Actual trends in the recruitment process at small and medium-sized enterprises with the use of social networking

Abstract
Scientific and technological progress has influenced all areas of public life, as well as human resources management. Modern technologies enable us to obtain information easily and effortlessly. Recruitment is a process which aims to ensure a sufficient number of suitable candidates on time and at the lowest cost. In addition to classic methods used by enterprises in the recruiting process, new ways have been gradually developed. These modern methods include social networks which are currently used by almost everybody. Our purpose is to define the potential and usability of social networks for employers at small and medium-sized enterprises. The authors of the article used a questionnaire to collect research data in 2016. The sampling unit consists of university students and graduates because young people mostly use social networks, in particular to search for available jobs. A total of 392 respondents were involved in the research including 211 respondents from Slovakia and 181 respondents from other countries. The respondents were university students and graduates from 16 Slovak universities and 24 foreign universities established in Austria, Great Britain, Hungary, Italy, Lithuania, the Netherlands, Poland, Sweden and the USA. Following the outcomes of the research, there exist statistically significant differences mainly between the use and evaluation of social networks, which are relevant to the perception of advantages and use of social networks while searching for jobs by Slovak and foreign university students and graduates. All the respondents see advantages and the potential of social networks in the case when such networks are used to search for jobs. Based on the results obtained, we may conclude that the social networks which recruiters in Slovakia should focus on when looking for employees include Facebook, Google+, Pokec, Skype and YouTube. In addition to classic methods of recruiting applicants, HR specialists should use the aforementioned social networks. The reason is that these social networks are the most used in Slovakia. Social networks provide great potential and are increasingly used by recruiters, too. At the same time, we found that only 3.32% of the Slovak respondents significantly use social networks in their search for jobs. The most frequent answer was searching for jobs through friends’ recommendations. This option was used by 52.13% of the Slovak and 62.43% of the foreign respondents. The evaluation of social networks by the Slovak and the foreign respondents was not statistically significant. However, a significant difference was observed in the evaluation of advantages of social networks mainly in the «low time consumption», «a lot of information in one place», «availability» and «quick feedback». Such advantages were crucial for the Slovak respondents. As part of the future potential of social networks, the opinion of the Slovak and the foreign respondents was highly similar. Social networks have growing popularity since the time they were launched. When respondents use social networks to search for a job, they turn to their friends who can help them to find suitable employment or they use websites where vacancies are presented. However, it also depends on employers who have begun to use social networks as a quick way to reach potential applicants by offering eye-catching employment. In order to attract potential applicants, we recommend employers to place job offers in social networks. Now they are widely used and we expect that the impact will continue to grow.

Keywords: Social Networks; Recruiting; Employee; Employer; Headhunter; University; Students; Graduates; LinkedIn; Twitter; Chi-square Statistics

JEL Classification: D85; O15

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User profiles are an essential element of social networks [15]. More supportive than dominant tool for recruiting employees. However, according to Olexova [14], social networks are a find employment. Numerous studies [9-13] have examined the communities in them [7-8]. It is an innovative way to offer and works, which is why they build their own closed but also open. Enterprises are aware of the potential of social net- net as a new medium is used mainly by the youth popula-

Анотація. Актуальні тенденції набору персоналу на малих і середніх підприємствах із використанням соціальних мереж

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changes and have started using social networking websites to increase their competitiveness [22-24]. A Spanish survey presented that LinkedIn (77%), Twitter (70%) and Facebook (24%) are used for recruitment and selection [25]. Many companies use registration to social networks as a tool to attract new employees, where applicants can send their questions and receive regular updates on job offers and internships [26]. One of such social networks, which specialises exclusively in creating professional relationships, is LinkedIn. It is a professional web network which, according to a research conducted by the Society of Human Resource Management in 2014, was used by 95% of the 541 surveyed HR specialists recruiting passive applicants [27]. According to Ollingon, Gibb and Harcourt (2013) [28] who researched the opinions of 25 recruitment specialists from New Zealand, LinkedIn is the most popular network for finding and attracting applicants. Applicants can publish a short message about themselves or information with an external link for more detailed information on education, experience, skills, etc. through another social network, which is Twitter. A wide variety of studies have already been conducted using Facebook as a platform for recruitment [29], however there are many other social networks and applications around the world which enable a more direct and faster connection between the employer and the potential employee. These include, for example XING social network, Craigslist and Plaxo or BranchOut application [30-32].

2. Purpose of the Study and Methodology

The purpose of the questionnaire research, carried out in 2016, was to define the prospects and usability of social networks for employees at small and medium-sized enterprises when recruiting employees. The research was especially aimed at selected university students and graduates in Slovakia and abroad because they are the people who use social networks most, in particular to search for employment when they have completed their studies. A total of 302 respondents were involved in the research including 211 respondents from Slovakia and 181 respondents from other countries, such as Austria, Great Britain, Hungary, Italy, Lithuania, Netherlands, Poland, Sweden, USA, structured according to Table 1. Most students and graduates from foreign universities who took part in the research came from Lithuania (104; 57.46%), Great Britain (29; 16.04%) and the USA (22; 12.15%). The other respondents who took part were from Poland (6; 3.31%), the Netherlands (5; 2.76%), Italy (5; 2.76%), Hungary (4; 2.21%), Austria (4; 2.21%) and Sweden (2; 1.10%).

