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# Use of Social Media to Find Suitable Applicants in the Advertising Industry

Gerina Rana

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| Author: | Gerina Rana |
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| Supervisor (Arcada): | Sveinn Eldon |
| | |
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**Abstract**

The research question of this study is; do firms in the advertising industry use social media to attract or find suitable applicants for jobs in their companies? The aim is to find out if social media is being used by companies as a part of recruitment in Advertising Agencies and also to find out what types of media are being used and what kind of positive and negative aspects of social media exists?

From survey done though questionnaires, different answers were collected and it was found that advertising agencies use different social media specially LinkedIn, Facebook and Twitter to advertise and manage their vacancies. Most companies have started to take social media as a major medium of advertising and branding company as a recruiter. At one hand social media is making recruitment easy and economic, in the other hand it generates even unwanted attention and can get difficult to handle if not managed properly. Different knowledge and skills are required and preferably separate department or HR department handling all the media is important. Numbers of people being hired through these medias are increasing everyday with increasing number of users and with different new platforms available. With all these, it can be assumed that use of social media will grow in future for recruitment in advertising agencies as well as other sectors. With appropriate choice of words and designs and good communication and interaction skills employers can establish themselves as a desired recruiter. This helps to attract candidates to companies on their own; saving valuable time and resources in the recruitment process.

| Keywords: | Social Media, Social Networks, Human Resource, Recruiting |
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# 1  INTRODUCTION

The Role of Human Resource Management has changed dramatically during recent years. Syorila (2014) states that technology; globalization and economic situations are some of the factors that transform the work of HR Managers. As per som.cranfield.ac.uk (2015) HRM is now often delivered using internet technology which has allowed firms to provide services directly to employees through self service systems, whereas the development of web 2.0 and mobile technology has led to new opportunities in areas of recruitment, communication and training. The concept of an electronic HRM is emerging, with social media attracting different companies to make their HRM process easy and economical for the recruitment process.

As per Broughton et al., (2013) social media for recruitment purpose is increasing with a wide variety of tools like LinkedIn, Face book, Twitter etc.  The uses depend on different factors like size of the company and sector as well as the type of employees required. Usually, social media tools are used in combination with traditional strategies rather than substituting them. Social media can help organizations to target their recruitment more accurately, present a realistic picture of their workplace and reach a wider range of potential candidates plus help companies to increase brand awareness and two way communications with potential candidates.

According to Jobvite (2014) 73 percent of recruiters plan to invest more in social recruiting in 2015. About 93 percent recruiters use or plan to use social to support their recruiting efforts. Social media enables to find quality hires by targeting talent, engaging candidates, evaluating applicants and show casting employer brand.

A recent article by Business 2 Community (2015), mentioned   5 social recruitment prediction for 2015 which include more use of mobile application by recruiters; increase in use of LinkedIn; increase in passive recruitment or attracting even those candidates who are not looking for job; more use of Face book and twitter in recruitment; as they help to skim candidates profile, and lastly using Facebook as a job search tool as more jobs are being posted in Facebook recently.

Segal, (2014) in his article has mentioned that different legal issues arise while using social media for recruitment. Social media at times has been accused of bringing discrimination while selecting candidates through information available in user's profiles and even using irrelevant information. But there are many ways where companies are finding ways to reach target workforce with this economic medium and still stay free from different legal risks. The article has discussed 7 ways to maximize benefits and minimize risk of legal implications like never asking for passwords, having separate HR department to handle screening, checking candidate's profiles later in the process, being aware of different laws etc.

With new technological and internet evolution, people are using all kinds of internet based tools to make their jobs easier. Most company's targeted employees are active users of one or another social media which make it one of desired place to search for candidates.

In this research, study will be done regarding different social media tools and their use for attracting candidates for jobs, specially focusing on advertising agencies.

## 1.1 Motivation

The reason of the author in choosing the topic is the author´s interest in the field of Human Resource management and its changing roles with growth of electronic human resource management, use of internet and social media. The author in the past had been working in human resource field and has used some e-HR tools for recruitment purposes. The author has been fascinated with the fact of how companies these days are using different Social Medias to attract and find potential candidates, increasing curiosity to learn more about different types, their use and how it works. The author had been part of many recruitment processes through newspaper advertisement and posing on internet but use of social media for the purpose is still new.

At the same time, advertising industries are in general connected to different media channels. The use of the internet and social media has become an important part of this industry. The natures of jobs in advertising agencies are expected to be different from conven-

tional ones with more flexibility in adapting new innovations and technologies. Thus author saw more possibility of advertising industry using social media in recruitment process and wanted to research more focusing on this field.

## 1.2 Research Question and Aim

- Do firms in the advertising industry use social media to attract or find suitable applicants for jobs in their companies?

This research question is specific. It is very clear as to what kind of information the research is looking for. There has been much research in the past about social media but not particularly for advertising industries, which is a key point in motivating the author.

This research aims at finding what kind of role social media are playing in managing human resource in terms of attracting and finding desirable candidates to jobs in the company. It also tries to look in to different types of social media and its popularity. Also what are the positive and negative aspects of using social media for recruitment and what types of resources are expected to be available for their use? This research is focused on advertising agencies, and tries to focus on that area more during collection of its primary data.

## 1.3 Limitation

There are some limitations of this study. Due to lack of time and resources, sample was selected from only a few random advertising agencies. But since collected data were from companies, it is believed that even a small sample gives meaningful and reliable data to study. Also questionnaire were distributed randomly rather than making some standardization on selection of sample as responses may vary as per size, location and scopes of organization.

Questionnaire was designed using surverymonkey.com. The site is very easy and convenient to use yet it has limited free features and more detailed analysis and better presentation was possible if the author had used paid provisions of the site.

Although social media is a new concept lots of secondary data were available but it was difficult to choose regarding, which information from what kind of source can be included in research. At the same time lots of changes are happening everyday with comparatively less authorized information.

# 2 LITERATURE REVIEW

## 2.1 Human Resource Management

Human Resource Management (HRM) in general, is related to a series of activities involved in planning and managing workforce in any organization. The importance of HRM starts from the time organizations start planning for its workforce requirement until employees start work and also afterwards. It covers a huge area than what used to be covered by traditional concept of personnel management.

Dessler (2011) defined human resource management as the process of acquiring, training, appraising and compensating employees providing them also with health and safety, fairness, labour relation etc. Human resource management is important to all managers. All managers are human resource managers as they are involved in activities like recruiting, interviewing, selecting and training.

Beardwell and Claydon (2010) argue that there have been many debates and disagreements regarding HRM and despite its popularity there are no universally agreed definitions. The term HRM also includes activities of traditional concept of Personnel resource Management including few concepts which are completely new. In general HRM is designed more to support overall organizations business strategy and it emphasizes on creating a climate where workers are more motivated and committed to achieve organizational goals.

As per Torrington et al. (2011) at early days, it was relatively simple to manage employees requiring little skill. Finding people was not the problem and trainings were cheap. But now it has become more difficult to find people with right skills, qualifications, attributes and experiences. Also, due to more competition, it has become difficult to retain employees.

## 2.2    Electronic Human Resource Management

As reported by whatishumanresource.com (2015) e-HRM uses web-based technologies to provide HRM services within employing organizations. It includes line managers using desktop computers to arrange and conduct appraisals, plan training and development, evaluate labour cost, and examine turnover and absenteeism. Systems of e-HRM are supported by different software.  E-HRM basically, accesses all HR functions via intranet or other web technology channels. There are three types of e-HRM: Operational, including administrative functions like payroll and employee personal data; Relational, including supporting process like training, recruitment etc. and Transformational, including Strategic HR activities like knowledge management and strategic re-orientation.

According to De Alwis (2010) e-HRM is a way of implementing HR strategies, policies and practices with support and use of web technology based channels. E-HRM can be explained as a business solution for HR professionals to manage workforce, monitor changes and gather information for decision making. At the same time it enables employee participation and keeps track of information. Impacts of e-HR include reduction in cost, transitional of administrative activities of HR department to employees themselves, increase in information availability, integrating HR with other information systems and increased emphasizing of HR as strategic business partner.

## 2.3   Recruitment

As per Dessler (2011) Recruitment involves series of activities from personnel planning and forecasting, Building a pool of candidates, application for or initial screening interview, use of selection tools, deciding on making offer by interviewing.

As Foot and Hook (2008) said a recruitment process is not simple and has three aspects to consider: legal, moral and business. All three aspects should be considered to avoid problems and also whole process aligned with human resource strategy.

Torrington et al. (2011) mentioned that recruitment includes practices and activities with primary purpose to identify and attract potential employees and it covers areas until offer

is made and accepted. With increasing need of skills, it is difficult to find people who are willing and able to fill vacancies and it is a very expensive process. It is important to avoid overselling of job as well as maintain favourable impression of the organization as an employer.

McKenna and Beech (1995) argues there are certain prerequisites to recruitment like job analysis, job description, job specification and key result areas. The important parts of recruitment, is how to attract applicants, the sources of recruitment and the sort-listing of candidates.

## 2.4   Recruitment Process

 "The traditional, i.e. paper-based, recruitment of external candidates from job advertising is a linear process with consecutive tasks. It usually starts with the identification of required applicants, their location and placement in the labour market, and proceeds with activities designed to attract and persuade qualified applicants to apply. Job applications are then received, screened, and sorted, leading to the drawing up of a shortlist. The process ends with communicating the PR-screening results to applicants." (Holm 2012 p.252)

McKenna and Beech (2008) mentioned that; before starting any recruitment process you need some prerequisites like job analysis, job description and job specification. Job analysis provides the fundamental information, which will subsequently be used in formulating the job description and job or person specification. Job description is outline of the job, the tasks involved, the responsibilities and the conditions. Job person or specification on the other hand describes or lists the essential criteria that must be satisfied.

### 2.4.1   Determining the vacancy

Torrington et al. (2011) mentioned that vacancies may be caused through different reasons like when person leaves organization, expansions, need for assistant for executives, creation of new post etc.

As Per Loppold (2002), the first step of recruitment process is always to determine whether there is vacancy in different positions. Alternative solutions might be overtime, part-time jobs, subcontracting etc. rather than permanent full time replacements. Different skill shortage needs to be accessed as per future need of organizations.

Recruitment and selection ideally starts with personnel planning. Employment (or personal) planning is the process of deciding what positions the firm will have to fill, and how to fill them. It embraces all future positions, from maintenance clerk to CEO. (Dessler, 2011, p.178)

### 2.4.2   Internal Recruitment

As Leopold (2002) said internal recruitment is to develop staff inside organization by broadening their range of operations in to new area or by promoting those within area to fill vacant positions. This is a cheap and easy first option, which also motivates employees.

According to Dessler (2011) using internal sources has many advantages like you already know strengths and weakness of those employees and they require less orientation.  This may increase commitment and morale of employees. Disadvantage can be employees who apply for internal jobs can get discontented if they don´t get the position. Also often internal recruitment is a waste of time and it may result a condition of maintaining status quo or inbreeding when new direction is required.

### 2.4.3   External Recruitment

According to Leopold (2002), there can be direct or indirect methods of external recruitment. Direct method is when vacancies are handled by the organization itself, usually through HR department, placing an advert in the media or with a job centre. Where-as, in indirect methods, vacancies are handled by third party or external organizations. Indirect recruitment has an advantage of having access to large employee data and allows a quick response for applicants. But as people registered with these external recruiters are mostly

unemployed rather than people seeking change of job it may reflect inappropriate skills and inconvenient locations.

External Recruitment sources include job centres, recruitment agencies, executive search agencies, casual caller, friends or relatives of existing employees, schools, colleges, universities, advertisements, telephone hotlines, internet, open days etc.

### 2.4.4 Recruitment advertising and Medias

Leopold (2002) said that recruitment advertisements are mixture of graphics and key words about job or qualities of the person required, created to attract attention of candidates. Designing advertisement; depends on different factors like perceived difficulty in filling vacancies, whether jobs are general or specific occupational etc. careful wording based on realistic approach rather than including only positive information is advisable. But not yet considered standalone methods of recruitment, they are the mediums to reach large candidates at low cost.

Whiddett & Kandola (2000) mentioned that some methods to promote jobs are newspaper ads, recruitment agencies, company´s own website, recruitment sites on internet, radio or television ads and contacting local schools. In case of internal recruitment, company´s intranet or other internal sites are most effective way to promote the job. After choosing the right media another tasks is to design advertisement which becomes easier with clear aim and objects of recruiting with right amount of information so that only suitable candidates apply.

