AN ABSTRACT OF THE THESIS OF

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Social Media is an ever-growing topic surrounding many areas in the workplace and in our daily lives. This conceptual literature review focuses on how social media has changed the workforce in recruitment and selection, specifically in relation to the two major social media sites of Facebook and LinkedIn. The use of social media has its positives or drawbacks for both Human Resource professionals and job seekers. Social media has also blurred the lines on what and how it is used in the practices of recruiting and hiring posing legal risks for employers. No research has surfaced verifying that social media holds any validity or significant data in providing true job relevant information to help organizations hire worthy employees. Older generations have more concerns and negative views towards the use of social media in recruitment compared to the younger generations who have developed alongside technological advances. There are many different avenues and topics future researchers can take to advance the studies and information we have on social media in the workplace.

Keywords: Social Media, Recruitment, Facebook, LinkedIn, Workplace Ethics, Discrimination, Protected classes, Attitudes.

SOCIAL MEDIA

ATTITUDES:

RECRUITMENT & SELECTION

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CHAPTER 1: INTRODUCTION

Social Media, Social Networking, Social Network Sites (SNS), and Social

Networking Websites (SNWs) are terms used interchangeably to describe media that

connects one individual to a number of other individuals through sites like Facebook,

LinkedIn, Twitter, Myspace, Pinterest, Instagram, among others. Social Media is an ever-

growing topic surrounding many areas in the workplace and in people's daily lives.

Social Media is continuously changing the way we collaboratively communicate with one

another and what company branding looks like. When we differentiate between

generational levels, millennials (Generation Y) are considered the "digital natives" who

are well versed in media, video games, and the internet, whereas older generations are

considered the "digital immigrants," those not born in the digital world but have later

learned technology (Prensky, 2011, p. 4). As we have seen technological advances

through history, technology will continuously develop as new generations are produced

and people must adjust along with it.

Newer generations are engulfed in a digital era that allows them access to all

kinds of technology products, including ways to collect information on others. Younger

generations now are more prone to be found behind a screen rather than outside playing.

A 2013 study through re:fuel found that the average college student ages 18-34 owned an

average of seven technology devices with a laptop computer and smartphone,

respectively, being the top two devices (as cited in Marketingcharts.com, 2013, para. 1).

This displays the growing presence technology has in our everyday lives. One can only

imagine how many technology devices the average college student has now in 2019 and

will have in the years to come.

There is not just one single definition to explain the terms social media or social networking. Although there is no common universally agreed upon definition (Broughton, Cox, Hicks, & Higgins, 2009), over the last few years, social media has become more defined. Social media consists of forms of electronic or online communication such as Facebook, LinkedIn, Twitter, and more in which virtual communities were created to share information-both personal and not-to others (Blacksmith & Poepplman, 2013; Davis & Morgan, 2013; Social Media, n.d.). There are a number of ways in which the exchange of information through online communication occurs between people using social networking. These include messages, events, photos, videos, liking, sharing, and retweeting (Kolmes, 2012). Any item posted online to a social networking site creates a so called digital footprint and can be linked back to the individual who posted it. This can sometimes create an online profile or footprint, if you will, of an individual without them realizing it.

As social media use continues to rise, there are a number of different topics in need of being researched. Some of these topics would include the effects of social media use on motivation, productivity, stress, health, networking, distractions, multitasking, collaboration, and recruitment and hiring to name a few. Others could include the attitudes or opinions of those using the social media sites for various reasons. Social media is changing the culture of the workplace as millennials gain more presence in the workforce. Recruiting and hiring top qualified employees has become a target goal for companies. There is minimal research in all areas of social media, hence the increased need for more in depth research into this area.

Roulin and Bangerter (2013) concluded from their research that there is limited empirical research examining what information recruiters actually collect from social networking websites. With the fast increase in technology, the gap in research on recruitment processes has continued to expand drastically. Companies are unable to keep up with the development speed of networking sites. One of the main ideas here is to focus on attitudes that people have towards using social media in recruitment and hiring processes to find employees and jobs. Focusing on recruitment and hiring seems to be one of the most important aspects of social media in attempting to improve the quality of employees in the workplace. As the millennials and younger generations continue to enter the workforce, organizations have to develop and change their knowledge to include using social media sites to brand and be in the public's view point.

The purpose of this conceptual paper is to understand the value in researching deeper into social media and how it is changing the workplace and culture. This review of research is important for companies currently using, and companies who eventually plan to use, social media in their recruitment of prospective employees. It also has important implications for those active and passive job seekers in learning how to promote themselves through their social networking sites and also what not to do. One of the main focuses here is diving into the attitudes of Human Resources professionals and job seekers in the use and preferences of social media in recruitment and selection. By using social media as a recruitment tool, employers have the possibility of being able to identify employees who have high levels of organizational commitment or specific-job related skills. Employers using social media in recruiting also may open themselves up to legal implications in what may be considered a privacy violation, discrimination, adverse

impact, and or negligent hiring of applicants from the information they gather through reviewing social media pages.

CHAPTER 2: LITERATURE REVIEW

Recruitment

In years past, recruiting new employees has been a grand task for companies'
Human Resources departments and remains so today. Past recruitment practices consisted
of advertising job opportunities in the newspaper, using a recruitment consultant, the
company website, and some online job boards (Nigel Wright Recruitment, 2011, p. 5).
These traditional practices of recruiting are still being used but are evolving to include
social networking websites. Recruiting top applicants is an extremely critical part of
creating successful companies and brands that last. Human Resource departments are no
longer the only department involved. Recruiting, marketing, communications, and
specific talent acquisition positions have begun to take their turn in helping organizations
grow and develop.

Dutta's (2014) article "Tweet Your Tune- Social Media, The New Pied Piper in
Talent Acquisition," paints a picture of the processes of recruitment as a "war for talent"
(p. 93). Organizations who are joining the cause in using social media sites as a
recruitment aid are branding themselves to be seen as "evolving, innovative, and open to
technological changes" (p. 93). Yet, traditional practices are still involved through such
things like college campus career fairs, flyers, and word of mouth. Social media has
simply enhanced and created a competitive edge for companies to compete amongst each
other for their desired applicant pools. Social networking is viewed as also digitally
enhancing the traditional recruitment practices in how applicants view an organization
and work their way through the applicant process (Dery, Tansley, & Hafermalz, 2014).
We cannot forget though that even with the presence of social media tools that

recruitment is still a relationship building process (Ollington, Gibb & Harcourt, 2013) and that personal relationships still have to be an entrechat part of recruitment and networking. Through social media employers can gather data very quickly and filter through potential candidates, with branding and recruitment there still has to be some kind of personal touch for relationship building and identifying those potential candidates (Nigel Wright Recruitment, 2011). Even though some of the personal touch may be lacking, companies are using social media networks to establish and voice their brand to attract applicants. Many departments must now create closer working relationships in building a company's brand and what message they will be delivering across sites. For example, Human Resources departments or hiring managers will have to develop a close relationship with the marketing or communication teams so that they may get the message they want distributed about their company's culture, value, and vision (Nigel Wright Recruitment, 2011, p. 7). Another facet into how employers are gaining viewers on their company's social networking page is by actually asking potential candidates to join their sites. This in turn gives said company access into viewing that applicant's account (Madera, 2012).

