

The Impact of Social Media Recruitment on Job Candidates' Perceptions: Evidence from Bangladeshi Fresh Graduates

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Abstract: The study intends to identify the impact social media recruitment (SMR) on job candidates' overall perception (OP) in Bangladesh. For this purpose, the authors have employed two independent variables of SMR: perceived advantage (PA) and perceived ease of use (PEU) and three dependent variables: perceived privacy (PP), perceived fairness (PF) and perceived ethics (PE). 877 graduates have been selected through judgment sampling as participants who have completed graduation recently and are looking for jobs. Simple linear and multiple linear regressions have been applied to analyze the data. Afterwards, it was revealed that all the two independent variables are positively correlated to all the three dependent variables. But in case of PE, the relationship is weak. Further, PA and PEU are positively related to overall perception (OP). The results might be proven important for those academicians want to further investigate in this relatively untapped area as well as for the HR practitioners to understand the perceptions of job seekers regarding social media recruitment.

Keywords: *Social media; Social networking site; Social media recruitment; Social media information; Candidates' perception; Organization.*

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1. Introduction

In this present competitive world of business, employees play very crucial role in organizational performance as individuals or part of a team. In fact, the optimal effectiveness and efficiency of an organization do not simply depend upon its financial resources or using the best strategy, rather it is determined by the degree to which and how it is using its human resources (Hosain, 2017). At present, one of the most valuable competitive advantages the organizations can grow and maintain is their human resources (Karim, Miah, & Khatun, 2015). Companies are keen to recruit the right employee for right position as the key source of competency and competitive advantage. To compete and thrive at present highly competitive environment, an organization must attract, develop and retain skilled and qualified workforce which is not an easy task due to the declining availability of such employees. Further, information technology and other scientific inventions have influenced the corporate world to a greater extent which further pushed the demand of skilled and talented workforce by providing them numerous choices to choose companies they want to work for. As a result of different public-private initiatives and encouragement, a good number of people have got the opportunity to access to internet facilities. Thus, the use of various corporate websites and organizational pages on social networking sites are gradually getting popular.

In this regard, social media (SM) is playing an emerging role. Commonly speaking, SM is the combination of different social networking sites (SNSs) like Facebook, LinkedIn, Twitter etc. are gaining attention of the practitioners, academicians and professionals. Such sites are help to conduct online communication where users (or profile holders) are able to exchange their views opinions, private mails, photographs and streaming videos. This platform is now being used for recruitment as well as for background or pre-employment history check for the potential employees before they are offered the job. A few researches have been conducted on the role of information available on social networking sites on recruitment & selection/background check. But these published works are mainly limited to the western countries. There is a large absence of such experiments in South Asian developing or least developed countries (LDCs) like Bangladesh, India, Sri Lanka, Nepal etc.

SNSs such as LinkedIn, Face book, Twitter, and Google+ can provide recruiters a huge collection of information about potential candidates. Many large companies with strong and active web presence have

constructed their brand not only on their own corporate website, but also on these SNSs providing a widespread reach whereby those companies can additionally share information about their businesses and the available job opportunities with interested job seekers. Many of these firms are using social mediaby including special job posting pageswhich make it easier for the tentative applicants to locate those jobs that interest them. Thus, social media is helping in making a prospective connection between candidates and recruiters.

More recently, corporate SMpages have proven as efficientpromotional media with several benefits that the conventional job advertizing tools cannot offer. Due to the high unemployment rate in many South Asian countries like India, Bangladesh and Pakistan, many of job searchers now-a-days possess maintain one (or more) SM account (popularly known as profile) in order to look for job opportunities. Definitely, organizations at present are being attracted to SM for searching and recruitingpotential employees due to the possibility to contact a superior pool of competent applicants. However, this is an elementary idea that everyonewho are connectedto such an online platform and particularly, the ones frequently utilize SNSs are completelyaware of the advantages as well as challenges of such disclosure (Melanthiou, Pavlou, & Constantinou, 2015). In fact, a more methodical exploration of the advantages and drawbacks of social media recruitment (SMR) and the responsibility of SM in different stages of hiring stages will put some glow to the motivations of organizations for and against utilizing SM. Considering the importance in this crucial area of HRM, this paper has brought forward the following research question:

Research Question:What are the candidates' perceptions towards social media recruitment?

