



Research Article

ONLINE HUMAN RESOURCES RECRUITMENT

¹Mr. Emanuel Rivera-Nieves, ²Mrs. Janice A. Martínez-Bezares and ³Dr. Ángel M. Ojeda-Castro

¹Doctorate Student School of Business and Entrepreneurship, Turabo University, Puerto Rico

²Doctorate Student School of Business and Entrepreneurship, Turabo University, Puerto Rico

³Associate Professor, Management Information System, Turabo University, Puerto Rico

ARTICLE INFO ABSTRACT

Article History:

Received 14th September, 2016
Received in revised form
22nd October, 2016
Accepted 29th November, 2016
Published online December, 30th 2016

Keywords:

Online Recruitment,
Screening, Human Resources,
Legal issues,
Social
Networking Sites,
Discrimination,
E-Recruitment.

The purpose of this critical analysis is to present an initial conceptual investigation on online recruitment and the role of social network sites (hereafter SNWs) during the process. Particularly, the aim is to identify if companies use social media sites during their recruitment processes to captivate, screen and select applicants. Various elements guided the research: the use of social media site to captivate and select applicants; the legal implication of e-recruitment and social network sites screening; and the possibility of using e-recruitment as the sole hiring strategy for human resources professionals. Furthermore, the information generated through the literature review, indicates that Job search is one of the many reasons why people join and use SNWs, another advantage of SNWs is the ease of promoting the company image through e-recruiting shows a more innovative, and flexible strategy that may help captivate young talents and passive professional employees with skills that could drive the company into the new century, taking full advantage of the constantly evolving technology.

Copyright © 2016, Emanuel Rivera-Nieves et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

During years the function of the area's resources human was considered as a simple support of the business, rather than a partner strategic of the same (Soto, 2015). Currently, the majority of them companies tends to involve in higher grade to the area of resources human in it integral planning of their operations (Soto, 2015). One of the better known today in the field of information technology and the Internet are social networks (Navarrete, 2014). The new fashion of navigation focuses on search and inclusion of friends, contacts, fellow students, general interest groups, and groupings of non-profit and even political affiliations on the Web (Soto, 2015). Today, the organizations success depends largely of a good choice of human capital for the good operation and development of tasks and processes of company (Muñoz, 2014). Technological advances and the use of the Internet have dramatically changed the way human resources personnel recruit, select and screen employees (Kristl Davison *et al.*, 2012). Networking has been considered as one of the most effective and cost-effective job search activities (Van Hoyer, Van Hooft, & Lievens, 2009).

***Corresponding author: Mr. Emanuel Rivera-Nieves,**
Doctorate Student School of Business and Entrepreneurship, Turabo University, Puerto Rico.

The use of professionally and nonprofessionally oriented Web site such as LinkedIn and Facebook, has become widespread around companies across the world (Nikolaou, 2014). Social network sites are considered the most popular Web sites on the Internet (Ioannis Nikolaou, 2014). They offer extensive means of communication and personal networking providing job seekers with increased opportunities to job applications (Nikolaou, 2014). Moreover, they appear to be an increasingly useful tool for human resource management professionals to post job openings and seek information about passive or active job seekers in a cost-effective and efficient way (Nikolaou, 2014). Technological advances associated with greater use of the Internet have strongly changed the way human resources professionals recruit, select and screen employees (Davidson *et al.*, 2011). The widespread use of the Internet and Social Network Sites (SNWs) in job search and employee recruitment should not come as a surprise. SNWs refers to professional and nonprofessional oriented Social Networking Web sites, such as LinkedIn and Facebook (Nikolaou, 2014). Most job seekers and human resource professionals share the use of SNWs these days capaciously (Stopfer & Gosling, 2013). Employers are using social networking sites as a tool for screening job applicants (Vicknair *et al.*, 2010). Organizations are relying on Internet searches and social networking websites to uncover

detailed and private information about job applicants (Vicknair *et al.*, 2010). The use of Internet screening techniques has the potential to provide additional information beyond that found using traditional screening approaches (Davidson, 2011). Many SNWs contain information that is usually illegal to inquire about in a job interview (Vicknair *et al.*, 2010). Moreover, they appear to be an increasingly useful tool for human resource management professionals to advertise job openings and seek information about job seekers in an efficient and cost-effective way (Nikolaou 2014). Every day more and more companies enter the digital world by creating their own Facebook page, LinkedIn profile, and or a Twitter account (Melanthiou *et al.*, 2015). They all have a prevailing objective: to reach as many individuals as possible and make their company more recognizable among the many available (Melanthiou *et al.*, 2015). Recognition is the key element to a successful business strategy, given that all companies need to be known in order to operate and generate profits (Greengard, 2012; Williams and Klau, 1997 cited in Galanaki, 2002). It is furthermore the driving force behind an effective and cost-efficient recruitment strategy, as people tend to apply first to companies that they are interested, familiar with or that they recognize (Greengard, 2012; Williams and Klau, 1997 cited in Galanaki, 2002).

