

## THE ROLE OF SOCIAL MEDIA IMPLEMENTATION AS HUMAN RESOURCE E-RECRUITMENT TOOL

Dedi Rianto Rahadi  
M Mifta Farid  
Mochamad Muslih  
Jamaludin Iskak

### ABSTRACT

*This study aims to analyze the implementation of social networking as an e-recruitment tool in a company. This study also looks at examples of contemporary companies that have implemented social networking into their recruitment strategies. To achieve this, the research uses descriptive qualitative methods and focuses on interpretivist attitudes. Data were collected through questionnaires by human resource managers in the company in creating job vacancies and social media users applying for jobs. The results of the study showed that the social media used as media for job vacancies are facebook, whatsapp group, instagram, twiter, linkedln, jobstreet web, and company web. Many companies use social media as a tool to deliver effective, inexpensive, and direct job vacancies to potential applicants. For prospective job applicants, the use of social media is very effective because there are many choices of companies available and in accordance with their wishes.*

*Keywords: social network, electronic recruitment, social media.*

### INTRODUCTION

The research objective is to analyze the implementation of social networking as an electronic recruitment tool within a company. The number of companies using the internet as a recruitment tool is increasing. The internet provides access 24 hours a day, 7 days a week, and has the potential to reach a global audience (Antonacci & O'Callaghan, 2008). The company's ability to effectively recruit and select a good quality workforce and the company can hire the best workforce (Fletcher, 2011).

The COVID-19 pandemic has become a moment for companies to recruit employees. Before advertising was done conventionally, but now it has changed to using social networking sites and Web technology (Welch, 2010). The trend of the number of internet users in Indonesia has continued to increase in the last five years. According to We Are Social's report, as shown on Figure 1, there were 204.7 million Internet users in Indonesia in early 2022. When compared to 2018, the number of national internet users has soared by 54.25%. Meanwhile, the internet penetration rate in Indonesia reached 73.7% of the total population in early 2022. It was recorded that the total population of Indonesia was 277.7 million people in February 2022. Social media users are 191.4 million or 68.9% of the total population in February 2022.



Figure 1. Number of Internet Users in Indonesia (2018-2022\*)

source : we are social, 2022

According to We Are Social's report, The number of active social media users in Indonesia reached 191,4 million in February 2022. That number increased by 12.35% compared to the previous year. This finding shows the popularity of using social networking sites is already very high.

With the high number of internet users, it has an impact on the increase in the use of social networking sites such as Facebook, Twitter, Instagram, YouTube, and LinkedIn. Social networking sites allow users to exchange ideas, post videos, pictures and share information. The percentage of internet users who use each social media platform [based on survey] is shown on Figure 2.

The four highest order of social media platform users in Indonesia are as follows: Whatsapp users in Indonesia are as many as 88.7% of the total population; the previous year 87.7% (growing up). Instagram in Indonesia was 84.8% of the total population, the previous year 86 ,6% (down). Facebook in Indonesia is 81.3% of the total population; the previous year was 85.5% (going down). Tiktok in Indonesia as much as 63.1% of the total population, the previous year 38.7% (growing rapidly).

