

# THE ROLE OF SOCIAL MEDIA IN EMPLOYEE RECRUITMENT: A CASE STUDY OF A PRIVATE TERTIARY INSTITUTION IN DURBAN SOUTH AFRICA

Bangura S<sup>1\*</sup>

*<sup>1</sup>Department of Human Resource Durban University of Technology, Durban, South Africa*

---

## Abstract

Recruitment and selection are one of the most significant aspects of human resource management practices in an organization. Taking into consideration the preceding assertion it is now evident that organizations are now deviating from the traditional approach of recruitment and selection to using social media. However, there have been limited studies on the usage of social media in recruitment and selection. Therefore, this study analyses the role of social media in employee recruitment at a private tertiary institution in Durban South Africa. The study is premised on the qualitative research approach with an interview research strategy used for data collection. For sampling the purposive sampling method was used including a thematic data analysis process use for data analysis. Findings revealed that businesses can benefit by taking advantage offered by social media such benefits include competitive advantage, a positive effect on organizational attractiveness and a constant and compliant recruitment process, however, the concern regarding job seeker limitation should be considered. The practical implication of this study is that social media is a sensitive tool that managers and recruiters should handle with caution. Ensuring the privacy of candidates by refraining from disclosing personal information can be a challenging responsibility. Additionally, implementing a well-defined policy that regulates the use of social media during the recruitment and selection process will help address any potential legal and privacy concerns that may emerge.

**Keywords:** social media, employee recruitment, competitive advantage.

---

## Introduction

The widespread adoption of social media and technological advancements has brought about significant changes in the recruitment and selection processes of organizations (Alarcon et al., 2019; Frączek, 2021). This increased connectivity has made it more convenient for companies to reach out to potential candidates, gather relevant information, and make well-informed hiring decisions (Hosain et al., 2020). As a result, the incorporation of social media platforms like LinkedIn, Facebook, and

\*Corresponding Authors' Email: [\\*melaniel@dut.ac.za](mailto:*melaniel@dut.ac.za)



Twitter has become crucial for numerous organizations in their employee recruitment and selection processes (Koch et al., 2018; Tal Ariana,2018).

Conferring to a study by Tufts, Jacobson, & Stevens (2014), social media can be utilized in human resource management and recruitment. Based on the continuous claim, it can be inferred that incorporating technology in the process of recruitment and selection has become essential for employers aiming to gain a competitive edge and attract valuable talent (Deloitte Consulting LLP, 2014). In with the preceding assertion, it is important to note that recruiters have the opportunity to utilize social media as a platform for providing applicants with information regarding the necessary skills and qualifications for a job, as well as its location. Therefore, tools such as google analytics or Facebook analytics can be employed to effectively create targeted content and advertisements. This enables recruiters to meet the informational needs of applicants in terms of both content and quantity (Wazed and Ng, 2015). The speed and extensive reach of communication offered by social media sets it apart from previous forms of communication (Lam, 2016). Additionally, social media can be utilized as a tool to establish credibility for the information desired by applicants. Organizations can leverage the experiences of current employees to share valuable insights regarding their contributions to the success of the company.

### **Problem Statement**

Although there are various perspectives on the use of social media in recruitment and selection, research indicates that its effectiveness is limited due to competitive pricing and ethical considerations related to information technology. Additionally, there is a lack of comprehensive research on the impact of social media on recruitment and selection, despite its increased usage in recent years (Masa'd, 2015; Sivertzen, Nilsen, and Olafsen, 2013). Social media tools provide recruiters with the ability to identify and engage candidates with specific skills, even if their qualifications may not be fully developed or completely aligned with the job requirements. The key problem of this study is that there is limited interest among South African researchers in investigating the effects of social media on recruitment and selection, as well as its potential to attract job applicants. Consequently, it remains uncertain whether the use of social media in South Africa represents a significant advancement or an overstated phenomenon without tangible benefits. Therefore, this study aims to shed light on the role of social media in recruitment and selection within the South African context.

### **Research Objectives**

- To Determine the Different Types of Social Media.
- To Establish the Role of Social Media in the Recruitment and Selection Process.
- To Offer Effective Ways to Use Social Media in the Recruitment and Selection Process.

## **Literature Review**

Attracting and retaining skilled workers has emerged as a crucial matter in talent management for numerous organizations (Schlechter, Hung, and Bussin, 2014; Singh and Finn, 2003). Moreover, research indicates that traditional recruitment methods are insufficient in attracting highly talented individuals to the organization (Joos, 2008). Koch, Gerber, and De Klerk (2018) conducted semi-structured interviews to assess the influence of social media on the recruitment and selection process. Findings from the study state that while South African recruiters still use some traditional recruiting methods, they are following in the footsteps of their international employers by having LinkedIn at the center of their recruitment process. The research found that South Africa uses Twitter and Facebook to recruit fewer people than other regions. However, the magnitude of job creation created using social media can discourage recruiters if not handled correctly.