Leopold (2002) argues that the choice of media varies with appropriateness and cost. The more difficult the task of filling vacancies; the more it is required to reach a broader media. Electronic methods like e-mail applications, posting vacancies on internet, internal intranet sites are all gaining much popularity.

### 2.4.5 Recruitment via the Internet

Dessler (2010) tried to explain how most employer posts jobs online as many people are looking for jobs online and it is the best medium to reach large number of people looking for job. There are many options for online recruitment like job boards and social networking. Most of sites like monster networking and LinkedIn.com facilitate developing personal relationships for networking and employee referrals. Other online options are dot job domains which give job seekers easy access to registered employer and virtual job fairs. Internet recruitment is cost effective and generates more responses, but it may be blamed of discrimination as fewer older people may use internet. Internet overload is common as there are too many applications which make it difficult to analyse applications. The realistic approach plus short screening online tests may help.

Torrignton (2011) argues, while employers rank the internet highly for cost effectiveness, they are much less convinced when asked about the quality of applicants and ability of web based advertisement to find the right candidates. Also there has been debate on using appropriateness of using gathered information through for example social networking sites in recruitment and selection decision. Newspaper advertising and education liaisons are much more highly rated and are unlikely to be replaced by online recruitment in the near future but in the longer term, with much use of internet and web pages, there is a possibility that employers put internet based recruitment as their first priority.

### 2.4.6 Newspaper and Printed Advertisement

Dessler (2010) mentioned that newspaper is the oldest and often best source for local blue collar help, clerical employees, and lower level administrative employees. Other printed sources are different journals, magazines etc. Experienced advertisers use the AIDA (Attention, interest, desire, and action) principle to construct ads.

As per Simplehrguide.com (2015) Newspaper is a traditional medium of advertising jobs and is popular even today. Newspaper job advertisement is easy to use especially for those professionals who do not share lives on internet. It is expensive and not targeted at spe-

cific group, but still smart newspaper advertisement brings tremendous results. Combination of online recruitment and newspaper job advertising is highly advantageous where newspaper attracts and online recruitment answers details and makes application simple.

As mentioned in Chapter 2 from Torrington (2011) even though internet was considered highly effective most employer still are not convinced about the quality of applicants and ability of web based advertisement to find right candidates. Newspapers are unlikely to be replaced by online recruitment in near future but in long term with much use of internet and social media employer may put social media on first priority.

### 2.4.7   Other sources of External Recruitment

There are many sources of external recruitment. As per Dessler (2010) following types of external recruitment is possible;

- **Employment Agencies:** Different types of employment agencies public, private or non-profit organizations with different motives help connect employers and employees.
- **Temp Agencies and Alternative Staffing:** Use of temporary agencies that provide temporary or contingent workforce. In the same way alternative staffing is to hire in-house employees or contract based employees.
- **Off-shoring and Outsourcing Jobs:** Outsourcing means having outside vendors supply services in hiring Off-shoring is to have outside vendors abroad supply services.
- **Executive Recruiters:** These are special agencies used in small percentage by organizations to seek out top-management talents
- **On-Demand Recruiting Services:** They provide short term recruiting services for specific project and are generally on the hourly basis rather than percentage free basis.
- **College Recruiting:** Sending employers profile and creating application pools from college graduating class
- **Referrals and Walks-Ins:** Referrals are important recruiting option through referrals. Walk-ins are suitable mostly for hourly workers which means direct application made at your office and many give every walk-in a brief interview.

### 2.4.8    Employer branding

Torrignton (2011) argues that employer branding advocates competing for staff by borrowing techniques long used in marketing goods and services to potential customer. Putting themselves in market as desirable employer and attracting stronger application from potential employees often result in reduction of recruitment cost by attracting unsolicited applications.

As Sivertzen, Nilsen and Olafsen ( 2014) had mentioned in their article Job seekers may use corporate reputation as source of information about working condition in organizations. Reputations are set of characteristics socially constructed for an organization. Organizations have also experienced that effective branding leads to certain competitive advantages, and this makes it easier to attract and retain employees.

### 2.4.9    Control and Evaluation

As per Torrington (2011) Different advertisement and other methods of recruitment should be monitored to ensure value and money and that it produces suitable pool of applicants. Recruitment outcomes vary as per recruitment objectives. Organizations should ensure they have robust process to collect data to evaluate effectiveness of recruitment process and also they should ensure equality of opportunity throughout recruitment process.

### 2.4.10   Correspondence

As per Torrington (2011), organizations have to carry out correspondences professionally to ensure a positive impression to everyone; failing to do so may cause loss in interest or preference to rival organizations. This also supports employer branding. Providing important information provides organizations with the opportunity to sell themselves as an employer to its potential applicant's pools. Also tracking recruitment is essential to give immediate and helpful response to applicant's enquiries. applicants should be informed about the outcome of their application and also unsolicited candidates should be informed with standard letters if possible with practical suggestions like applying again in some time or if applicants consider another post in organization.

### 2.4.11  Short listing

Torrington (2011) mentioned that when numbers of applications are too many, it might be difficult to shortlist candidates to take them further in the process of selection. There are basically 3 ways of doing this. First one by using panel where first deciding criteria are selected then using them and list of candidates are selected individually by panel. After revealing, first list panel try to find consensus. After discussing some preferred candidates and classifying them to different categories, final sort listing is done.  Second involves applying a score system where as panel method criteria are determined then shortlisted  CV or application are graded like A or high mark or B or C . Third is the use of software system to shortlist candidates electronically.

## 2.5   Social Media

Ryan & Jones (2012) defined Social media as an umbrella for web based services and software which enables people to assemble and discuss, exchange ideas and share information online with each other. These interactions can be text, images, audio and video clips and other Medias which can be used individually or combined.

"Social Media can be defined as a group of Internet-Based applications that build on the ideological and technological foundations of Web 2.0, and that allows the creation and exchange of User Generated Content" (Kaplan and Haenlein 2010 p. 60-62)

Greene (2015) argues that Social Media require investment, skill and thorough knowledge. Investment in the form of time energy technology (hardware, software the web and internet connectivity) and dedicated human resources and these also require objectives and KPIs Key process Indicators. Fewer groups assume social media has not yet reached the stage of measurement as to how to arrive at ROI level where as other group state that social media can be measured.

Socialmediahq.com (2015) mentioned that use of social media require investment in human resources, software and time for process development and managers need 10 differ-

ent skills to use and operate social media which are community management, search engine optimization, creative design, polished writer, comfortable with emerging trends and technology, analytical mind, strategic vision, tactical awareness, presentation ability and leadership.

MacDonald (2015) have stated about different opportunities social media provides for HR professionals. Social media makes it easier to highlight employee knowledge as it makes easy for employees to share their expertise. At the same time, social media, in a way replaces office newsletters by providing different ways for employees to connect to each other. Social media also aids in the recruitment and support of corporate initiatives bringing more employee participation by encouraging employees through social posts.

As per Kaplan and Haenlein (2010) classified different types of Social medias into six different categories: collaborative projects, blogs, content communities, social networking sites, virtual game worlds and virtual social worlds and are categorized with respect to their level of social presence and media richness as well as self-presentation and self-disclosure. Self presentation and self disclosure theory represent the self impression one wishes other to perceive of them where as social presence and media richness is the amount of social interaction between audiences and author.

|  | Low Social presence/media richness | Medium social presence/media richness | High social presence/media richness |
|---|---|---|---|
| High self-presentation/Self-disclosure | Blogs | Social networking sites | Virtual social worlds |
| Low self-presentation / self- disclosure | Collaborative projects | Content communities | Virtual game worlds |

*Table 2-1 Social Media categories classified according to their level of social presence/media richness and self-presentation/self-disclosure (Kaplan and Haenlein, 2009)*

### 2.5.1 Blogs

Safko & Brake (2009) explained blogs as pages which include the bloggers thoughts and ideas, and may contain photos, audio or video as well. Blogs include both regular ones like Blogger and WordPress as well as micro blogging such and Twitter and can be written by individuals or organizations. Even if blogs are not most typical channel for recruitment it can be used for employer branding, networking and following what other blog writing industry professional are doing and might also be possible to reach potential employees.

As per Kaplan & Haenlein (2010) blogs have a low level of social presence and media richness but high self presentation and self disclosure. Even though they are generally managed by individuals, they allow interaction by posing comments.

### 2.5.2 Content communities

Safko and Brake (2009) argues content communities allow users to share data in the form of videos, photos and presentations. YouTube is most well-known example of content community. Even when most videos are for entertainment purpose it can be used for employer branding and creating brand awareness online which helps HR department in recruitment.

According to Kaplan & Haenlein (2010) Content communities are considered to have a medium level of social presence and media richness and low self presentation and self disclosure.

### 2.5.3 Social Networking sites

According to Boyd and Ellison (2007), social networking site allows individual to construct public or semi-public profile, articulate a list of other users with whom they can connect and view and transverse their list of connections and those made by others within the system.

Sankar and Bouchard (2009) mentioned that Social Networking and social media has become most popular name of Web 2.0 applications. As of February 2009, Facebook has 175 million users and 50% of them visit the site at least once a day while many users visit site more than 50 times a day. Facebook is equivalent to the sixth most populous country in the world.

As per Kaplan & Haenlein (2010) Social networking sites are considered to have a medium level of social presence and media richness but high self presentation and self disclosure. As per En.wikibooks.org, 2015 some of popular networks are Face book, Google+, Orkut, MySpace, LinkedIn etc. and popularity depends strongly on countries.

### 2.5.4 Virtual social worlds

According to Safko & Brake (2009), virtual social worlds are three dimensional worlds where people communicate as avatars. This environment can be used to represent real world situations for business like marketing, sales and PR to Human resources. These types of media may enable one-on-one communications, networking and interviews through video conferencing and thus might be used to create brand recognition.

As per (Kaplan & Haenlein 2010), Social worlds let users to act more freely than game worlds without boundaries an world. It has high level of social presence and media richness as well as high self presentation and self disclosure.

### 2.5.5 Virtual Game worlds

According to Safko & Brake (2009), somehow similar or even can be taken as part of Virtual social worlds but the notion of cooperation and competition set the apart. Gamers spend hours playing and make conversations a share experience with other players across the world and this might be the reason many offer product placement and advertising opportunities in their games.

As per Kaplan & Haenlein (2010) Virtual game worlds are somewhat strict, which limits the degree of self-presentation and self-disclosure.

### 2.5.6 Collaborative projects

Sankar and Bouchard (2009) mentioned that collaborative projects enable users to share and cross-link information in a way that is collaborative- every user can add and edit information. Wikipedia and other wikis come in this category. Internal and external recruitments can be done through wikis. Wikis generally do not support recruitment as information shared via wikis can be modified by single users, leading to risk of facts potentially being manipulated. However it is advisable to keep wikis in mind as wikis are taken as one of the reliable sources of information about companies for job seekers.

As per Kaplan & Haenlein (2010) collaborative projects have lowest level of social presence and media richness as well as self presentation and self disclosure.

### 2.5.7 Other tools and devices

Soyrila, 2012 mentioned that social bookmarking and interpersonal applications such as Skype and messengers even though do not directly fall under above mentioned classifications, some sources do consider them as social media as they have close connection and are part of participatory Web 2.0. In the same way smart phones and iPads are means of connecting to Web 2.0 and different social media applications.

