# ROLE OF SOCIAL MEDIA ON RECRUITMENT AND SELECTION IN INDIA

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**ABSTRACT**

Social media is becoming increasingly more important in today's world. It brings together supply and demand in recruitment and selection. In admission to this it also gives employers the possibility to verify potential employers. This paper presents an exploratory investigation on the role of social networking sites in recruitment. Particularly, the aim is to identify how and why companies use social media to attract and screen applicants during their recruitment processes and if applicants know how to use social media sites properly. This paper also examines the advantages and limitations of recruitment through social media for employers as well as jobseekers.

Although social media are increasingly used in the employee selection and recruitment process, six significant challenges remain this does not frame such research as useless but rather highlights the -need for a faster and more comprehensive approach to studying it. Many big and small organizations use Internet as the source of recruitment. The increasing impact of social networking sites in communication and socializing worldwide brings attention to how they affect recruitment process and retention of employees in the organization. Social media sites like Face book, Twitter, LinkedIn, etc. are a growing medium of communication and a tool for effective recruitment across the world. Everyday more people find talent through social media. Today, every organization is interested in recruitment, and the ever-growing social media impact in the employment vertical. In this paper we critically analyze the pros and cons of Social Media Recruitment methods, latest e-recruitment process, and its significance in organization effectiveness-. It will also focus on web portal usage and role of social networking sites in recruitment.

Today the internet is transforming the whole world, in diverse aspects, in the commercial as well as in the personal world. In business, the recruitment process has been completely changed and revolutionized by the internet and currently all the traditional and slower processes of recruitment are transformed in favor of the new process that is known as "e-recruitment". It is the use of technology and web based tools to assist the recruitment process. Many big and small organizations use Internet as the source of recruitment. The increasing impact of social networking sites in communication and socializing worldwide brings attention to how they affect recruitment process and retention of employees in the organization. Social media sites like Face book, Twitter, LinkedIn, etc. are a growing medium of communication and a tool for effective recruitment across the world. Everyday more people find talent through social media. Today, every organization is interested in recruitment and the ever-growing social media impact in the employment vertical. In this paper we critically analyze the pros and cons of Social Media Recruitment methods, latest e-recruitment process and its significance in organization effectiveness. It will also focus on web portal usage and role of social networking sites in recruitment.

**Keyword Used:** E-Recruitment, Face book, Job Portals, LinkedIn, Social Media Recruitment

## INTRODUCTION

We all have heard of the famous saying "all work and no play makes a jack a dull boy." With the progression of time and competitiveness of the job market, in today"s scenario the reverse of the saying stands true i.e. all play and no workwill make Jack a dull boy. This paper is focused on the growing role of social media as a medium for tapping recruitment opportunities and hence utilizing social networking sites(SNSs) for the purpose of „work" and not only leisure activities.

## Objectives

1.  To evaluate the role of Social Networking Site (SNSs) in hiring process of an organization.
2.  To understand the role of Job Portals in the current scenario.

3.  To study how e-recruitment can affect organizational ability to select and retain staff.

## RESEARCH METHODOLOGY

This paper is a review paper based on secondary data. The detailed study of Literature Review collected from online journals, scholarly research articles is done to understand the current scenario. Further various company websites, journals, business magazines, business newspapers etc. were studied in order to frame the new outlook about thetopic.

## SOCIAL NETWORKING SITES (SNSs) MEANING

The technology is improving at a faster pace and so is the importance and coverage of internet. It was in 2001 that Tim O´Reilly and Media Live International developed a phenomenon called web 2.0 which came as a revolution in and totally transformed the web world. Academicians defines social media and social networking sites as "agroup of Internet based applications that build on the ideological and technological fo undations of Web 2.0, and that allow the creation and exchange of user generated content". With the help of web 2.0 the internet user is able to create his personal account on a website and upload his content. Another scholarly article describes Social Networking Sites SNSs as: "web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system".