### ***Definition of Social Media***

Kaplan and Haenlein (2010) define social media as a collection of internet-based applications that are built on Web 2.0 principles and technologies. These applications allow users to create and exchange content. According to Bradley (2010), social media is a significant technology and communication channel that facilitates the formation of large communities and effective collaboration among participants. Correspondingly, Curtis (2013) describes social media as an online platform where individuals freely communicate and share information. It provides a space for discussing personal matters and connecting through various forms of media such as text, images, videos, and audio.

### ***Types of Social Media***

Considering the ongoing assertion, it is important to identify the different types of social media in this regard Gundecha and Liu (2014) suggest some widely used social media stating these are but not limited to the following.

- 1) Facebook: This is a social networking service that allows users to create profiles, connect with others as friends, and exchange messages. As a result, information can be quickly shared among a wide network of individuals.
- 2) Blog: It is an online publication that comprises interactive or informational content in the form of written entries at the time of its release.
- 3) Google: It is a renowned American multinational company that specialises in delivering Internet services. It offers users a comprehensive search engine capable of providing a plethora of information.

- 4) LinkedIn: This is a social networking site that is commonly utilised for professional networking in the business world. On this platform, individuals can curate a roster of their professional contacts, referred to as "connections".
- 5) Myspace: It is an online platform consisting of user profiles, where individuals engage in conversations and discussions within Myspace communities.
- 6) Podcast: This refers to a form of digital multimedia content incorporating subscriptions and downloadable audio, video, PDF, or electronic files.
- 7) X Former Twitter: This platform is a widely used microblogging service that enables users to share and view brief messages known as tweets. Users have the option to follow and engage with the posts of other users.

### ***Impact of Social Media on Employee Recruitment/Selection***

Over the past few years, companies have increasingly used social media platforms to streamline the recruitment and selection process. The goal is to gather more information about the applicant's abilities and personality to ensure they hire the right candidates. However, this approach can be controversial because it can lead to legal and ethical problems such as discrimination and invasion of privacy. Landers and Schmidt (2016) state that there is some conflicting information in the literature regarding the utilisation of social media in the recruitment and selection process in organisations. To gain insight into this disagreement, a qualitative survey was conducted with thirteen (13) experts in the field of recruitment and selection. The results shed light on four (4) significant challenges that researchers face in this field, as well as three key challenges for practitioners. Most of the experts express opposition towards the utilisation of social media for recruitment and selection, citing concerns related to measurement and legal implications, among other factors. However, half of the respondents suggest that their stance could potentially change in the future, dependent on further research and findings.

Koch, Gerber, & De Klerk, (2018) used twelve (12) recruiters from various industries in South Africa and semi-structured interviews and a thematic analysis methodology were used to identify common themes and subthemes. Findings state that while South African recruiters still use some traditional recruiting methods, they are following in the footsteps of their international employers by having LinkedIn at the centre of their recruitment process. Furthermore, the research found that South Africa uses Twitter and Facebook to recruit fewer people than other regions. Jobs created using social media can discourage recruiters if not implemented correctly. Taking into consideration the ongoing deliberation on the role of social media in employee recruitment and selection several authors have offered insights into the use of social media in the recruitment and selection process, Utilising a

systematic literature review findings from a study by Wowor, Mandagi, Lule, and Ambalao (2022) state that social media can provide advantages in terms of cost and time. Additionally, social media can be a tool for employers to obtain background information about candidates in a recruitment and selection process.

Demir and Günaydın (2023) conducted a qualitative study utilizing semi-structured interviews to analyse digital job application references. The findings of the study suggest that managers in the marketing industry often prioritize the utilisation of competitors' social media accounts over relying solely on traditional guidelines. This approach enables them to evaluate multiple candidates simultaneously effectively and cost-effectively.