Employers are now looking for ways to attract talent and one of those avenues to do that is through social media. Ng and Wazed (2015) focused on Facebook in recruiting college students. They reviewed Facebook's feature of a "fan page" arguing that by building a fan page recruiters hope to build a fan base by creating traffic to their career pages from either college students or prospective applicants who like the company, the brand, and what they do, so that when they near graduation or are searching for jobs, they may apply for the open positions (Ng & Wazed, 2015, p. 136; Nigel Wright Recruitment,

2011). Ng and Wazed (2015) proposed the strategy of a three step process through Facebook consisting of creating a fan page to, 1. Attract, 2. Care, and 3. Initiate (p.136). The first step of "attract" is self-explanatory. The goal here is to "attract" as many possible job applicants as you can to "like" the page. The second step of "care" consists of providing the fans with relevant information and posts to engage them with. This step also consists of retaining the fan base on the page. The last step is to "initiate" the strategy which consists of getting members of the fan base to actually apply to the job opportunities that become available (p. 136-137). If employers can get students to like their page, and then in turn attend a webinar to learn more information, this then allows the employer to create their own database of prospective students names, degrees, emails, etc. (p. 138). Facebook owns the likes made by fans, so employers must find a way to create a database of their own to keep track of their fans.

There is a lot of strategy that hiring managers or marketing managers have to learn and work through to make a fan page successful. Posts have to be specific and interesting to gain views, likes, and shares. They have to maintain a relationship via media to retain the movement on the page to make sure they continue to brand the company's image and to remain current. According to Ng and Wazed, the true purpose of a fan page for employers is to deliver valuable information to college graduates to help them find the right opportunity within the organization (p. 139).

In the multitude of possible definitions for recruitment, Dutta (2014) defines recruitment "as all the activities undertaken by an organization to enhance its employer brand which helps it to attract both active and passive applicants to the organization for current and future job opportunities and which influences them to apply, maintain interest

during the selection process, and to join at the appropriate time" (p. 94). Companies must look at what their recruitment strategies are and define them in a way of what is most beneficial, cost effective, and attractive to prospective employees. Organizations seem to be chasing after talent as generations progress into the younger generations. For the first time we have four generations making up the demographics of the workplace (Isaacson & Peacey, 2012). At the time of Isaacson and Peacey's article (2012) those four generations included Generation Y, Generation X, Baby Boomers, and Traditionalists. Each generation views social media in different ways. Traditionalists conducted business through face to face interactions and thought that social media lowered productivity. Baby Boomers, like the traditionalists, believed in face to face meetings or at least over the phone meetings as well. Baby Boomers had also started to figure out Facebook but didn't understand the hype (p. 5). Generation X's preferences were to conduct business via email and were open to Facebook but didn't feel the need to use it. Generation Y on the other hand, were engulfed in social media. They believe that social media sites are a great way to "foster collaboration and innovation" (p. 5).

Looking forward to 2019, the U.S. workforce still is made up of four generations, if not five. Traditionalists are now the older generation that has for the most part stepped out of the workforce. For the current four generations, the youngest group is now Generation Z born years of 1995 -2005 making them up to twenty-four years old. This generation has grown and is growing up with everything technology. Generation Y, represents those born between the years of 1980 – 1994 making them around the ages of twenty-five to thirty-nine years old. Generation Y, or what they are better known for as, the millennials, most likely have the same or at least similar views as mentioned in 2012

by Isaacson and Peacey. This generation has the most school debt, is putting off marriage, home buying, and more. Generation X represents the years of 1979 - 1965 making them around the ages of forty to fifty-four years old. Last but certainly not least, the Baby Boomers represent the years of 1964 to 1944 also making them now the ages of fifty-five to seventy-five. The difference now for Baby Boomers is that as they retire or come close to retiring, their usage in social media has taken an uptick, especially in using Facebook.

In regards to the current realm of our workforce, the younger generations coming into it have a higher turnover rate than Baby Boomers do or did. It is no longer the norm to see someone start out in a company in their twenties and stay there for the next twenty plus years. The wants and needs have shifted for the younger generations in the aspects of wanting to review the benefits packages to see what perks there are in regards to time off, gym memberships, sick leave, what volunteer opportunities the organization is involved in, and more. Organizations are having to change and adapt along with their applicant pools. In a 2015 article and study conducted by SHRM, it was found that nearly two-thirds (65%) of employers have said that they have hired an employee who was sourced through a social media site (as cited in, "Social Media is Becoming", 2015, p. 2). On the other side of the spectrum, employers have also decided against an applicant due to what was found in searching their social media pages. The article "More Employers Pass on Job Candidates Due to Social Media" (2014), cited a career builder survey that found 51% of employers who have used social media in their search of job candidates has found some type of content that made them decide against hiring the candidate (More Employers Pass, para. 1). Another statistic worth mentioning is that 82% of people trust

what they see on social media (Aquila & Grissom, 2015, para. 4), so if there is something negative found, recruiters are most likely going to believe what they have found.

Lawrence, Walker, Griffin, Pereira, and Jacob (2019) reported among the 2017 Fortune 500 companies, only three companies have no active social media presence (p. 4), meaning that they have no form or use of any of the leading social media networks. Almost, just almost, every Organization is on at least one social media platform. To the surprise of so many individuals and companies utilizing social media, Davidson, Maraist, and Bing (2011) stated that there is almost no research in regards to the use of social networking websites for personnel selection (p. 155). Personnel selection is one of the major facets in the recruitment process and a major part in what keeps organizations alive. One of the main challenges they point out is whether or not the information gathered from social networking sites is reliable and valid or even job relevant (p.155). There are many assessments that are geared toward job relevant information or the KSA's (knowledge, skills and abilities), but Roth, Bobko, Van Iddekinge, and Thatcher (2016) have found no evidence that any kind of social media assessment produces the KSA's for jobs (p. 3). This leads into the question that if there is not a single assessment or review system that produces valid sourcing or job relevant information, how, can organizations use the information they find ethically?

