

CREDIBILITY OF SOCIAL NETWORKING SITES: IMPACT ON ORGANIZATIONAL ATTRACTION IN RECRUITMENT FILED

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Abstract. *Social networking sites provide a way for potential job seekers to come across different*

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information about companies for the existing job openings and hiring campaigns. We conducted a study to get the feedback of job seekers about the credibility of social networking sites about the job advertisement and hiring information available on their pages. The purpose of this study was to examine and record the perception of job seekers about social networking sites such as LinkedIn and Facebook both, of which are more commonly accessible to people and organizations to post their activities openly. Moreover, this study was carried out to check the attraction and attention of people towards the organizations after receiving true or false information from the social network sites about recruitment in those organizations. A survey was conducted to collect the data from participants; which were active users of social networking sites. We targeted 200 final-year students who were searching for jobs. The study used convenient sampling technique. The results revealed that according to job seeker's perception facebook is a more credible source for recruitment activities and developing attraction towards organizations as compared to LinkedIn. This as empirical research is aimed at fulfilling the existing gap.

Keywords: Credibility of Facebook, Credibility of LinkedIn, and Organizational Attraction

1. Introduction

At present modest appeared as one of the most important functions of human resource management (Allen et al., 2007; Cappelli, 2001; Parry & Tyson, 2008). Even with the adoption of new technology and the transitional nature of work, organizations still need competitive and motivated employees. The recruitment function is responsible to attract individuals with the right skills, knowledge, and capabilities. The process of recruitment has the primary goal of finding possible and true employees and guiding them enthusiastically about the job and other privileges so that they can join an organization on priority (Breagh & Starke, 2000).

Social Network Sites (SNS) like LinkedIn and Facebook are considered famous social networking websites in the present era. They are offering several ways of communication and a wide range of job opportunities to job seekers. These websites have been very helpful in a cost-effective and efficient advertisement of jobs opening and in seeking information about job seekers (Nikolaou, 2014). Social networking sites like Facebook and LinkedIn are being used extensively for job seeking and human resource management, and no one should be surprised by this widespread use of these websites (Nikolaou, 2014). Because the internet world has become a global village and Social Network Sites like LinkedIn and Facebook have gained tremendous famous in recent duration because people have come closer to friends and organizations via posting pictures, sponsoring or attending events, and sharing life lessons learned. Approximately, it has been recorded that users of Facebook have 1.3 billion (www.Facebook.com, 2014).

The objective of SNS proposes that users should qualify three primary criteria: "Users must 1) develop a public or semi-public profile in a closed organization; 2) Coherent a slope of operators by whom they share a connection; and 3) their opinion and negotiate on the list of connections and which made by others within the system" (Ellison et al., 2007). Because of the more uses of these websites, users have been starting to gather SNS profile information for better recruitment choices. For example, human resources these days consider as an SNS profile data of job applicants to go through the off-duty behavior, leisure time activities, living standards, companions, belief and political intentions and connection (Gross et al., 2005). One study shows that 20 to 40% of employers in the U.S. collect job interviewees by SNS profile information to decide between hiring or not hiring. Furthermore, a report of the Society for Human Resource Management (SHRM) showed that 44 percent of the systems have collected and observed SNS profile data for recruitment decision, while the other 34% are currently using this data for initial screening of candidate to start the recruiting process. Moreover, 75% of the U.S.

employers arrange online explorations for job candidates and 70% of candidates are rejected on basis of their SNS data (Preston, 2011). Systems are gathering SNS profile information because they want to ensure that reliable resources with positive behavior can be hired instead of unlawful, bad character, and non-trustworthy candidates. But, some researchers explained that the use of SNS profile data can be an attack on the candidates' secrecy (Gross et al., 2005). The first reason is that candidates posted such personal and private data only for family and friends, not for the companies. The second reason is that the recruiter focuses on the informal behavior of the candidate which is majorly outside office behavior, which has nothing to do with job requirements. That's why; some U.S put limitations on the use of extreme personal and off-duty informal data in the recruiting process. Likewise, the applicant's photograph taken from SNS data gets employer access to some personal attributes (Brown & Vaughn, 2011).