Rahman, Aydin, Haffar, and Nwagbara, (2022), used a secondary data-based literature review with 37 triangulated semi-structured qualitative interview questions with managerial and non-managerial members of staff to study the influence of social media on the recruitment and selection of individuals in developing countries. Additionally, the same study explores the implications of social media on business productivity, and financial efficiency, widening the scope of candidate search, reducing employee turnover, and gaining a competitive advantage through electronic recruiting methods. The findings show that recruitment and selection based on social media have advantages for businesses. However, the authors also consider the dark side of social media and the electronic recruitment and selection process. Premised on the ongoing discussion on the role of social media in recruitment and selection, it has been observed that with the growing number of social media users, there has been an increase in the use of social media for recruitment and selection purposes (Dutta, 2014; Singh and Sharma, 2014). Many organisations have realised the potential of these channels in attracting not only active job seekers but also passive and semi-passive candidates. Social networking sites like LinkedIn, Facebook, and Twitter provide job seekers with easy access to job listings and opportunities, allowing employers to find and screen potential applicants, even if they are not actively seeking employment (Sinha & Thaly, 2013). It has been observed that recruiters and organisations therefore recognise the cost-effectiveness and efficiency of utilising social media for finding and engaging with a larger and higher quality pool of candidates compared to traditional recruiting methods (Armstrong, 2006; Singh and Sharma, 2014). The study specifically identified a positive correlation between the use of LinkedIn and the ability to identify and attract suitable candidates (Nikolaou, 2014).

By utilising social networks for recruitment and selection purposes, employers can easily connect with a large pool of potential candidates at any time. One prime example of this is the numerous job postings currently available on platforms such as LinkedIn, which offers an extensive 3 million

opportunities (Chaudhary, 2017). Additionally, leveraging social networks for recruitment activities comes with the added benefit of cost reduction (Broughton, Foley, Ledermaier & Cox, 2013; Brown & Vaughn, 2011; Khullar et al., 2014). As a result, it is not surprising that many recruiters and agencies view social media as a valuable tool for recruitment, as it has the potential to effectively assist in meeting recruitment objectives (Singh and Sharma, 2014).

Social media has greatly improved the hiring process as it offers a convenient and cost-effective platform. It also expands the potential talent pool by allowing the recruitment of individuals with strong visual skills. The emergence of social media has also introduced innovative tools that facilitate collaboration between recruiters and employers, making recruitment efforts more effective. However, it is important to exercise caution when using social media for recruiting. There are potential risks such as unintentionally sharing personal information with unfamiliar individuals or not having a comprehensive understanding of potential candidates. It is also crucial to be discerning because not all information found in company publications may be entirely accurate. Various authors have supported this perspective, and they recommend using social media as a recruitment tool with informed discretion. According to Rahadi, Farid, Muslih, and Iskak (2022), social media is often utilized for fraudulent activities, such as creating fake businesses and engaging in deceitful practices. This not only leads to financial losses for users who apply for jobs but also damages the reputation of the companies involved. Therefore, it is advised that users and companies exercise vigilance and control when encountering fake information or suspicious business activities when using social media in recruiting and selecting employees.

### ***Recommendations on the Application of Social Media in Recruitment and Selection***

Krishna, Mohan, and Maithreyi (2016) suggest that human resource professionals should invest time in differentiating and managing candidates' personal and professional online profiles when using social media for recruitment and selection. In their study on social media as a personnel selection and hiring resource, Davison, Bing, Kluemper, & Roth (2016) provide initial guidelines and recommendations for organisations utilising online analytics. First and foremost, companies should aim to establish policies regarding the appropriate and inappropriate use of web filtering. This will ensure that all employees are aware of the established standards, ultimately reducing complications related to recruitment through online media. Additionally, companies may conduct a risk-benefit analysis to assess whether the legal risks associated with using social media screening outweigh the potential advantages.

Tal Ariana, (2018) suggests that businesses can take advantage of social media time and money savings to keep their business in good standing; however, it requires careful consideration of ethical and security issues. Zigarah (2017) states that businesses can take advantage of social media time and money savings to keep their business in good standing; however, it is recommended careful consideration of ethical and security issues. In line with the continuing discussion on recommendations on the effective use of social media in recruitment and selection. Murire, Chinyamurindi and Cilliers, (2020) employed a systematic review to identify barriers to the use of social media by recruiters, The study proposed five essential success factors that can be used to address the challenges employers encounter when utilising social media for business purposes. These factors include the implementation of human resources (HR) social media policies for recruitment, ensuring compliance with relevant regulations, and providing training to human resource (HR) personnel on utilising social media within the workplace. In addition, it is crucial to identify individuals within the organisation who can serve as media champions and to establish and enforce social media recruiting policies within the organisation.