Down-to-earth, to comply with the advancement, evolution and intense competition, organizations around the world try to utilize the tremendous opportunities the Internet has to offer in almost all of their basics and core operations. This is certainly true when it comes to the operation of human resource management, and especially when exploring and adapting contemporary practices in relation to recruitment, screening and selection. Today, SNWs provide utilities designed to help companies locate and attract applicants while they also enable employers to run instant background checks (Melanthiou *et al.*, 2015). Notwithstanding, many corporations sidestep the use of social media networks and flop to take advantage of the opportunities this trend has to offer (Melanthiou *et al.*, 2015). Yet, there are numerous of issues, companies, recruiters and human resource management professionals should take into attention when using SNWs for recruitment, screening and selection purposes Melanthiou *et al.*, 2015).

METHODOLOGY

This research study intended to pour forth some light into the use of social networks for recruitment practices by carrying out an extensive literature review research, composed of 25 academic papers in the area of online recruitment between the years 2006 to 2015. Respectively, the objectives of this study were to: Identify if recruiters use Social Networks Sites to conduct background checks, screening of applicants, in what way, and how much this affects their hiring decision. Mention the legal implications associated with social network screening and how ethical they believe their actions are. Mention if e-recruitment is the best practice in the field and if it can be used as a sole strategy.

Job Search

People join, use and bundle different SNWs for numerous reasons. Regardless, enjoyment is an important factor for companies, recruiters and job seekers in joining and use SNWs,

such as Facebook and LinkedIn (Lin & Lu, 2011), perceived usefulness and perceived ease of use are also important (Lin, 2010). This is principally the case for professional oriented SNWs, like LinkedIn, which furnish job seekers with a considerable professional networking opportunities. Job search is one of the many reasons why people join and use SNWs, principally professional oriented Social network sites, such as LinkedIn (Stopfer & Gosling, 2013). Most of the people will agree that the job search process can be in this days a long, time-consuming and exhausting process. It involves the pursuing and gathering information practices about potential jobs and is usually operationalized in terms of intensity and effort (Boswell, Zimmerman, & Swider, 2011). Intensity is defined as the frequency with which the individual is involved in job search activities, considering the effort reflects the perseverance and stamina the individual shows during the job search period (Nikolaou 2015). Another advantage of SNWs, often cited by recruiters and HR professionals, is the ease of approximation the 'passive candidates', that is, individuals not actively searching for a job, a strategy often called 'poaching' or 'talent raiding' among recruiters (Dineen & Soltis, 2010). Recruiters often use poaching to access and captivate candidates, peculiarly for specialized intermedium level or senior level management positions. On the other hand, employees' profiles on professionally oriented SNWs, such as LinkedIn, offer the opportunity to potential employers or recruiters to go through job seekers' biographical, demographical and social information, even when they are not heavily active pursuing a new job (Nikolaou 2015).

Recruitment and Social Networks Sites

The use of social networking sites for recruiting and screening seems to be generally accepted because of its close affinity to the act of posting a job advertisement and application on the Internet. This type of activity just posts the advertisement on a social networking site (Davidson *et al.*, 2011). Some professional and nonprofessional social network sites (e.g., LinkedIn, Facebook) have even added classified sections for job seekers and job posters (Davidson *et al.*, 2011). Today, the success of organizations depends heavily on a good choice of human capital for the proper functioning and development of tasks and business processes (Chiavenato, 2009). You can generally understand the term recruitment, as the process of searching for candidates interested in working in a company (Chiavenato, 2009) provides three definitions recruitment concept:

- A set of activities designed to appeal to an organization a pool of qualified candidates.
- A set of techniques and procedures aimed at attracting potentially qualified and capable of positions in the organization candidates. Basically, it is an information system through which the organization provides reports and market human resources, employment opportunities are to be filled.
- The process of generating a set of candidates for the specific charge. You must announce the availability of the position in the market and attract qualified candidates to challenge it.

There are numerous reasons for this contemporary movement, commonly referred to as e-recruitment (Allden & Harris, 2013).