To distribute the questionnaire, we used Facebook and Pokec, as well as websites of universities in Slovakia and abroad. The STATISTICA 12 program (Dell, Oklahoma City, Oklahoma) was used to process data. The purpose was to consider if the structure of the responses by Slovak respondents to individual questions was statistically significantly different from the structure of the responses by foreign students. To consider the difference, we used the method of contingency tables and Chi-square statistics in the contingency tables. The statistical significance of differences in preferences of Slovak and foreign university students and graduates was established through the p-value significance level (p-level).

If \( p > 0.05 \), then there is no statistically significant difference between the opinions of Slovak and foreign respondents.

If \( 0.01 < p < 0.05 \), then the difference between the opinions of Slovak and foreign respondents is of small statistical significance.

If \( 0.001 < p < 0.01 \), then the difference between the opinions of Slovak and foreign respondents is of medium statistical significance.

If \( p < 0.001 \), then the difference between the opinions of Slovak and foreign respondents is of large statistical significance.

The highly statistically significant difference is shown in bold in the following tables.

3. Results

Among all the analysed social networks (Facebook, Google+, Haboo, ICQ, LinkedIn, MySpace, Netlog, Pokec, Skype, SkyRock, Tuneti, Twitter, Twoo and YouTube), Facebook was the most used social network. It was used by 98.58% of the Slovak students or university graduates and 98.34% of the foreign students or university graduates. YouTube was the second most used social network. It was used by 81.04% of the Slovak and 85.64% of the foreign respondents. The highly statistically significant difference \(( p < 0.001)\) was observed in the use of Google+, LinkedIn, MySpace, Pokec and Twitter. If compared to the foreign respondents, the Slovak respondents used Google+ and Pokec more frequently. LinkedIn, MySpace and Twitter were preferred by the foreign students and university graduates.

In addition to functions such as chatting, playing games, relaxing, obtaining information, personal presentation through statuses and content sharing (photos, videos, etc.), we examined how intensively the respondents used social networks in their search for jobs (Table 2). The respondents could indicate whether they use social networks significantly, on average, occasionally or never. The highly statistically significant difference was found in the «significantly» option \(( p < 0.001)\). Only 3.32% of the Slovak respondents significantly use social networks in their search for jobs. The majority of the respondents only occasionally used social networks for this purpose.

Further, we were interested in the way the respondents used social networks in their search for jobs (Table 3). They could choose from the following options: fan sites, friends’ recommendations, advertising banners, specific applications, particular company websites, HR specialist profiles and the «I do not use social networks» option as a last resort. The most frequent answer in both surveys was searching for jobs through friends’ recommendations. This option was used by 52.13% of the Slovak and 62.43% of the foreign respondents. The second most frequent option indicated by applicants was the use of a particular company's websites. We did not notice any statistically significant differences in this answer. The options, such as fan sites and HR specialist profiles, were popular neither in Slovakia, nor abroad. For the «advertising banners» option, we noticed only small statistically significant differences in the use \(( p = 0.004)\). This option was not

### Table 1: Composition of the research sample

<table>
<thead>
<tr>
<th>Gender</th>
<th>Slovakia</th>
<th>Abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>91</td>
<td>43.13</td>
</tr>
<tr>
<td>Female</td>
<td>120</td>
<td>56.87</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Slovakia</th>
<th>Abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 20 years of age</td>
<td>180</td>
<td>85.31</td>
</tr>
<tr>
<td>21-25 years of age</td>
<td>16</td>
<td>7.29</td>
</tr>
<tr>
<td>30 years of age and over</td>
<td>13</td>
<td>6.16</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed education</th>
<th>Slovakia</th>
<th>Abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>75</td>
<td>35.53</td>
</tr>
<tr>
<td>Graduate</td>
<td>24</td>
<td>11.37</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>3</td>
<td>1.42</td>
</tr>
</tbody>
</table>

Source: Own research

### Table 2: Intensity of using social networks in a job search

<table>
<thead>
<tr>
<th>Options</th>
<th>Number of responses</th>
<th>Slovaks (%)</th>
<th>Abroaders (%)</th>
<th>( \chi^2 )</th>
<th>p-level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significantly</td>
<td>Slovakia: 204</td>
<td>96.68</td>
<td>33.32</td>
<td>21.2</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Abroad: 150</td>
<td>8.27</td>
<td>31.37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On average</td>
<td>Slovakia: 138</td>
<td>65.40</td>
<td>73.40</td>
<td>1.3</td>
<td>0.261</td>
</tr>
<tr>
<td></td>
<td>Abroad: 129</td>
<td>78.77</td>
<td>53.28</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occasionally</td>
<td>Slovakia: 116</td>
<td>54.98</td>
<td>45.40</td>
<td>2.2</td>
<td>0.135</td>
</tr>
<tr>
<td></td>
<td>Abroad: 113</td>
<td>62.43</td>
<td>37.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Never</td>
<td>Slovakia: 115</td>
<td>62.94</td>
<td>36.17</td>
<td>0.5</td>
<td>0.466</td>
</tr>
<tr>
<td></td>
<td>Abroad: 115</td>
<td>65.44</td>
<td>34.56</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Own research
popular as well. The statistically significant difference ($p = 0.000$) was observed in the case of not using social networks. The results show that social networks as one of the job search options in Slovakia are used as much as abroad.