## **Materials and Methods**

The study is aimed at understanding the role of social media in employee recruitment. Therefore, the qualitative research approach was employed. The qualitative research takes a multifaceted approach, for this study qualitative research approach was considered important because of its flexible usage. Mwita (2022) states that qualitative research can easily include more than one method of data collection, thus allowing triangulation of research instruments and data. Researchers may choose to use one or a combination of tools such as interviews, observations, focus groups, data analysis, and open-ended questions. The study's target population comprises ten (10) employees from the human resource management department of a privately-owned tertiary institution in Durban, South Africa. To achieve the research goals, a carefully chosen group of six (6) employees were selected from the human resource management department of the organization. Specifically, these six (6) individuals were purposively identified due to their integral role in managing the organization's recruitment and selection process via social media.

In line with the preceding assertion, the gathering of data in a research procedure is a crucial component of conducting research. By employing an appropriate data collection technique, the research's implication is significantly amplified (Dawson, 2010). Thus, for this study an interview with the aid of an interview schedule comprising of 10 unstructured questions was used. Rendering to Rutledge and Hogg (2020), the purpose of conducting in-depth interviews is to collect thorough information that offers an understanding of an individual's perspective, personal experiences,

emotions, and the significance they place on a particular subject or matter. This highlights the importance of conducting in-depth interviews.

In the qualitative research approach, sampling designs are premeditated by the researcher based on the objectives of the study (Shaheen, Pradhan, & Ranajee 2019). One commonly employed sampling technique, by the previous statement, is the purposive sampling technique. Robinson (2014) contends that purposive sampling is concerned with a deliberate process of selecting individuals who possess the necessary insights or expertise to shed light on a particular theme, concept, or phenomenon. Accordingly, Sharma (2017), states that various purposive sampling techniques have specific objectives that enable researchers to make valid generalizations based on the studied sample. These generalizations can have theoretical, analytical, and logical relevance. Therefore, for this study, qualitative purposive sampling was used. Wong (2008) recommends that qualitative data analysis is usually concise, rich, and often contains in-depth information presented in texts which requires reading multiple transcripts, finding similarities or differences, and then finding common themes and creating categories. Additionally, Braun and Clarke (2006) suggest that a thematic data analysis map is a visual or text-based tool used to analyze and identify key themes, subthemes, and their interconnections. Consistent with this claim, the qualitative thematic data analysis approach was employed for this study. The significance of implementing qualitative thematic data analysis in this study is seen through its adaptable approach to researching patterns, namely inductive and deductive methods (Niece,2011). Nowell, Norris, White and Moules (2017) state that for qualitative research to gain increasing acceptance and recognition, it is crucial for it to adhere to rigorous standards of validity to be impactful and beneficial. Therefore, to determine trustworthiness in a qualitative study researcher, needs to showcase meticulousness and comprehensiveness in data analysis through thorough documentation, systematic organization, and comprehensive presentation. For this study, trustworthiness was ensured by following Lincoln and Guba's (1985) four criteria for trustworthiness in qualitative research. Credibility was established by ensuring that the researcher possessed the necessary knowledge and research skills to perform the required tasks. Transferability was addressed by implementing a well-planned and prepared purposive sampling technique. Dependability was maintained by keeping detailed drafts of the study protocol, including a thorough record of the data collection process. Confirmability was ensured using various triangulation techniques, such as methodological, data source, investigators, and theoretical triangulation.



## **Results and Discussion**

In analyzing the research data, we successfully identified and categorized themes, issues, and units relating to social media, the role of social media in recruitment and selection including recommendations on the application of social media in recruitment and selection. This allowed us to gain a deeper understanding of the role that social media plays in the recruitment of employees. Following the previous statement and based on the analyzed data, significant themes were identified.

### ***Theme 1. Social Media, Definition***

Huang and Benyoucef (2013) define social media as "Internet-based applications developed in the Web 2.0 era that express the concept and platform supporting intelligence." Popular social media platforms like Facebook, Twitter, and LinkedIn offer individuals the ability to establish online connections (Asur and Huberman, 2010). Social media platforms encompass social networking websites that facilitate the development of connections among users from diverse cultures, thereby promoting the formation of social relationships. The content generated by users fosters inquiry and aids in decision-making processes.

Kapoor, Tamilmani, Rana, Patil, Dwivedi, and Nerur, (2018) state that social media is concerned with information technologies that enhance interactions and networking. In line with the preceding assertion, the respondents one indicated that social media are platforms that enable users to generate and exchange content or engage in conversations online. The second respondent proffers social media pertains to the online platforms where individuals engage in the creation, sharing, and exchange of information and ideas within virtual communities and interconnected networks.