The study aims at identifying the candidates' perceptions towards social media recruitment. For investigation, the study chooses to select three dependent variables: perceived privacy (PP), perceived fairness (PF) and perceived ethics (PE) and two independent variables: perceived advantage (PA) and perceived ease of use (PEU).

2. Literature review, conceptual framework and research hypotheses

With the rapid expansion of IT and social networking sites, some HR functions such as recruitment, selection and background check has been

shifted towards social media information as the organizations are trying to utilize the opportunities they can get from those sites. Organizations have now begun started to realize that socialmedia information (SMI) are cannot only be used for recreation purposes but also those information might be useful for business oriented objectives. This case is particularly true for some HR functions. Recruitment is one of them which can at least be partially done with social networking information.

2.1 Social media recruitment (SMR):

For numerous years, organizations have used jobsites such as Careerbuilder.com in their recruiting practice, leading to the attraction of job seekers from more than 100 career sources. According to Nessler (2014), Careerbuilder.com has been successfully reduced the cost per hire by 70% due to a decline in travel costs and has also reduced by 60% time taken for employers in hiring. Electronic recruiting is the blend of the Web with the process of recruiting human capital (Melanthiou et al., 2015). Companies now have their own social media pages for recruiting job applicants (Melanthiou et al., 2015). For example, companies are now creating and opening their own Facebook pages and using those pages as advertisement tools to assist getting talent (Andrews, 2012). Moreover, there is a boost in social media usage by HR professionals with the intention to find 'elaborate job applicant information', and to screen and select the best-suited applicants (Brown & Vaughn, 2011). According to Facebook authority, a new feature is in progress that would assist companies to their direct job postings ("Take the Work out of Hiring", 2017). In addition, according to Facebook's official webpage, job posts are now linked to the Facebook Business Page from where job seekers can see new jobs available through the jobs bookmarks on Facebook or on the Marketplace ("Job Posting on Facebook", n.d.). Social media, thus serve as a lead to forward followers (job seekers) to organizations' personal website where they can learn about job vacancies (Spellmann, 2018). Having such a substantial figure of account holders, recruiting through Facebook gives employers a much wider diversity of opportunities and challenges.

As a result of appearance and rising attractiveness of SNSs like Facebook, Twitter and LinkedIn, growing number of HR professionals and recruiters are being attracted to the social media information (SMI) obtainable from such source (Brown & Vaughn, 2011). More recently, more and more recruiters are taking the benefits of SNSs to search and screen job candidates (Brown & Vaughn, 2011; Elzweig & Peebles, 2009; Slovensky & Ross, 2012; Waring & Buchanan, 2010). Nevertheless, we should not forget

that any latest technology also brings the accountability to identify associated debates regarding the challenges and advantages both at realistic and moral viewpoints.

Recruiters generally utilize SMI to enhance their recruitment optimality (Davis 2007; Grasz, 2009; Kasper, 2015; Smith, 2012). Such utilization seems omnipresent among the recruiters. Around 93% employers do utilize or are currently using SNSs during the recruitment & selection procedure and 55% employers reported that they re-evaluated candidates on the basis of the contents obtained from their SNSs (Jobvite, 2012). After scrutinizing these profiles, recruiters endeavor to accumulate a complete summary of future employees that would be unavailable otherwise particularly as such information is associated with their behavioral attitudes (Kluemper & Rosen, 2009; Kluemper, Rosen, & Mossholder, 2012). In addition, numerous recruiters move toward to evaluating candidates with the help of SNI as a supplementary source to assess “best fit” with the company or to identify “red flags” (Grasz, 2009). Such “red flags” may consist of a candidate’s personal contents or sensitive information such as consumption of alcohol and prohibited drugs, sacrilege and involvement in sexually implicit actions (Kasper, 2015). Recruiters frequently try to obtain SNI to eradicate the candidates from additional consideration (Davis, 2007). Grasz (2009) reported based on the statements of the recruiters that 89% of them were reluctant to employ an applicant whose having the trace of “unprofessional behavior” in their SNSs.

Although companies have a liability to be fair and meticulous in recruitment process to keep away from neglectful recruitment, the likelihood of wrong utilization the SMI cannot be ignored as well (Elzweig & Peeples, 2009; Waring & Buchan, 2010). Irrespective of the question of such mistaken use is deliberate or unintentional; the hiring professionals are taking risks while exposing themselves susceptible to possible lawful ramification. Through the search of contents from SNSs like Facebook to evaluate job candidates, organizations are possibly breaching individual privacy, getting deceptive or mistaken idea regarding the applicants and getting possible confined data that a hirer might not seek because of the pertinent service regulations (Brown & Vaughn, 2011; Elzweig & Peeples, 2009; Slovensky & Ross, 2012; Waring & Buchanan, 2010).

