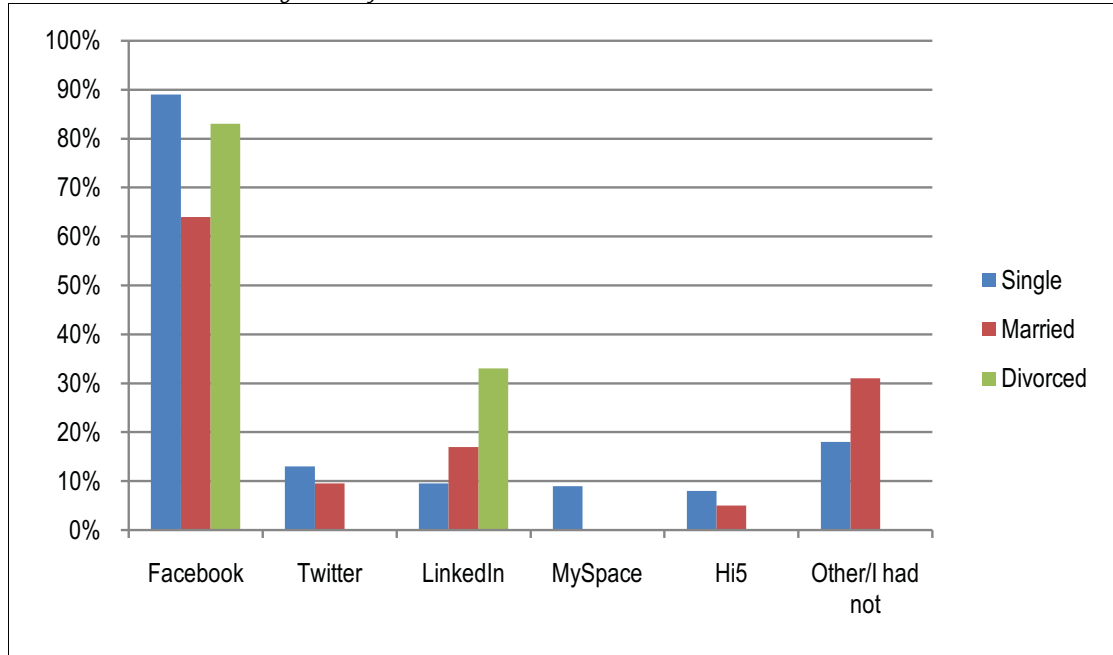
Diagram 5. Social media use according profession



Facebook presents with high rates in every category. On the other hand, reduced is LinkedIn use in students.