In reviewing social media for recruitment, job irrelevant information is hard to ignore. Some of the information found on social media sites can fall into the protected classes of Title VII. As mentioned earlier, some employers have screened prospective applicant's social media activities and hired them, while others have passed on the candidate. Employers have reported that some of the information found on social media

that has resulted in them passing over a candidate included: photos or information about excessive drinking or drug use, poor communication skills, discriminatory comments related to the protected classes, screen names seen as unprofessional, lies about qualifications, and even shared confidential information from a previous employer. One of the most reported reasons for passing over a candidate was if there were posts of the candidate "bad mouthing" their previous employer or coworkers (Blount, Wright, Hall & Biss, 2016, p. 217; Lory, 2010, p. 37; "More employers pass," 2014, p. 23).

Leading Social Medias

Facebook, Twitter, and LinkedIn are the three most commonly used social networking sites. How each individual utilizes the different networking sites to communicate varies. Facebook is the leading social network while LinkedIn is the leading professional networking site (Chamorro-Premuzic & Steinmetz, 2013; Davis & Morgan, 2013; Kolmes, 2012; Roulin & Bangerter, 2013; Banerjee, 2012). Data taken from 40 respondents showed that LinkedIn is the most commonly used social media platform in workplaces at 82.8%, while Facebook came in at second with 65.5% ("Recruiting and Marketing Are", 2016, p. S1). Twitter also came in as the most popular among small organizations with 75% of organizations with less than fifty full time employees (p. S1). Over the past years and into the future the presence and the number of people using these three social media sites will continue to grow. Basu (2015) reported that 52% of Inc. 500 companies were using Twitter in 2009. 91% of the Inc. 500 companies were using at least one social media tool in 2009, which was up from 77% just the year before (p. 39). The importance of using or having a presence on these sites varies among Human Resource professionals. A SHRM study reported in the HR specialists

(2015) "Social Media is Becoming a Real Game Changer in Recruitment," found that having a presence on one or more of each site was "very" or "somewhat" important. LinkedIn came in with the highest importance at 87%, another professional association site at 83%, Facebook at 25%, and Twitter at only 18% (p. 2). In a more recent study from 2019, LinkedIn remains the most used site for the 2017 fortune 500 companies since 2014 with 98%, where 88% are active on Twitter, and 85% of fortune 500 companies are active on Facebook (Lawrence, Walker, Griffin, Pereira & Jacob, 2019, p. 4). One of the key statistics regarding social media includes that 98% of 18-24 year olds use social media ("Why use social media", 2015). It is clear that there is a huge number of both companies and people in general actively using social media sites. Why would recruiters or Human Resource professionals not want to use social media for recruiting possible employees? The biggest percentage of possible new hires seem to be revolved around social media sites. A big decision is simply which social media site to use. It's been stated that LinkedIn is the leading professional site and Facebook is the leading social site (Chamorro-Premuzic & Steinmetz, 2013; Davis & Morgan, 2013; Kolmes, 2012; Roulin & Bangerter, 2013; Banerjee, 2012).

Facebook

Facebook was created in 2004 by Mark Zuckerberg. Originally Facebook was only accessible by college students. In 2005, employees of certain major companies were allowed access (Skeels & Grudin, 2009, p. 96). In 2006 Facebook then became available to anyone (Lory, 2010, p. 37). Facebook is a social networking site that is used more for staying connected with family and friends. Facebook was not designed with colleagues and perspective employers in mind, meaning that the primary purpose was for Facebook

to be centered on interests, live connections with family and acquaintances (Stroughton, Thompson & Meade, 2015) rather than job relevant attributes (Van Iddekinge, Lanivich, Roth, & Junco, 2016). Skeels and Grudin (2009), reported that Facebook describes itself as "a social utility that connects people with friends and others who work, study, and live around them" (p. 99). Facebook allows people to remain connected or to seem connected by a couple of different features. There is a "like" feature that one can select on status updates or photos, which in turn allows that friend, family member, or even a colleague know that you saw their update. A neat thing about social networking sites including Facebook is that each individual has control on how often they look or post, which also enables control for when and how often we allow others to interrupt us by their posts (Skeels and Grudin, 2009). There are more than 500 million Facebook users, of which 50% log into the site daily (Nigel Wright Recruitment, 2011, p. 13). Facebook reconnects family members, past classmates, and connects future relationships as well. This social media platform allows someone to personalize their page by the pictures they post, the statuses they update, and the interests/hobbies, they like. These pages can even include one's marital status, religion preferences, political views, and birth date (Skeels & Grudin, 2009, p. 99).

Facebook, like any networking site, has a number of different security settings that one can set. Specifically for Facebook, one can set who can and cannot "post" to their wall, who can tag them in postings or photos, and even who can view their own postings. Each post that someone makes to their own Facebook page can be set for viewings of only me, friends, friends except, specific friends, and public. Facebook also allows blocking others and different postings that someone may prefer not to see. It is

very important for one to review their security settings to make sure they are set to what they want them to be. Facebook is a public forum and once something is posted online, the information is then out there on the World Wide Web.

Facebook is making some transitions or movements towards attempting to be more useful for organizations, allowing them to tap into a network to gain more potential applicants. As mentioned before, the "like" feature provides Facebook users the ability to like their connections posts. This like feature also acts as a way to follow companies, bands, news, and more to stay up to date in what is going on in the world. Facebook has job groups that employers and job seekers can join. These groups allow job seekers to post what they are looking for, and others can share possible opportunities. On the other side, employers may also post what positions they are hiring for in the area and or comment on the job seekers posts to promote their position that is available if it coincides with what the job seeker is looking for. Another advancement that Facebook has made to be more competitive and more professional was mentioned earlier for the development of fan pages. The other more company related feature is the "work for us" app, which allows companies to post opportunities and receive applications from prospective employees through Facebook (Nigel Wright Recruitment, 2011, p. 13).

LinkedIn

LinkedIn compared to Facebook, is its opposite. LinkedIn is more for creating professional connections in business-related aspects. LinkedIn is designed to be viewed by colleagues, prospective employers, and used by job seekers to find new employment opportunities. In reality, LinkedIn is most relatable to viewing someone's resume and items that can be or are job relevant (Stroughton et al., 2015). LinkedIn is basically an

abbreviated version of a CV (Skeels & Grudin, 2009). Based on these different designs between Facebook and LinkedIn, LinkedIn is the social media networking site used most between job seekers and Human Resource professionals, seeing that LinkedIn's design and use is the more professional site out of the two in regards to creating future job opportunities and networking possibilities.

One common feature that LinkedIn and Facebook have is the "like" option for postings. LinkedIn users are able to personalize their accounts like Facebook in the pictures they post, posts they share, and interests. Pictures on LinkedIn though are of the professional nature, like a new business professional headshot for example. There are typically not pictures of one's family or posts of family updates like on Facebook. On the latter side there are strict differences between the two as well. Facebook has interests, hobbies, and personal views on an array of subject matters, whereas LinkedIn you will not find information in regards to interests, hobbies, religion, political views (Skeels and Grudin, 2009). Skeels and Grudin (2009) consider LinkedIn as a self-updating address book (p. 98), which means LinkedIn is a site that each person updates their own information, whether they job hop or move to a new city for a new job, they are more likely to update their LinkedIn page to keep their connections updated. LinkedIn also works as a research tool to gain knowledge on someone's past background or experiences that you just met or will be meeting for a new opportunity, work venture, etc.