However, even after all the above facts, utilization of SNSs by the recruiters to evaluate applicants have been becoming a fast rising fashion (McCarthy, Bauer, & Truxillo, 2017) as they are interested to get and accumulate more data outside that are not included on the CV/ Resume/ application form in order to evade wrong hiring (Black, Stone, & Johnson,

2015). Swallow (2011) conducted an extensive investigation on 300 recruitment experts and found that 69% of them discarded job applicants on the basis of their SM profile contents. Furthermore, numerous candidates were asked or requested to supply their ID/passwords/login details in order to allow low potential recruiters to get complete admission to individual SM accounts (Berkelaar, Birdsell, & Scacco, 2016). Despite of the growing fame of SM platforms, it is still a matter of debate if such practice of utilizing SMI lawfully appropriate or not. Even though, organizations have the gift option to use SMI for evaluating applications, unregulated utilization of such practices might raise several ethical and fairness issues that are required to be identified and considered (Brown and Vaughn, 2011). A lot of recruiters approve SMRs since it permits them to collect enormous tentative information regarding candidates that assist to forecast the possible blend between the candidate and the job itself. On the contrary, many experts pointed that the recruiters ought to be cautious in utilizing SMI to assess applicants (Ebnet, 2012). There are intense debates regarding the credibility and accuracy of information gathered from SNSs with the possible misuse. Thus, the experts guide the organizations to search somewhere else for the information (Ebnet, 2012).

As the independent variables, the study has used two elements of social media recruitment: perceived advantage and perceived ease of use. The following sections highlight the literature related to these two factors.

2.1.1 Perceived advantage (PA):

The research theoretical framework (Figure-1) includes perceived advantage (PA) as one of the sources of social media recruitment and an independent variable, referring the extent to which the use of social networking sites would improve the likelihood of users' getting the job. The job seekers, in common, like to get the detail information such as expected salary, rewards and other practices & policies from job postings to make the right decision whether to apply for a particular job or not (Fountain, 2005). With the help of social media recruitment, an organization can add additional information to the prospective candidates such as effective CV writing techniques, tips to face interview challenges and other career development advices to maximize the effectiveness (Rosencrantz, 1999; Tong & Sivanand, 2005). Therefore, it can be articulated that providing additional information would increase the likelihood of candidates' intention to apply, subsequent access and recommend that job/company to others (Hosain, Ullah, & Khudri, 2016).

On the other hand, social networking platforms are also being attractive among the employers in hiring due to easily available information, cheap alternative of expensive paper advertisement and having a large pool of candidates. Now a days, most of the reputed organizations have a social networking page besides their own website where they can share job related information, interview techniques, hiring tips and many more information that help the potential candidates to be attracted to the organizations as well as job seekers who want to learn various job related techniques and search jobs within the network. Therefore, SNSs are acting advantageous for both the counterparts in an effective and efficient manner.

2.1.2 Perceived ease of use (PEU):

The theoretical framework (Figure-1) also includes perceived ease of use (PEU) as another independent variable which denotes the users' perception of the effort that includes time and resources to use any system (Davis, 1989). A good number of job seekers are now being interested to search and apply for a job through job oriented social networking platforms such as LinkedIn than that of conventional methods such as newspaper as such platforms provide more job related information and may have some professional contacts who are already working at those organizations from the social networking contact list. Such platforms provide the applicants to collect important job related information from their contacts on the friend list which might not be available through traditional media. For example, LinkedIn has provided the option to put CV for its users and it can be easily visible by the organizations when they need to hire employees on the same qualifications. Organizations also can put a lot of important information regarding themselves on their own SNS pages and those pages are also searchable and visible by the potential candidates within the connection.

Therefore, considering the ease of use, the social networking platforms are playing a good role in serving the benefits and ease for both organizations and job seekers. In particular, such media save a lot of time, efforts and money for both sides. Due to that consideration, this study takes this component as one of the independent variable.