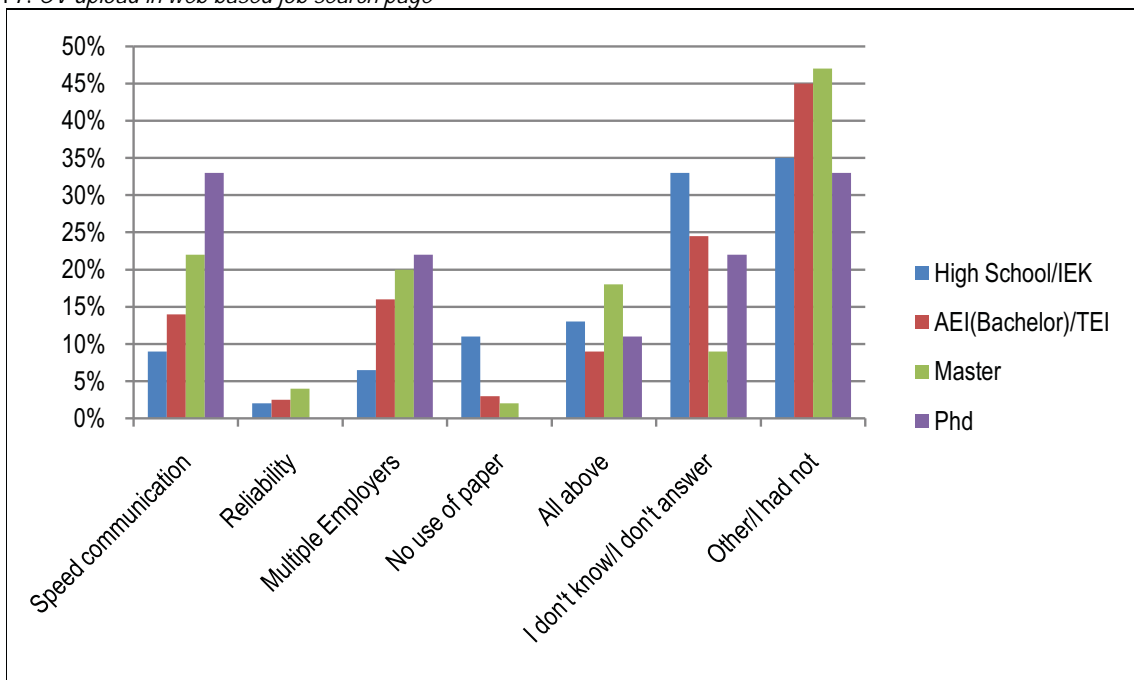


Diagram 6. Social media use according to family status



There is record of unmarried users to participate in more than one social networks dominated by Facebook. Reduction of registered married users to use Facebook. However all respondents regardless of the class they belong, show a strong preference to Facebook. There is an increase in the use of LinkedIn among married users. The divorcees show exclusive preference to Facebook and linkedin, which is reflected by the increase in rate.

Diagram 7. CV upload in web based job search page



A great percentage say they have never put a CV on a job search web page and a respectable percentage of respondents are not aware or did not answer this question. Of the rest, the main reasons that posted a resume is the speed of communication with the employer and the opportunity to send to multiple employers, followed by the non-use of paper and the reliability of the Internet over traditional methods.