In my personal usage of LinkedIn, I have found that it is a tad more difficult to make connections based on what level of connection you may have with someone, being it tier one, two, or three. In addition, depending on the type and amount of usage one would like to have, LinkedIn does have extra features for those who choose to pay for an

account. A paying member of LinkedIn does have more access to what data they can gather on a company, how they make extended connections to others, and more. I was actually found for my current position through LinkedIn while I was paying for a premium account. I was open to new opportunities and so I set my settings to reflect that. As stated, many LinkedIn accounts mirror what someone would find on another's resume or curriculum vita.

Twitter

Twitter is not a main focus here for powering social media's, but it is at least worth mentioning. Twitter is a social media service allowing users to "tweet" (text-based posts of up to 140 characters, now more) publicly to other users (Broughton et al., 2009; Davis & Morgan, 2013). Nigel Wright Recruitment (2011) reported that between 2009-2010 Twitter added 100 million people and that 95 million tweets are sent every day (p. 12). Waldman (2013) discusses Twitter and how it is set apart from Facebook and LinkedIn. Twitter is a social networking site that allows communication in a 140 (now more) – character tweet in real time. It is anything from what someone is doing in that given moment or even real time breaking news. A huge benefit to twitter is that it is free. Twitter sets itself apart from LinkedIn and Facebook by being an open network and allowing a user to have conversations with anyone (p. 198). Facebook and LinkedIn both have different settings that allow users to communicate with only those in their network or by having to be connected through a mutual party. On Twitter, users can follow or be followed by others without having to follow back. With Facebook and LinkedIn, if a user does not accept the connection or friend request, that connection is forfeited. Twitter also has a security setting that lets users hide their account so that those that want to follow a

user will have to request approval to see a page. Twitter can be used in either a professional manner or social aspect (Davison, Maraist, & Bing, 2011).

Pandey (2014) reported that LinkedIn is the best platform for talent acquisition, while Facebook and Twitter are good solutions to use for sourcing talent and recruitment marketing (p. 39). A big grey area that develops here is what happens when an organization is present on Facebook, Twitter, and LinkedIn with their own business accounts (Davison, et al., 2011)? Security settings have been discussed whereby users can attempt to create an idea of privacy. Several studies indicate that the percentage of recruiters who openly admit to searching candidates through social networking sites has increased over the years. A 2011 study of 353 human resource professionals found that 43% of those drew conclusions about applicants personalities based on their Facebook profile (Chamorro-Premuzic & Steinmetz, 2013, p. 3). Alusheff (2012) reported in an interview with Will Stoughton that 65% of organizations screen their applicants through social networking websites. The guide "Why use social media for recruitment?" (2015) for recruiters provided statistics showing a steady increase of companies who used or planned to use social media in their recruitment strategies: 78% in 2008, 89% in 2011, and 94% in 2013. From these studies, we can see that there is a steady increase in companies wanting to utilize social networking websites in their recruitment and hiring processes. This increase poses a number of questions requiring investigation. What are the possible legal implications that could result from screening applicants through social media sites? What assumptions can be made about an applicant from their social media postings? Do different social media platforms attract different kinds of applicants or people? An ethical question needing asked is whether information gathered about a

candidate from online sites can ever be viewed without bias. Do we discriminate unconsciously or subconsciously based on our own stated morals and mental associations (Blount et al., 2016, p. 213)?

Video Based Technology

Social media uses in recruitment only cover the top layer of topics social media is involved with. Video-based technologies such as teleconferencing, virtual face-to-face interviews, video brochures, video resumes, prerecorded interviews, are other ways that technology enhances companies' recruiting abilities (Chamorro-Premuzic & Steinmetz, 2013; Blacksmith & Poeppelman, 2014b). The benefits to using video-based technologies include being able to see reactions, create deeper connections, and access geographically diverse applicants (Blacksmith & Poeppelman, 2014b, p. 85). This helps companies save time by easily narrowing down a large candidate pool (Chamorro-Premuzic & Steinmetz, 2013). While there is very limited research in this area also, we know that reducing the costs is an important way to add utility to a selection device (Cascio & Silbey, 1979). For example, the utility of interviews can be enhanced dramatically by reducing the cost of flying candidates in and putting them up in a hotel, if instead candidates can be interviewed over skype or zoom.

Policy Implications from Clinical Psychology

The different types of social networking sites are changing how we communicate and interact with each other. Communication changes due to social media are applicable across many different fields. The importance in continuing research regarding social media is proven by the limited research we currently have. Social media is changing how we communicate with each other not only in the business world but also in clinical

psychology. The understanding of social media is causing a flux between those plugged into social media and those yet to envelope themselves in social networking sites, pertaining to how a range of services are provided (Kolmes, 2012). Not only are recruiters able to utilize social media to find employees, psychologists now have new ways to provide services to their clients. It has become more of a common practice for individuals to search for information through google, Facebook, LinkedIn, etc. about a new acquaintance. Numerous studies of psychotherapists, psychology graduate students, to psychology doctoral students, found that a range of anywhere from 27% to 97.8 % reported finding information about their clients through social media sites (Kolmes, 2012, p. 607). There are a number of ethical questions that come into view when using social media networks for clinical services and recruiting process for the workforce. Confidentiality can be an issue if a psychotherapist lacks discretion. An aspect of Kolmes (2012) article that is related to the workplace is the increasing number of parents who are creating social media profiles for their children. Parents are posting YouTube videos, blogs, and more that have embarrassing potential in the future for their child. Parents may not realize now, since their children are so young, that their postings have the potential to influence the social and professional lives of their children (Kolmes, 2012). It is important that social media policies be developed across the board for the protection of every individual. According to Kolmes (2012) Psychology professionals need to prepare themselves for new understanding and flexibility to the openness social networks are creating and the boundaries that are in need of being reviewed.

Social Media Benefits

There are many different benefits to using social networking sites in the recruitment process. Through social networking sites, recruiters are able to gain much more information that they would ever be able to in a formal recruiting process of sorting through resumes, recommendation letters, and face-to-face interviews. According to Davison, Maraist, Hamilton, and Bing (2012), there is an assumption among Human Resources professionals who use internet screening, "that a more comprehensive and accurate picture of who applicants truly are, what they believe, and how they behave can be obtained via information available on the internet, and that this is job relevant information" (p. 4). Overall, employers are trying to gain a full picture of who the applicant is so that they make the best possible hiring decision. At this point in time many organizations only have online applications and only accept applicants' resumes online as well (Davison, et al., 2012, p. 2).