Sandra Abel, *The role of Social Networking Sites in recruitment: Results of a quantitative study among German companies*, University of Twente, The Netherlands, 2011.
Danah M Boyd and Nicole B Ellison, Social Network Sites: Definition, History, and Scholarship, *Journal of Computer-Mediated Communication, 13(1),* 2007, 210–230.

## SOCIAL MEDIA

The growing availability of high-speed internet access added the popularity of the concept of social media (Kaplan and Haenlein, 2009). This led to the creation of social networking sites such as mySpace (in 2003) and Facebook (in 2004). Social networking sites (SNSs) allow users to create web-based profiles where individuals can interact (Brown and Vaughn, 2011). In the Netherlands, the usage of internet has grown from 12 minutes per day in 2008 till 104 minutes per individual per day in 2010 (Doelgroepanalyse Nederland, 2010). Of all internet users worldwide, 46 percent uses social media daily (TNS NIPO, 2010). Figure 1 shows that the biggest group of users in the Netherlands is the people between 16-25 years old with 91 percent having a social networking site (CBS, 2011).
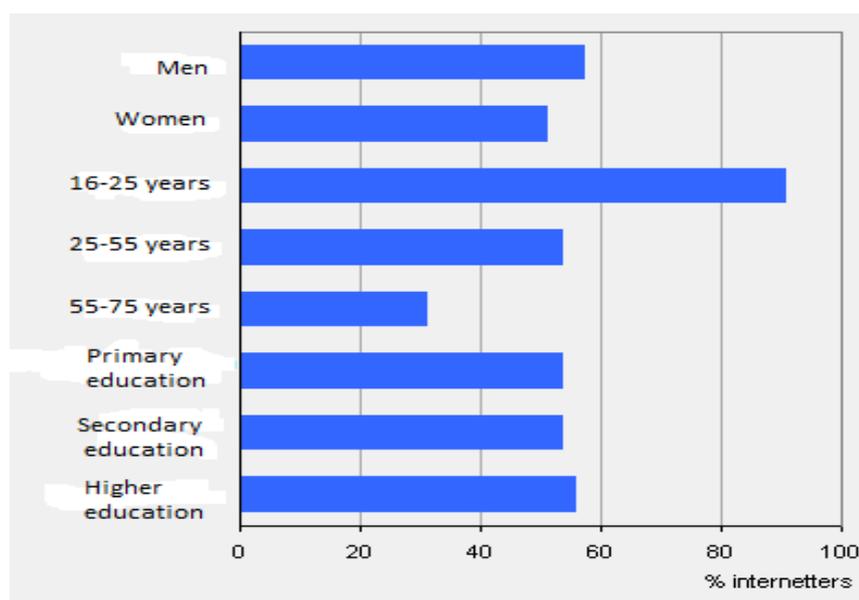


**The relation between social media and recruitment & selection**

Human Resource Management (HRM) can be defined as a philosophy of people management based on beliefs that human resources are uniquely important to sustainable business success (Price, 2011). An organization gains competitive advantage by using its people effectively, drawing on their expertise and