2.2 Applicants' attitudes towards social media recruitment:

The major dimension of this research is to understand candidates' perception or attitude regarding social media recruitment. The candidates' perceptions have been used as the dependent variables in this study. Previous researches regarding applicants' reactions to using social media for recruitment are inadequate and inconclusive (Aguado, Rico, Rubio, &

Fernandez, 2016). Even though there is negative reactions to Facebook (Gustafson, 2012), there is also non-negative reactions to using social media (Sanchez, Roberts, Freeman, & Clayton, 2012).

In addition, a few studies have been carried out to recognize the job seekers' view regarding Internet/online hiring (Teoh, Tan, & Chong, 2013), researches regarding the SMR that unveil the applicants' perceptions regarding SM (Madera, 2012) and a complete pre-selection procedure are still very limited (Berkelaar, 2014). Accordingly, the aim of this empirical investigation is to achieve insights into job seekers' perceived attitude regarding SMR and to reveal its influence on the recruitment process. The following sub-section will provide the previous literature evidence on those three elements of dependent variables in this study.

2.2.1 Perception of privacy (PP):

This study is going to address is the applicants' privacy concern regarding using their SNS information for recruitment purpose. The concern of possible breach of privacy is one of the major debates regarding the utilization of SMI in recruitment & selection (Brown & Vaughn, 2011; Clark & Roberts, 2010; Davison, Maraist, & Bing, 2011; Dennis, 2011; Slovensky & Ross, 2012; Sronce, 2011). Recruiters generally adopt a number of actions to gain SM accounts that might or might not be considered as the violation of personal rights of privacy. As an instance, hiring professionals might move to an existing staff member to "friend" a job candidate just to view his/her profile. Such action might lead to an assault of mutually the candidate's and the staff's confidential privilege. In addition, such a step can motivate staffs to involve in some deceitful activities (Slovensky & Ross, 2012). Those organizations or member staffs trying to outwit individual privacy rights might be held responsible for violating personal rights governed by law (Dennis, 2011).

Some authors argue that the screening the profile contents that have been controlled/restricted by the users himself/herself might be branded a violation of individual privacy and a likely breach of "terms and conditions" of most SNSs (Bottomly, 2011). Conversely, Clark and Roberts (2010) argued that such violation is mostly approved by the same user when he/she put such information in a public domain or publicly available settings (in SNSs language, it is called "public"). Such an argument weakens the potential future privacy claims by the users as a result of intended publicly exposure of information (Dennis, 2011).

However, regarding the privacy issue at social networking sites, Clark and Roberts (2010) suggest to differentiate between the actions of "self-

presentation” and “self-disclosure” as an important fact. “Self-presentation” is the action where a user permits to disclose the information publicly (publicly available information) whereas in case of “self-disclosure”, the same user adopts strong measures to preserve the information restricted so that the general people would not have access to such information (in most cases “only me” and generally “friends only”). Therefore, it has been recommended for the recruiters or hirers only to try or view that information that are branded as self-presentation (Kluesner, 2013).

H₁: PA is positively associated with PP

H₂: PEU is positively associated with PP

2.2.2 Perception of fairness (PF):

Another concern of applicants regarding the utilization of SMI is the reality of impacting fairness perceptions together the effect and the measures in hiring (Slovensky & Ross, 2012). Any candidate realizing his/her SMI was viewed might have a concern of violating individual privacy thereby perceive such an action as maintaining a lower procedural justice (Slovensky & Ross, 2012). Such perceptions lower procedural justice might impact a candidate’s choice to agree too disagreein accepting a job offer (Bauer et al., 2006; Slovensky & Ross, 2012). In such a case, the candidate mightlikely to refuse a job offer if he/shethinks the process was unjust or dishonored the privacy at any point of action (Bauer et al., 2006; Slovensky & Ross, 2012). Those candidates whobelieve that the evaluation of SMI recruitment process wasunreasonableowing to the nature and principle of social media might most likely to refuse a job offer made to them (Sronce, 2011). Such perceptions of procedural justice so far have not been systematically considered connecting SMI screening while it is anticipated of having a due influence on the hiring professionals involved in SMI screening (Slovensky & Ross, 2012).

H₃: PA is positively associated with PF

H₄: PEU is positively associated with PF

2.2.3 Perception of ethics (PE):

“Ethics or being ethical” generally refer to conventionalvalues, judgments or ideas concerningcorrect or incorrect, right or morally wrong (Larimer, 2004). In addition, organizational ethics are standard code of

conducts anticipated in particular organization. In this study, ethics has been presented or viewed from the side of employers or HR professionals by the candidates. Therefore, ethical actions are the external manifestations of a company's moral principles. In this paper, ethical perception by the candidates or applicants will be one of the three dependent variables.