There is however, controversy on whether information gathered from social media sites is an ethical process, completely fair, and without bias. Using social media networks can increase the candidate pool drastically for a company looking for employees (Chamorro-Premuzic and Steinmetz, 2013). Recruiters are now able to tailor their job postings to what job seekers search when looking for jobs along with finding specific populations to have a diversified workforce. Even with having controversy on what all is collected from social media, one of the biggest benefits to social media is that once the information is posted to a public forum, it is then out there. Potential candidates are doing a decent amount of the work for recruiters by creating their pages. In turn, the

information then already exists, is free to use, and applicants do not have to be present to review the pages (Van Iddekinge, et al., 2016).

Another big benefit to social media screening or online recruiting is that it is much cheaper than other traditional ways of recruiting, because the information is public, employers can move through more individuals in a shorter period of time with a quick online search (Banerjee, 2012; Jeske & Shultz, 2015, p. 541). The quickness of the searches seem to be a particular advantage for small to medium sized companies (p. 541). Having a way to save money in recruiting creates all the more reason to transition to adding social media networks into the recruiting and hiring processes. Organizations should start slow and pick one platform to start and then based on the success move to other platforms as well before eliminating any of the traditional recruiting practices. It may even be beneficial and cost effective to hire someone well versed in social media or an expert in the field to help with tailoring posts, etc., to gain the most benefits possible (Wodarz, 2018).

Another benefit to social media that may not only be a benefit but sometimes a negative as well is in the aspects of employers reviewing social media, is the negative information employers may find or assume of an applicant. It's possible that negligent hiring could occur. The benefit here though is the possibility of eliminating a bad applicant, but the employer must be aware of bias or the causes into negligent hiring. The employer wants to gain as much information as possible on the applicant to make a well-rounded hiring decision. In the process of trying to avoid negligent hiring the employer is also attempting to not hire someone that may cause issues or be harmful to the third parties of the organization such as, customers or stakeholders (Madera, 2012, p. 2).

There are not only benefits for organizations using social media but also for the job seeker. Job seekers with LinkedIn have the ability in some cases to actually contact the hiring manager directly (Blacksmith & Poeppelman, 2014a). This may help them in being seen sooner rather than later. Facebook and LinkedIn both allow the applicant to create and personalize their pages. Security settings have been discussed and their importance for applicants to attempt to control what is seen by others. Applicants using LinkedIn allows them to either be an active job seeker or passive job seeker.

Social Media Negatives

There is the possibility for it to seem like there are more negatives than benefits to using social media, but the lack in research of the unknown into this area has led to a focus on the negative framework. Negative aspects in utilizing social networking sites consist of the possibility of earlier bias, discrimination, bad first impressions, and possible wrong perceptions of not only the job seeker but also the company that is conducting the recruiting effort (Alusheff, 2012; Blacksmith and Poeppelman, 2014a; Broughton et al., 2009; Chamorro-Premuzic and Steinmetz, 2013). Social media provides information that the equal employment opportunity law strictly prohibits for selection procedures for protected classes. The range of information organizations can gather that is subject to the EEO Law is wide and has potential for discrimination of protected classes (e.g. race, gender, age, religion, etc.). Intentional or unintentional, discrimination is a concern for recruiters who utilize LinkedIn and Facebook, since most of that information is publically available depending on the security settings an individual has put in place over their profile (Blacksmith and Poeppelman, 2014a; Van Iddekinge, et al., 2016). This information should not be used in recruiting practices. It seems that Facebook

is the site where more of the protected information is present and easily accessible compared to LinkedIn.

One of the biggest issues seems to be the perception of fairness. There are now more sites than ever to where bad impressions and opinions can be posted about a company or an individual. Research shows that organizations who use social media in selection processes are perceived by applicants as invasive, less attractive and less fair (Stroughton et al., 2015). As again, for instance, Facebook contains more personal information which is not always job related. My overall perception is that job seekers have a negative attitude towards human resource professionals using social media to screen applicants in their recruiting process, if they are aware that the organization is screening their personal social media pages. Organizations using social media for screening run into the concerns of the applicant in how the information is collected in the context of privacy and perceived fairness. The 2012 study by Madera found that overall there was a negative impact on the fairness perception when social media was used (p. 5).

There are a few negatives as well that solely concern the job seeker. Applicants cannot control what others may post to their site which could cause defamation. Organizations impressions of an applicant could be affected or devalued and even mistaken identity could occur (Davison et al., 2012; Stoughton et al., 2015). There is also the aspect that the job seeker wants to be perceived as socially desirable, which can cause the applicant to embellish or fabricate information they provide (Van Iddekinge, et al., 2016). Social media has created a culture that focuses on comparing what you have to others and a façade that everything in one's life is perfect.

Another negative aspect of social network recruiting is that even though there is a very high percentage of people who use social media, there may still be a significant number of individuals who do not use social media for a variety of reasons (Blacksmith & Poeppelman, 2014a; Davison et al., 2012). There also seems to be mixed reviews in the perceptions of attitudes employees have towards employers using social media to depict a picture or even the personality of an employee. Some employees view employers using social media as unacceptable even though anything placed on the internet is viewable to someone who knows how to search for the information (Broughton et al., 2009). If the organization does not use screening applicants through social media correctly, the practice could reduce the attractiveness of an organization during different phases of the recruiting process and in turn lose applicants (Stroughton et al., 2015).

Van Iddekinge et al. (2013) developed a study to test validity and adverse impact potential of a Facebook-based assessment. Through their assessment they looked at potential gender differences, personalities, job performance, and turnover intentions on whether or not the social media assessment would be able to predict them. In the overall view of their study, their social media assessment was not able to find significant predictors. In their discussion they stated that organizations they used

> Appear to be assessing social media information in the absence of data concerning the validity of inferences made on the basis of such information. As such, organizations that assess social media information probably do not know whether use of such assessments leads to better decisions in terms of selecting employees who demonstrate effective job performance or longer tenure (p. 1826).

In Van Iddeking et al., recommendations from their current study is that the results cast serious doubts concerning the appropriateness of considering applicants social media information (Facebook ratings) during the selection process (p. 1828). The overall picture

their study found was that the recruiter ratings of Facebook profiles correlated zero with job performance, turnover intentions, and turnover. This poses a perfect negative for organizations attempting to utilize information they find through Facebook. Even though this study only focuses on one social media site, when comparing Facebook to LinkedIn and what each was specifically designed for, organizations should refrain from using Facebook in their recruiting practices. Clearly much more research is needed for this topic to find empirical data that is both reliable and valid.

Having such a gap in the research regarding social media recruitment causes a very gray area for not only employers but for employees too. If employees are concerned about what their employers can access, employees should stay up to date on security settings and changes for the social network sites they manage.