ingenuity to meet clearly defined objectives (Price, 2011). This definition contains elements of recruiting, managing, rewarding performance and development of key competences. The core functions of HRM are recruitment and selection, learning and development and assessment and rewarding. Recruitment and selection are elements of resourcing. Resourcing is the continuous process by which people are identified and allocated to perform necessary tasks (Price, 2011). Figure 2 gives an overview of the resourcing process.
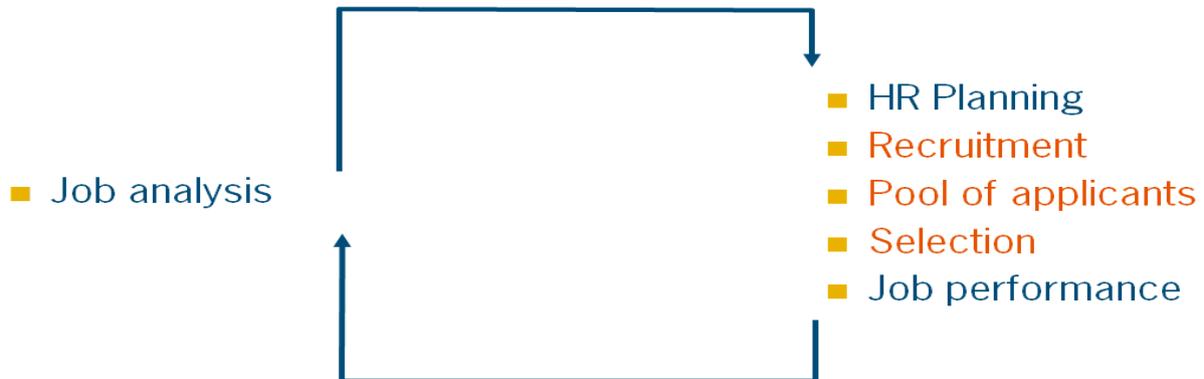


**Figure 2 Resourcing (Runhaar, 2012).**

This report will focus on the job analysis and especially on the recruitment and selection part. The impact of using social media is the largest in this process and the growth of organizations using social media for recruitment and selection is increasing (as mentioned in paragraph 1.1). The selection process is described in figure 3. Recruitment of potential job candidates precedes the application step and will be distinguished from selection in this report, because the use and role of social media in recruitment differs from that in selection. The aim of the recruitment process is to make potential job applicants aware of a vacancy (Price, 2011). Three basic recruitment strategies can be distinguished: Suitability, Malleability and Flexibility. The objective of the first mentioned strategy 'Suitability' is to get the job done. Therefore, HR professionals need to approach the right person for the job. This strategy leads to positions being to people who match traditional criteria – the kind ofpeople the company has always had. In essence it is a cloning process: resourcing a firm with more of the same people (Price, 2011). The second strategy is called 'Malleability', which focuses on fitting the person to the organization's culture. This approach has been justified in terms of attracting creative and innovative employees (Price, 2011). The last strategy 'Flexibility', can provide a competitive advantage for organizations: recruiting 'flexible employees', prepared for future change. The emphasis is on diversity. Organizations can use SNSs to identify (passive) job-seekers, who use the websites to indicate that they are interested in and available for certain job positions and occupations (SHRM Staffin Research, 2008). Job-seekers are called passive if the person is currently employed and not seeking for a career change (DeKay, 2009). In addition, a social networking site of an organization can be useful for attracting qualified (as well as unqualified) applicants.
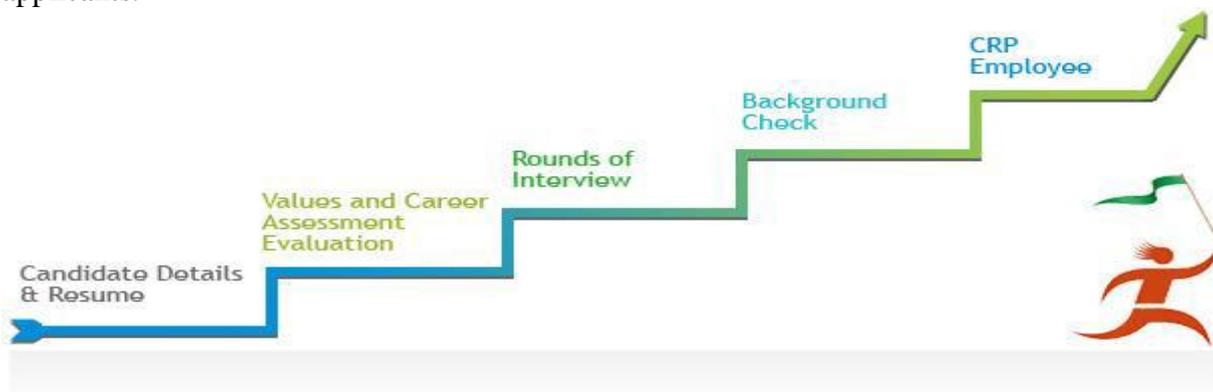