A survey conducted by Hoogen (2012) revealed that 53% of candidates believe it is not of the organizations' authority to search or screen their SM profiles. Another survey conducted in the US discovered that one of the frequent causes for discarding or not short-listing a job applicant was the exposed actions and attitudes, not the job-related information (Broughton, Foley, Lendermaier, & Cox, 2013). 35% of HR professionals those surveyed in the UK stated that the contents on SM influenced them to discard a candidate from further consideration with the postings that incorporated "provoking or unsuitable" information contents or information (CareerBuilder.co.uk, 2010).

Therefore, there is contradictory view between the employers and applicants in using SNSs for job screening. On the one hand, employers think they are acting in a morally accountable manner. On the contrary, candidates has a negative perception regarding the screening their SM contents as unethical or immoral as they recognize this action as inappropriate. To inform the hiring professionals regarding such predicament, this study is focusing on the viewpoint of job applicants: "How do the job candidates perceive the checking of their social networking profile by future employers?"

H₅: PA is positively associated with PE

H₆: PEU is positively associated with PE

Based on the previous discussions and in the light of literature, the following theoretical framework has been developed as shown in figure-1:

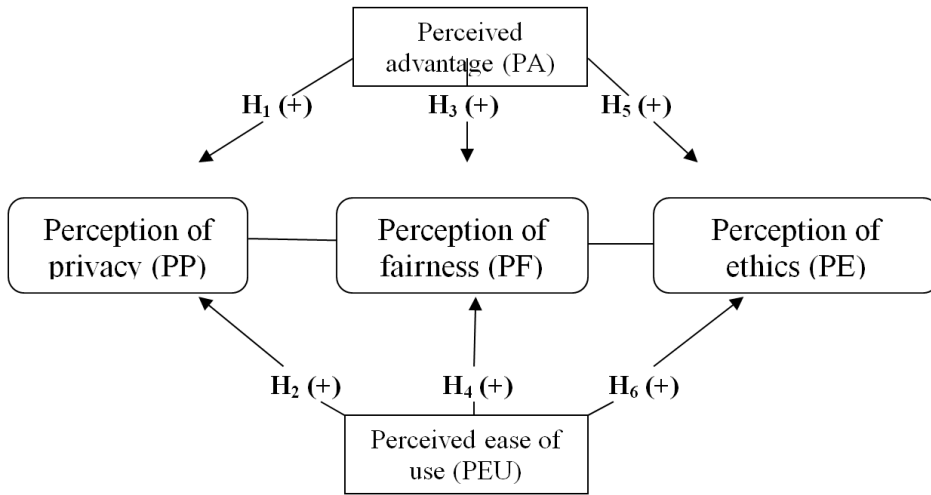


Figure-1: Theoretical framework

Source: Own elaboration

3. Research methods

This section will highlight the step by step methods that have been adopted for the intended research study.

3.1 Research design:

The study revealed the perceptions of graduates seeking jobs about social media recruitment. The study applied both descriptive and analytical research techniques to derive substantial information and draw inference on the subject matter of interest.

3.2 Sampling design:

The sample size was composed of 877 (n= 877) Bangladeshi fresh job seeking graduates who completed their graduation from various public and private universities. Therefore, the sample has reflected those potential job candidates who are supposed to enter into jobs and surf social networking sites on a regular basis. Judgment sampling method was utilized for selecting the participants. This specific sampling method was adopted due to belief of the respondents having proper knowledge on subject matter and answering the questionnaire appropriately. This method is a widely used sampling technique particularly if the respondents are educated (Malhotra, 2007).

3.3 Questionnaire design:

A questionnaire survey was used to elicit pertinent information from the respondents. A structured questionnaire was prepared to collect quantitative data from the respondents. The questionnaire consists of six parts or segments: candidates' opinion regarding PA, PEU, PP, PF, PE and overall perception (OP). The respondents were given the option to chose an answer on the basis of a 5 point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The relative advantage of employing an interval scale is that it allows researchers to apply diversified statistical techniques used (Malhotra, 1999; Hosain et al., 2016).