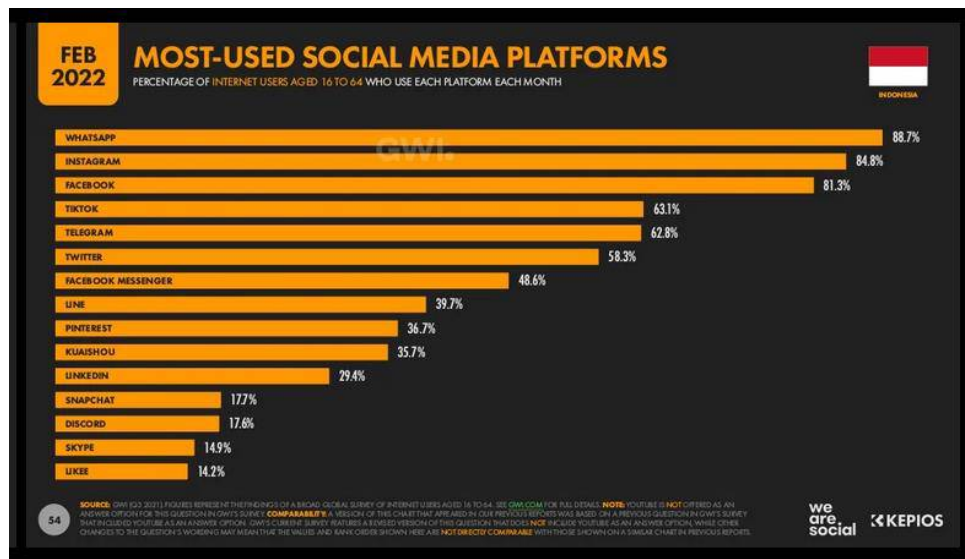


Figure 2. Social Media Platform Users in Indonesia (February 2022)

From the data above, it can be concluded that internet use in Indonesia is already high based on the total population. This is the basis for the use of social media is also very high and can be used as a means to create job vacancies and apply for jobs.

Kapse, Patii, and Patii (2012) define e-recruitment as the use of online technology to attract and locate candidates and assist the recruitment process. Torrington, Hall, and Taylor (2005) said that technological developments and increased use of the web have significantly increased the effectiveness of e-recruitment. Barber (2006) said the main driver for companies that use e-recruitment is to reduce recruitment costs, reduce administrative burdens, and improve the image and profile of the organization.

The research focuses on recruitment through social networking sites which is one element of e-recruitment. Berkshire (2005) defines social networks as web-based software and services that enable users to establish personal relationships, recruit employees, and provide employee references. In the current economic conditions, many businesses are under pressure to keep operating costs low. This has prompted the Human Resources department to have a low-cost and effective approach to recruiting.

Doherty (2010) states that although the economy is slowly improving, businesses are still under pressure to keep operating costs low. Many Human Resources departments have adopted social networking into their recruitment strategies. Organizations use social media to recruit employees in innovative ways such as building relationships with active and passive job seekers, expanding their talent pool and positioning themselves to select desired employers (CIPD, 2005). Technology is constantly changing; has created both opportunities and challenges for organizations to operate as a recruitment strategy. The research will describe the benefits and challenges faced by organizations when implementing social networks as an electronic recruitment tool. The research objective is to analyze the implementation of social networks as an electronic recruitment tool in a company.

## LITERATURE REVIEW

### E-recruitment

There are many names of E-recruitment such as internet recruitment, online recruitment, web recruitment, and many others. Different from traditional recruitment which is done conventionally, e-recruitment utilizes information technology to handle the employee recruitment process. Breaugh et. al (2008) defines the recruitment model as a macro-level recruitment process with activities such as setting goals for recruitment, developing strategies, conducting recruitment processes, and evaluating recruitment results. Recruiters compete with each other for talent candidates, while job seekers compete for desired jobs; and where both adopt information technology in using E-recruitment (Borstorff, 2007). For most job seekers, the Internet has become a medium for viewing and applying for jobs (Cappelli, 2001). To get talented candidates, recruiters move quickly to get and recruit, which requires information technology in the process (Koong, 2002).

Social networking sites such as whatsapp, tiktok, facebook, twitter, instagram and linkedIn are growing rapidly (Raude, 2013). Social media is not only used to share important moments. However, now social media is also used for various other activities, such as work, business, and even job vacancies. Research conducted by JobVite (2012) found that 92% of employers use, or plan to use social networks as a recruitment tool, and will use them in the future.

Surveys from reportal data show that the number of Indonesian social media users reached 191.4 million in February 2022. This figure is an increase of 21 million or 12.6 percent from 2021. In a report titled Digital 2022: Indonesia, DataReportal explains that this figure is equivalent to 68, 9 percent of the total population in Indonesia. For comparison, the total population in Indonesia now reaches 277.7 million as of February 2022. DataReportal also compiles a list of the most popular social media in Indonesia, the peak of which is occupied by Whatsapp.

Supporting this view, Wright (2011) states that social media can be used by companies and can gain significant advantages by using social media recruiting methods. Social network users are essential for entrepreneurs to build a strong presence on social networking platforms. If used effectively, social networking sites have a great opportunity to find talented candidates. Previously job vacancies were widely advertised in newspapers, posters and recruitment agencies. With the development of the internet, many companies advertise through e-recruitment by posting job advertisements on the organization's website.