**Figure 3 Selection process (CRP, 2012).**

The application step, which covers résumés (figure 3), presents a problem,: applicants may not provide all the relevant information and what there is will be presented in different ways (Price, 2011). Therefore,

as an employer, checking out an applicant's social networking page before the job interview can be very tempting. Social networking pages can provide an employer a wealth of information beyond, or even possibly contradicting, an applicant's submitted documents. This screening process affords several benefits to organizations. SNSs provide a readily available public forum to research candidates while incurring minimal costs. In addition, potential employees may have access to detailed information that would allow them to draw conclusions or make inferences about the applicant's character of personality that might not be as easily obtained through traditional methods (Davison, Maraist and Bing, 2011). In the 2009 CareerBuilder survey, conducted in the United States, 35% of employers reported not hiring an applicant due to harmful information found on SNSs (Brown and Vaughn, 2011). Reasons for screening out ranged from applicants postings inappropriate pictures or information till conveying information gathering via SNSs. The survey also revealed that applicants' profiles may enhance their chances of being hired or selected for consideration by providing supportive evidence of their listed qualifications.



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**SOCIAL MEDIA AND RECRUITMENT**

The availability of internet connections, good speed and affordable broadband connections today‟ s generation is spending a plenty of time on internet. And therefore, the recruiters are focusing on making social media a tool for posting job opportunities on popular websites in order to attract a large pool of candidates without any geographicalrestrictions. Now days, every individual has an account or two on any of the SNS which they are constantly using for finding better job opportunities. Hence we can say, a large number of users are utilizing social media for job hunting during their leisure and work time. The social network phenomenon is not new, it has started in 1940s itself, but it has gained a lot of recognition these days because of increasing practical usage of social networks by the companies coming from diversified backgrounds. Social media works on the relationships between employee and employee. It provides benefits to the both. It not only helps in marketing activities it also provides opinions about the employer. The people are already talking by the recruiter and its credibility even before the ad is posted on any SNSs. Later whosoever sees the ad will post their opinion and hence the employer branding builds up without spending a penny specifically for the purpose.

**BENEFITS OF SNSs IN RECRUITMENT**

SNSs recruitment derives its benefits from the basic advantages of Social Media of being quick, widespread network and cost effective. Approximately 90% of internet users have their Facebook account, almost 75 % of professionals have registered themselves at linkedin and actively using it for

seeking better candidates(employers view) and opportunities(employees view). One ad posted by the recruiter reaches every single member of the group/hub/network within fractions of seconds. With every ad come professionals‟ comments, job seekers/ prospective employee's queries and current employees‟ experiences, opinions and valuable answers. Continuous comments on the ad increases the company‟ svisibility and hence acts as a tool for publicity for the organization in question. Researchers and scholars have quoted a number of benefits of Social Media Recruitment/ Online recruitment or E Recruitment. Here we will talk about a few most prominent advantages of SNSs in recruitment.

Creating one's own Hub- Best candidate can not be found from a handful of profiles, the employer combs through all the suitable candidate profiles to find the best fit profile. Therefore, it is crucial for an employer to form a wide network of connections. SNSs helps in making such connections which can include clients, former co-workers, industry figures, business owners, professional acquaintances etc. and hence helps to build one's own hub. Once a prospect is found, the only thing left is evaluating the candidate's profile for references, affiliations, and other relevant data.

Greater access to prospective employees- The most prominent advantage of SNSs recruitment is it provides an access to a very large pool of candidates at a very nominal rate. The recruiter can simply post a Job Ad on his company page. And he will be flooded with the profiles of interested candidates.