### ***Theme 2. Competitive Advantage***

Conferring to Tal Ariana (2018), social media plays a significant role in the business and employment industry. As a result, companies that use social media platforms for candidate recruitment have an advantage over competitors who do not utilize this method. This approach demonstrates the company's technological proficiency and proactive stance in adapting to new trends (Masplanner,2015). Furthermore, Hatter (n.d.) recommends that organizations should present themselves as appealing workplaces by using social media to highlight their business, encouraging collaboration among employees to improve the company, and actively establishing partnerships with universities and professional organizations to attract top talent this will serve as leverage to competitive advantage.

Response in this category was able to offer informed insight into the linkage of social media and competitive advantage, the third respondent indicated that social media could leverage competitive advantage. This is because it enables organizations to generate appropriate content, participate in meaningful conversations, and ultimately attain marketing objectives. This can serve as a significant advantage in the competitive landscape.

The fourth respondent stated that I believe understanding the behavior of the audience on social media platforms is not only convenient but also provides a significant competitive advantage.

### ***Theme 3: Positive Effect on Organizational Attractiveness***

Based on the study, it can be concluded that having a strong social media presence and providing informative content can enhance the appeal of an organization to potential employees, especially when it comes to utilizing social media for recruitment purposes. Kissel and Büttgen (2015) discovered that the inclusion of an organization's information on social media platforms correlates with the overall business image, which subsequently affects the perceived attractiveness of the employer. Rendering to a study conducted by Frasca and Edwards (2017), messages on social media platforms such as Facebook and YouTube were perceived as more informative compared to messages found on the organization's official website. This perception of informational value is also linked to the level of trustworthiness, which further has a positive association with achieving effective collaboration. Ultimately, these findings indicate that the organization's attractiveness can be influenced by these factors.

Response in the category offered informed insight into the question, respondent five suggests that the degree of social media presence correlates directly and favorably with individuals' level of engagement and interest in participating. The sixth respondent states that organizations can strategically utilize social media platforms to effectively manage key recruiting outcomes by showcasing their employees' conduct and behavior.

### ***Theme 4: Compliant Recruitment and Selection Process***

The research findings suggest that social media significantly impacts employee recruitment efforts, based on most responses from the study participants. The findings from Wowor, Mandagi, Lule, and Ambalao (2022) show that social media can be a prodigious platform for faster and more flexible recruitment. Social media can provide advantages in terms of cost and time. Response in this category provided valuable insight into the question asked. Respondent one mentioned that social media can provide constancy and compliance during the hiring process, employers could review candidates'

social media accounts. The second respondent affirmed that using social media allows for the attraction and recruitment of potential employees.

### ***Theme 5: Jobseekers Limitation***

Research findings also indicate the limitations of utilizing social media platforms for recruitment (Madejski, Johnson, & Bellovin, 2011). Job seekers may be uncertain about the extent of personal information that will be publicly displayed or how their posts and offers may be misinterpreted by potential employers. It is important to note that in addition to their online activities, business owners may come across personal information shared by others, including friends, family, or organizations (Wang, Komanduri, Leon, Norcie, Acquisti, and Cranor, 2011). Response this offered an interesting perspective on some of the pitfalls of using social media in recruitment and selection respondent three stated that while social media platforms can be utilized effectively in enhancing one's profile, individuals need to allocate sufficient time for tasks such as photo editing and content creation. If one fails to consistently engage on these platforms, it may lead to a lack of presence, giving the impression to potential employers that their profile is outdated. The fourth respondent states that the use of social media can incorporate bias is a common aspect of human behavior, which ends up affecting the hiring process and limits job seeking.

### **Recommendations**

The study focused on exploring the impact of social media on employee recruitment. Several findings validated the beneficial influence that social media can exert in the process of recruiting employees. However, it was also suggested that usage of social media should be approached in a well-planned manner. Therefore, it is recommended that social media platforms be made more usable and effective to get a competitive advantage, Furthermore, social media platforms should be made easy to navigate and collect pertinent information regarding employee recruitment.

It is recommended that human resources professionals should exercise caution when relying on the information presented in recruitment advertisements. Service providers aim to establish trust and satisfaction among applicants by ensuring the accuracy and reliability of information. Therefore, as information becomes more reliable, preference for the institution increases, which leads to an increase in the number of job applicants.

It is no doubt fact that social media has a positive influence on employee recruitment. However, is recommended that human resources should prioritize developing a comprehensive understanding of social media platforms as a supplementary approach to traditional recruiting techniques, rather than completely replacing them.

As a recommendation, it is important to notify prospective employers that their social media presence is being evaluated and that their artificial intelligence systems should be optimized to guarantee the accurate and ethical processing and collection of data.