Currently, organizations create their own social network profile pages on LinkedIn, WhatsApp, TikTok, Facebook, Instagram, YouTube and twitter. Grensing-Pophal (2009), revealed that the recruitment process on social media can be done in three ways.

First, by posting available job vacancies on social media. Second, by looking for potential candidates, because social networks are ultimately networks (Grensing-Pophal, 2009). The third method suggested by Grensing-Pophal (2009) is to check applicants. The internet can check information about applicants as an additional reference. A survey conducted by JobVite in 2012 found that 92% of companies use, or plan to use social networks as a recruitment medium and survey results explained that 60% of the companies surveyed had successfully recruited new employees through social networking sites such as WhatsApp, Tiktok, LinkedIn, twitter, Instagram, YouTube and Facebook. It is concluded that the use of social networks as a recruitment tool is increasing. It was reported that in 2012, 54% of employers used Twitter, 66% Facebook, and 97% LinkedIn to search for potential employee candidates.

### **Conceptualization of E-recruitment**

There are four conceptualizations of e-recruitment from several literatures, namely: e-recruitment as a technological tool, e-recruitment as a system, e-recruitment as a process, and e-recruitment as a service. The four conceptualizations of e-recruitment are as follows:

1. E-recruitment as a Technological Tool  
E-recruitment as a technological tool is a conceptualization of e-recruitment as a technical operation (Breaugh, 2008). Faliagka et. al. (2012) stated that they presented a tool to automate the ranking of applicants in recruiting.
2. E-recruitment as a System  
E-recruitment as a system conceptually divides e-recruitment into independent but interrelated elements, which include information technology, society, organization, etc. The system view of e-recruitment assigns all automation functions to the information technology model of the system while experts will evaluate the results (Chiwara, et al, 2017).
3. E-recruitment as a Process  
The view of the e-recruitment process focuses on e-recruitment activities (Llorens. et al, 2017). The activities of the e-recruitment process are clearly identified and can be carried out by information technology or by human actors. This includes e-recruitment carrying out data collection activities using the online system (García et al, 2010). The purpose of the e-recruitment process is the implementation of all recruitment activities.
4. E-recruitment as a Service  
E-recruitment as a service aimed at recruiters and job seekers. Many independent e-recruitment model platforms are available from organizations or communities. E-recruitment as a service includes: e-recruitment as a repository, e-recruitment as a medium, and e-recruitment as a program.

### **Social Media**

Social media is an online medium, with its users being able to easily participate, share, and create content including blogs, social networks, wikis, forums, and virtual worlds. Blogs, social networks, and wikis are the most common forms of social media used by people around the world. The positive impact of social media is that it makes it easier for us to interact with many people, expand relationships, distance and time are no longer a problem, easier to express ourselves, information dissemination can take place quickly, costs are cheaper. While the negative impact of social media is to keep people who are close and vice versa, face-to-face interactions tend to decrease, making people addicted to the internet, causing conflicts, privacy problems, vulnerable to bad influences from others. The existence of social media has influenced social life in society. Changes in social relationships or as changes to the equilibrium of social relations and all forms of changes in social institutions in a society, which affect the social system, including values, attitudes and behavior patterns among groups in society. Positive social changes are for example the ease of obtaining and conveying information and obtaining social and economic benefits. While social changes tend to be negative such as the emergence of social groups in the name of religion, ethnicity and certain behavioral patterns that sometimes deviate from existing norms.

### **RESEARCH METHODS**

The research method used to research on electronic recruitment, with a theoretical approach. Researchers also undertake a flexible review methodology that allows simultaneous selection and analysis of papers. Flexibility review by applying grounded theory (GTM) methodology as an appropriate review methodology, Wolfswinkel et. al (2013).

Researchers distributed questionnaires to obtain data on the use of social media for companies and job seekers. Information asked about the social media platforms used and the advantages and disadvantages of using social media in finding work and advertising job vacancies. The purpose of distributing questionnaires on social networking sites is to increase the number of respondents and consider the high number of responses that can be generated (Horn, 2012). The questions given are open-ended which gives the respondent to answer freely. Open-ended questions are designed to encourage people to give open, broad, and developing answers, as well as to express attitudes or obtain facts (Saunders et al., 2012).