Better Screening- Profiles on Linkedin have fields for detailed information like candidates experience, qualifications, affiliations, awards and honors, interests etc. Also, written testimonials and recommendations about the candidates by his ex or current co workers and frees the recruiter from the time consuming task of doing referral check.
Hiring candidates for a niche profile becomes easier through SNSs by filtering candidates profile on the basis of keywords and interest areas mentioned by the candidate in their profiles.

Diversified Workforce- The users of LinkedIn, Facebook, Google+, Twitter have their origin in different countries hence the recruiter has very large pool of candidates to tap from multiple backgrounds. These SNSs are facilitating a perfect blend of workforce coming from diversified backgrounds w.r.t. gender, ethnicity, culture, age group and religion. Studies prove diversity in workforce leads to innovative ideas and increased employee productivity. Takeshi Numoto, Corporate Vice President of Office Product Management Group, has quoted "Productivity + social networking = goodness for the workplace". The employees who come through SNSs helps business to reach new heights by facilitating outstanding knowledge and information as they are a talented group of workforce who are portraying a culture of diversity and openness.
Employee Productivity- It is quite strange that we are quoting Employee Productivity as a Pitfall as well as a benefit of E Recruitment. It is believed employees recruited through SNSs are believed to be more tech savvy and active in their job. They like to be well aware and keep themselves up to date with the latest happenings in the industry. Gist is if used in correct direction, social networking can make employees more productive



**Advantages & Disadvantages of Social Media in Hiring Practices**

| Advantages | Disadvantages |
|---|---|
| · Potential to gather more information on a candidate | · Employers need to be careful what information they are accessing through a candidate's social media profile. Accessing the wrong types of information can lead to discrimination cases |
| · Web searches using tools such as Google and popular social media sites can give an employer an overview on a candidate | · Social media profiles do not always give the best overview of a potential employee |
| · Job seekers can find jobs across hundreds of sites that meet their specific abilities | · Screening through applicants on social media profiles can be time consuming |
| · Employers can target specific candidates on social networking sites. This saves a company having to advertise and receive hundreds of applications | · For candidates, with future employers scanning through social media profiles things such as poor grammar, spelling and behavior can all be noted and have an impact on future job search success |
| · Employers who are looking for niche skills or have jobs in unpopular geographic locations can have more luck using social network sites | · It can be hard for employers to make specific searches and get accurate results back due to all the information available |
| · If looking for a certain skill that is more relevant in the international job market an employer has more access to candidates overseas when using social media | |

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**JOB PORTALS VERSUS SNSs**

When it comes to recruitment" s for best jobs in India, Internet is fastest medium to search relevant job for everyone. Most of the job sites in India are not only available on laptops but they do provide Smartphone App to search best job in India. We are listing here top 3 job portal sites in India.

1. Naukri.com-Naukri.com is one of the most comprehensive job searches and a plethora of opportunities. Clean interface provides excellent results across all categories. It also offers resume building services and resumes flash through web based and sms alerts. It focuses on matching job opportunities with the applicant's unique skills and provides a salary bench-marking and gives good opportunity to freshers and experts too. Easy to manage your existing account or you can search directly to any job without even login to the job portal.

2. Monster India-www.monsterindia.com Monster Worldwide Inc. has built a Monster.com so well and managed it reputation to provide best jobs in India, having the main objective to enable the job seekers find out about job/career avenues. It allows to keep some of your information confidential as per your request. User can also define the access level to the every part of your profile. Nice and easy website layout provides you a comfortable search. Also a facility to learn about the interview and other things required to do job preparation

3. Times Jobs-TimesJobs.com site contains all types of jobs and helps individuals to find out job of his/her choice. It also offers a separate portal for jobs in Middle East. Quick search to huge number of job opportunities, filter them based on your skills, designation, location or experience. It also portrays featured employers and companies who are hiring at the current moment.