The participants in both surveys said that social networks as a tool for job search are perceived as less trustworthy. This option was indicated by 58.77% of the Slovak and 54.14% of the foreign students and university graduates. The results obtained and presented in Table 4 show a small statistically significant difference (0.01 < $p$ < 0.05).

Further, we investigated what advantages the respondents saw in social networks as a tool for job search (Table 5). The statistically significant difference was observed in the «low time consumption», «a lot of information in one place», «availability» and «quick feedback» options. A greater number of Slovak respondents saw advantages in all those options, even though such a method of searching for a job was not much used by them. For the «convenience» and «no advantages» options we did not notice any statistically significant differences in the opinions of the Slovak and the foreign students and university graduates.

Finally, we examined the potential of social networks for the future (Table 6). The respondents who took part in both surveys responded similarly. Based on the results obtained, we can conclude that both the Slovak and the foreign students and university graduates see the potential in this job search method.

The use of social networks is non-negligible in recruiting employees, because the strengthening influence of social networks belongs to the 10 strongest trends in recruitment and talent management. Based on the results obtained, we can conclude that the social networks which recruiters in Slovakia should focus on when looking for employees include Facebook, Google+, Pokec, Skype and YouTube. In addition to classic methods of recruiting applicants, HR specialists should use the aforementioned social networks. The reason is that these social networks are the most used in Slovakia. Social networks provide great potential and are increasingly used by recruiters, too. It is demonstrated by the results of the study carried out by LMC on a sample of 234 respondents, according to which social networks such as Facebook or LinkedIn are used for work by 24% and for personal use by 27% of the respondents. A total of 44% of HR specialists do not use social networks because it would be a waste of time for them, whereas 11% of the respondents consider using community networks for the future [12].

Recruiting potential employees is dependent on the activity of the user of social networks. Nowadays, young people use social networks especially to chat, watch videos and relax. It follows from our research that the respondents use social networks to search for jobs rarely. One of the factors why they have not used social networks to a greater extent is their distrustworthiness when searching for employment. Most respondents indicated that social networks are less trustworthy, which can be the result of the fear that their personal data may be abused or other information may be provided in the respondents’ profiles. However, according to Claeys-Jackson [13], social media offer graduates the same opportunities to build their personal profile which can be of interest to headhunters. The importance of applicants’ personal presentation on the Internet, and especially in social networks, is confirmed by the research conducted by the Mashable company. These activities can impact not only the opportunity for an interview but also the offer of employment. Up to 91% of employers are convinced that applicants do not exaggerate the their social media profile when applying for a job. The research done by the Mashable company further shows that HR officers look for additional information related to future employees especially in Facebook (76%), Twitter (53%) and LinkedIn (48%) [12]. Through the social network profile, employers are able to get a compact image of the applicant; they can get to know the real personality of the applicant. Eventually, such information can influence the employment decision.

### Conclusions

HR specialists are starting to pay great attention to the incoming generation, i.e. the university students of today who are bringing a new worldview, new habits and ideas into the work environment. Searching for a position is a significant step in everybody’s life. The present time opportunities enable us to publish resumes on the Internet easily and search for a job through social networks. When looking for job offers, young people often use recommendations of their acquaintances or pay attention to online advertising. It follows from our research that there are no big differences in searching for jobs while using social networks. In the area of intensity of the use of social networks in job search, we observed a statistically significant difference between the Slovak and the foreign respondents (only 3.32% of the Slovak respondents significantly use social networks to search for jobs). A similarity was identified....
between the Slovak and the foreign respondents in the area of possibilities of using social networks. Medium statistical significance was found in advertising banners. The evaluation of social networks by the Slovak and the foreign respondents was not statistically significant. However, a significant difference was observed in the evaluation of advantages of social networks mainly in the «low time consumption», «a lot of information in one place», «availability» and «quick feedback». Such advantages were crucial for foreign respondents. As part of the future potential of social networks, the opinion of the Slovak and the foreign respondents was highly similar.

Social networks have enjoyed growing popularity since the time they were introduced. When respondents use social networks while searching for a job, they turn to their friends who can help them to find suitable employment or they use websites where vacancies are presented. However, it also depends on employers who have begun to use social networks as a quick way to reach potential applicants by offering eye-catching recruitment. In order to attract potential applicants, we recommend employers to place job offers in social networks. Now they are widely used and we expect that the impact will continue to grow.

**References**


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