The questionnaire included initially 30 items but later its number was reduced to 23 after conducting the validity and reliability tests. Table-1 highlights the number of items or constructs on the questionnaire before and after the reliability and validity testing.

Table-1 Number of statements before and after reliability and validity testing

Variables	No. of items before reliability and validity	No. of items after reliability and validity
PA	5	5
PEU	5	4
PP	5	4
PF	5	3
PE	5	4
OA	5	3
Total	30	23

Source: Survey questionnaire

3.4 Reliability and validity of the questionnaire:

The constructs of the questionnaire have been rigorously undergone regarding the reliability and validity testing. If the numerous items are utilized to determine a single construct, the item's (indicator) convergent validity required be one of the major issues of thought to the investigator that is generally indicated by the degree to which numerous items of measuring the single construct are in consensus (MacKinnon, 2008). The results (Table-2) indicate that every item has crossed the suggested threshold of 0.50 (Hair, Anderson, Tatham, & Black, 1998). The outcomes of composite reliability (CR) have ranged from 0.79 to 0.93 that have also crossed the suggested value of 0.70 (Hair et al., 1998). On the other hand, the Cronbach's α of the overall scale was found as 0.84 indicating sufficient reliability of the questionnaire.

Table-2: Factor-wise test of reliability and validity of the questionnaire

Latent Variables	Composite Reliability	Average Variance Extracted (AVE)	Discriminant Validity	Cronbach's Alpha
PA	0.77	0.65	0.88	0.76
PEU	0.71	0.69	0.81	0.73
OP	0.83	0.56	0.83	0.82
PP	0.74	0.59	0.79	0.68
PF	0.70	0.71	0.91	0.66
PE	0.81	0.54	0.75	0.69

Note: AVE>0.50 (Fornell & Larcker, 1981; Henseler, Ringle, & Sinkovics, 2009), Composite Reliability> 0.70 (Hair et al. 1998), Cronbach's alpha>0.60 (Nunnally and Berstein, 1994).

Source: Test of reliability and validity

Therefore, all the constructs on the questionnaire have been passed the test of reliability and validity test indicating that the data can be preceded for further analysis.

3.5 Demographic characteristics of the respondents:

The following table (table-3) highlights the demographic information about the respondents who participated in this study.

Table-3: Demographic information of the respondents

Particulars	Range/Gap	Frequency	Percent
Age	18-20	199	22.69
	21-23	527	60.10
	24-26	151	17.21
	Total	877	100
Gender	Male	445	50.74
	Female	432	49.26
	Total	877	100
Educational level	1 (Undergraduate)	97	11.06
	2 (Graduate)	636	72.52
	3 (Postgraduate)	144	16.42
	Total	877	100
Possession of social media account	1 (Facebook only)	70	7.98
	2 (LinkedIn only)	26	2.96
	3 (Both)	781	89.06
	Total	877	100

Frequency of social media background check for searching job	1 (Often)	811	92.47
	2 (Regularly)	66	7.53
	3 (Rarely)	0	0
	Total	877	100

Source: Demographic components of the survey instrument

Table-3 shows that majority of the respondents are aged between the range of 21-23 (60.10%) followed by the range of 18-20 (22.69%). The age range at the questionnaire was intentionally put upto 26 because that is the average age of a person to complete graduation or post-graduation in Bangladesh considering one year extra as year as a gap. Regarding gender, the percentage is almost equal. Almost three-fourth of them completed graduation (72.52%) with some post-graduation (16.42%). It is interesting to observe that major respondents (89.05%) have both Facebook and LinkedIn while most all of them (92.47%) frequently go through their SNS profile in order to search job.

4. Results and discussions

The results obtained from simple linear regression indicate that the influence of PA and PEU on PP is 0.51 and 0.39 respectively. This indicates that PA and PEU have positive influence on PP. Therefore, H_1 and H_2 are supported by the regression analysis. Both independent variables together can explain 31% variations on the dependent variable PP. Again, PA and PEU has 37% and 53% influence on PF supporting H_3 and H_4 . These two independent variables together can explain 43% variations on PF. Further, it can be observed from table-4 that PA and PEU has positive but weak influence on PE (11% and 13%) explaining 37% variations on the dependent variable. Thus, H_5 and H_6 are also supported. Lastly, after conducting multiple regression analysis, it was revealed that PA has a positive (29%) influence while PEU has 34% influence on the overall perception (OP) of the candidates regarding social media recruitment. In this case, these two independent variables can explain 36% of total variations on OP.