Given that e-recruitment is frequently dependent on and utilizes social media sites, more details should be given to this peculiar component. Social media sites are defined as a web-based services that allow users three main activity: (1) to create a profile on the system; (2) to create and share connections with other users (friends); and (3) to view the profiles and connections of others in the network. The contact between the users vary from network to network as they may be bi-directional, professional, or one-directional. Social media sites focus on creating communities of people who want to collaborate connect and communicate with each other, public and share content (Boyd & Ellison, 2008).

E – Recruitment

E - Recruitment refers to the process of attracting, screening, selecting, and hiring the best employee based on skill, experience, and organization fit. Discovering the right employee at the lowest cost possible contributes toward an effective and efficient workforce and a strong competitive advantage. Independently from size, most companies around the world use different recruitment strategies, either formal or informal, in order to find and captivate applicants and strengthen their labor force (Marchington & Wilkinson, 2012). First, organizations have an easy access to a wide pool of human capital with diverse skills and competencies (Doherty, 2010). Furthermore, with the proper preparation, skills and the right procedures in place, SNSs enable companies, recruiters and human resources professionals to run their recruitment strategies at a lower cost (Doherty, 2010) and to devote much less time in information processing (Doherty, 2010; JobVite, 2012a; Workforce, 2000), hence making the process more efficient. Yet, there are numerous issues employers, recruiters and human resource management professionals should take in attention when using SNWs for recruitment practices. (Slovensky and Ross, 2012) explored the main managerial and legal issues correlate with the use of SNWs for employee selection and screening whereas (Brown and Vaughn 2011) focused on Facebook and how it affects the hiring decisions. (Clark and Roberts 2010) discussed broadly the issue of privacy in employer and recruiters uses and misuses of SNWs for recruitment, screening and selection.

Legal Issues

One of the tremendous issues are the different legal implications associated to e-recruitment or Social Network Sites recruitment process. Most companies use social media site to screen individuals after receiving and reviewing their application. Screening could lead to lawsuits from applicants for negligence, misuse and unfair treatment. Substantially most of the literature on the legality of candidate screening focuses on one essential point: to differentiate between useful, public and private information. As (Karl, Peluchette and Schlaegel 2010) suggest employers need to be cautiousness that, while use of SNSs may hand over employers with useful information that they would not be able to reach otherwise, they will also irresistible uncover information that is not relevant and should not be used when human resources professionals and recruiters make hiring decisions. (Slovensky and Ross 2012) claim that social network activity does not always reflect the way an applicant will behave when found in the professional or work environment. Most users post information in their social profiles that's not reflect their actual behavior, either during work or throughout their everyday routines. Reasonably, in the

effort to learn as enough as possible for potential candidates, companies conduct different background checks (Slovensky and Ross, 2012). Yet, caution should be taken as social network screening is considered ethical and legal as long as no privacy rights are breached (Melanthiou *et al.*, 2015). However, since this type of information is accessible in public profiles relevant or irrelevant, real or not real a lot of employers and recruiters base their decisions on this information ignoring the legality of their actions and the implications. Indeed, social profiles are usually protected by privacy policy settings that are adjustable by the users. Violation or manipulation of those settings in order to screen an applicant's profile could result in a costly lawsuit (Melanthiou *et al.*, 2015). It turn out that any information collected by screening an applicant's social network profile could become subject for discrimination if it involves personal characteristics such as race, national origin, gender, sex, age, religion, or disabilities (Melanthiou *et al.*, 2015). If any of the information is used to screen out an applicant, then a breach of privacy and legal action against the company could be taken (Kluemper & Rosen, 2009; Slovensky & Ross, 2012). In the context of labor law, if information from social communication networks is used to select job candidates, the employer may use the network provided that it is not violating federal and state laws that protect individuals against discrimination (Soto, 2015).

The Laws of the United States of America that could be violated in this way are

Laws of the United States of America	
Title VII Civil Rights Act	Discrimination by race, color, religion, sex and national origin
EqualPayAct de 1963	Equal pay for equal work
Age Discrimination in Employment Act de 1967	Discrimination by reason of age
Americans with Disabilities Act of 1990	Disability Discrimination

In the case of Puerto Rico laws that may be violated, there are

Laws of Puerto Rico	
Law 100 of June 30, 1969, Discrimination in Employment	Prohibits discrimination in employment based on age, race, color, social or national origin, social status, political or religious beliefs
Law 3 of March 13, 1942, Protection of working mothers	Prohibits discrimination due to pregnancy, abortion or adoption
Law 44 of July 2, 1985, Disability Discrimination	Prohibits discrimination due to physical impairment
Law 144 of August 8, 2000, Amendment to Law 44	Includes morbid obesity as a physical impediment
Law 271 of December 26, 2006, Amendment to Law 100	Prohibits discrimination by marriage or by being victimized or perceived as a victim of domestic violence, sexual assault or stalking

Taking all of the above into account, we generally argue that a candidate for employment and / or employee who is a social network user may have violated some Constitutional Law if the employer were to use the information obtained from the Social networks to find out more about him / her (Soto, 2015).