## RESULTS AND DISCUSSION

The results of the questionnaires answered by job seekers showed the following results:

The first question asked "What social media do you use to find job openings", the results show that the number of respondents who participated amounted to 102 users. The three highest orders are, a total of 102 users use LinkedIn, 100 users use whatsapp groups, and 80 users use job street web to find job vacancies. Those can be seen on Figure 3.

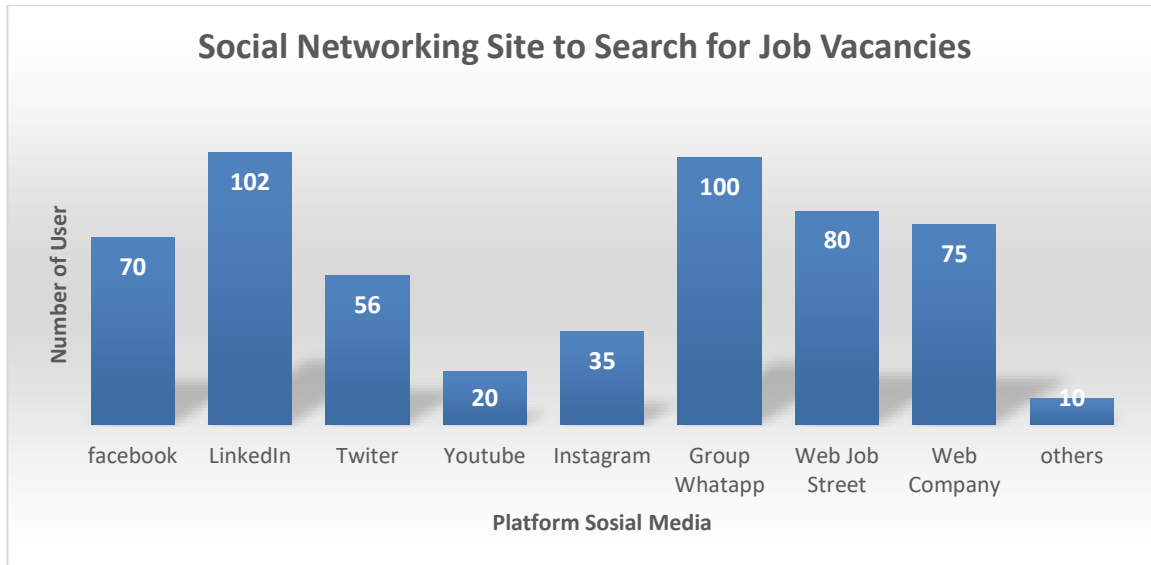


Figure 3. Social Networking Site to Search for Job Vacancies

The second question "What are the advantages of using social media to find job vacancies", the results show the following:

Users experience many benefits from using social media to find and apply for jobs. From 102 users, stated that it is convenient, simple and cheap. 101 users said they would have a lot of contact with professionals and 100 users said the job application process was fast. This shows that users feel great benefits in using social media as a means to apply for jobs. Those can be seen on Figure 4.