Now-a-day, enrollment of well-educated employees is mandatory for the organization. The employing of a well-educated and competent applicant is a dream for an organization but on the other hand, an organization should maintain a good name in the market so that candidates also make wish to join that organization (Rynes, 1989) and positive repute of organization in the area is a major plus point in smooth and effective recruitment (Harrison et al., 1998). The existing literature chiefly focuses on different kinds of reputes and different ways of attraction for employees towards organizations (Hayes, 2013). But, few organizations can know how the images to be formed (Cober et al., 2003). In addition to it, there is very little research material is available related to online hiring processes in corporate organizations and on social media websites (Dineen et al., 2002).

Perceived credibility is defined as a perception of truth regarding any information (Eisend, 2004). The framework of source credibility, suggests that consumers are more convinced by any message when believing in the credibility of the source (Pornpitakpan, 2004).

It is important to understand that how individuals evaluate the image of an organization, organizational attraction is defined as an interest in an organization as a potential employer and the probability of pursuing employment opportunities and is the most immediate objective of the early stages of recruitment (Allen et al., 2007).

The objective of this study is to identify which social network is a credible source for job searching either Facebook or LinkedIn? Second, does false or fake job advertisement affect the attention and attraction of candidates towards the organization or not?

2. Credibility of Social Networking Sites

In current years, the use of websites for social networking has increased. Facebook, the website which is most largely used, had an estimated number of active users was 1.06 billion (Stoughton et al., 2015). Facebook is the widest networking site, but there are many similar websites also exist for the similar purpose, for example developing contacts for a work-related user for peoples having some interest in music to connect peoples in one community, and to provide updates about activities and interests. Most social networking sites such as LinkedIn and Facebook users show detailed information through their web pages and online profiles. Especially, a member can gather friends who communicate through the site.

While other networking websites for social purposes, like Facebook, are not developed with prospective employees and work challenges in mind. Facebook has a primary purpose of content, which is aimed towards friends and knowledge about their current activities, social life, or interest. The information of wealth, which is provided on a social networking site, is available for researchers in a big quality of marvels for research (Ellison et al., 2007). Anyhow, topical printed study related to organizational science is limited (Kluemper et al., 2012; Stoughton et al., 2013). Recently, the use of SNS is to focus on the list of the more cited article (Wortham, 2009). To conduct background checks on social networking sites organizations seek to hire graduating colleagues or summer interns (Finder, 2006).

Employers look for those photos, which may cause strong reactions regarding drug use or drinking or previous colleagues and employers' discouraging remarks to reduce the number of applicants (Stoughton et al., 2013; Wortham, 2009). In 2006, 27 percent of employers asked the National Association of Colleges and Employers Survey to check applicants' background through the sites of social networking. According to the 2009 study, by Harris Interactive, this type of practice has increased apparently. Further, this study shows that 45% of companies contacted social networking websites and Google to screen it to job seekers (CareerBuilder.com, 2009). By 2011, the practice of this type had increased by 65% as estimated.

Popular club reports about those organizations, accessing websites for social networking, job seekers screening has a huge increase (McCroskey & Young, 1981). We have been capable to look for very few studies practicing this type (Kluemper et al., 2012; Stoughton et al., 2013, 2015). Therefore, a frame has been developed to describe the associations of practices of screening on privacy invasions which are very much related to the applicants' reaction to the selection and use of SNSs. Further, the examination provides the answers of researchers and practitioners alike (Brown & Vaughn, 2011; Davison et al.,

2011; Vandenberg, 2011), to look for problems related to the screen job applicants and social networking websites.

Social sites have different natures, as given above, but these differ regarding the connection of another dimension, as a source of perceived credibility, which is defined as a perception of truth regarding any information (Eisend, 2004), or believing something based on the source of information (Cable & Yu, 2006). The framework of source credibility recommends that consumers are convinced by any message when believing in the credibility of the source (Eisend, 2004; Pornpitakpan, 2004). Attribution theory (Chapman et al., 2005) suggests that consumer decides to accept a message by the attributions regarding the involvement of communicator in the message. Attribution related to knowledge bias (if message content is not authentic) or bias regarding reporting (the communicator is not willing to convey the truth), will affect the degree to which message recipients will persuade (Gotlieb & Sarel, 1991).