Diagram 8a. Internet CV deposit according to age group

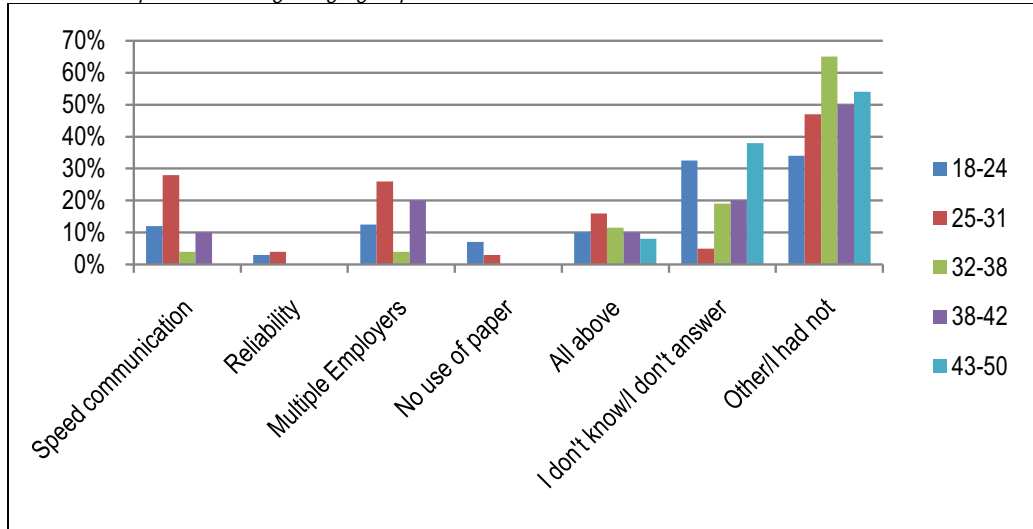


Diagram 8b. Internet CV deposit according to sex

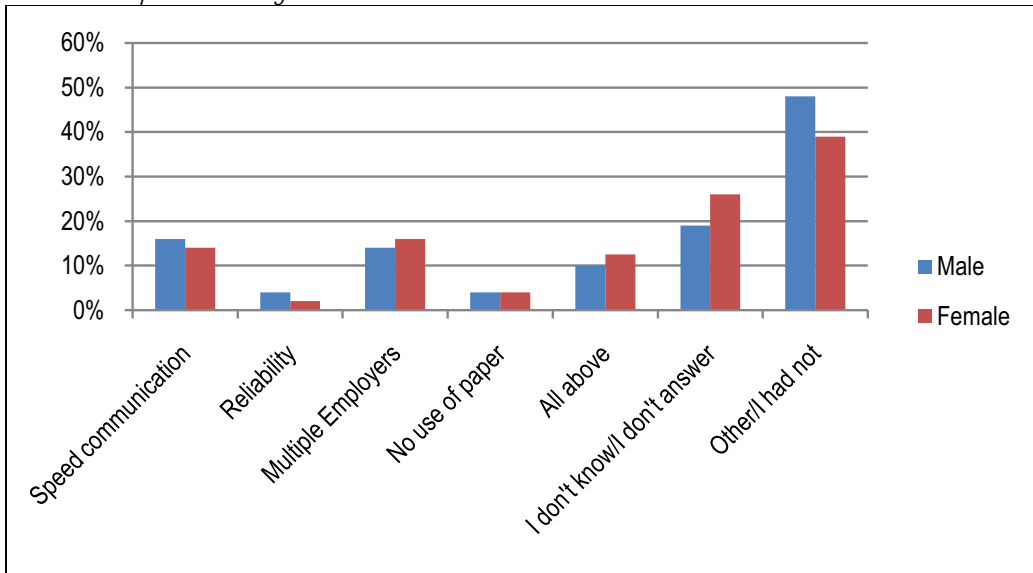


Diagram 8c. Internet CV deposit according to educational level

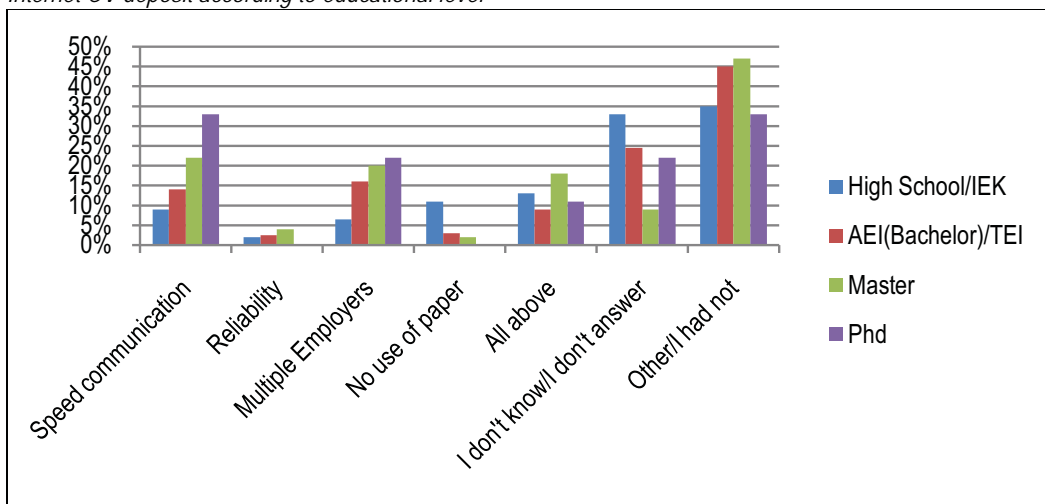


Diagram 8d. Internet CV deposit according to profession

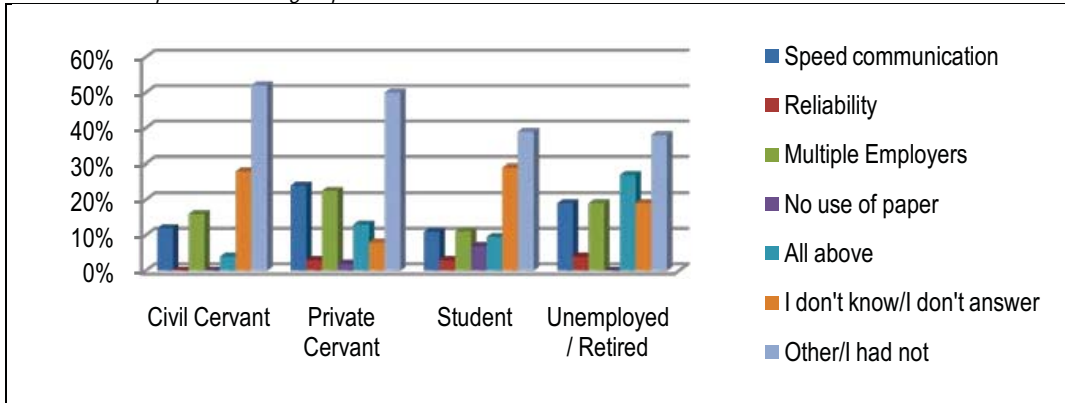
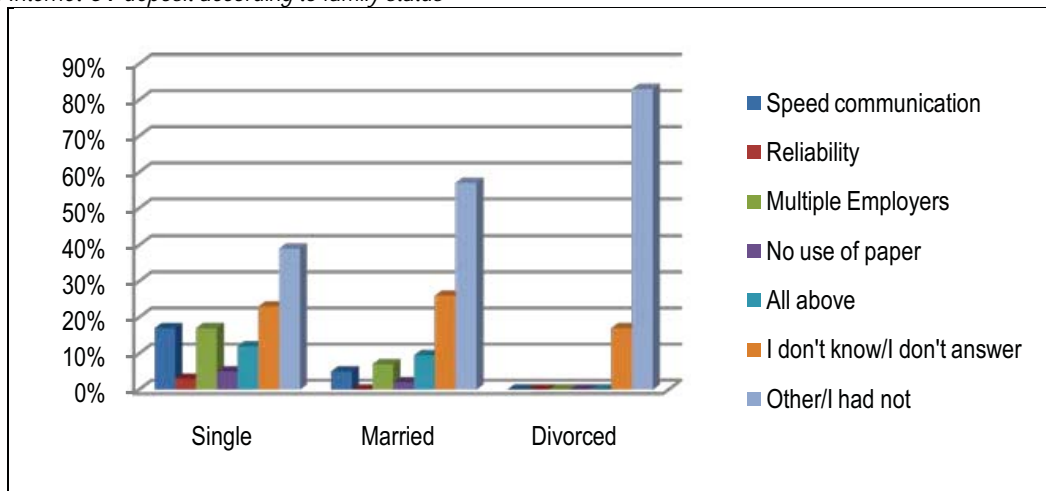