**THE UPCOMING SCENARIO OF E-RECRUITMENT**

Various research on the related topic shows that online recruitment has recognized itself as a significant part of the recruitment strategy and practices of a wide range of IT companies operating in India. In an increasingly competitive recruitment market, it is critical that organizations maximize their use of the Internet in the recruitment process, or risk losing out on quality applicants as the Internet becomes the standard job search and application medium for job seekers. The research identifies a growth in the use of online systems to track and manage candidate applications, especially for larger organizations, where there will be significant benefits in terms of efficiency, cost, and capability to monitor and report on recruitment activities. It also identifies significant potential for relevant and objective online screening and assessment tools to add value in terms of matching the competencies and skills of the job applicant with the requirements of the organization in an efficient and cost-effective manner. The findings of theresearch suggest that organizations need to examine and challenge their existing processes and strategy in an effort to identify the barriers to attracting and recruiting the best talent in a timely, customer-friendly and resource-efficient manner. The paper highlights a number of key areas that organizations should consider to ensure successful implementation of an e-recruitment strategy, including-

* building knowledge and understanding of the technology options available
* ensuring candidate- and user-friendly interfaces on their systems
* understanding Internet access and proficiency levels amongst target groups
* The importance of integrating online and offline systems.

**ADVANTAGES AND LIMITATIONS OF USING SOCIAL MEDIA IN RECRUITMENT**

Why should employers and jobseekers be using social media for recruitment? What are the advantages and what are the limitations of using social media? Do they differ for employers and jobseekers or actually the same?

## ADVANTAGES FOR EMPLOYERS

Recruitment through social media differs somewhat from recruitment in the old ways. Nowadays, recruiters typically use social media, not to gain new information (this they obtain primarily from the candidate's résumé), but to check if those résumés are correct and to try to learn something about the applicants' network (Reiners & Alexander, 2013). An advantage for employers for using social media is that the effective range in which recruiters can search for applicants is much broader. Recruiters can easily access both national and international applicants. Selection of applicants can also be supported by filtering and cross-checking online resources. Web forms can be standardized and this can help to make the search process simpler, it can even help to make it automated completely (Compton et al., 2009) (Torrington et al., 2004).

A proportion of the work load has been moved from the employer to the applicant. Applicants themselves need to make sure their social media platforms look well. Moving workload from the employer to the jobseekers makes the recruiting process less expensive for the recruiter. Costs also become lower because social media websites are (mostly) accessible without costs (Jacobs, 2009). Cost reduction might be a logical reason for companies to be using social media in recruitment. SHRM (2008) found that companies use social networking websites for screening to gain information with little time and effort (51%). Or to obtain information that is not mentioned in a cover letter, résumé, or curriculum vita (i.e., CV) (49%). Companies also use social media to easily verify information in a cover letter, résumé, or CV (26%), and to assess the applicant fit with the organization (26%).

Another advantage for companies is that if they use social media in the proper way they could save time in the recruitment process. A study by Workforce (2000) claims that online recruiting has proven to be up to 30% faster than other traditional hiring methods. According to them this is due to the elimination of intermediaries and a shorter recruiting cycle.

## LIMITATIONS FOR EMPLOYERS

Unfortunately for the employers using social media in recruitment also has its limitations. For starters, employers may look at information that has been provided on social media in the wrong way. Negative information that has been retrieved from the jobseekers' personal profile may not be considered in the right context. They could therefore result in a hasty rejection decision (Brown & Vaughn 2011, p. 220-221). This could lead to a lawsuit for the employer. This is very serious consequence. There are also consequences that might at a first look seem smaller, but could also have a negative influence on the company. For example, a study by Madera (2012) showed that an organization that uses social media sites as a selection tool was perceived as less fair than an companies that did not use social media in recruitment and selection. Job pursuit intentions were also found to be lower for an organization that used social media sites as a selectionthat using social media sites for selection purposes has a negative impact on the fairness that is perceived in the selection process. Because of this, organizations should be careful about inviting or encouraging potential applicants to join their social media sites as part of their selection process. Applicants see privacy violations as unfair and often this leads to a negative perception of the company (Truxillo et al., 2004). This is obviously not something a company wants.