Passive Job Seekers vs. Active Job Seekers

Passive job seekers are considered as individuals who are not actively seeking new employment (Wodarz, 2018). These are the individuals who are stable in employment but may be open to new opportunities, given the right circumstances (Basu, 2015). The unemployment rate in the United States is at an all-time low (National Conference of State Legislatures, 2019). In Wodarz's (2018) article they mention that an upward of 70% of the U.S. workforce is currently considered passive (p. 13). Social media gives organizations the opportunities and tools to make contact with those passive applicants in hopes of in a way "stealing" them from another organization. This also allows those potential candidates to be very picky on the next job they take.

There is a setting on LinkedIn that allows the account holder to be visible in employer searches and viewed as "open to new opportunities." This allows the passive

job seeker to be searched by companies looking to find someone specific. This setting can work in favor for both parties.

Active job seekers are those individuals who are actively searching for employment and applying to multiple places at once. Active job seekers can be either employed or unemployed. Traditionally, a recruiter might focus more on active jobseekers who have indicated an interest in an open position. But with social media, recruiters can put together a vast portfolio of potential candidates for a job opening. This helps lower the selection ratio and increase the number of top quality candidates, which will enhance the utility of selection decision making (Taylor & Russell, 1939). Though, the quality ranking between passive job seekers and active job seekers is unknown (Davison et al., 2011), it is still beneficial for the organization as they create their applicant pool. Of course, the passive candidates may need to be wooed more fervently than the active candidates, but if they can be persuaded to take the job, the recruiter's company is the beneficiary. I believe Human Resource professionals have a positive attitude toward social media sites because they are able to develop a more diverse and qualified applicant pool through being able to target both active and passive job seekers.

Legalities of Using Social Media

As mentioned, there are a number of questions that come into play for organizations, their employees, and potential candidates when dealing in the gray area of social media or social media networking and what is used from these sites. Are employers being ethical when they search an applicant through a social media site? What if they discard an applicant for pictures an applicant posted of a weekend out with friends? These questions barely begin to touch the surface on what research needs to be

completed. There is a lack of a comprehensive source of privacy protection or what privacy in social media looks like. Employees have a right to privacy protected by the U.S. Constitution in regards to governmental invasions and then there is the Privacy Act of 1974 limited to the federal government. There are also states that protect against the state invading your privacy, but there is not protection from private employers (Hames & Diersen, 1991). Under the Common law, there are four torts for privacy. The torts include intrusion upon seclusion, publicity given to one's private life, and publicity placing a person in a false light (p. 757-758).

The legal system has failed to stay up to date and in step with the development of social media networks and the usages of these sites by both employers and employees/job seekers. Mello (2011) reported,

> The question remains as to whether employees are entitled to a reasonable amount of privacy in their personal, public communications on social networking sties. At this juncture, unless such postings can be considered concerted activity, employers are free to take action against employees based on postings that do not sit well with the employer. However, the NLRB is apparently readily to vigorously investigate any allegations of alleged suppression of or intimidation related to concerted activity but even then, there is some presumption of a duty of loyalty to the employer and limitations as to how far an employee can go.
>   While numerous states have passed laws which restrict employer actions which are the result of an employee's legal off-duty conduct, there is no body of law which addresses the issue of employer monitoring of and resultant discovery of information posted on social networking sites. Employers can be fair-minded in developing policies which balance business needs and any reasonable perceived privacy expectations employees could have but in the interim, until such case law is developed, the only protection employees potentially have against employer actions based on discovery of social networking posts is the defense of protected concerted activity under the NLRA. However, while the NLRB has been quick to file suit in such cases, no court has yet to rule on this interpretation. (p. 172).

Applicants must be consciously aware of what their personal image is that they are displaying through their social networking sites. Job seekers need to question and analyze their networking sites to distinguish what they do and what they do not want being visible

to potential employers. People forget that once something is posted to the internet that it is public knowledge and can be perceived in any which way that the viewing individual chooses. It will be important for job seekers to have their security settings set to what they want. There is another huge topic in employers viewing their current employee's social media pages and then taking action which is somewhat on what the insert from Mello (2011) touches on but it is still pertinent to the topic at hand. Job applicants have to be vigilant of their pages.

Many high schools are now initiating conversations with their students to advise and make them aware of the implications that may happen when using social media sites not only for college prospects but future jobs as well (Root & McKay, 2014). Employers have to be aware of the possible legalities they could run into. For example, an employer does not want to violate civil rights laws with disparate treatment, potential defamation of character, and/ or adverse impact (Davison et al., 2011). As discussed, Title VII makes it unlawful for any employer to discriminate against any of the protected classes when making employment decisions, those are, color, race, religion, sex, or national origin (Darragh, 2012, p. 49). Age was not considered as one of the original protected classes, but age discrimination in employment act was passed prohibiting discrimination based upon the age of workers that are forty years of age or older (Blount et al., 2016, p. 208). Disabled persons became a protected class with the Americans with disabilities act, which prohibits discrimination against individuals with disabilities. Organizations must attempt to accommodate applicants with disabilities pending that it does not create an undue hardship on the organization.

Negligent hiring is another legal aspect of which employers must stay aware. Negligent hiring may also go in hand with defamation laws. Employers that take information found from social media sites must know that not everything they find will one, be job relevant, and two, be true. Others who use social media are allowed to post on others pages. If an employer takes this as truth and trust a random person's comment about a person on their page, this could cause for a claim of defamation of character (Davison et al., 2012). This relates into negligent hiring in the way that an employer could be directly liable for hiring someone that they knew or potentially knew something about that then harmed a third party (Davison et al., 2012; Pate, 2012). Davison et al. (2012) provided the example, "if an employer infers from a website that an individual is emotionally unstable, but decides to hire that individual, and the individual later assaults a customer, the employer could be found liable for negligent hiring." (p. 8). Pate (2012) discussed that an important part into negligent hiring may also depend on the position at hand and how in depth the background check may be, that it may really be in the interest of the employer to review profiles (p. 135).

There was also a trend of employers asking applicants for their social media pages and passwords, so that they could complete an in-depth review of the applicant (Jeske & Shultz, 2015, Pate, 2012). Multiple states have introduced legislation prohibiting employers from asking login information from applicants (Pate, 2012). Bologna (2014) and Segal (2014) both recommend employers to never ask for password information. There are twelve states that prohibit requesting passwords (Bologna, 2014, p. 4), and employers need to be aware that by asking they could potentially be violating the stored communications act that is held in all 50 states (Bologna, 2014, p.4; Segal, 2014, p. 71).