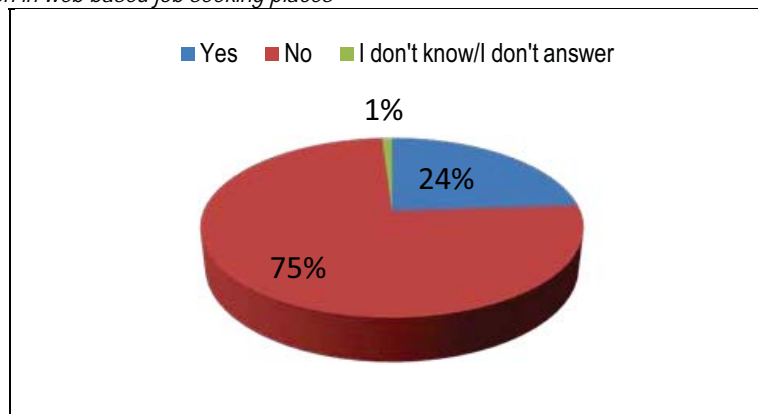
Diagram 8e. Internet CV deposit according to family status



In the above diagrams [8<sup>a</sup> – 8<sup>e</sup>], high percentage in all age groups have not submitted resume electronically. There is an increased incidence in ignorance except the 25-31 age group, which has contact with the technology and the age group that looks for the moment more intense to work. Men prefer the electronic deposit of their curriculum vitae because of the speed provided by these platforms, while for women because they have the ability to send the resume to multiple employers. More men than women have not submitted electronically their curriculum vitae, while more women are not aware of any such services.

The greatest percentage of ignorance of the availability of electronic CV deposit is being noted in high school graduates, while the smaller in holders of postgraduate qualification. A great percentage of workers has never deposited online its curriculum vitae, while the percentage is lower among the unemployed and students. Smaller is the percentage of ignorance of any electronic deposit of CV among private employees. Finally, the internet CV submission is preferred more by singles.

Diagram 9. Account creation in web based job seeking places



It is ascertained that only the 24% of those questioned has created an account in web based job seeking places.