Another matter that could be considered as negative is that the information available on social media sites may vary considerably. This makes comparison between applicants unreliable. Information that is available about some of the jobseekers might not be available about others. Shared information on social media sites might also be brought in a way that is seen as socially desirable. So there is a very real possibility that the information on social media sites might be inaccurate (Suder, 2014).

When employers are using social media for recruitment they also need to be aware of the risks of negligent hiring. If an employer discovers negative information about a jobseekers using social media sites, but decides to ignore the information and hires the individual anyway, then the employer could be sued for negligent hiring, if the employee later harms a third party (Davidson et al. 2012, p.8).

The last limitation for employers that I discuss here is considered by some to be the most major and difficult. This limitation concerns privacy. Social media sites have made it very easy for private information to become accessible to the general public and not just to the public that someone would

choose (Marwick & boyd 2010) such as family and friends. It also made it possible for recruiters to read them (Suder, 2014). But concerning the privacy on social media you should try to answere the question; does an applicant actually have a right to privacy on social media platforms? When discussing the privacy expectations of a jobseeker some people, like Suder, say that a person loses their right to privacy to information if they post it on social media sites themselves. Seeing how public information is not considered private it makes it hard to argue otherwise. You could say that because the information on social media sites is publicly searchable jobseekers should not have the right to privacy on them. Saying that you should also take into account that some of the information on social media sites is posted by others. Seeing how they did not place this information themselves you could say that this information should be private. In any case there is still a lot to be said about privacy on social media and I would say it has not all been figured out yet.

## ADVANTAGES FOR JOBSEEKERS

One advantages of using social media sites for recruitement for jobseekers is that social media is a low costs mean to search for jobs. Jobseekers can join the social media platforms of companies and then easily have access to the vacancies companies post. Jobseekers can even do this anonymously, which could be an advantage for jobseekers that currently have a job. Plus it helps the recruitment process of the jobseeker by making it more responsive (Reiners & Alexander, 2013).

Another advantage is that jobseekers can easily access infuential referees and important information about the company. This may help them to prepare even better for the job screening process, because they are likely to have, or feel like they have, an edge over competitors with similar credentials (Plummer et al., 2009). Social media and social networking sites in particular, can increase the possibilities of contact andexchange of information between the recruiter and jobseekers in person (Roberts & Roach, 2009). Both jobseekers and recruiter can maintain, mobilize, and develop their social network more efficiently because of social media. They can both filter out relevant information and use them to create new collaboration opportunities (DeKay, 2009; Girard & Fallery, 2011).

## LIMITATIONS FOR JOBSEEKERS

The first limitations for jobseekers I found is that jobseekers do not always realize what information about themselves might leak out into the public (Madejski et al., 2011) or how an ordinary posts or comments might be misunderstood (Wang et al., 2011) by a possible future employer. Not just the personal data they post online themselves can be found, but a possible employer could also find personal data uploaded online by others (such as friends, family, or institutions). This information might be incorrect, it might even damage them as an individual (Henson et al., 2011). Online information can also be inaccurate. For example when individuals are become the victim of identity theft (Connerly et al., 2001), or when false information is posted about them on someone else's website (i.e., libelous information) (Davison et al., 2012). It is important that jobseekers realize the seriousness of this. A study by Kluemper showed that employers reject jobseekers based on what they find about them on social media. Kluemper (2013) found that 35% of employers said that they would reject a jobseeker because of information they found on social media. The top reasons that were given for rejecting applicants included the presence of provocative or inappropriate photos or information, content about drinking or using drugs, bad-mouthing a previous employer, poor communications skills, and discriminatory comments, lying about qualifications, and sharing confidential information from a previous employer.