## 2.6 Use of Social Media in Recruitment

As reported by Social News Daily (2013) although LinkedIn is generally used to attract potential employees, recently companies use Facebook and Twitter also to sell their brand to individuals looking for employment. It is no longer the question of 'are recruiters using social media,' but how they use it. Social recruiting provides quick and easy way to find candidates who are looking for job and are fit for open positions.
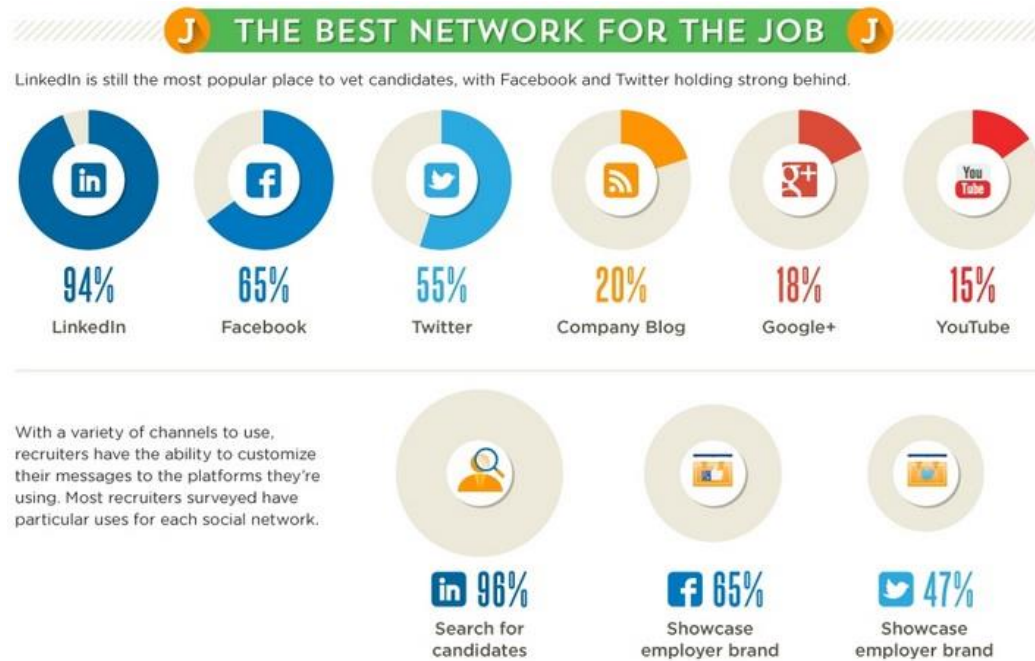
*Figure 2-1 The Best Network for the Job (Social News Daily, 2013)*

"Facebook, LinkedIn and Twitter are still the BIG3 for job seekers, but watch out for Instagram, Pinterest and Snap chat in 2015. It's interesting that Facebook is still no.1 for job seekers, but LinkedIn comes up tops for recruiters." (Undercover Recruiter, 2015)

Medved (2014) stated that 89 percent of all recruiters reported hiring thought LinkedIn whereas Facebook and Twitter came a lot behind reaching only 26 percent and 15 percent respectively. On the other hand 94 percent of recruiters are active on LinkedIn but only 36 percent of candidates are. Job seekers by wide margin prefer Facebook rather than LinkedIn whereas recruiters are more in to LinkedIn.

Segal (2014) mentioned in his article that as per the survey of The Society for Human Resource Management (SHRM) in 2008, 2011 and 2013 on the use of social media for employee recruitment and selection 77 percent of respondent companies use social networking sites in recruitment for specific jobs which was up from 56 percent in 2011 and 34 percent in 2008. However when it comes to screening job applicants, it appear that fewer employers are using social media than in the past. In the 2013 SHRM survey, 22 percent of respondents said they use social media web sites like Facebook or Instagram to research job candidates decline from 34 percent in 2008. 74 percent of organization

said the reason behind not using social networking for screening is concern for legal risks or discovering information about protected characteristics when perusing candidate's social media. But at the same time there can be valuable information on candidate´s social media pages that an employer lawfully can consider.
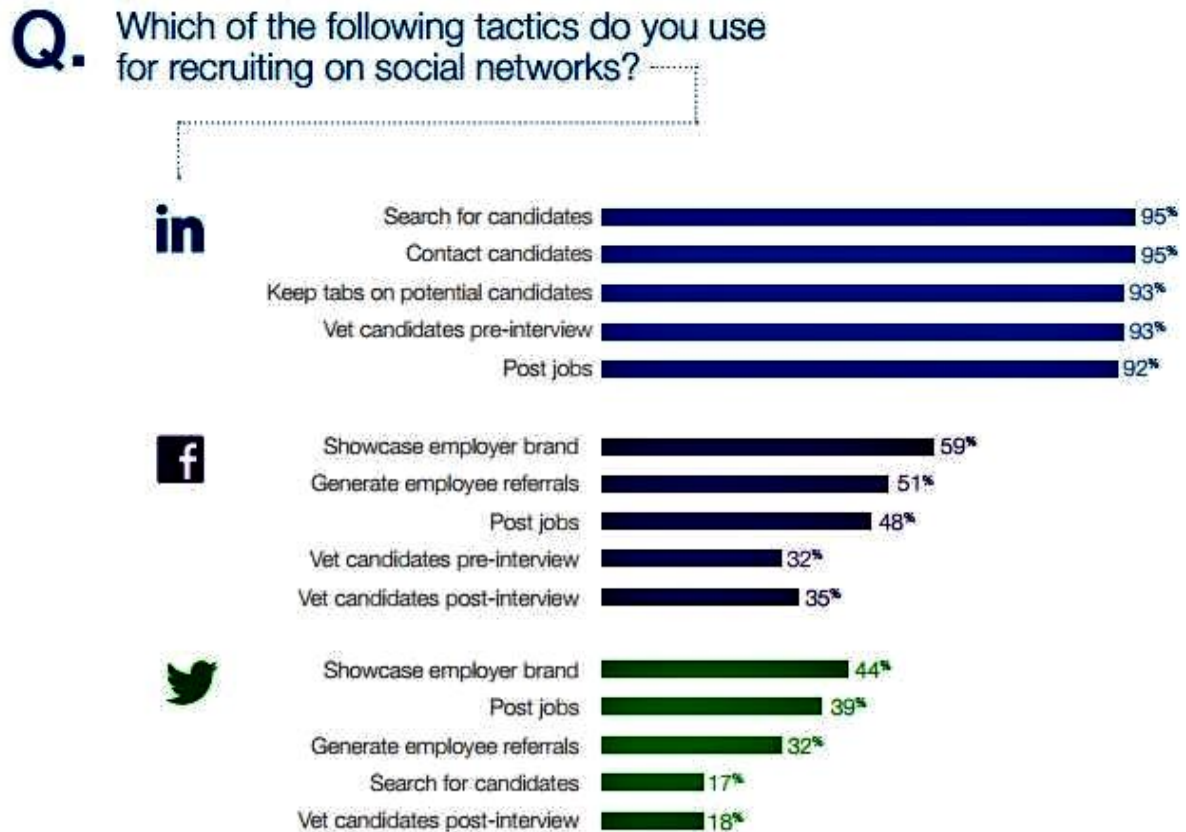


*Figure 2-2 Tactics respondent companies use for recruiting on social networks (Jobvite, social recruiting survey, 2014)*

From the above figure from Jobvite (2014) it can be seen than LinkedIn is basically use to Search for candidates and contact them, Keep tabs on potential candidates, vet candidates pre-interview, Post Jobs. Whereas Facebook is used for employer branding, referrals, post jobs, vet candidates pre and post interview. In the same way twitter is used as employer branding, post jobs, employee referrals, searching candidates and vet candidates post-interview.

It is mentioned in Nordström, (2014) that a company with positive brand image are likely to get more applicants and regular updates helps to strengthen company image. Sometimes job seekers get accessed to information provided by random users which company cannot control and thus may get even negative images of company. But with versatile content on multiple channels and by reacting  to updates of others the positive image of company can be developed.

## 2.7   Popular social Medias and recruitment

Among many social media available few are more popular than other. And the variation also depends on age group and profession.

| Who  uses social Networking sites % of internet users within each group who use social networking sites | |
|---|---|
| All Internet users | 74 % |
| a. Men | 72 |
| b. Women | 76 |
| a. 18-29 | 89 |
| b. 30-49 | 82 |
| c. 50-64 | 65 |
| d. 65+ | 49 |
| a. High school grad or less | 72 |
| b. Some college | 78 |
| c. College+ | 73 |
| a. Less than $30,000/yr | 79 |
| b. $30,000-$49,999 | 73 |
| c.$ 50,000-$74,999 | 70 |
| d. $75,000+ | 78 |
| Pew Research Centre's Internet Project January Omibus survey, January 23-26, 2014. | |
| Pew Research Centre | |

*Table 2-2 Who Uses Social Networking Sites (Pew Research Centre's Internet & American Life Project, 2013)*

Above table shows result of survey made by Pew Research Centre regarding, percentage of users of social networking sites according to different factors like; sex, age, education and salary level.
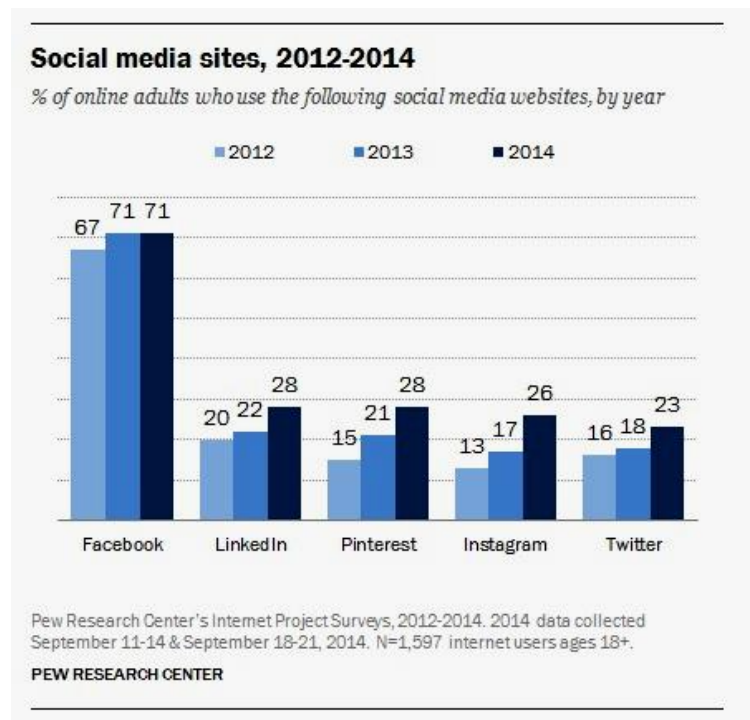
*Figure 2-3 Use of Social Media Sites between 2012- 2014 (Duggan, M., Ellison, N., Lampe, C., Lenhart, A. and Madden, M. 2015)*

From the above figure a survey made by Paw Research on September 2014 among 1597 adults it was found that Facebook is mostly used social media with 71 percent using them in the year 2014. At the same time LinkedIn comes second with 28 percent users. Pin interest came with 28 and Instagram 26 percent plus Twitter 23 percent users in the year 2014

## 2.8 Facebook

It is mentioned in Wikipedia (2015) and Newsroom.fb.com, (2004) that Facebook is the most popular social networking site which was established by Mark Zuckerberg and his peers at the Harvard University in 2004 which after have approximately 1.23 billion active users. Facebook has 890 million daily active users and 745 million mobile daily active users for December 2014 with 1.39 billion monthly active users and 1.19 billion mobile monthly active users as of December 2014.

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As mentioned in factsheet about Facebook (2010) The main idea behind Facebook is that the user creates a personal profile site, adds other users and her/his friends and communicate with them, adds pictures about them and their friends and tells friends what is going on in his/hers life and also can join related to interest workplace, school or hobbies. According to Korpi et al. (2012) Facebook is generally used to seek blue- collar and service workers whereas as LinkedIn, is the place for searching academic, white collar employees. The language used in Facebook is also more laid back and entertaining. The biggest challenge with Facebook is to attract adequate number of users to share and like the company updates.

As mentioned in Facebook.com ( 2014)  as a result of survey's made by National Association of colleges and Employers (NACE) it is found that half or 50%  of employers are using Facebook for hiring process and nearly 90 percent stated that Facebook is cost effective way to find new talent. In the same way 87 percent of respondents suggested liking a desired company´s Facebook page, followed by using Facebook as a networking tool. Facebook is effective tool for recruitment as Facebook use is widespread and allows connecting to more potential job seekers also it makes it easier to network with people. Facebook is also less costly methods of recruiting compared to traditional alternatives.

Heathfield, 2015 in her article discussed different possible methods of using Facebook for recruiting. One of them is to send links to recruiting website to Facebook fan page, or sending messages about job openings to fans. Job openings can also be posted in fan page. There is also a new Facebook application for recruiting which allows tab called "jobs" to be added in Facebook page.