Diagram 10a. *Reasons to add or like a company profile according to age*

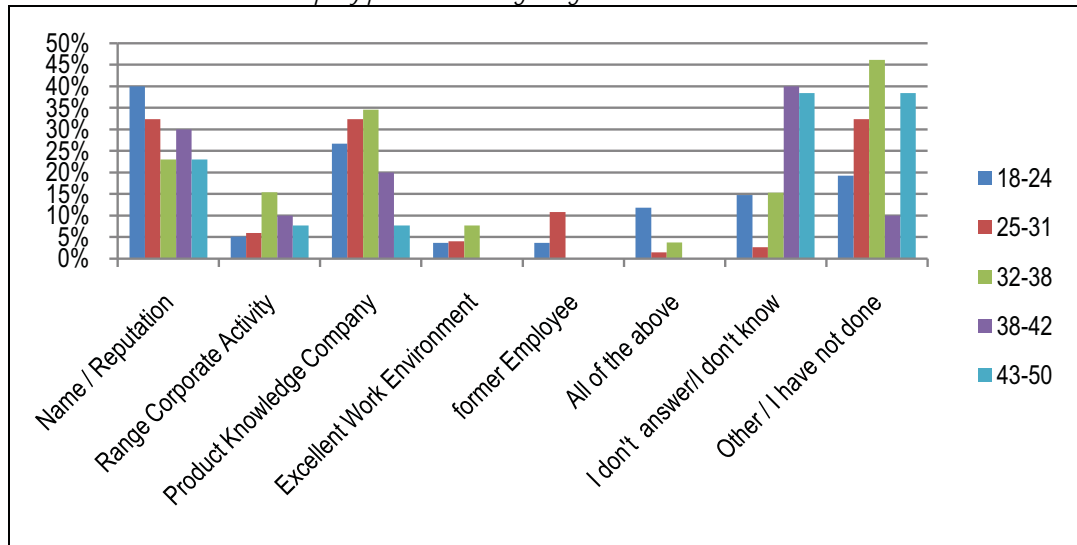


Diagram 10b. *Reasons to add or like a company profile according to sex*

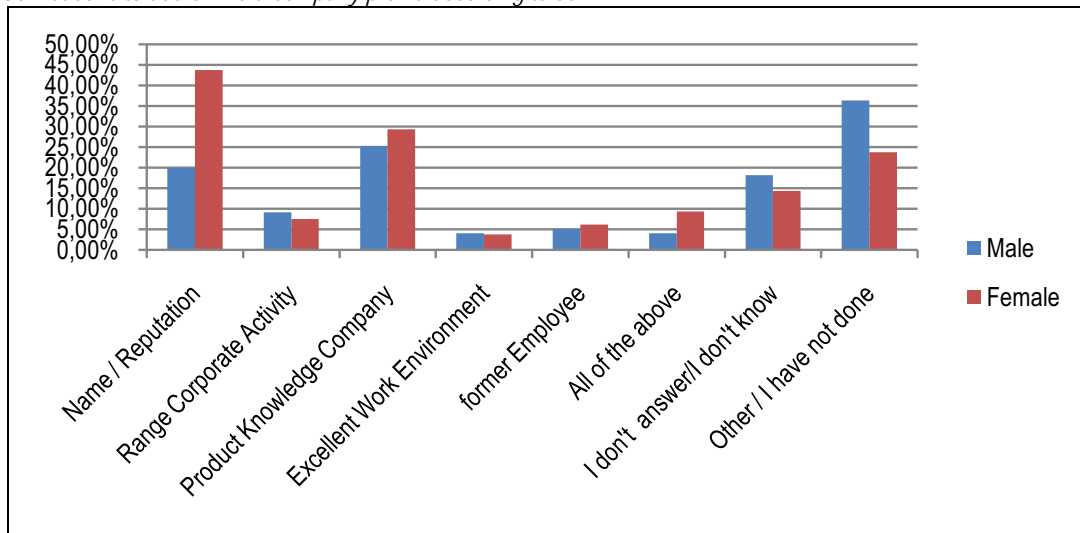


Diagram 10c. *Reasons to add or like a company profile according to educational level*