This theory is also supported by the effectiveness of the advertising products having different characteristics to have media reliability and to focus on the content provided by organizations (Breaugh & Starke, 2000; Van Hove & Lievens, 2007; Walker et al., 2009). Credibility conceptualization, together with dynamism, objectivity, and capability in wider scopes, comes authoritativeness (encircling factors like reliability, informativeness, and intelligence) and character (encircling virtuousness and honesty) (McCroskey & Young, 1981).

However, three main dimensions that are reported are trustworthiness, expertise, and affect, which are adopted here. Expertise is referred to as source competence regarding correct statements and truthfulness is regarded as the perceived validity of source (Fisher et al., 1979). Regarding credibility differences between media sources, Cable and Yu (2006) research is notable; both explore that career fairs and web pages were perceived as more credible as compared to electronic bulletin boards. These results are surprising as electronic bulletin boards were perceived most credible. Authors provide one explanation; it refers to those people looking for a job may be skeptical regarding workers who spend time to submit a response to such boards.

The video supported by the audio medium is perceived as having higher credibility as compared with a picture supported by a text (Walker et al., 2009). In the present study, we probe that Facebook would have a positive impact on the perceptions of likings, as most organizations talk positively and politely to the candidates (Weisband & Atwater, 1999). Besides, Facebook has informal competence, which makes it a knowledgeable source. So, organizational

sources may use it to display all their expertise. Lastly, as Facebook is open, may enhance perceptions of trustworthiness, keeping in view that third parties and present workers would publicly argue over deceptive information.

3. Organizational Attraction

The organizational attraction is interest in an organization as a potential employer and the probability of pursuing employment opportunities and is the most immediate objective of the early stages of recruitment (Allen et al., 2007). Applicants will not apply to those organizations, which are not attractive. So, positive perceptions of organizational attractions are important to increase the strength of potential candidates (Williamson et al., 2003). Attracting and retaining applicants has a great long-run competitive advantage (Turban & Greening, 1996). Researchers suggested three steps of conceptualized organizational attraction; attracting applicants, maintaining applicant's interest, and to have influence over job choice. Here, the earliest stage has been focused, to generate and attract candidates. The initial stage of recruitment is usually categorized by the potential job applicant having narrow information. So, they choose the topmost attractive organization and start the process of job seeking, by applying for a job (Allen et al., 2007; Parks, 2011).

It is important to understand how individuals evaluate the image of an organization, which makes organizational attraction. The potential applicant evaluates organizations on an instrumental level, such as benefits and salary. Applicants, similarly, evaluate with subjective or non-tangible benefits, like being innovative and trendy. Potential applicants may search online to gain information about organizations. Organizations invest heavy resources to promote an impressive image for recruitment and use their website to reject this image (Cappelli, 2001; Turban & Greening, 1996; Rynes & Barber, 1989). SNS has become popular and gives a competing and alternative venue. In job research, SNS has become one of the most widely used tools.

However, few studies are conducted on organizational websites and recruitments and fewer on SNS and recruitment (Allen et al., 2007; Cappelli, 2001; Davison et al., 2011; Dineen & Noe, 2009). In fact, reviews of recruitment research, SNS are not mentioned, due to the lack of research (Breugh, 2008). Initially, research shows, that applicants think websites of third-parties more reliable than the website of organizations. But, we don't know how a potential applicant responds to inconsistent or consistent information, in terms of attraction or organizational image.

4. Hypotheses

H1 Job seekers consider LinkedIn as a credible source for job search with organizational attraction.

H2 Job seekers consider Facebook as a credible source for job search with organizational attraction.

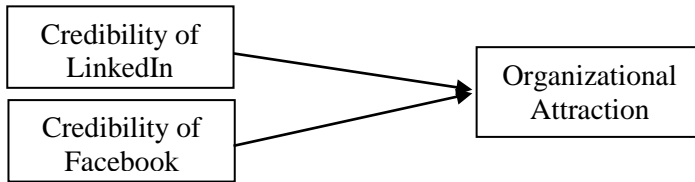


Figure 1 Theoretical Model

5. Method

5.1 Participants and procedures

The survey was conducted to collect the data from students of the final semester of bachelor and master. These students were searching for jobs; hence we met them and requested to provide their feedback about their search through social media websites. We used the non-experimental design method for this research because this study was conducted in universities. We targeted students studying in Lahore. We invited 200 students to collect data through a questionnaire. Convenient sampling technique was used in this study. The authors provided the questionnaire to the students after visiting their universities. In this way, data was collected from 50 students of each university. The students of the survey were those who used social networking sites for job search. Many organizations gave advertisements on social network sites for job seekers and some of those students were recruited through social networking sites such as Facebook, LinkedIn platforms, in many organizations.