Employers should only be reviewing what is public like the main page. There were

negative feelings toward this practice and it gained national attention (Vicknair, Elkersh,

Yancey, & Budden, 2010). Vicknair, Elkersh, Yancey, and Budden (2010) reported that a

majority of their respondents (81%) were not willing to give their login information in

order to just qualify for a potential job (p. 10). All the statistics reported on in this

specific case of login information were above 80% for refusing or denying employers'

access. Vicknair et al. provided a few of the explanations from respondents on why they

would not provide their access. Respondents felt that this was, an invasion of privacy and

that it would be crossing the line to provide the password (p.10). On the other hand, who

may give employers their password said that "they had nothing to hide, may really need

the job, or that they could always change their password shortly after" (p. 10).

Employers' ethical boundaries may come into question in requesting login information.

　　　　There is a major gray area for hiring managers who review social media pages on

whether or not they can review the pages without bias. Are they able to forget and

disregard the information they find pertaining to the protected classes (Jeske & Shultz,

2015)? Social media makes this idea even grayer with the fact of how does the applicant

really know if the employer viewed their social media page? Pate (2012) mentions that in

absences of an in-person interview, a hiring manager could deny an interview or the

position because of age for example or race, as those are two things that can be visible on

a social media page and the applicant would never know (p. 137). He continues to state

that, "in essence, the employer is rendered free to discriminate without the applicant's

knowledge" (p. 137). This makes it extremely hard for the EEOC to enforce and each

case legally brought forward is then taken on a case by case bases. Segal (2014) reported

that "74% of organizations said they were concerned with legal risks or discovering information about protected characteristics when pursuing candidates' social media profiles" (p. 70).

Multiple things have been mentioned on what information employers may possibly gather from these social networking sites, but research is still lacking. An advantage employers may be able to use in their recruiting is to tailor specific job postings or advertise their company in a way that reaches out to individuals who have a specific interest. However, the complication in gathering this information is how are the organizations really using the information they find? That again, is public knowledge for being posted on the internet (Dutta, 2014; Davison et al., 2011). As mentioned, it's possible the data organizations gather is information on the protected classes. Even with the lack of research in recruitment with social networking sites, more and more studies are reporting an increase in the numbers of organizations using social media as screenings in recruitment (Davison et al., 2011; Mello, 2011). One of the main dangers in using social media is that there are no controls on what information is available, especially information that can't be used during the hiring process (Bologna, 2014; Darragh, 2012). In review of social media pages we know that it is possible to find protected class information, some job relevant information, and even some job irrelevant information. One of the difficulties found through this review is that it is hard to prove whether or not a hiring manager or recruiter did not consider the information they found in their social media searching (Bolagna, 2014). Abril, Levin, and Del Riego (2012) reported that employers are free to judge on all available information, unless otherwise

restricted by law (referencing the protected class) and that some states have developed

broader policies to help prevent employment discrimination (p. 88).

Another flip side to the legality of social media and monitoring applicants'

presence on social media is how the employer may monitor employees after they have

been hired through their emails and internet usage while on company time. Mello (2011)

discusses the different implications on what both employers and employees deal with

regarding privacy and the monitoring of media. It is legal and practical for employers to

monitor their employee communications. Many companies have policies in their

handbooks that lay out what is and is not protected by privacy laws. If employees are

using company materials, the employee can assume that at any time information from the

device they are using could be audited or monitored. Mello referenced one of the earliest

cases regarding monitoring of company emails in Smyth vs. Pillsbury, 1996 (as cited in

Mello, 2011, p. 167). It was found by the court "that employees had no reasonable

expectation of privacy because email communications are voluntary and employer's

interests in maintaining professionalism and preventing harassment in the workplace take

precedent over any privacy expectations of employees (p. 167). Many organizations

would have some type of social media policy as well. Abril et al. (2012) found that 82%

of employees were not subject to or did not know if they were subject to a workplace

policy on social media (p. 113). This is a staggering statistic showing that organizations

may be behind the times for social media. Of those remaining respondents (18%) who

were subject to a social media policy, reported that their policies were not effective and

following the policy was poor (Abril et al., p. 113).

Lawrence et al., (2019) laid out a number of practical guidance suggestions to avoiding the regulatory landmines organizations face when dealing with social media content. Their first piece of advice is to develop an internal social media policy that aligns with the federal securities laws, employment, labor, privacy, data protection, and other issues that may be important (p. 6). Other items they recommend is to develop a policy on what type of speech is permitted and prohibited for employees. If they are making a post on a personal page, Laurence et al., recommends having a disclaimer for any posts that are unofficial by the company and that companies may want to block access to social media sites at the workplace (p. 7).

One of the main things that organizations can do to be proactive against possible legal issues is to be consistent, especially in recruiting procedures (Bologna, 2014; Darragh, 2012; Segal, 2014). Policies should be developed and implemented to reflect who conducts the social media searches and which sites they use. Bologna (2014) and Segal (2014) both listed recommendations on best practices and ways to maximize the benefit of using social medias while minimizing the risks. They both recommended that Human Resources be the department whom conducts the reviews and to eliminate it from the hiring managers or supervisors (Bologna, p. 4; Segal, p. 71). Bologna (p. 4) and Segal (p.71) both also believe that the social media checks should be later in the process after interviews have taken place, as well as, documenting the decisions especially if it was something from their social media page that disqualified the applicant from being hired. One specific difference that Segal mentioned was to "consider the source" (p. 71). This explains to review the applicants posts rather than what others have posted or said to the applicant's page.

Attitudes

A study completed in Greece shows that elements of social networking sties have an effect on the perception of the effectiveness of the site (Nikolaou, 2014). The perceptions applicants have, are formed very easily and early on in their job searches of a company's presence on social media. Job seekers are greatly influenced by their general impressions of organizations and how their peers or reference groups judge the company (Dutta, 2014). The image a company portrays helps job seekers decide on whether or not they will apply. Perceptions will range between positive and negative depending on the individual and the overall experience that person has had with their usage of social media. Perceptions of privacy also affect how successful a company may be in its recruitment. Generationally speaking, younger generations may be less concerned, whereas older generations, who are less technologically savvy or have more limited access to technology, may be extremely concerned about their privacy and see companies recruiting with social media as less acceptable (Davison et al., 2011; Drouin, O'Connor, Schmidt, & Miller, 2015).

It is almost a misconception to believe that individuals think that their private lives and work lives will be overall separated and that one does not affect the other when they have made it much easier for others to access their information because of posting it online (Abril, Levin, & Del Riego, 2012, p. 67). Younger generations seem to be more aware and open to organizations reviewing their social media pages. Vicknair et al. (2010) conducted a study with 289 student respondents, which consisted of open ended questions. Students were asked the question of whether or not they were aware that employers have the ability to gather information through the social networking sites, 49%

reported that they were aware, whereas 50.7% were not aware (p. 8). 45.3% of

respondents in this study also reported that they believed that employers looked at job

candidates profile pages all of the time (p. 9). One of the bigger questions focused on by

Vicknair et al. is whether or not students approved of the fact employers check their

social networking pages or had the right to review for making decisions on whether to

hire. They found that 64.4% of their respondents felt employers had the right to check

(p.9). They probed for more explanation and found that 20% felt employers had the right

because the pages were public information, 44% felt employers had a right to view to

learn about the applicants personality and ensure they were not a liability, and 30% of the

respondents thought the information was private and that a person's private life is

separate and that employers had no right to review (p. 8-9).