### 2.8.1   LinkedIn

"LinkedIn connects the world´s professionals to make them more productive and successful. With more than 347 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world´s largest professional network on the internet." (Linkedin.com, 2015)

Bologna (2014) mentioned that LinkedIn has become the most important tool for employers using social media. Society of Human Resource management report found that 94 percent of employers using social media favour LinkedIn, about the same as the 95 percent who used it in 2011. Fifty-eight percent said they use Facebook, up from 54 percent two years earlier and 42 percent HR professionals said they use Twitter for recruitment, up from 39 percent in 2011.

As per Ganesh (2014) LinkedIn sends nearly four times more people to your home page than Twitter and Facebook and every second 2 new members join LinkedIn. 54 percent of Millennial use LinkedIn to read industry news and seek professional advice where 6 out of every 10 users are interested    in industry insights. Average number of daily LinkedIn mobile Job application is 44,000 and 40% of users Check LinkedIn daily.

## 2.8.2   Twitter

 As mentioned in Statista (2015) as of the fourth quarter of 2014, the micro blogging service averages at 288 million monthly active users.   Twitter enables registered users to read and post short messages up to 140 characters and users are also able to upload photos or short videos.

According to Black (2010) Twitter can be powerful way for small companies and recruiters to expand their list of potential job candidates if they use it right and it needs consistency and time to get paid. Hash tags are used to filter and find information on twitter like #job, #jobpost, #employment# recruiting etc. are common to post job or find job postings. In the same way different companies like Jobvite, Tweet my jobs are helping business to target their tweets to a particular audience.  People in twitter are in general comfortable with innovation, creative and collaborative work, and new and creative ways to get their job done.

According to Soyrila (2012) Twitter is no doubt more useful for recruitment purpose which allows users to share – tweet- short message, follow others and retweet or quote other users messages. The power, from the recruiter´s perspective, is obviously in the "retweets". Companies can update job advertisements and other news instantly via tweets,

and have their followers retweet the messages so that they spread to a larger audience. Twitter allows short messages but writing short message reaching faster to specific target audience with link to full advertisement might be faster option than many traditional channels.

### 2.8.3 You tube

As per Wikipedia (2015) YouTube is a video-sharing website owned by Google originally created by three former PayPal employees in February 2005 and allows users to upload, view and share videos.

Youtube.com (2015) states that it has more than 1 billion users and everyday people watch hundreds of millions of hours on YouTube and generate billions of views. 300 hours of video are uploaded in every minutes and number of people watching is increasing 500% year over year. Half of YouTube views are on mobile devices. More than a million advertisers use Google platform with majority of small business.

Hines (2015) mentioned that one of great way to recruit new talent in your company is publishing video in YouTube and with 800 million unique users visiting each month makes it perfect place to find new audience.

Myers (2015) pointed out that video offers a way to personalize the recruitment process and give potential employees a feel for the culture of company and expectations for new hires and also establish dialogue between potential employees and the company. Important things to consider are to offer more information and familiarity about company culture and jobs, to personalize videos with people already works in company, to allow comments in videos and to link YouTube videos with company´s website and other social media pages.

### 2.8.4 Others

There are also many other growing social media channels which are being used by companies to find right candidates for recruitment.

XING E-Recruiting, 2015 stated Xing as a career network for business contacts in all industries based initially for German-speaking candidates having 6.4 million users in Germany, 0.6 million in Switzerland and 0.6 million in Austria. There are about 580,000 students in all three countries.

According to Scott (2014) Instagram, is a photo sharing application that recently surpassed 15 million active users with 70 percent logging in at least once in a day with a huge pool of potential employees. Instagram can be used for recruiting, employee engagement and brand building. The key is to try to build a brand, seeking our passive talent, using hostages and locations and being active by creating hash tags and daily photos and videos before posting jobs. More activity will generate more followers and more talent to recruit from.

Headworth, 2015 mentioned that Google is the largest search engine with biggest email platform(Gmail), second biggest search engine (YouTube) and third biggest social network (540 million active monthly users and one of leading blogging platform(Blogger) and has free 15 GB cloud storage and cloud sharing photo website (Picasa) and Google has integrated all these into Google plus. Thus it has benefits from all those and generate huge potential for recruiters to reach its target candidates.

As mentioned in Slater (2015), Pinterest is relatively new and not as popular as means of recruitment but considerable as it has over 70 million users and drives more referral traffic to publishers than Twitter LinkedIn and Reddit combined. Its female dominated site as 42% of all online women are users with around 80% of active users are also them. It can be used for Employer branding through for example recent office images. It is useful for finding candidates using tags. Pinning advertising videos from other channels like YouTube and Vimeo as it integrates with both. Also creative job advertisement s and QR codes can be used to visit browsers to individual job pages or company pages.

## 2.9   Advertising Agencies and Social Media

As per Wikipedia, (2015) advertising agency is type of business related to creating, planning and handling advertising and other forms of promotion for its clients and independent from clients.

Managementstudyguide.com (2015) explains advertising agencies as group of people expert in particular fields in helping the companies and organizations to reach their target customers and take all the efforts for selling the product of the client. As they are expert and have team of people for different functions like copywriters, art directors, and planners etc. whose experience and knowledge are used by agencies making it more professional. Use of art agencies can save cost to some extent.

In Article by Baer (2015), he mentioned about the survey by web services giant Sapient among 200 chief marketing officers and senior marketers, about desirable qualities or strength of advertising and marketing agencies in coming year It is found that Web 2.0 and social media capabilities are one among 10 top lists and are taken as important/very important 'when it comes to agency selection. Please find appendix 2 for top 50 advertising and their reach in social media ad mentioned in article of Beer (2014)

# 3  RESEARCH DESIGN

The questionnaire designed for the purpose of this research is a mixture of both quantitative and qualitative research. However, as quantitative method is more dominant here, questions are mainly focused on creating generalized results from mostly closed end questions. But as there are options for respondents to put their own answers and also write views in few answers, it also involves some part of qualitative research. As a quantitative research it produces result of responses as per how many samples were collected, how many used what types of media and chose from different advantage and disadvantages and others features, mostly from the given answers. Data thus collected can be converted in to number.  At the same time there are fields where respondents can write their own views regarding the subjects with few open end questions areas where they can chose their own answers making it subjective or qualitative research analysis.

## 3.1  Quantitative research

Flick (2011) mentioned that quantitative research works with numbers which makes it possible for a statistical analysis of the data. It can be taken as strictly goal oriented procedure. Data collection is designed in a standardized way aimed to achieve generalized results. Data can be analysed by using statistics or charts and figures. The main advantage is, it covers large number of cases and can be generalized. But at the same time it cannot make detailed study of particular participants.

As per Greetham (2009)  even though quantitative research works with numbers and most obvious examples include population statistics, crime figures act, there are many less obvious subjects and situations that can be converted in to numbers, like how many people hold particular opinion and how strong someone holds particular belief.

## 3.2  Qualitative research

According to Flick (2011) Qualitative research situation is not standard and designed to be as open as possible.  Data are analysed as interpretations. Advantage is detailed and exact analysis of few cases can be produced where participants have much more freedom

to decide angers as per their present context. But it can be more time consuming and cannot be generalized to mass.

Greetham (2009) argues that qualitative research cannot be converted in to numbers and are expressed in words describing attitudes, feeling, opinions, ideas, customs and belief and cannot be reduced to average, minimum and maximum values or percentages.

## 3.3  Mixed Methods

Many research involved both qualitative and quantitative research. In this research too, both quantitative and qualitative methods are used in order to gain more accurate and elaborated understanding of subject. In this research, data was collected though distribution of questionnaire through sending questionnaire to different Advertising Agencies.

**"A** mixed methods study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially and are given a priority, and the invoice the integration of data at one or more stages in the process of search (Creswell 2003 p.212)"

Creswell (2003) defined 3 forms of mixed methods
1. Phase design; where both methods are applied separately one after another
2. Dominant design; where it is mainly committed to one approach then uses other marginally
3. Mixed methodology designs; which link two approaches in all phases of research process.

## 3.4  Questionnaire

According to Saunders, Lewis and Thornhill (2003); questionnaire in general are said to be used for survey but it can be used for case study research, face to face or telephone interviews as well. There can be different definition of questionnaire and different techniques fall under this heading. Questionnaire is most widely used survey data collection technique, where respondents are to answer same set of questions. Questionnaire can be

self-administered including online questionnaire, postal questionnaire or deliver-and- collection questionnaire where questionnaire are usually filled by respondents. Whereas interviewer administered questionnaire includes telephone questionnaire and structured interview where responses are recorded or written by interviewer on the basis of each respondents answer. Different factors determines choice of questionnaire like characters of respondents, importance of reaching a particular person, types of questions need to be asked , number of questions etc.

Greetham (2009) argues that those questions can be closed end and open end. Carefully chosen and crafted closed end question lead to useful quantitative data. There are six different types of closed end questions. Dichotomous or categorical questions, Numerical questions, multiple choice questions, multiple response question, Likert scale question, ranking questions. Open end question allows respondents freedom of answering questions. It generates some thoughtful responses that provide valuable qualitative material in the form of quotes to support your quantitative data. Questionnaires should be short with sharp focus and clear instructions using simple language and trying not to lead the respondents.

## 3.5   Data collection

Secondary data for this research was collected from books, previous thesis, journals and news. Primary data was collected from a questionnaire distributed to different advertising agencies randomly. The survey was done on April 2015. Questionnaire was created using surverymonkey.com. It is a web page which allows you to design question and also send link to chosen audience from where they can fill online questionnaire. The site also helps to analyse the data free of cost. However, more features can be added with paid updates.

There were overall 10 questions   including a question for the feedback and location of companies. Other questions were aimed to ask if companies use social media and what types of media they prefer more for recruitment, their views regarding why social media is a good option and what are the limitations.  Questionnaire also asked respondents about types of media they generally use for recruitment beside social media, their views regarding future of recruitment though social media and number of candidates to be hired in

future. They were also asked to share their views regarding skill and knowledge to manage social media for recruitment.

| Location | Number |
|----------|--------|
| Chennai, India | 1 |
| Florida, USA | 1 |
| Frankfurt, Germany | 1 |
| Gothenburg, Sweden | 1 |
| Helsinki, Finland | 4 |
| Kathmandu, Nepal | 3 |
| Miami, USA | 1 |
| Minnesota, USA | 1 |
| Rajasthan, India | 1 |
| Suunsari, Nepal | 1 |
| Zagreb, Croatia | 1 |
| Tallinn, Estonia | 2 |
| Unknown | 1 |
| **Total** | **19** |

*Table 3-1 Total responses collected from different parts of world*

The link of created questionnaire was distributed through Facebook message with a cover letter to tentatively 65 advertising agencies around the world. About half of links were sent to advertising agencies in Finland as author´s current location and to Nepal as author´s home country and thus more responses are collected from those places. Others were sent to agencies in different parts of the world chosen randomly. Author also looked at popularity of media in terms of number of likes and most recent updates in their Facebook pages while choosing agencies. Total of 19 responses were collected from all over the world.

## 3.6 Approach

This research is focused on finding whether the advertising companies use social media to attract suitable candidates. The author has tried to find the answer of the research question on the basis of sample survey through distribution of questionnaire randomly to few selected or sampled advertising agencies all over the world. There were options for companies either to disclose their name or stay anonymous. Companies were requested to at least mention the city where they were located.

## 3.7   Data analysis

Data were analysed using different tables and figures created from collected primary data using questionnaire. As the author used surverymonkey.com data were immediately analysed by survey monkey in to different tables and charts. But due to some limitation of webpage authors created own figures using data collected through the site.

## 3.8   Data interpretation

A result of this study is presented as table, charts and discussions on the basis of review of literature and findings collected through survey questionnaires. Each questions and answers are analysed on the basis of its contents and discussed considering answer it provided to research question.

# 4 DATA PRESENTATION AND ANALYSIS

In this section, responses or data collected thought questionnaire are presented and analysed using different tables and charts. Respondents were collected from 19 respondents. There were 10 questions in the questionnaire and answers for 9 of them are included in this part. See appendix 1 for the questionnaire.