The questionnaire consisted of structured questions. The instrument of the study was based on a 5 point Likert – scale (1 strongly disagree to 5 strongly agree). Each construct has indicators. The authors used a cross-sectional study in which data is collected at one time.

5.2 Measures--pilot study

Before taking the sample size, we conducted a pilot study among 30 students from NCBA & E Lahore. The basic purpose of the pilot study was to check the validity of measures. We asked questions from questionnaires to them and they responded to each item according to construct definition with clarity. We surveyed job seekers and also tested the reliability of each measure. Cronbach's alphas of variables were also measured.

5.3 Credibility of social networking sites

We measured the credibility of social networking sites based on 5 -item scale (Fisher et al., 1979). "Three items measured, perceived, the expertise of the source, 1 item measured the perceived trustworthiness of the source, and 1 item the perceived liking of the source" (Frasca & Edwards, 2017). The items used 5 points Likert scale (1 strongly disagree, 5 strongly agree). Likert scale is based on the responses of participants.

5.4 Organizational attraction

We measured the organizational attraction construct through the survey with the help of existing measures. The organizational attraction was measured through 5 items scale based on Highhouse et al. (2003). The items used 5 points Likert scale (1 strongly disagree, 5 strongly agree). Likert scale is based on the responses of participants.

5.5 Control variables

YouTube and organizational websites are control variables in this study. We wanted to see how much job-seeker were to use social networking sites such as Facebook and LinkedIn and how they perceive or attract organizational attraction during a job search.

6. Results

We used descriptive statistical analysis on SPSS software. This analysis measured a person's correlations among variables and demographics. We calculated Means, standard deviation, and Cronbach's alpha (α) of each construct that we used in our research. The values of descriptive statistics showed in below table1 where the means and standard deviation of all demographics and variables are defined. Means of variables were lying between 2.37 to 3.44; standard deviation was lying in between 0.66 to 0.76. These ranges were describing that most employees gave responses on a Likert scale that was consisted of 1 disagree to 5 strongly agree.

Table 1 *Descriptive Statistics*

Variables	Mean	SD	1	2	3	4	5	6	7
1. Age	23.75	3.71	1						
2. Gender	1.23	0.42	-.136*	1					
3. Marital status	1.17	0.43	.196**	-0.023	1				
4. Qualification	2.49	0.77	.385**	0.023	.326**	1			
5. CLK	3.33	0.66	-0.057	0.09	0.03	0.093	-0.691		
6. CFB	2.37	0.76	-0.053	0.094	0.067	0.1	0.082	-0.681	
7. OGA	3.44	0.66	-0.113	-0.066	0.031	-0.049	.263**	.282**	-0.742

*. Correlation is significant at the 0.05 level. **. Correlation is significant at the 0.01 level.

Note: N=200. M, mean; SD, Standard deviation; values in brackets are alpha coefficients **CLK:** the credibility of LinkedIn, **CFB:** the credibility of Facebook, and **OGA:** organizational attraction

Table 1 shows Means, Standard Deviation, Correlations, and Reliabilities among all variables. We also calculated Cronbach's alpha to find out the internal consistency reliability of among the items of each variable. We checked the internal consistency of each variable that value should be equal and greater than 0.7 (Cronbach, 1951). This table shows that Credibility of LinkedIn $\alpha = 0.691$, Credibility of Facebook $\alpha = 0.68$, and organizational attraction $\alpha = 0.742$. So all variables values show all items of each construct are reliable in this study. H1 suggests job seeker really on LinkedIn social source with organization attraction during job search $r = .263$ ($p < .01$) Significant relationship, H2 describe job seeker really on Facebook social source with organization attraction during job search $r = .282$ ($p < .01$). According to job seekers' perception, Facebook sources more credible as compared to LinkedIn sources for job searching.

Table 2 *Dependent Variable: Organizational Attraction*

Description	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t-stat.	Sig.
Constant	2.116	0.252		3.285	0
CLK	0.239	0.066	0.241	2.968	0
CFB	0.226	0.057	0.262	4.091	0
R-Square = .137					

CLK: credibility of LinkedIn, **CFB:** credibility of Facebook, and **OGA:** organizational attraction.