These findings are similar to other studies. Abril et al. (2012) reviewed 2500

respondents and found that when they were asked how they would react to employers

reviewing their pages, 41% would not be concerned, 35% were or are very concerned,

and 25% were neutral (p. 99). On the other hand they found that employees are very

against their employers reviewing their pages, specifically 75% felt it was somewhat or

very inappropriate because this is a breach of trust (p.100). There is a gray area between

when one is a potential candidate versus already an employee. Abril et al. found there to

be a more negative connotation of almost half of the respondents feeling that it was very

inappropriate and did not expect to be assessed as job candidates from their social media

pages (p. 100-101). Yet, it has been found that people think that social media sites are a

good source for finding or searching for jobs (Petre, Stegerean, & Gavrea, 2017).

It seems that there are different attitudes as well when different type of positions are involved for example, a teacher versus an accountant. Issues may also develop when someone has friended their supervisor or coworkers, who then in turn see unprofessional behaviors or posts. There can be serious consequences that arise from situations like this including termination which has brought light into the seriousness for research (Drouin et al., 2015). Drouin et al. (2015) references a few different cases that involved school teachers who were either asked to resign or were terminated. One case involved a picture of the teacher holding alcohol in her hands, and the other involved a photo that someone else posted from a bachelorette party (p. 124). Drouin et al. studied 442 students and found that 42% had the opinion that social media should not be used for hiring and firing decisions and on top of that in review of actual cases like the ones mentioned, 53% agreed that it was acceptable for teachers to post photos while holding alcohol (p. 126). Illegal and lewd behavior was also studied and it was found that 39% disagreed that a teacher who posted lewd behavior photos or someone else posting the photos should be fired, 27% were neutral (p.126). As such, approximately two thirds of their participants were neutral or positive about people keeping their job despite lewd behavior posts, and younger participants are less likely to not support employer's employment decisions based on social networking sites (p.126-127).

These studies demonstrate that there are differences in attitudes across different generations. Younger generations seem to be on the fence in relation to the different studies on that they feel employers have the right to review social media pages, but then do not support employers making employment decisions based on what is found. A lot of the focus for attitudes on social media in recruitment is tailored more towards the

younger generations, maybe because of convenience of being able to go to college campuses and survey students and that most are active on social media. More review is needed on what the attitudes and perceptions older generations feel towards the use of social media in recruitment.

CHAPTER 3: DISCUSSION

Summary

There is clearly a lot of information that goes into what all is involved with social media and recruitment. We know from the discussed research that there is still a lot of grey areas or holes needing filled. Social media is continuing to develop and evolve just as our society is but social media is faster. Everyone has a difference in opinion or attitude towards what social media means and its involvement in our everyday lives. Regardless, social media will continue to develop, grow, and change the way we communicate as a civilization.

There are numerous legal implications and risks for both the employer and the job seeker. There currently stands no real protection for either party. Some mandated statutes and laws may help in one case or another, but each case is handled differently, and what is included or how it is interpreted by courts and legislation matters. An issue that arises from this is that social media has not been found to have any validity or significant data in providing for work performance, personality, job relevant information, better hiring decisions, tenure, KSA's, and more. No assessment has been developed to investigate whether Facebook provides this information. LinkedIn is the better social media networking site to use as its design is more effective and professional in the use for organizations and applicants.

Attitudes seem to be more positive when applicants do not know that their social media pages are being reviewed. Regardless of whether they believe their social media pages are being reviewed or not, statistics show that most employers do review social media pages. Employers view pages for a number of reasons but the information found

one why employers pass on candidates stood out. One of the biggest reasons for passing

on candidates was for if they had badmouthed a previous employers. It's important to

remain professional and vigilant on what is posted on social media. Some posts could

hinder future opportunities or even lose current positions.

Implications

Based on the research and main factors mentioned there are a number of

implications. A few of the main things that organizations should focus on before joining

the recruitment efforts through social media is to review their policy book for what

policies they currently have in regards to both privacy in the workplace and if there is a

social media policy at all. It may be advisable to actually poll the current workforce on

what kind of policy they would like to see (Abril et al., 2012, p. 114). Organizations need

to review and make a well thought out business decision on how they are wanting to

utilize their presence on social media and for recruitment. Even though social media can

be cheaper, research has proved that it is still important to maintain some of the

traditional practices in recruiting due to the population that may not be on social media or

that have less access to technology. If an organization chooses to move forward with

reviewing social media pages, a specific department and preferably even a specific

individual needs to be chosen to conduct these reviews. We have seen that social media

produces no validity in the needed data to have faith in using social media, but if one

specific person conducts the reviews, there is hope that there will be less biases and a

more consistent review. Organizations should rely on more than one avenue of finding

information because not everything on social media is relevant or truthful of that

applicant. It is recommended that organizations focus more on a media site like LinkedIn

rather than Facebook for its professional design and more pertinent job relevant information.

Applicants or active job seekers and passive job seekers should be conscious and aware of who may view their social media pages and what perception someone may infer from what they see. Individuals should be vigilant in reviewing their security settings for each social media site they are active on, as well as monitoring their posts. A certain level of professionalism is recommended across all job types. It does seem as if some occupations may be held to higher standards, such as teachers, but individuals should be aware of what may harm their opportunities, whether it is legal or a bit lewd behavior. It is also recommended that for job searching LinkedIn be the social media of choice.

Researchers have a lot of research to conduct in regards to social media as a whole. Researchers need to continue to develop an assessment that produces statically significant data and validity of social media producing information on the KSA's, job relevant information, tenure, etc. Many of the studies noted consisted of student respondents and younger generations. It may be wise to also focus on Generation X and the Baby Boomers. Researchers should also look into how cost effective using social media truly is. It may be cheaper in actual cost for the site, but how much time is put into brand development on social media, and the review of potential employees must be taken into account. It may also be worth reviewing the current legal statutes in place and what future changes could be made to be more inclusive to eliminate discrimination and to not only protect the organization but also the applicant.

Social media and what it entails is a major task. There were a few main focuses here involving what social media means in recruitment, the benefits, the negatives, the

legalities, and other areas. Facebook and LinkedIn were the two true main focuses as two of the most popular social media sites as well as the categories of a social site versus a professional site respectively. There is still a drastic amount research to be completed, in not only these areas, but more.

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