## 4.1 Use and types of social media

Respondents were asked about the use and types of social media they are using to attract or find candidates for job. Facebook, LinkedIn, Twitter and YouTube, Don't use and other to specify were the answer options. The idea behind this question is to find, if advertising agencies are using social media and what are the types in recruitment process. Multiple options were allowed as one company may be using more than one type.
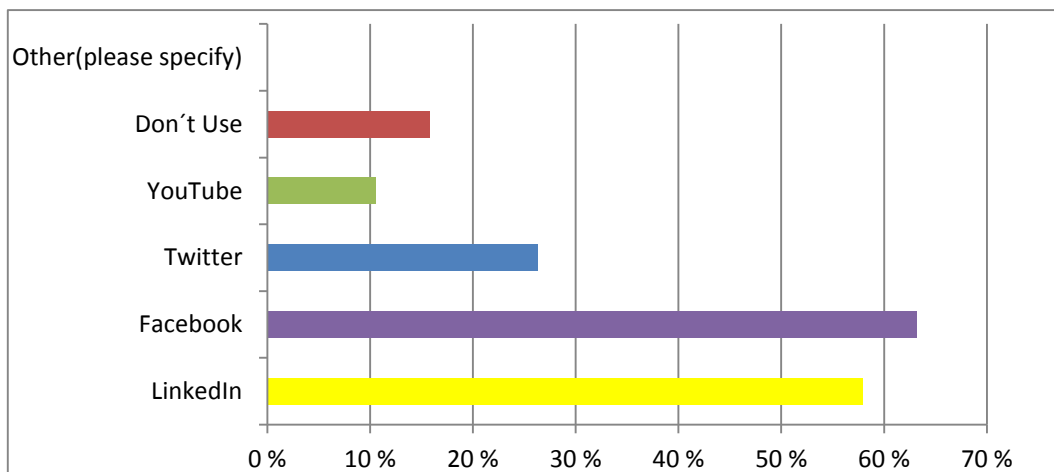


*Figure 4-1 Use and types of social media*

| Answer Choices | Responses | In percentage | Other types |
|---|---|---|---|
| LinkedIn | 11 | 58 % | |
| Facebook | 12 | 63 % | |
| Twitter | 5 | 26 % | |
| YouTube | 2 | 11 % | |
| Don´t Use | 3 | 16 % | |
| Other(please specify) | 0 | 0 % | |
| Total respondents | 19 | | |

*Table 4-1 Use and types of social media*

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Advertising agencies were asked about types of social media they are using for attracting or finding suitable candidates. From 19 respondents, Facebook is used by 12 or 63 percent respondents and LinkedIn comes second with 11 or 58 percent using it. Twitter comes next with 5 or 26 percent using it. 2 respondents or 11 percent said that they use YouTube while 3 respondents or 16 percent of them said they don't use any social media for the purpose of finding candidates.

## 4.2 Future Consideration on use of social media to attract or find applicants

Respondent were asked if they are not using social media at the moment, are they planning to use any of them in near future to attract or find candidates for job. The answer options provided was Facebook, LinkedIn, Twitter, YouTube and no plans yet and other options to specify if they are using any other. This question was directed to know what are planning of advertising agencies for future and what will be their preference on social media types.
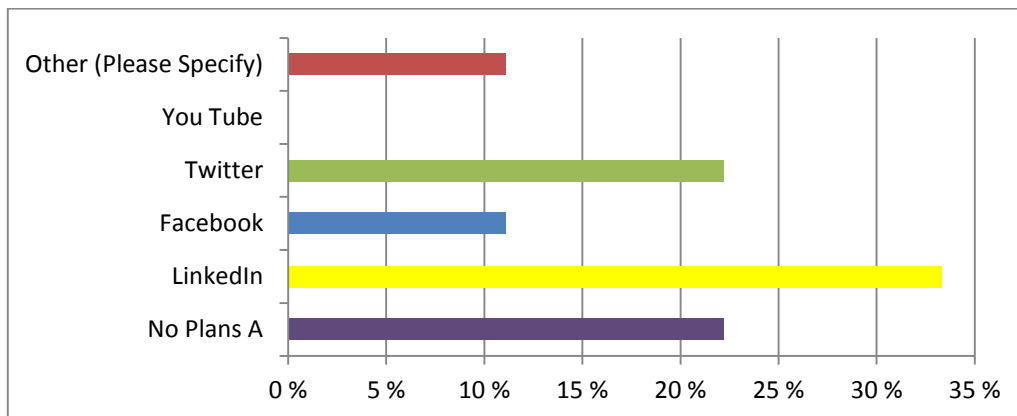


*Figure 4-2 Future consideration on use of Social Media to attract or find job* candidates

| Answer Choices | Responses | In Percent | Other types |
|---|---|---|---|
| No Plans A | 2 | 22 % | |
| LinkedIn | 3 | 33 % | |
| Facebook | 1 | 11 % | |
| Twitter | 2 | 22 % | |
| You Tube | 0 | 0 % | |
| Other (Please Specify) | 1 | 11 % | Job portals |
| **Total respondents** | **9** | | |

*Table 4-2 Future consideration on use of Social Media to attract or find job candidates*

As the answer to the question about future consideration of using any social media 9 respondents were collected. Among them 2 or 22 percent said they don't have any plans yet 3 or 33 percent said they prefer LinkedIn. Both Facebook and Twitter got 1 or 11 percent respondent favouring to use them in future. 1 or 11 percent of respondent said they consider using Job Portals.

## 4.3 Overall Types of Media being used

Respondents were asked about different advertising mediums they are using to advertise their jobs with or without social media. Different options given were exclusively social media, social media, Newspaper, webpage and other to specify. The aim of this question is to find different options available to advertising agencies beside social media to advertise job. More than one option was allowed as in general companies use more than one medium of advertising.
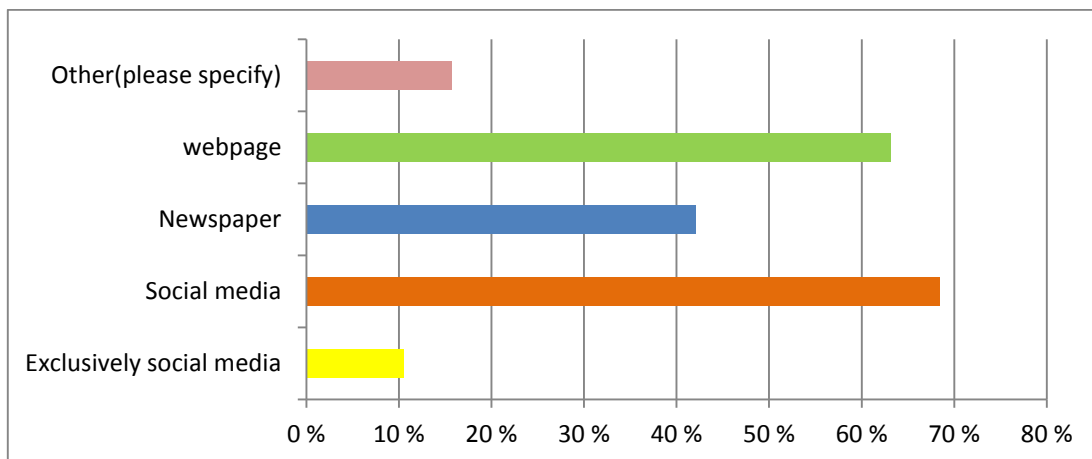


*Figure 4-3 Overall Types of media being used*

| Answer Choices | Reponses | In Percent | Other types |
|---|---|---|---|
| Exclusively social media | 2 | 11 % | |
| Social media | 13 | 68 % | |
| Newspaper | 8 | 42 % | |
| webpage | 12 | 63 % | |
| Other(please specify) | 3 | 16 % | 1. Job advertising websites Career    2. Service website of schools 3. Want Ad Networks. |
| **Total respondents** | **19** | | |

*Table 4-3 Overall Types of media being used*

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In general companies use different types of media to publish their vacancies; some of them are traditional like newspaper advertisement whereas recently, social media has also been gaining popularity. To the answer of, 'which media respondent companies use,' only 2 or 11 percent of them mentioned that they use social media exclusively. Social media are used by 13 or 68 percent of respondents. Newspaper is used by 8 or 42 percent of respondents and webpage is being used by 12 or 63 percent of respondents. 3 or 16 percent of them mentioned about using other medias like job advertising websites, second one is Career Service websites of schools and third one is want ad Networks.

## 4.4 Reasons for social media being good option

Respondents were asked to choose a reason why they think social media can be good option. Answer options were Economic, Easy to reach target audience, Easy to use, Today´s Trend and other specify. The idea is to find which of the advantage of social media are given most importance by advertising agencies.
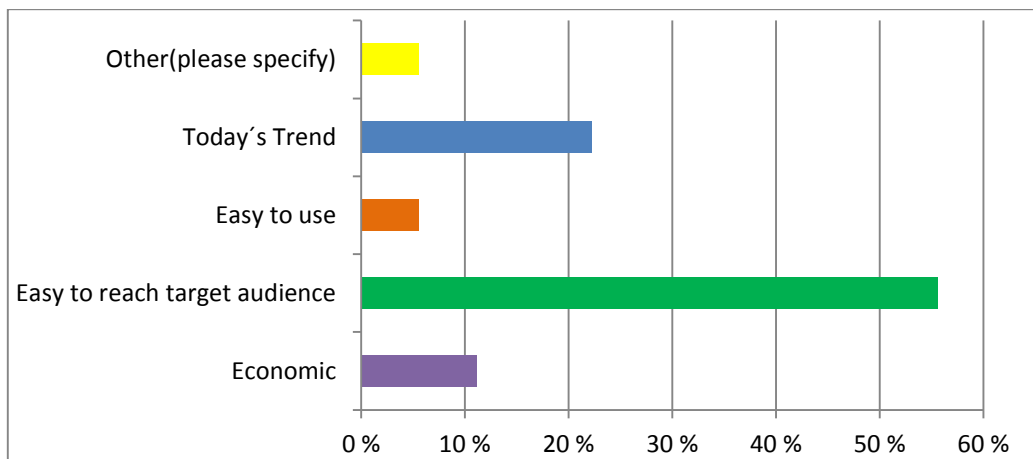


*Figure 4-4 Reasons for social media being good option*

| Answer Choices | Responses | In Percent | Other reasons |
|---|---|---|---|
| Economic | 2 | 11 % | |
| Easy to reach target audience | 10 | 56 % | |
| Easy to use | 1 | 6 % | |
| Today´s Trend | 4 | 22 % | |
| Other(please specify) | 1 | 6 % | Virality in target audience |
| **Total Responses** | **18** | | |

*Table 4-4 Reasons for social media being good option*

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When asked about social media being a good option to be used as a medium to attract suitable candidates, 10 or 56 percent of respondents believed that social media makes it easier to reach target audience. 4 or 22 percent respondent said it is Today´s Trend. 2 or 11 percent respondent said it is economic to use whereas 1 or 6 percent said it's easy to use. One respondent mentioned that Virality in target audience is also one of advantage of advertising through social media.

## 4.5 Limitations of using social media

Respondents were asked to choose one from different limitations of social media; attract unwanted people, difficult to handle ,no good response, get costly and other to specify. The idea of this question was to find, the most pressing limitation of social media, according to advertising agencies.
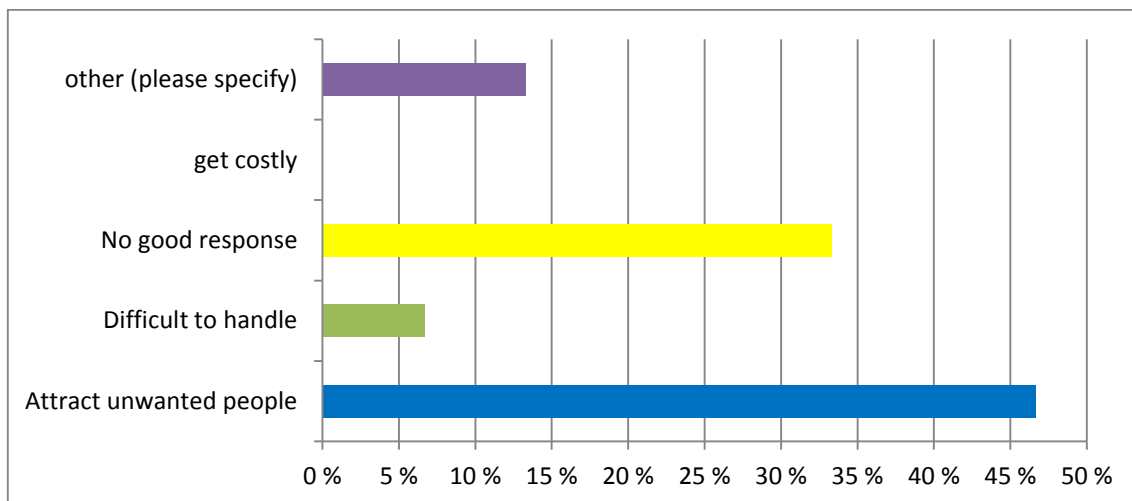


*Figure 4-5 Limitations of using social media*

| Answer choices | Responses | In percent | Others |
|---|---|---|---|
| Attract unwanted people | 7 | 47 % | |
| Difficult to handle | 1 | 7 % | |
| No good response | 5 | 33 % | |
| get costly | 0 | 0 % | |
| other (please specify) | 2 | 13 % | 1. Works well 2. risk of larger scale of un-wanted people |
| **Total responses** | **15** | | |

*Table 4-5 Limitations of using social media*

About the limitation of using social media about 7 or 47 percent of respondents said social Medias attract unwanted people. 5 or 33 percent of respondents said there is no good response from social media and 1 or 7 percent said it's difficult to handle. Among other 2 respondent, one mentioned that it works well with them but other said there is risk of larger scale of unwanted people.