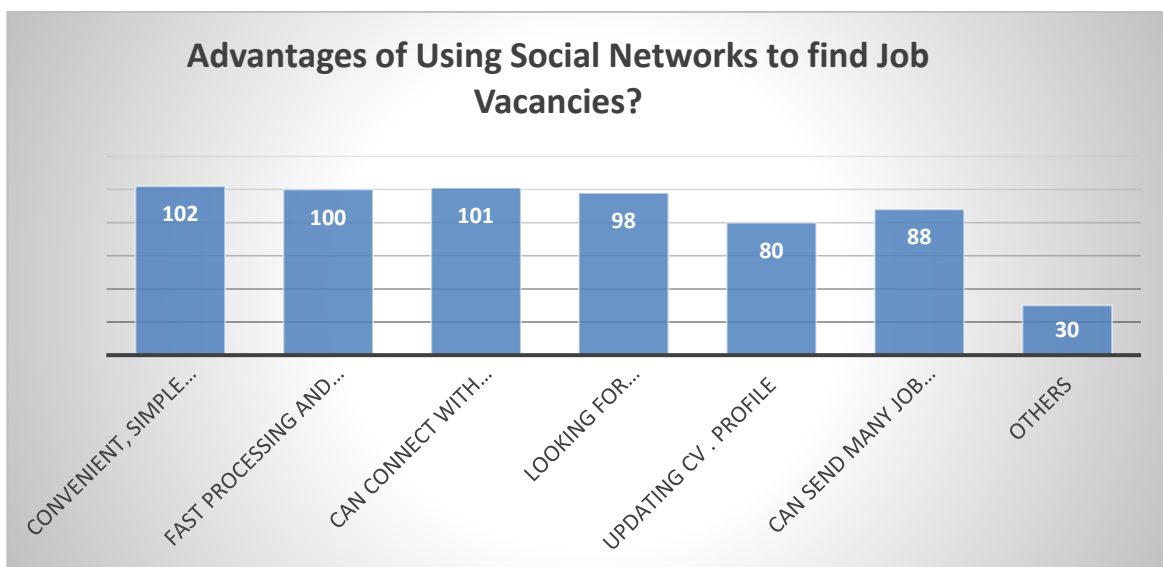
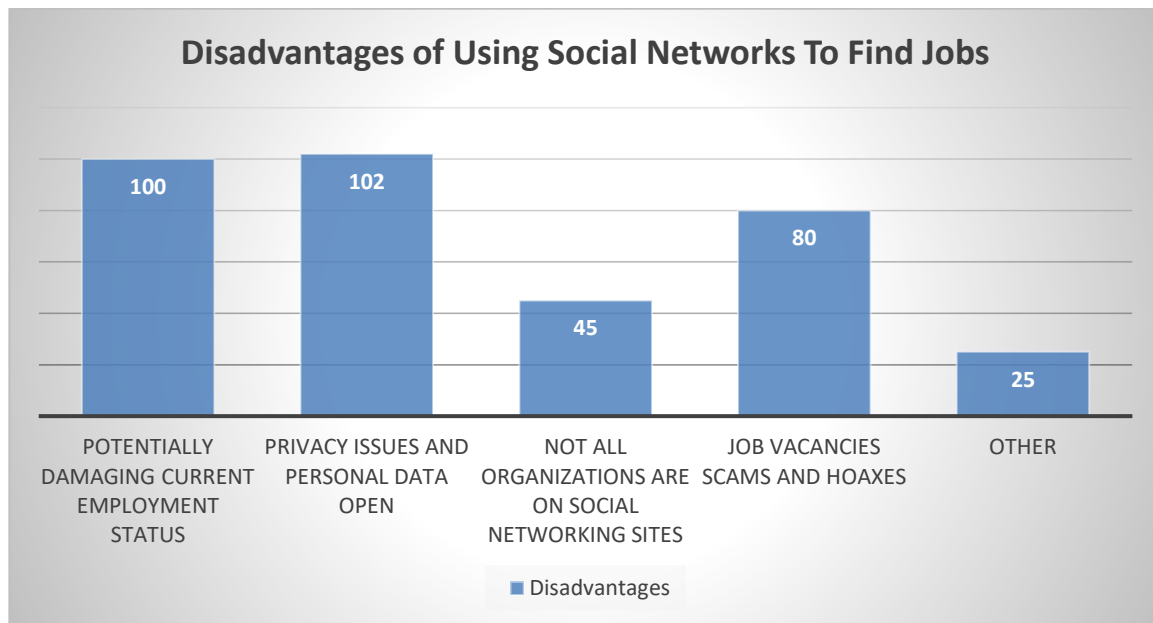


Figure 4. Advantages of Using Social Networks to find Job Vacancies?

The third question "What are the disadvantages of using social media to find job vacancies", the results show the following:

A total of 102 users stated that their personal data would be disclosed, 100 users stated that it would have an impact on the work they are currently doing and 80 users stated that they had scams and hoaxes that would ultimately harm job seekers. Those can be seen on Figure 5.