Conclusion

Job search is one of the many reasons why people join and use SNWs, principally professional oriented Social network sites, such as LinkedIn (Stopfer & Gosling, 2013).

Most of the people will agree that the job search process can be in this days a long, time-consuming and exhausting process. It involves the pursuing and gathering information practices about potential jobs and is usually operationalized in terms of intensity and effort (Boswell, Zimmerman, & Swider, 2011). Another advantage of SNWs, often cited by recruiters and HR professionals, is the ease of approximation the 'passive candidates', that is, individuals not actively searching for a job, a strategy often called 'poaching' or 'talent raiding' among recruiters (Dineen & Soltis, 2010). Recruiters often use poaching to access and captivate candidates, peculiarly for specialized intermedium level or senior level management positions. On the other hand, employees' profiles on professionally oriented SNWs, such as LinkedIn, offer the opportunity to potential employers or recruiters to go through job seekers' biographical, demographical and social information, even when they are not heavily active pursuing a new job (Nikolaou 2015). First, organizations have an easy access to a wide pool of human capital with diverse skills and competencies (Doherty, 2010).

Furthermore, with the proper preparation, skills and the right procedures in place, SNSs enable companies, recruiters and human resources professionals to run their recruitment strategies at a lower cost (Doherty, 2010) and to devote much less time in information processing (Doherty, 2010; JobVite, 2012a; Workforce, 2000), hence making the process more efficient. Yet, there are numerous issues employers, recruiters and human resource management professionals should take in attention when using SNWs for recruitment practices. (Slovensky and Ross, 2012) explored the main managerial and legal issues correlate with the use of SNWs for employee selection and screening whereas (Brown and Vaughn 2011) focused on Facebook and how it affects the hiring decisions. (Clark and Roberts 2010) discussed broadly the issue of privacy in employer and recruiters uses and misuses of SNWs for recruitment, screening and selection. Do not confuse the commitment manifested in the suitability of the use of social tools in the different strategies carried out from the Human Resources Department, with the fanatical convenience of its use in all cases and situations that may arise.

Does this mean that e-recruitment is not always the best technique for capturing talent? The answer to this question cannot be universal either. Its effectiveness will depend, in essence, on some of the following factors: Given the large number of hiring managers already augmenting employee screening with SNWs searches, it is recommended that organizations establish automation of processes, which will save economic costs, and time. Organizations most establish explicit policies and procedures concerning the use of SNWs as screening techniques (Davison et al. 2009, April). As with any procedure used in the hiring process, policies should be developed by the organization's human resource (HR) department to ensure fair, non-discrimination and uniform procedures in attracting, evaluating, screening when using SNWs. Substantially most of the literature on the legality of candidate screening focuses on one essential point: to differentiate between useful, public and private information. As (Karl, Peluchette and Schlaegel 2010) suggest employers need to be cautiousness that, while use of SNSs may hand over employers with useful information that they would not be able to reach otherwise, they will also irresistible uncover

information that is not relevant and should not be used when human resources professionals and recruiters make hiring decisions. Doherty (2010) also arise a more indirect benefit for organizations adopting the e-recruitment practices by explaining how company brand is positively affected. Promoting the company image through e-recruiting shows a more innovative, and flexible strategy that may help captivate young talents and passive professional employees with skills that could drive the company into the new century, taking full advantage of the constantly evolving technology. Having all of this benefits associated with e-recruiting in consideration, equally or more important are the risks associated within this practices. Even though e-recruiting is a fast-developing process, traditional employment methods and techniques still maintain an important role in the recruitment strategy as not all job seekers use the Internet to apply. It is to say that e-recruitment cannot be the only way of promoting a job opportunity, but should be incorporated in a wider strategy and supported also by other means (Melanthiou et al., 2015).