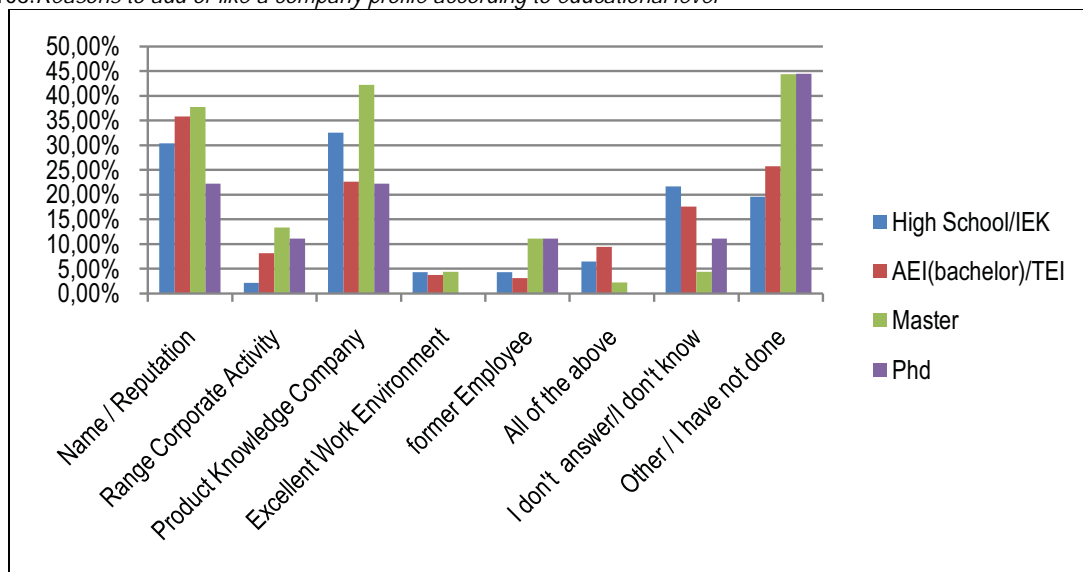


Diagram 10d. *Reasons to add or like a company profile according to profession*

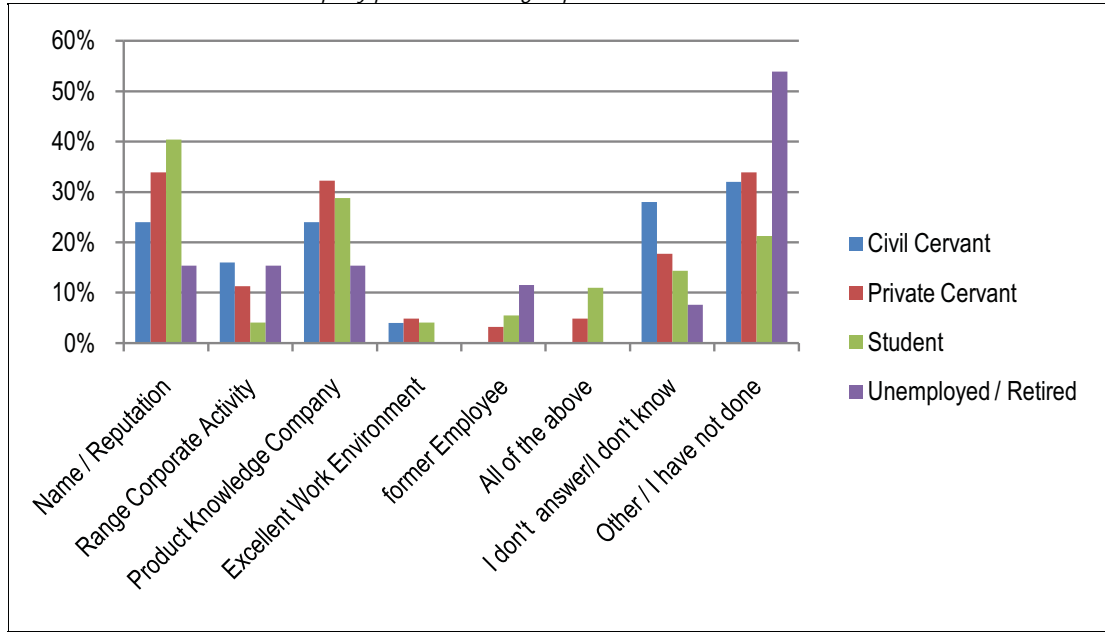
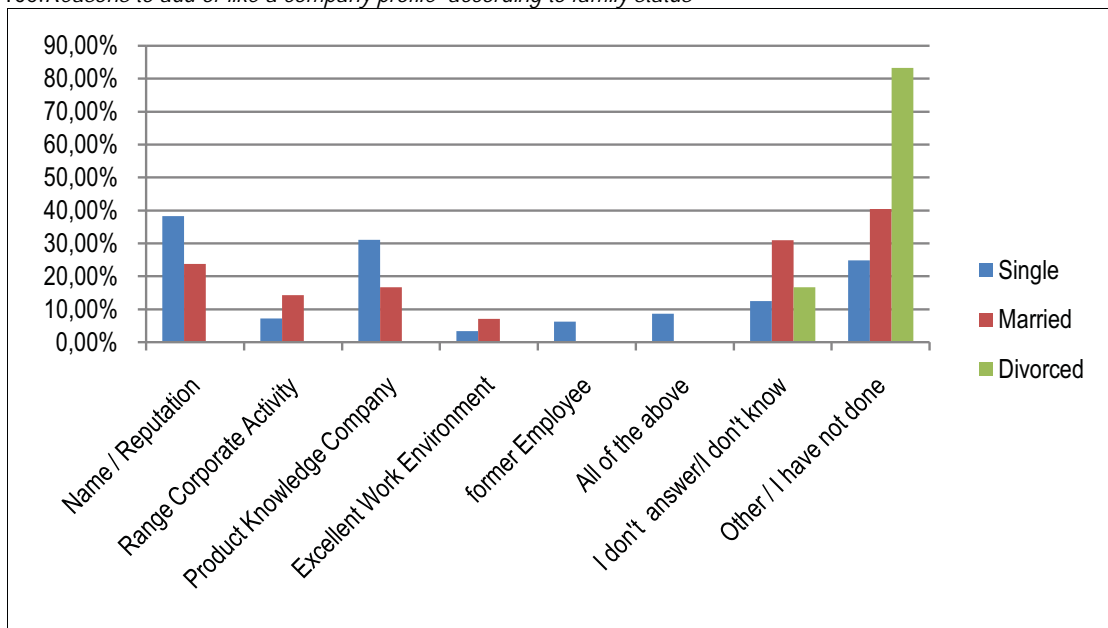