## 4.6   Tentative Number of candidates hired in last two years using Social Media

Respondents were asked about number of candidates hired by advertising agencies in last two years. Answering options were No candidates, 1-10, 10-20, more than 20 and other to specify. The idea was to find how social media have benefited these companies in the past or how effective is the use of social media recruitment process, in hiring desirable candidates in companies.
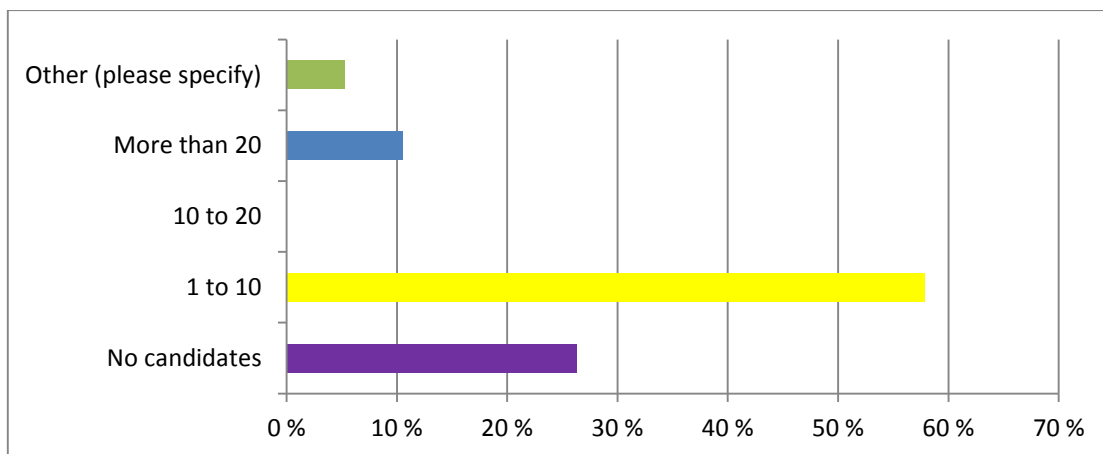


*Figure 4-6 Tentative number of candidates hired in last two years using social media*

| Answer choices | Responses | In percent | Other |
|---|---|---|---|
| No candidates | 5 | 26 % | |
| 1 to 10 | 11 | 58 % | |
| 10 to 20 | 0 | 0 % | |
| More than 20 | 2 | 11 % | |
| Other (please specify) | 1 | 5 % | 1. Less than 5 solely based on social media. But more candidates are found on Job portals. |
| **Total responses** | **19** | | |

*Table 4-6 Tentative number of candidates hired in last two years using social media*

Most of the respondents i.e. 11 or 58 percent respondents said that they have hired 1-10 candidates using social media in last two. 5 or 26 percent respondents said they haven't hired any candidates using social media. 2 or 11 percent respondent said they have hired more than 20. Whereas 1 respondent mentioned that they have hired less than 5 using social media but many from job portals.

## 4.7 Future of social media

Respondents were asked about their views regarding future of social media. Different options provided were will grow more, continue as it is, will reduce, will stop, replaced by something and other to specify. These options are selected on the basis of most possible near future of social media. The aim is to find views of advertising agencies, regarding future of social media.
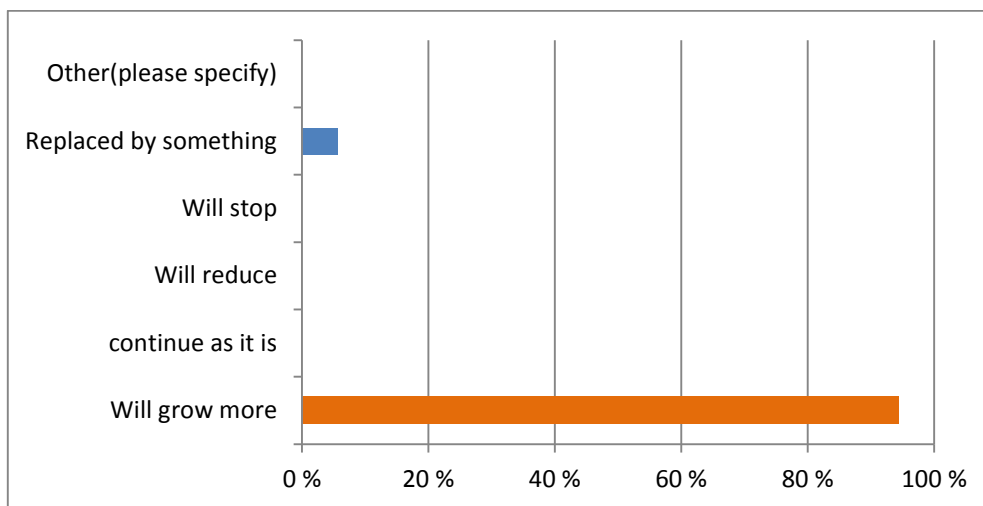


*Figure 4-7 Future of social media*

| Answer Choices | Responses | In percent |
|---|---|---|
| Will grow more | 17 | 94 % |
| continue as it is | 0 | 0 % |
| Will reduce | 0 | 0 % |
| Will stop | 0 | 0 % |
| Replaced by something | 1 | 6 % |
| Other(please specify) | 0 | 0 % |
| **Total responses** | **18** | |

*Table 4-7 Future of social media*

To the question about future of social media 17 or 94 percent respondents said the use of social media will grow more to attract and find suitable candidates. Only 1 respondent or 6 percent said it will be replaced by something.

## 4.8 Presence of Separate Human Resource department

Respondents were asked if they have separate HR department in their companies. Answer options were yes, No and other to specify. This question targeted to know if companies are having separate people to manage recruitment activities through social media.
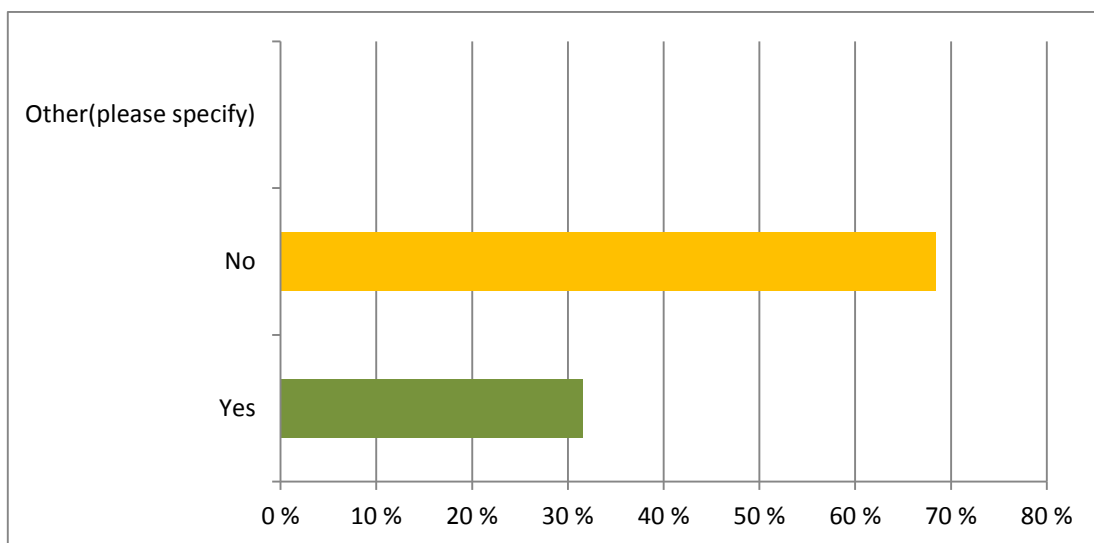


*Figure 4-8 Presence of separate human resource department*

| Answer choices | Responses | In Percent |
|---|---|---|
| Yes | 6 | 32 % |
| No | 13 | 68 % |
| Other(please specify) | 0 | 0 % |
| **Total responses** | **19** | |

*Table 4-8 Presence of separate human resource department*

Among the respondents 6 or 32 percent said they have separate human resource department in their company where as 13 or 68 percent said they have no human resource department to handle recruitment process.

## 4.9   Special Knowledge and skill requirements

Respondents were asked about skills and knowledge important to manage recruitment though social media. Answer options were no specific skills, rules in terms of do´s and don'ts, making posts attractive, interaction and communication skills, skimming candidates and other to specify. This question aimed to know which kind of knowledge and skills are given higher priority by advertising companies in using social media to attract or find candidates.
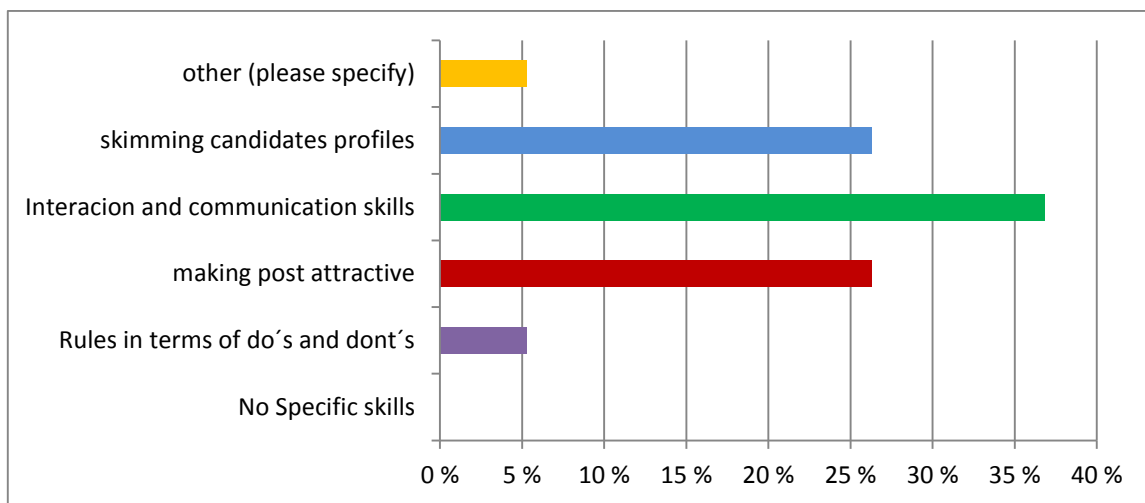


*Figure 4-9 Special knowledge and skill requirements*

| Answer choices | Responses | In percent | Other skills |
|---|---|---|---|
| No Specific skills | 0 | 0 % | |
| Rules in terms of do´s and don'ts | 1 | 5 % | |
| making post attractive | 5 | 26 % | |
| Interaction and communication skills | 7 | 37 % | |
| skimming candidates profiles | 5 | 26 % | |
| other (please specify) | 1 | 5 % | well thought about or well planned posts |
| **Total responses** | **19** | | |

*Table 4-9 Special knowledge and skill requirements*

When asked about if there are any skill requirements for using social media to attract and find candidates 7 or 37 percent of respondents said interaction and communication skills are most important. 5 or 26 percent of respondents said it need skill in skimming candidate's profiles. 5 or 26 percent of respondents said it needs skill to make posts attractive.