### **Scope of Further Research**

The study employed a qualitative research approach and consequently recommended that additional studies be conducted using a mixed methods approach for a more comprehensive understanding of the effects of social media on employee recruitment. It is advisable to further investigate the potential negative impact of utilizing social media in recruitment and selection while carefully considering legal issues and privacy implications.

### **Conclusion, Suggestion and Limitations of Study**

The study analysed the role of social media in employee recruitment in this regard the thorough literature review was conducted findings revealed an understanding of social media and the different types of social media, furthermore information on the intertwines of social media and recruitment and selection was stated. The study is qualitative and for data collection purposes an in-depth interview was conducted; in terms of data analysis qualitative thematic data analysis was employed. Thus, themes were identified regarding social media's role in employee recruitment, the initial provided an understanding of what social media is, following identified themes were premised on the fact that when organizations apply social media in employee recruitment there is a high possibility of gaining competitive advantage it was also revealed that when well-planned and used social media can have a positive effect on organizational attractiveness. It was also revealed that in terms of social media usage in employee recruitment offers consistency and compliance in the organizational recruitment and selection process. It was however revealed that social media can create job seeker limitations when not planned well. The study has a limitation in that it lacks sufficient findings on the adverse impact of using social media in recruitment and selection. Considering the prevalent use of social media in modern recruitment and selection processes, it is recommended that further research be conducted to explore the potential negative implications of such usage. This would allow for the identification of informed guidelines and recommendations on the appropriate use of social media in recruitment and selection.

## References

- Alarcon, R., De la Iglesia, J. I., Casado, N. M., & Montejo, A. L. (2019). Online Porn Addiction: What We Know and What We Don't—A Systematic Review. *Journal of Clinical Medicine*, (8), 9. <https://doi.org/10.3390/jcm801009>
- Armstrong, M. (2006). *Strategic HRM: The Key to Improved Business Performance*. Kogan Page.
- Asur, S., & Huberman, B., A., (2010). Predicting the Future with Social Media. <http://www.hpl.hp.com/research/scl/papers/socialmedia/socialmedia.pdf>
- Bradley, P. (2010). Be Where the Conversations Are: The critical importance of social media. *Business Information Review - Bus Inform Rev.* (27),248-252. 10.1177/0266382110390976.
- Braun, V., & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, (3), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Broughton, A., Foley, B., Ledermaier, S., & Cox, A., (2013). The Use of Social Media in the Recruitment Process. ACAS <http://www.acas.org.uk/media/pdf/0/b/The-use-of-social-media-in-the-recruitment-process.pdf>
- Brown, V., & Vaughn, E., (2011). The Writing on the (Facebook) Wall: The Use of Social Networking Sites in Hiring Decisions. *Journal of Business and Psychology*. (26), 219-225. 10.1007/s10869-011-9221-x.
- Chaudhary, R., (2017). Corporate Social Responsibility and Employee Engagement: Can CSR Help in Redressing the Engagement Gap? *Social Responsibility Journal*, (13), 323-338. <https://doi.org/10.1108/SRJ-07-2016-0115>
- Curtis, A. (2013). *The Brief History of Social Media*.
- Davison, H. K. Bing, M. N. Kluemper, D. H. & Roth, P. L. (2016). Social Media as a Personnel Selection and Hiring Resource: Reservations and recommendations. In R. N. Landers & G. B. Schmidt (Eds.), *Social Media in Employee Selection and Recruitment: theory, practice, and current challenges* (15–42). Springer International Publishing/Springer Nature.
- Dawson, C., (2010) *Introduction to Research Methods: A Practical Guide for Anyone Undertaking a Research Project* (4th ed.). How to Books.
- Deloitte Consulting, L., L., P., (2014). *Global Human Capital Trends 2014: Engaging the 21st-century workforce*. Deloitte University Press
- Demir, M., and Günaydın, Y., (2023), "A digital job application reference: how do social media posts affect the recruitment process?", *Employee Relations*, 45 (2), 457-477. <https://doi.org/10.1108/ER-05-2022-0232>

Dutta, D. (2014). Tweet Your Tune — Social Media, the New Pied Piper in Talent Acquisition. *Vikalpa*, 39(3), 93-104. <https://doi.org/10.1177/0256090920140307>

Frączek, A., (2021) Social Media in the Employee Recruitment Process *Studia Gdańskie. Wizje i rzeczywistość*, 2020, t. XVII (ISSN 1731-8440, e-ISSN 2544-1426)