**Figure 5. Disadvantages of Using Social Networks To Find Jobs**

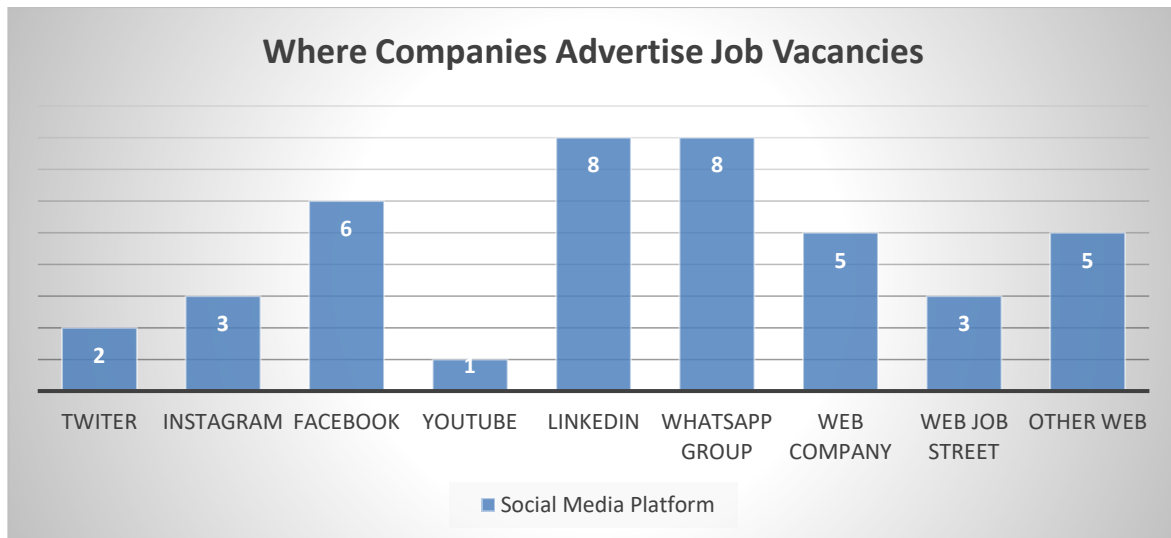
Of all the questions addressed to job seekers, the use of social media as a means to apply for jobs has become a necessity. They use social media to interact with other people or companies. Social media is a means for introducing to everyone of having the work skills and talents that the company needs. Job applicants will create an attractive profile so that it can attract the attention of the company or human resources department. But there is something that must be considered, often used by other people to commit crimes, for example creating fake job vacancies, so that it can harm job applicants and legal companies.

There are several examples of fake job vacancies in Indonesia being used by criminals and this should be a concern for job seekers. This scam often occurs and is spread on several social media. If job seekers are not vigilant or not careful, they will experience losses. For example, there is a request for money for accommodation or exam fees.

Before being deceived by fake job vacancies, you should not forget to pay attention to the characteristics. The following are the characteristics of fake job vacancies that are often found on social media and job portals as the requirements are very easy and generally are impossible for certain positions; many typos and use of informal language in writing job advertisements, company profile and address are not found or unclear. It's too soon to get an interview call; asked for money during the interview or transportation costs; offering attractive salaries, profiting big company names, using email and free sites. To avoid fake job vacancies or hoaxes, it is necessary to pay attention and caution to avoid fraud. Fraudsters do various ways to make prospective job seekers believe and want to apply for a given job. Several actions that job seekers can take are apply from the company's official career website and confirm to the company directly. Job seekers will get complete information in the form of positions that are currently needed, qualified, and can even send their CV directly; Look for information about the listed companies, such as addresses, HRD, directors and other company details.

Feel like you've never applied but were suddenly contacted? Don't rush to accept the job offer, check if the HRD is really an employee there. Job seekers can type (HRD+company name) in the LinkedIn search field; Don't read and believe easily the details of every job vacancy information. Search and check on all social media, whether the information exists and check comments or testimonials from other users regarding fake job vacancies.

Questions were posed to 8 employees working in the human resources department who participated in filling out the questionnaire. The questions asked include what social media platforms are used to advertise job vacancies and what are the advantages of using social media platforms used to advertise job vacancies. The question for the Human Resources Department, "Where does the company advertise job vacancies", the answer can be seen on Figure 6.