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1 or 5 percent of respondents said it is important to understand rules in terms of do´s and don´ts. Whereas, 1 respondent mentioned that employer need well thought about or well-planned posts.

# 5 DISCUSSIONS

This research was based on research question; "do firms in the advertising industry use social media to attract or find suitable applicants for jobs in their companies?" Different questions asked in questionnaire survey, whose results and discussions are presented below.

**Question no 1: Do you use social media to attract or find suitable applicants for jobs in your company? Which Medias do you use?**

**Discussion:** From the responses it is found most of advertising agencies use social media for recruitment. Facebook and LinkedIn are the mostly used social media with 63 percent and 58 percent respectively using them, followed by Twitter and you tube at 26 percent and 11 percent respectively.

As mentioned in Chapter 2 p. 22, 25 and 26 of this thesis; LinkedIn is the most favoured and medium by recruiters as it is more professional business network and designed especially for the recruiting purposes. It has more than 347 million members. Facebook is most favoured page from view point of job seekers and with more than 1.23 billion active users it is the biggest platform currently being used for companies to find its candidates.

Broughton et al. (2013) have mentioned that most popular recruitment activities tend to be LinkedIn, Twitter, YouTube and Facebook. LinkedIn is targeted at professionals. YouTube enables organizations to display more information about them and vacancies, Twitter can be used to broadcast vacancies and information and Facebook being predominately a social networking tool some use it directly for recruitment purpose while others use to direct candidates to their sites.

However, from the research it has been found that considerable numbers of advertising agencies 16 percent are still not using social media for the purpose of recruitment. With many advantages like being economic and reaching large no of candidates, use of social media also has many limitations. As discussed in Chapter 2 p. 17, 23 social Medias needs Investment, skill and throughout knowledge in terms of operating. Wrong way of

using it may bring negative effects. Also there are many legal risks. These may be the reason behind hesitancy of some companies to include social media in recruitment process.

**Question 2: If you don´t use at the moment, have you ever considered using any of them in near future?**

**Discussions:** Among 9 respondents who answered this question 22 percent said they have no plans yet to use any social media, whereas 33 percent respondents said they have plans to use LinkedIn in the future. This was actually the question directed to the people who don't use social media for recruitment but as more responses were collected it is assumed that companies mentioned also other types of social media than what they are not using but have considered in using in future.

It is mentioned in Introduction p.6 and Literature Review p. 22-23part of this thesis, Social media plays important role in recruitment. With many potential candidates around different social networks, it has become one of the easiest, fastest and economic ways to reach and attract targeted candidates. Many companies are hiring using these media. A survey by Jobvite (2014) had stated that 73 percent of recruiters planned to invest more in social recruiting in 2014. Social recruiting has become a norm with 93 percent of recruiters use or plan to use social media to support recruitment. Like branding of products by marketers recruiters are branding their image across many platforms. Thus it can be assumed that companies sooner or later start using social media for recruitment purposes.

**Question no 3: Which Media do you use to advertise your jobs.**

**Discussion:** From collected responses it is found that 68 percent of the respondents use social media although among them only 11 percent use social media exclusively. Among them 63 percent respondent said they use webpage with 42 percent of them using newspapers. Some respondents mentioned they use career services website of schools and Want Ad Networks.

As mentioned in Chapter 2 p. 14-15 from different sources newspaper is the oldest and often best source for local blue collar help, clerical employees, and lower level administrative employees. Newspaper is a still considered of being high quality than web based advertisement and not likely to replace in near future. Even though it is expensive and not targeted at specific group, smart newspaper advertising brings tremendous result and combination of online recruitment and newspaper job advertising is highly advantageous.

It is mentioned in Broughton et al., (2013) that social media tools are not being used as direct replacement for traditional hiring process but rather a supplement to them. In general use of social media might also be determined by company- specific characteristics for example of company. In general hiring through social media might be too expensive and resource intensive to small companies who hires occasional basis. At the same time in some industries like technology, finance or engineering social media is important industry norm. Also young growth businesses are more likely to use social media for recruitment. Also there are no strict lines between traditional and new media recruitment as they are usually used in combination. For example if someone publishes jobs in Facebook, you tube or twitter and they attach a link to their web page or job advertising websites and others. Similarly most of web pages and other advertisements in web are linked to their social media pages.

**Question 4: Why do you think social media can be good option?**

**Discussions:** There can be many reasons why companies today choose social media in recruitment. 56 percent of our respondents said through social media it is easy to reach target audience. While 22 percent believed it is today´s trend while other 11 percent and 6 percent think it's economic and easy to use respectively.

Broughton et al. (2013) mentioned about 2013 Acas online panel survey about motivations of using social media for recruitment and most common answers with 65 percent of respondents saying it has access of wider range of candidates and 64 percent respondent saying ease of use followed by 54 percent saying low cost and 46 percent ability to target niche candidates. 25 percent said social media enables to find information about candidates which would not be possible otherwise.

Today technological changes have made people connected to internet through many devices. People use one or another of these Medias many times a day. A research by    Pew Research Center's Internet & American Life Project (2014) stated about three major technology revolution; Broadband, Mobile and Social. Rise of internet and increasing amount of its speed is affecting the way people work, learn and take care of themselves. They spend more time online and perform many actives both for work and entertainment purposes. Mobile connectivity and later use of Smartphone sand tablets have made people accessible to information almost anywhere and how and when people communicate and gather information. People are creating bigger and diverse social networks online and they allow people to pug in anytime making them more persistent and pervasive beyond imagination in past. This factors highlights the important role social media can play in process of recruitment making social media reachable to more candidates faster and comparatively at low cost.

A respondent also mentioned about the Virality of social media.  Social media plays a role of word-of-mouth.  As mentioned in Marketing-made-simple.com (2015) viral advertisement has potential of bringing massive exposure and generally take the form of video footage or something ´chat worthy´ which is designed to pass though population via different tools.  At the same time negative word of mouth can be very bad for overall image of company.

**Question 5: What do you think are the Limitations of using social media?**
**Discussions:** There are some limitations of using social media. In this research 47 percent people said social media attracted unwanted people and 33 percent said there are no good responses from advertising in social media.

As discussed in earlier chapters social media can reach more people and there is large number of people using them. It possible that too many candidates' shows interest in the job and most of times they are not even suitable pool of candidates companies are looking for.  Scanning too many applications can sometimes be burden for company. While directing your advertisement to more focused groups or setting some clear standards and realistic advertisements can help solve a problem to some extent.

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There might be the case where companies are not able to produce as much attractive advertisements and cannot make positive impression on desired candidates. This may cause low response or undesirable responses. Companies need to understand and plan its social media activities. Company branding is important. Through all the activities they are spreading some message to its followers. Carefully written words with attractive pictures or videos of companies working environment, happy employees, their positive comments helps to create positive impression among job seekers and makes companies on the top list as recruiters. Also it is important that companies frequently or actively use social media to be able to gain for followers and keep making impression of company.

From the responses 7 percent agreed upon social media being difficult to handle. Difficulty can be come, as we discussed above in terms of handling application or it can also be in terms of understand different legal issues and different skill and knowledge requirements. Broughton et al. (2013) have stated that social media is also a platform for criticism and negative remarks which spreads more easily and quickly. At the same time there are many legal risks like invasion of applicant's privacy, accuracy of online information used in decisions, lack of clear theoretical background, issues of equality in using available information etc.

**Question 6: How many candidates have you hired tentatively using social media during last 2 years?**
**Discussions:** From the respondents 58 percent said they have hired about 1-10 candidates in last 2 years where as 11 percent said they have hired more than 20 candidates. Number of candidates to hire depends upon size of the company as well as employee turnover. But the idea of including this question is to find out whether companies have actually benefited their hiring process through social media.

Many studies have found there has been significant improvement in the number of people being hired through social networks. According to survey made by Jobvite (2014) total of 73 percent candidates have hired using social media among which 79 percent used LinkedIn, 26 percent used Facebook, 14 percent used Twitter and 7 percent used candidate blog. There has been significant difference in percentage of people hired though

LinkedIn and other Medias like Facebook and Twitter. Even though as in chapter 2 that Facebook is mostly used social media the hiring through LinkedIn is comparatively high and the reason can be recruiter's preference in using LinkedIn.

At the same time hiring is affected by many other factors. Dessler (2011) has mentioned that after developing a pool of suitable candidates through recruitment process different screening tools are used for selection like tests, assessment centres, and background and reference checks and after that interviews are held for likely candidates to decide who to hire. This can be one of the reasons of hiring fewer candidates even after huge number of responses, generated through social media.

**Question 7: What are your views regarding near future of recruitment through social media? Let´s say next 5 years.**
**Discussions:** From respondents 94 percent believed recruitment through social media will grow in next 5 years. Only 6 percent believed that it will be replaced by something.

With recent speed of growth and gaining popularity by new social media channels, we can assume the use of social media will grow in next 5 years. It is mentioned in Chapter 1 p. 6 about a article in Business 2 community about 5 different future prediction for 2015 which include increase in passive recruitment, more use of LinkedIn, Facebook and twitter etc.

Also in Chapter 2 p. 23 mentioned that even if Facebook, LinkedIn and Twitter are big platforms use of Instagram, Pininterest ad snapchat are expected to grow in 2015. Increasing interest of video and pictures from users of social media can bring new and different ways of advertising jobs. At the same time increasing competition between companies to get attention from pool of applicants companies have to find new and creative ways and increase their online presence to promote their employment brands.

**Question 8: Do you have separate Human Resource Department? You can specify and mention anything you would like in other option.**
**Discussions:** From respondents 32 percent companies have HR Department whereas 68 percent don't have separate human resource department to handle recruitment process.

Current internet evolution and rise of social media has changed the role of HR department. With different features provided through computer software and online internet paid and unpaid tools HR tasks have certainly looked less hectic from traditional ways of managing HR department. But in the other hand, a change brings different challenges.

As per Jobvite (2014) the job market is getting more competitive due to increase in demand for skilled workers and survey showed that 69 percent of recruiters expect more competition to increase in 2015. Further it mentioned that as labour market is fiercely competitive recruiters must engage candidates like a marketer would to customers. In the situation the role of HR department plays important role in attracting, selecting and keeping desired candidates. Thus HR professionals should keep updating about recent changes in ways of doing or managing things. They should have enough skills and knowledge to be able to handle changes in the external environment.

Bersin (2013) highlights the need of HR department being even greater today. Wish growing shortage of technical and professional skills required business are having high time to hire and develop leaders and only well strategic well trained HR professionals can fix the issues where as line managers cannot.

**Question 9: Do you think using and managing of social media to attract candidates may need some knowledge and skills? What is the most important one?**

**Discussions:** Talking about different skill requirements 37 percent said interaction and communication skills are important to attract candidates. As mentioned in chapter 2 p. 17 social media is a place where people assemble and discuss, exchange ideas and share information online with each other. Thus it is mostly about interaction. Most appealing aspect of social media is its ability to make two way communication and interaction. But it is very important what message you share and how you react to positive and negative questions and feedback in these pages. It needs some skills and standardization regarding use of words, pictures and videos. As discussed in chapter 2 p. 16-17 professional correspondence is required to ensure positive impression, without which candidates may lose interest and may prefer rival organizations.

From respondents 26 percent of candidates said skimming candidates profiles is an important skill. As mentioned in chapter 2 p. 23 it is the advantage of social media that allows recruiters to go through its prospective candidates profile and have a quick look and scan for red flags, candidate's interpersonal style and culture.  But this information should not be taken too seriously. There are also legal risks of discovering protected characteristics. You should always give a promising candidate a chance to clarify if there are any suspicions and there are areas where employers can get valuable information and yet stay lawful.

Among the respondents 26 percent said it's important to make posts attractive. Weirman, (2014) there are different points to get your posts attractive in social media like Designing attractive advertisements, More Frequent Posts the better it is, developing catchy content, interacting with your fans, Including attracting and high quality Images. Recruiters should have clear plan and direction regarding how they want to put themselves in the job market and how they continue to maintain their image.