Frasca, K., J., & Edwards, M., R., (2017). Web-Based Corporate, Social and Video Recruitment Media: Effects of Media Richness and Source Credibility on Organisational Attraction. *International Journal of Selection and Assessment*, (25), 125-137. <https://doi.org/10.1111/ijsa.12165>

Gundecha, P., and Huan Liu. H., (2014) Mining Social Media: A Brief Introduction. In *INFORMS TutORials in Operations Research*. 1-17. <https://doi.org/10.1287/educ.1120.0105>

Hatter, K. (n.d.). Competitive Advantage of Social Media. <http://smallbusiness.chron.com/competitive-advantage-social-media-39239.html>

Hossain, M., & Hena, A., & Arefin, M., & Hossin, M., (2020). E-recruitment: A Social Media Perspective. *Asian Journal of Economics, Business and Accounting*. (16), 51-62. 10.9734/AJEBA/2020/v16i430248.

Huang, Z., & Benyoucef, M., (2013). From E-Commerce to Social Commerce: A Close Look at Design Features. *Electronic Commerce Research and Applications*, (12), 246-259. <https://doi.org/10.1016/j.elerap.2012.12.003>

Joos, J. (2008). Social Media: new frontiers in hiring and recruiting. *Employment Relations Today*, (35), 51-59.

Kaplan, A.M., and Haenlein, M., (2010) Users of the World, Unite! The Challenges and Opportunities of Social Media. *Business Horizons*, (53), 59-68. <http://dx.doi.org/10.1016/j.bushor.2009.09.003>

Kapoor, K.K., Tamilmani, K., Rana, N.P., Patil, P., Dwivedi, Y.K., Nerur, S., 2018. Advances in Social Media Research: past, present and future. *Inf. Syst. Front.* 20 (3), 531–558. <https://doi.org/10.1007/s10796-017-9810-y>

Khullar, A. Pandey, P. & Read, M. (2014). Effective Use of Social Media Recruiting. *International Journal of Management*, Vol 4 No (4), 216–227 <http://www.inderscienceonline.com/>

Kissel, P. and Büttgen, M. (2015) Using Social Media to Communicate Employer Brand Identity: The Impact on Corporate Image and Employer Attractiveness. *Journal of Brand Management*, (22), 755-777. <https://doi.org/10.1057/bm.2015.42>

Koch, T., Gerber, C., & De Klerk, M., (2018). The impact of social media on recruitment: Are you LinkedIn?. *SA Journal of Human Resource Management*. (16), 10.4102/sajhrm.v16i0.861.

Krishna, H., Mohan, V., & Maithreyi, N., (2016). Social Media Recruitment from Employer's Perspective. *The International Journal of Applied Business and Economic Research*, 14 (14), 9761-9773.

- Lam, H., (2016), "Social Media Dilemmas in the Employment Context", *Employee Relations*, 38 (3),420-437. <https://doi.org/10.1108/ER-04-2015-0072>
- Landers, R. N., & Schmidt, G. B. (Eds.). (2016). *Social Media in Employee Selection and Recruitment: Theory, practice, and current challenges*. Springer International Publishing/Springer Nature. <https://doi.org/10.1007/978-3-319-29989-1>
- Lincoln, Y., & Guba, E. G., (1985). *Naturalistic inquiry*. Newbury Park, Sage.
- Madejski, M. Johnson, M.L. and Bellovin, S.M. (2011) *The Failure of Online Social Network Privacy Settings*. <https://mice.cs.columbia.edu/getTechreport.php?techreportID=1459>
- Masa'd, F.M., (2015) *Deployment of Social Media in the Recruitment Process*, *Journal of Knowledge Management, Economics and Information Technology V*, (1),12-14
- Massplanner, (2015) *Benefits of Recruiting via Social Media*. [online]. Available at: <http://www.massplanner.com/benefits-recruiting-via-social-media/>
- Murire, O., Cilliers, L., & Chinyamurindi, W. (2023). *Social Media Role in Addressing Employability Challenges of Graduates: An expert opinion analysis*. *SA Journal of Human Resource Management*, (21), 9. doi:<https://doi.org/10.4102/sajhrm.v21i0.2047>
- Mwita, K. (2022). "Factors Influencing Data Saturation in Qualitative Studies," *International Journal of Research in Business and Social Science* (2147-4478), Center for the Strategic Studies in Business and Finance, 11 (4), 414-420,
- Niece, J. (2011). *Exploring the Influence of Small Vessel Security Strategy on U.S. Coast Guard Multi-Mission Boat Stations*. Published thesis. Northcentral University
- Nikolaou, I. (2014). *Social Networking Web Sites in Job Search and Employee Recruitment*. *International Journal of Selection and Assessment*. 22 (10),1111/ijsa.12067
- Nowell, L.S., Norris, J.M., White, D.E., and Moules, N.J., (2017) *Thematic Analysis: Striving to Meet the Trustworthiness Criteria*. *International Journal of Qualitative Methods*, 16, 1-13. <https://doi.org/10.1177/1609406917733847>
- Rahadi, D. R., Farid, M. M., Muslih, M., & Iskak, J. (2022). *The Role of Social Media Implementation as a Human Resource E-recruitment Tool*. *International Journal of Business, Economics and Law*, 26 (1), 233– 240.
- Rahman, M., Aydin, E., & Haffar, M., & Nwagbara, U., Dr(2020). *The Role of Social Media in E-Recruitment Process: Empirical Evidence from Developing Countries in Social Network Theory*. *Journal of Enterprise Information Management*. ahead-of-print. 10.1108/JEIM-12-2019-0382.
- Robinson, O.C. (2014) *Sampling in Interview-Based Qualitative Research: A Theoretical and Practical Guide*, *Qualitative Research in Psychology*, 11 (1), 25-41, DOI: 10.1080/14780887.2013.801543