## CONCLUSION

Social Media has transformed the face of recruitment drastically. The current study has discussed the pros and cons of using social media for recruitment. Though it has many benefits for both-job seeker and recruiter like cost effectiveness, quickness, ample options and opportunities, still it can not be suitable for every job and profile. Also it is only meant for those who are tech savvy and well aware of technological developments of digital world. The critical study shows the SNSs helps in information sharing and network building which can lead to increased or decreased employee productivity. However social media needs to be supplemented with traditional methods of recruitment to get the best fit employee for the organization. SNSs are an excellent tool for recruitment, if used in collaboration with appropriate methods of recruitment it can make recruitment process very quick and productive.

This research paper will help academicians and scholars to get an insight of pitfalls and benefits of Social media Recruitment.

## RECOMMENDATIONS

### Recommendations for employers

Internet screening in organizations is often proceeding without any policies, and with limited guidance or best practices. Although it could simply be recommended that Internet screening should not be used at all (Davison et al., 2012), I also believe that this would be cutting a lot of parties short. I have to recognize that the use of the Internet in screening and selection is already occurring and will most likely will continue to grow. Davison et al. (2012) provide the following preliminary guidance and recommendations for organizations that use Internet screening. First of all companies should try to develop policies regarding appropriate and inappropriate use of Internet screening.

### Recommendations for jobseekers

When it comes to recommendations for jobseekers I agree with Kilpatrick that you should definitely be on LinkedIn (and possibly Facebook and Twitter too), but ensure that you do not have anything on these sites that you would not feel comfortable being seen by a potential employer. This includes your main photo, status updates and personal information. Try to show the best qualities you have and demonstrate your expertise. For example, choose a subject that you are passionate about, and use that interest to become a knowledgeable expert in that field by staying on top of current news and opinion.

Make a personal statement in one sentence. Use it to identify what you do and to separate yourself from your competitors. Use this as a message to promote yourself, just as a brand develops a slogan to promote itself. Think of your strengths, knowledge and what you can bring to a company. Make sure this message is conveyed clearly on social media sites, and your personal website.

Ensure your LinkedIn profile is complete. Join groups that are relevant to your experience and interests, include your personal statement and career goals in your 'summary', and ask former employers and clients to make recommendations on your behalf.

Try to make sure your profile and pictures on social media sites, and other websites you contribute to, show total consistency. This will help you to create a strong and memorable web presence (Kilpatrick, 2013). An advice for future workers would include: look into your own behavior, and do not make the mistake of letting everybody take picture or videos about you. Try to ''search and destroy'' information online when you think it could be damaging your online profile. Of course the best thing to do is to prevent all of this from happening in the first place (Lorenz & Kikkas, 2014).

### Recommendations for Multiple Parties

The rising use of social media screening and selection has raised serious issues about personal privacy and identity management. Companies ask of their recruiters that they search out information, ask around for background information, or if they are not allowed to do that find other sources. This might be violating peoples' rights to privacy. The government could attempt to solve this problem by giving more attention to it in high schools and universities. They could do this by giving career guidance. This way you could try to ensure that young people know how the recruitment processes on social media works, so it would not come as a surprise to them at the time they begin to search for jobs. It might also be helpful to make the recruitment process more visible and transparent. Private companies usually cannot be asked to do that directly (for example, by proposing a law), but it can probably be done effectively in the government sector. However, to really discuss these issues more is a must that more publicly occurs about it (Lorenz & Kikkas, 2014).

I think the use of social media in recruitment could be made extremely effective. If companies decide to implement good and fair policies and regulations concerning social media recruitment and if they find a way to generalize the search. For now I do not believe that it is as effective as it could be, but I think it will not be long before that happens. Even so social media has become an essential part of today's world. It is for a reason that one in every four people is already on Facebook (Statista, 2015).

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**WEBSITE**

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