In terms of do´s and don'ts firstly, it is always important that the recruiter knows right ways of doing things or handling social media. There can be many areas were do´s and don'ts apply using social media as a tool of recruitment. It may include do´s and don'ts with legal parts, creating advertisements or with communication part. Different rules plus strategies need to be used to understand the most effective ways of using social media for recruitment with larger positive impacts. For example as discussed above skimming candidates profile is accused of being unethical and discriminative in terms of not providing equal opportunities to all race, gender, age etc.  At the same time inappropriate use of words and designs may cause more harm than benefits from social media. 5 percent of respondents said it's important to know rules in terms of do´s and don'ts.

# 6  SUMMARY AND CONCLUSION

Recruitment is an important function of Human Resource Management. Recruitment is planning, attracting and sort-listing of candidates for different positions in companies. Many companies use conventional ways to attract candidates like newspaper advertisement which is still very popular. Usually social media are being used together with those than substituting them. Recent change in technology and   have changed the way companies and job seekers are taking whole recruitment process. Using of different digital media and social media to attract candidates for job has become a norm in most of organizations.

Due to increasing number of competition, there is a shortage in skilled employees. Thus it has become more important from point of view of companies to establish themselves as a desirable recruiter. This in turn increases the number of people willing to work in companies and also reducing cost to some extent. Large numbers of populations or desired employees are active users of different social media and social networking channels. With its capability to reach larger number of candidates with lower cost, most of the companies are taking social media as a smart way to attract and find candidates. Social media can be divided in terms of different levels of social presence and media richness as well as self presentation and self disclosure. Generally there are 6 types of social media: Blogs, Social networking sites, virtual social worlds, collaborative projects, content communities and virtual game worlds.

About 94 percent employers favour LinkedIn whereas 52 percent and 42 percent said they used Facebook and Twitter respectively. YouTube also generates billions of views and employers are considering using them in recruitment. Other rising social media are Xing, Instagram, Google Plus, Pinterest etc.

Advertising Agencies are types of business related to managing advertising for its clients. This sector is directly in contact with different media and the employees working there are also regular users of internet and different social media. This research is aimed to find if advertising agencies use social media to attract and find candidates for their companies. Quantitative and Qualitative measures are used to collect primary data. Questionnaires were distributed to advertising agencies and data were collected and analysed.

From 65 distributed questionnaires randomly, 19 responses were collected and it is found that most of the respondents use Facebook and LinkedIn and are some have planned to use them in future. Most of the companies have included social media as part of recruitment and at the same time using other media like newspaper, webpage, job portals etc. Only 11 percent said they are using social media exclusively.

Many agreed easy to reach target audience as a major reason of choosing social media whereas some said it is economic, easy to use and today´s trend and the way it gets viral among audience. With advantages comes some limitations like most of the respondents believed it attracts unwanted candidates while some think it is difficult to handle and receive undesirable responses. Almost all or 94 percent believed in the growth of social media in next five years. Most of the companies or 58 percent have hired 1-10 candidates in last 2 years. 68 percent of companies don't have separate HRM department. But most of the respondents thinks different skills and knowledge is required to handle recruitment though social media. About 37 percent believed interaction and communication skills is major skill with others giving more preference to skimming candidate's profile, making posts attractive and rules in terms of do´s and don´ts.

From the survey it is seen that many firms in Advertising agency use social media to attract candidates to vacant jobs. And it is expected to grow in near future. Social media have changed the way companies deal with talents. Now, candidates have more access to recruiters and hiring managers, and can interact with them via different networks. Recruiters on the other hand can connect to those people, who could never be accessed without social media. Thus social media has opened new opportunities as well as challenges and broadened the area where HRM operates. Social media has made relationship of companies and candidates more vibrant. On the other hand, going in to social media without proper planning and resources is not advisable as it can bring negative results. But at the same time, it is very difficult to stay away from social media as most of competitors and skilled workforces are using them.

Careful planning and policies are required to minimize the risk of negative effects of using social media in recruitment. There are lawful ways for recruitment to use valuable information of candidates through social media. Regular interaction with good content through

multiple channels helps to improve brand image. Positive employer branding attracts candidates on its own to companies making whole recruitment process more economic. Recruiter should consider that beside different popular social media tools like Facebook, Twitter and LinkedIn use of many other emerging tools like Instagram, Pinterest, Blogging etc. are providing new possibilities and different ways to attract candidates for jobs.

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# 8   APPENDIX

## Appendix 1- Questionnaire

**Name of Student: Gerina Rana**
**Arcada University of Applied Science, Helsinki, Finland**
**Student of Bachelors in International Business (BBA)**
**Thesis Topic: Use of Social Media to find suitable Applicants for jobs in Advertising Agency**

1. Do you use social media to attract or find suitable applicants for jobs in your company? Which media do you use? You can choose more than one option.

   - ☐ LinkedIn
   - ☐ Facebook
   - ☐ Twitter
   - ☐ YouTube
   - ☐ Don't Use
   - ☐ Other (please specify) [                    ]

2. If you don´t use them at the moment, have you ever considered using any of them in near future?
   - ☐ No plans yet
   - ☐ LinkedIn
   - ☐ Facebook
   - ☐ Twitter
   - ☐ YouTube
   - ☐ Other (please specify) [                    ]

3. Which Media do you use to advertise your jobs; you can choose more than one option.
   - ☐ Exclusively social media
   - ☐ Social media
   - ☐ Newspaper
   - ☐ Webpage
   - ☐ Other(please specify) [                    ]

4. Why do you think social media can be good option?
   - o  Economic
   - o  Easy to reach target audience
   - o  Easy to use
   - o  Today´s Trend
   - o  Other (please specify) [                    ]

5. What do you think are the Limitations of using social media?
   - o  Attract unwanted people
   - o  Difficult to handle
   - o  No good response
   - o  Get costly
   - o  Other (please specify) [                    ]

6. How many candidates have you hired tentatively using social media during last 2 years?
   - o  No candidates
   - o  1-10
   - o  10-20
   - o  More than 20
   - o  Other(please specify) [                    ]

7. What is your view regarding near future of recruitment through social media? Let´s say next 5 years.
   - o  Will grow more
   - o  continue as it is
   - o  will reduce
   - o  will stop
   - o  Replaced by something
   - o  Other (please specify) [                    ]

8. Do you have separate Human Resource Department? You can specify and mention anything you would like in other option.
   - o  yes
   - o  no
   - o  other(please specify) [                    ]

9. Do you think using and managing of social media to attract candidates may need some knowledge and skills? What is the most important one?
   - No specific skills
   - Rules in terms of do´s and don'ts
   - making posts attractive
   - interaction and communication skills
   - skimming candidates profiles
   - other (please specify)

10. **Thank you for your responses.**
    - **Please mention below the name of the city, where your company is located at.**
    - **If possible for you please write the name of your company.**
    - **Please feel free to add below anything else you would like to share with the researcher or would like to ask.**

**Appendix 2**

# TOP50 AD AGENCIES

How good is your ad agency? Ever wonder?  How good is their presence online?  If they are going to raise your brand awareness online, how are they doing with their own? Top50 Ad Agencies is a intriguing way to rank ad, marketing and creative agencies based on their own current online presence. We are adding all the time, so contact us to add your agency.  Top50 Ad Agencies is a fun project maintained by PIVOTSTACK.

All Countries

| Rank | Agency | Score | Facebook | Twitter | LinkedIn | Alexa |
|---|---|---|---|---|---|---|
| 1 | Ogilvy & Mather | 647,414 | 205,900 | 172,064 | 208,870 | 16,507 |
| 2 | IDEO | 379,854 | 86,800 | 165,863 | 101,226 | 38,513 |
| 3 | Wieden + Kennedy | 241,711 | 27,101 | 123,258 | 81,690 | 103,501 |
| 4 | JWT | 234,887 | 28,783 | 48,304 | 133,203 | 40,656 |
| 5 | Leo Burnett | 233,756 | 46,724 | 50,925 | 128,722 | 135,415 |
| 6 | Razorfish | 210,622 | 20,137 | 95,319 | 78,292 | 59,264 |
| 7 | BBDO | 207,311 | 42,231 | 74,137 | 86,136 | 208,027 |
| 8 | Edelman | 188,647 | 35,379 | 45,101 | 71,560 | 27,317 |
| 9 | R/GA | 175,729 | 21,142 | 94,014 | 48,574 | 83,337 |
| 10 | TBWA | 165,000 | 41,606 | 86,330 | 32,479 | 218,101 |
| 11 | Saatchi & Saatchi | 160,755 | 29,858 | 15,052 | 109,968 | 170,145 |
| 12 | DigitasLBi | 158,735 | 16,259 | 58,443 | 64,176 | 50,361 |
| 13 | McCann Erickson | 156,560 | 47,488 | 51,085 | 50,573 | 134,883 |
| 14 | Sid Lee | 150,380 | 80,864 | 36,874 | 29,747 | 345,445 |
| 15 | Y&R | 117,399 | 3,443 | 19,536 | 87,635 | 147,380 |
| 16 | CP + B | 115,978 | 15,983 | 45,904 | 51,089 | 333,140 |
| 17 | FCB | 114,218 | 12,525 | 44,049 | 52,867 | 209,326 |
| 18 | DDB | 109,366 | 2,417 | 32,459 | 67,615 | 145,444 |
| 19 | Havas Worldwide | 98,538 | 11,777 | 30,148 | 47,991 | 115,978 |
| 20 | Publicis | 96,721 | 24,600 | 32,878 | 35,894 | 298,561 |
| 21 | Mindshare | 90,894 | 2,276 | 6,689 | 69,778 | 82,298 |
| 22 | 360i | 82,338 | 14,382 | 24,755 | 21,319 | 45,700 |
| 23 | droga5 | 77,684 | 23,378 | 29,184 | 18,842 | 159,246 |
| 24 | Ketchum | 76,593 | 12,724 | 32,354 | 20,119 | 87,749 |
| 25 | MEC | 74,802 | 9,059 | 8,688 | 47,664 | 106,482 |
| 26 | FlieshmanHillard | 73,338 | 6,480 | 24,162 | 32,862 | 101,692 |
| 27 | Epsilon | 70,369 | 2,625 | 1,944 | 47,847 | 55,700 |
| 28 | Weber Shandwick | 66,712 | 11,077 | 20,720 | 27,337 | 131,966 |
| 29 | Carat | 64,380 | 1,359 | 430 | 55,688 | 144,864 |
| 30 | Acxiom | 60,720 | 6,377 | 18,971 | 16,156 | 52,039 |
| 31 | Burson-Marsteller | 57,259 | 8,585 | 13,862 | 29,929 | 204,800 |
| 32 | 72andSunny | 56,468 | 9,609 | 27,266 | 14,945 | 215,136 |
| 33 | Grey | 55,292 | 2,909 | 7,368 | 33,788 | 89,071 |
| 34 | Goodby Silverstein & Partners | 51,215 | 9,585 | 19,267 | 16,395 | 167,560 |
| 35 | Taxi | 48,293 | 2,962 | 19,859 | 23,214 | 442,860 |
| 36 | DARE | 47,404 | 888 | 36,947 | 7,907 | 601,738 |
| 37 | Mullen | 46,494 | 5,569 | 13,992 | 18,784 | 122,714 |
| 38 | Deutsch Inc. | 45,446 | 5,089 | 17,668 | 20,007 | 372,801 |
| 39 | St. Joseph | 43,218 | 5,389 | 34,711 | 1,514 | 623,391 |
| 40 | Cossette | 42,696 | 9,806 | 9,793 | 19,449 | 274,102 |
| 41 | RAPP | 39,994 | 8,985 | 7,923 | 18,452 | 215,802 |
| 42 | The Martin Agency | 38,417 | 4,604 | 19,686 | 9,771 | 229,560 |
| 43 | mcgarrybowen | 36,072 | 5,407 | 15,128 | 10,401 | 194,696 |
| 44 | Hill Holliday | 32,031 | 3,212 | 13,502 | 12,197 | 320,557 |
| 45 | Wunderman | 31,865 | 7,347 | 15,884 | 50 | 116,502 |
| 46 | MRM McCann | 31,005 | 135 | 4,546 | 24,967 | 736,868 |
| 47 | Anomaly | 30,377 | 620 | 18,402 | 8,807 | 392,398 |
| 48 | MKTG Inc. | 29,154 | 3,423 | 686 | 23,586 | 685,570 |
| 49 | Richards Group | 27,965 | 5,355 | 8,930 | 11,689 | 502,306 |
| 50 | Rosetta | 26,737 | 2,623 | 3,930 | 13,444 | 148,372 |