- Rutledge, P.B. and Hogg, J.L. (2020), "In-depth interviews", *The International Encyclopedia of Media Psychology*, 1-7, available at: <https://doi.org/10.1002/9781119011071>
- Shaheen, M., Pradhan, S. & Ranajee, R. (2019). *Sampling in Qualitative Research. Qualitative Techniques for Workplace Data Analysis*, <https://doi.org/10.4018/978-1-5225-5366-3>.
- Sharma, G. (2017). Pros and Cons of Different Sampling Techniques. *International Journal of Applied Research*, (3), 749-752.
- Singh, P., & Finn, D., 2003. "The Effects of Information Technology on Recruitment," *Journal of Labor Research*, Transaction Publishers, 24(3), 395-408,
- Singh, K., & Sharma, S., (2014). Effective Use of Social Media for Talent Acquisition and Recruitment. *International Journal of Intercultural Information Management*, 4(4), 228–237. <http://www.inderscienceonline.com/doi/abs/10.1504/IJIM.2014.067932>
- Sinha, V., & Thaly, P., (2013). A Review on Changing Trends of Recruitment Practice to Enhance the Quality of Hiring in Global Organisations. *Management*. (18). 141-156.
- Sivertzen, A.-M. Nilsen, E.R. and Olafsen, A.H. (2013), Employer Branding: "Employer attractiveness and the use of social media", *Journal of Product & Brand Management*, 22 (7), 473-483. <https://doi.org/10.1108/JPBM-09-2013-0393>
- Smith, W. & Kidder, D. (2010). You've Been Tagged! (Then Again, Maybe Not): Employers and Facebook. *Business Horizons*. 53. 491-499. 10.1016/j.bushor.2010.04.004.
- Tal Ariana, E., (2018). "The Impact of Social Media on Recruitment," *Ovidius University Annals, Economic Sciences Series*, Ovidius University of Constantza, Faculty of Economic Sciences, 0(2), 537-541,
- Tufts, S. H., Jacobson, W. S., Stevens, M. S., (2014). Status Update: social media and local government human resource practices, 1-15
- Wang, Y., Komanduri, S., and Leon, P., Norcie, G., Acquisti, A., and Cranor, L. F., (2011) 'I Regretted the Minute I Pressed Share': A Qualitative Study of Regrets on Facebook (July 2011). *Proceedings of the Seventh Symposium on Usable Privacy and Security (SOUPS 2011)* 10, 1-DOI: 10.1145/2078827.2078841
- Wazed, S., and Ng, E.S.W. (2015), "College Recruiting using Social Media: how to increase applicant reach and reduce recruiting costs", *Strategic HR Review*, 14 (4), 135-141. <https://doi.org/10.1108/SHR-02-2015-0017>
- Wong, L., (2008). Data Analysis in Qualitative Research: a brief guide to using nvivo. *Malaysian family physician: Journal of the Academy of Family Physicians of Malaysia*, 3 (1),14–20.



Wowor, M. & Mandagi, D. W. Lule, B. & Ambalao, S. (2022). The Role of Social Media in Employee Recruitment: a Systematic Literature Review. *Jurnal Multidisiplin Madani*. (2). 4118-4125. 10.55927/mudima.v2i12.1957

Zigarah, R. K. (2017) Examining the Use of Social Media in the Recruitment and Selection Process in Public Institutions in Ghana: a case of Ghana Revenue Authority MBA Dissertation University of Cape Coast