REFERENCES

- Allden, N., Harris, L. 2013. Building a positive candidate experience: Towards a networked model of e-recruitment. *Journal of Business Strategy*, 34(5), 36–47.
- Boswell, W. R., Zimmerman, R. D., & Swider, B. W. 2011. Employee job search: Toward an understanding of search context and search objectives. *Journal of Management*, 38, 129–163.
- Boyd, M. D., & Ellison, B. N. 2008. Social network sites: Definition, history, and scholarship. *Journal of Computer-Mediated Communication*, 13(1), 210–230.
- Brown, V. R., & Vaughn, E. D. 2011. The writing on the (Facebook) wall: The use of social networking sites in hiring decisions. *Journal of Business and Psychology*, 26, 219–225.
- Clark, L. A., & Roberts, S. J. 2010. Employer's use of social networking sites: a socially irresponsible practice. *Journal of Business Ethics*, 95, 507–525.
- Davison, H. K., Maraist, C. C., & Bing, M. N. 2011. Friend or foe? The promise and pitfalls of using social networking sites for HR decisions. *Journal of Business and Psychology*, 26, 153–159.
- Davison, H. K., Maraist, C. C., Hamilton, R. H., & Bing, M. N. 2012. To screen or not to screen? Using the internet for selection decisions. *Employee Responsibilities and Rights Journal*, 24(1), 1–21.
- Dineen, B. R., & Soltis, S. M. 2010. Recruitment: A review of research and emerging directions. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (pp. 43–66). Washington, DC: *American Psychological Association*.
- Doherty, R. 2010. Getting social with recruitment. *Strategic HR Review*, 9(6), 11–15.
- Greengard, S. 2012. Picking—and keeping—the cream of the crop: Smart strategies are needed for both recruitment and retention of talent. *Human Resource Management International Digest*, 20(3), 26–29.
- Karl, K., Peluchette, J., Schlaegel, C. 2010. Who's posting Facebook faux pas? A cross-cultural examination of personality differences. *International Journal of Selection and Assessment*, 18, 174–186.

- Kluemper, D. H., & Rosen, P. A. 2009. Future employment selection methods: evaluating social networking web sites. *Journal of Managerial Psychology*, 24, 567–580.
- Lin, H. F. 2010. Applicability of the extended theory of planned behavior in predicting job seeker intentions to use job-search websites. *International Journal of Selection and Assessment*, 18, 64–74.
- Lin, K. Y., & Lu, H. P. 2011. Why people use social networking sites: An empirical study integrating network externalities and motivation theory. *Computers in Human Behavior*, 27, 1152–1161.
- Madera, J. M. 2012. Using social networking websites as a selection tool: The role of selection process fairness and job pursuit intentions. *International Journal of Hospitality Management*, 31(4), 1276-1282.
- Marchington, M., & Wilkinson, A. 2012. Human resource management at work: People management and development. London, UK: CIPD.
- Melanthiou, Y., Pavlou, F., & Constantinou, E. 2015. The use of social network sites as an e-recruitment tool. *Journal of Transnational Management*, 20(1), 31-49.
- Nikolaou, I. 2014. Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment*, 22(2), 179-189.
- Peluchette, J., & Karl, K. 2009. Examining students' intended image on Facebook: What were they thinking?!. *Journal of Education for Business*, 85, 30-37
- Slovensky, R., & Ross, W. H. 2012. Should human resource managers use social media to screen job applicants? Managerial and legal issues in the USA. *Info*, 14(1), 55–69.
- Soto, M. 2015. Impacto de Facebook™ y otras redes de comunicación social en los procesos de reclutamiento y otros procesos de recursos humanos en el ámbito laboral. *REVISTA JUSTICIA*, 13(13).
- Stopfer, J. M., & Gosling, S. D. 2013. Online social networks in the work context. In D. Derks & A. Bakker (Eds.), *The psychology of digital media at work* (pp. 39–59). London: Psychology Press.
- Sullivan, S. 2006. One-in-four hiring managers have used Internet search engines to screen job candidates; one-in-ten have used social networking sites, CareerBuilder.com survey finds. Retrieved June 10, 2011 and October 12, 2016 from http://www.careerbuilder.com/share/aboutus/pressreleasesdetail.aspx?id=pr331&ed=12%2F31%2F2006&sd=10%2F26%2F2006&cbRecursionCnt=1&csid=a5015667d80f4b599c46d2b08f406b67-%20241548812-RI-4&ns_siteid=ns_us_g_One-in-Four_Hirin_.
- Van Hoya, G., van Hooft, E. A. J., & Lievens, F. 2009. Networking as a job search behaviour: A social network perspective. *Journal of Occupational and Organizational Psychology*, 82, 661–682.
- Vicknair, J., Elkersh, D., Yancey, K., & Budden, M. C. 2010. The use of social networking websites as a recruiting tool for employers. *American Journal of Business Education*, 3(11), 7.