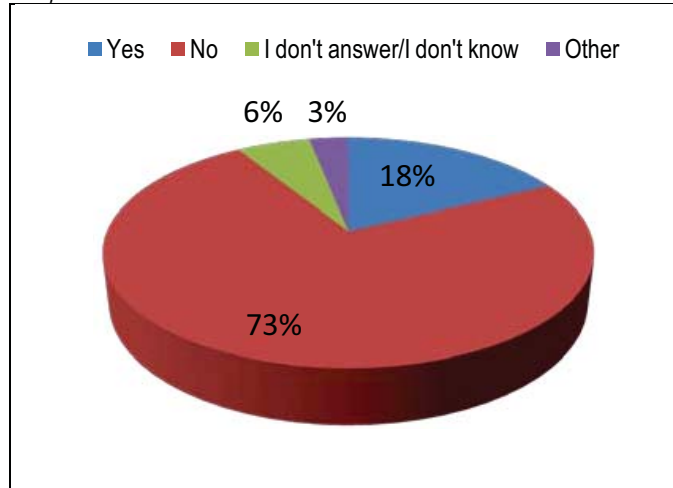
Diagram 10e. *Reasons to add or like a company profile according to family status*



In previous diagrams [10<sup>a</sup> – 10<sup>e</sup>], the 38-42 age group did not know or refused to answer what were the reasons they did like or add a company profile heavily. So as people in ages 43-50. In all companies the main reason for the like or add to the profile of a firm's name is the reputation of the company and immediately after the knowledge of company product. Most women find the name and reputation as a key reason to like or add a company profile, and most men consider the range of corporate activity as an important reason for this action, as well a higher percentage of men claims that it has not made it.



Diagram 11. Permit to companies for personal data access



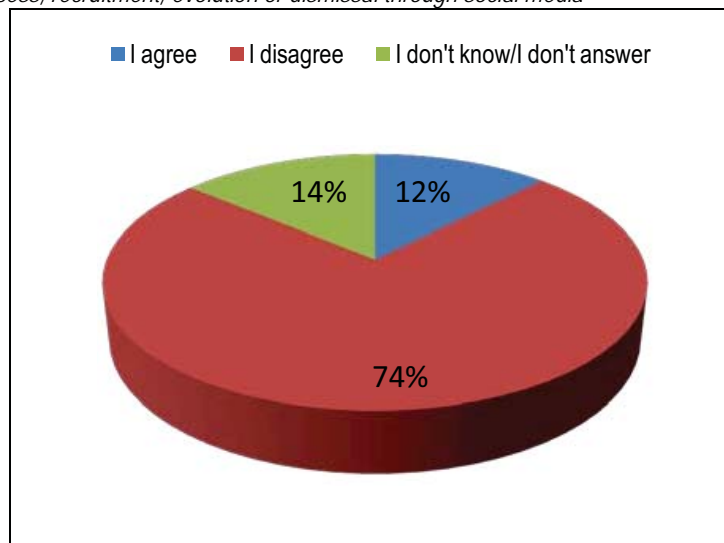
The 73% of those questioned do not wish to permit access in their personal data in different companies and only 18% agrees.

Diagram 12. Usefulness of job seeking through applications



The 64% of those questioned consider that there is no special use in job seeking through social networking portals.

Diagram 13. Job seeking process, recruitment, evolution or dismissal through social media



With the job seeking process, recruitment, evolution or dismissal through social media 74% of those questioned disagrees and only the 12% of them agrees.