We used linear regression analysis to find out how job seekers perceive the impact of social network sites such as LinkedIn and Facebook on organizational attraction. The above table shows H1 suggest an impact of Credibility of LinkedIn on organizational attraction ($\beta = 0.241$, $p < .01$), and H2 suggest an impact of credibility of Facebook on organizational attraction ($\beta = 0.262$, $p < .01$), so both networks are used to recruitment purpose but Facebook is more useable during a job search, and job seekers perceive pre-hiring that organization is more interesting or reliable because of recruitment advertisement post on Facebook.

Table 3 *Demographics of the Respondents*

Description	percentage %
Gender	
Male	77
Female	23
Marital Status	
Single	85
Married	13
Separation	2
Qualification	
Intermediate	6
Bachelor	49
Master	36
MS/M.Phil.	8
Ph.D.	1

We collected data from the final-year students which were seeking jobs. We noted that 77% of males use Facebook for job searching as compare to LinkedIn, single students 85% were more used Facebook for job search. We also found those students that fell in the final semester like bachelor 49% more used Facebook as compared to LinkedIn for job search.

Table 4 *Hypotheses Testing*

Hypotheses	Results
H ₁ Credibility of LinkedIn → organizational attraction	Supported
H ₂ Credibility of Facebook → organizational attraction	Supported

Existing literature and results supported these hypotheses but H₁ is more supported as compared to H₂. A job seeker will use Facebook as a credible source for job hunting with organizational attraction as compared to LinkedIn.

7. Discussion

This research contributes to human resource management, communications literature, and organizational psychology. We utilized established frameworks and theories to find out job seeker's perceptions about recruitment from social network sites and how these impact organizational attraction and shows pre-hire recruitments consequences. We also investigated social networking sites such as Facebook and LinkedIn which are too much under observation in the recruitment field.

In this study, we studied the credibility of SNS like Facebook and LinkedIn as a source of job search with organization attraction and for us, source credibility means the reliability of the information received from that source

(Cable & Yu, 2006). As a result of our study, we found that job seekers have more reliability on Facebook and they find it a credible source of information for job hunting as compare to LinkedIn. As predicted social network such as Facebook was perceived significantly more credible source as compare website and YouTube source, there is a positive relationship between personal focus and Facebook, which turns positively into source credibility (Frasca & Edwards, 2017).

8. Limitations and Future Directions

The cross-sectional design is the first limitation because we collected data at one time from students which created restrictions in inferring causal relations among the study variables. We could not generalize this theory because we used convenient sampling technique and data was collected from nearby universities. The sample size was too small to apply the theory to other populations. We investigated only the source credibility of Facebook and LinkedIn in the job-hunting field; we could also see YouTube and other websites' impact on recruitment but we couldn't include it here. We targeted only Final Year students; we could consider professionals as part of this study because they had the job searching and recruitment experience but unfortunately we couldn't include them in our research. However, it was observed that they were users of LinkedIn than Facebook for better job search because Facebook was considered a non-professional platform for job searching as per their opinion.

9. Practical Implications and Conclusion

To sum up the study, the authors can conclude that no doubt it is an innovation in the recruitment field that social networking sites are now readily available and user friendly for job searching, job advertisement, and people recruitments. Organizations and job seekers both use these social networking platforms to meet their needs. To use these sites, job seekers first develop their profiles and share their personal and private information on those sites. Similarly, organizations develop their positive images in the market and post a different job on these sites. Many candidates apply against their advertised positions on SNS and then the organization recruitment team starts to review the SNS profile of candidates to select the most suitable person for the organization. However, the organization recruitment process is not part of our study.

Hence, apart from the above, among so many social networking sites, job seekers found LinkedIn and Facebook both, a reliable source for their job hunting. Fresh graduates mostly like to use Facebook for their first job hunting as it is very user-friendly and accessible to all. However, professionals have

been found more eager to use LinkedIn for their job search. There is a limitation to the study that unfortunately, we did not include professional people in our study and our results are based on the final year student's feedback.

So, overall if we see the result of our study, here we can conclude that for most of the student's Facebook is a more reliable source for job search as compared to LinkedIn without disturbing the organizational attraction. With the same interests as organizations, they keep applying for jobs through Facebook.

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