Table-4: Results of regression analysis

Variables	β	Standard Error	Sig.	R ²
Perceived Privacy:				
PA	0.51	0.13	0.002	0.31
PEU	0.39	0.11	0.000	
Perceived Fairness:				
PA	0.37	0.19	0.003	0.43
PEU	0.53	0.23	0.001	
Perceived Ethics:				
PA	0.11	0.07	0.031	0.37
PEU	0.13	0.19	0.004	
Overall Perception:				
PA	0.29	0.21	0.000	0.36
PEU	0.34	0.09	0.006	

Source: Simple and multiple linear regression analysis

This study is one of the initial efforts to examine the candidates' perceptions regarding social media recruitment. Social media recruitment itself is a new phenomenon in Bangladeshi perspective where the unemployment rate is very high particularly among the young graduates. The results from the analysis mostly supports the previous literature expect the case of ethical concern. It is interesting to observe that the candidates have somewhat positive reactions on social media as a recruitment platform regarding privacy and fairness concerns indicating that they take those two factors as important. But they pay little attention to ethical concern of SMR. The reason can be explained with the proposition of demand and supply. As noted earlier, there are more job candidates than the job opportunities due to higher unemployment rate. As a result, the respondents might feel that ethics is less likely to be an important role in this case.

Secondly, the job oriented social networking sites such as LinkedIn are becoming popular not only among the employers to search and recruit candidates rather, it is becoming equally attractive among the job seekers as well. As it is an established fact that LinkedIn is viewed as an important platform to the active and passive job seekers, all the information in this site are job related and considered as publicly viewable. No private or sensitive information are usually posted in this site regarding an individual that we can observe in case of Facebook. As a result, when an employer uses the information regarding a tentative employee or job candidate, it is usually treated as a professional activity rather than private. In this case, the

graduates who already have accounts on LinkedIn in order to search or change job might put less emphasis on the ethical issue.

As the fresh graduates are keen to have a job, they might not have a very sharp ethical consideration regarding applying through social media. It indicates another dimension, social networking for creating the job opportunity. Therefore, it can be concluded from the regression analysis results that the independent variables are positively associated to dependent variables proving the acceptability of social media as job searching platform for young Bangladeshi graduates.

5. Theoretical and practical implications:

Research on social media in HRM is still an untapped area. A very few handful number of studies have been conducted on the role of social media on HRM. Therefore, the authors expect that this study will contribute to fill that gap at least a little bit. Further, it might help the HR practitioners to understand the perceptions of potential candidates regarding social media recruitment which might help them to formulate a social media recruitment policy in future.

6. Limitations and further scope of study

The study has some obvious limitations. It was conducted on a specific country where the unemployment rate is very high. In addition, the study has considered only fresh graduates as the study sample. Therefore, the result may not be universal. Further studies capturing more countries and higher number of sample sizes may provide more representative and fruitful results in future. The authors expect that further research in this attractive topic will continue and contribute to HRM domains.

7. Conclusions

Social media can play not only as entertainment platform but also for multiple business purposes. It has been proved that different organizations are using social media for various purposes such as an online selling and advertising platform, reviewing customer feedback and many more ways. As one of the most crucial functions in all organizations, HRM can take this advantage of attracting and recruiting talented workforce through creating a common networking platform for both sides (employers and job applicants). Social media recruitment can save time, effort and money for both employers and candidates. Despite several limitations like less accessibility to

the Internet or slow Internet speed, social media is getting very popular in countries like Bangladesh, India, Sri Lanka etc.

Organizations, therefore, can consider social media as alternative platform to attract and recruit talented candidates as a substitute of print media which is expensive and cannot reach to mass people. Particularly, if an organization needs to hire for lower or junior positions, social media like LinkedIn and Facebook can be proven as good sources of recruitment as those SNSs are very popular among the young generation. It can be done through creating corporate web pages with adequate information related to the company and job posted to attract more people. Further, the social media page should be easy to navigate and collect pertinent information from.

To conclude, it is worthwhile to comment that social media is a gift and organizations should conduct research on how to make this platform more usable and effective in order to get advantage from. As a media that can reach a substantial number of people worldwide, it has more acceptability than national or international print media. The organizations that can understand this basic philosophy will be benefitted more as a result of social media branding and creating social media goodwill among the customers, employees and of course, future employees or job candidates.

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