Diagram 14. *Substitution or elimination of traditional methods from social media*



The number of means in which a user has a profile is significantly affected by the education of the user. The higher the educational level of the user, the more likely to have more than one profiles. On the other hand the number of social networks per user adversely is affected from age, sex and family status, while positively from profession. However, the correlation is not statistically significant. Having carried out the regression, we can understand the model with which to predict the number of social networks that the user is registered according to their demographic characteristics. Statistically significant seems to be the only education.

## 6. Conclusions

The use of social media to attract and select candidates is being used to make a global pool of prospective employees on the one hand and prospective employers on the other, eliminating distances and costs, as the candidate selection can be made from anywhere in the world. It builds networks and connections between users and enhances publicity and public image of both the prospective employer and the prospective employee, as in most social media relevant information and interconnections are visible if the user prefers them to be (Parry and Wilson, 2009). Social networking sites are a tool for faster and immediate job search from the candidates, since through key-words or through common interfaces can locate the desired job, fill out the page of a company that attracts staff but not to replace it nor the traditional choice. They enhance the transparency of companies' claims, since through the links on their pages the candidate can talk and exchange views with other candidates. Finally, they encourage the exchange of views and ideas with customers, suppliers and staff of a company (Boyd and Ellison, 2003).

## 7. Problematic

Although it is relatively recent, the emergence of the media networking and the more recent use as a way of attracting and selecting staff has already begun to create reflections on key points of this process and form the part of the candidate and the company one. Originally from both angles using only social media for the selection of personnel, a portion of talented candidates who do not use a page from social networking companies is excluded, and also non-networked businesses from candidates looking for work in this way (Barnett, 2008). On their part, companies must be sure that they identified the right candidate, because of the number of pages that may exist by the same applicant or in respect of synonymy. Also they need to check the validity of the information provided by the candidate page, but also to distinguish useful from useless information.

On the other hand, the candidate who uses social media to find a job must check the validity of the information that a company offers in its page, so as not to fall victim to fraud (Gardner, 2006).

Another concern is that with the use of these instruments, candidate's qualifications and other personal items are given to the company, either they are "uploaded" by the candidate himself or by someone else, and thus the candidate

may be a victim of stereotypes and discrimination. Finally, there is difficulty in continuously updating the pages of the candidates in order to have the most recent data available to employers.

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## Appendices

	CORRELATIONS	Age	Sex	Education	Profession	Family status	Social media number
Age	Pearson Correlation	1	-,117	,301**	-,554**	,593**	-,088
	Sig. (2-tailed)		,059	,000	,000	,000	,156
	N	259	259	259	259	259	259
Sex	Pearson Correlation	-,117	1	,028	-,049	-,138*	-,016
	Sig. (2-tailed)	,059		,648	,429	,026	,795
	N	259	259	259	259	259	259
Education	Pearson Correlation	,301**	,028	1	-,193**	,214**	,209**
	Sig. (2-tailed)	,000	,648		,002	,001	,001
	N	259	259	259	259	259	259
Profession	Pearson Correlation	-,554**	-,049	-,193**	1	-,313**	,079
	Sig. (2-tailed)	,000	,429	,002		,000	,207
	N	259	259	259	259	259	259
Family status	Pearson Correlation	,593**	-,138*	,214**	-,313**	1	-,121
	Sig. (2-tailed)	,000	,026	,001	,000		,051
	N	259	259	259	259	259	259
Social media number	Pearson Correlation	-,088	-,016	,209**	,079	-,121	1
	Sig. (2-tailed)	,156	,795	,001	,207	,051	
	N	259	259	259	259	259	259

\*. Correlation is significant at the 0.05 level (2-tailed) // \*\*. Correlation is significant at the 0.01 level (2-tailed).

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
€€1	Regression	19,477	5	3,895	4,558	,001 <sup>a</sup>
	Residual	216,222	253	,855		
	Total	235,699	258			

a. Predictors: (Constant), Family status, Sex , Education, Profession, Age // b. Dependent Variable : Social media number

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	,930	,439		2,116	,035
	Age	-,062	,074	-,073	-,837	,404
	Sex	-,094	,121	-,048	-,775	,439
	Education	,368	,087	,269	4,240	,000
	Profession	,058	,089	,048	,655	,513
	Family status	-,233	,138	-,127	-1,690	,092

a. Dependent Variable: Social media number