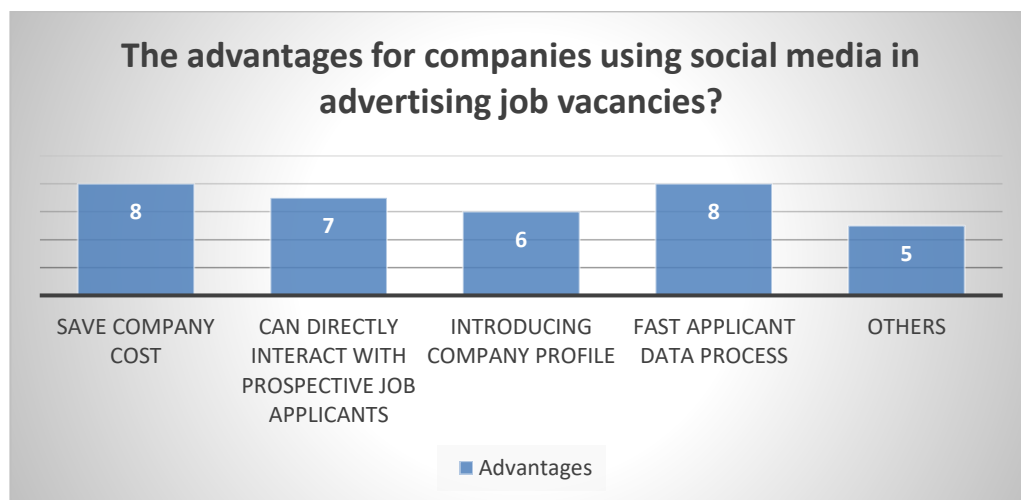


**Figure 6. Where Companies Advertise Job Vacancies**

From the survey results, companies use all social media platforms to advertise job vacancies. The three highest rankings are: as many as 8 companies use linkedin and whatsapp as a medium to advertise job vacancies and 6 companies use facebook. But there are also companies that use the corporate web and job street web to advertise job vacancies. It can be seen that companies no longer use newspapers as a means of advertising job vacancies, because they are paid and have limited time.

The second question, "What are the advantages for companies using social media in advertising job vacancies?", the answers are as follows:

From the survey results, basically companies get a lot of advantages by using social media platforms to advertise job vacancies, including saving company costs, processing applicant data quickly, being able to deal directly with applicants and introducing company profiles. Those can be seen on Figure 7.



**Figure 7 The advantages for companies using social media in advertising job vacancies?**

The research results are expected to help organizations and policy makers to formulate and implement the use of social networking information. Social media is a platform that can be used which has benefits including saving time and money as long as it is used very carefully and with proper guidelines to avoid complications. The results of the research also help to formulate and implement appropriate social media policies and utilize information on social media in a timely and efficient manner for various human resource practices, especially employee recruitment.

Recruitment strategies utilizing social media can contribute to a significant reduction in administrative tasks, as the HR department can view the personal data of potential candidates on social networking sites, such as the applicant's hobbies, interests, and employment history. Doherty (2010) claims that seeing information on prospective applicants online is much more profitable than reading conventional curriculum vitae. Information on potential applicants on social networking sites tends to be more accurate and up-to-date.



Another benefit of recruiting through social networks is that companies can attract passive job seekers. This can be achieved by gaining the interest and attention of someone who is not necessarily looking for a new job (Galanaki, 2002).

By offering jobs directly and indirectly to attract the attention of the elusive passive job seekers, social networks can be used to find out the behavior of prospective passive employees" (Rutledge, 2008). This condition is supported by the results of a survey conducted by TimesJobs.com in 2012, the survey found that 49% of entrepreneurs view social networking sites as a potential way to reach passive candidates who are not accessible. "Social networking sites can provide a method for recruiters to establish two-way communication and engage prospective workers" (Bicky & Kwok, 2011). This view is supported, Saha (2012) states, social networking sites can serve as a medium of communication between employers and employees. This shows that social networks can be an effective way to recruit, engage, and attract potential talent for companies.

Companies and prospective job seekers, feel the benefits of using social media appropriately, quickly, and at the right time. Advertise job vacancies or apply for jobs becomes easier and faster without incurring large costs and will be a cost savings. There are many benefits, starting from the ease of obtaining and advertising job vacancies, effective ways of working in terms of time and cost. But on the other hand, social media is often used to commit fraud, for example opening fake vacancies and hoax information. So that users experience financial losses when applying for jobs and damage the credibility of the company. Users and companies must be careful and still have to exercise control when obtaining hoax information or fake job vacancies.

## CONCLUSION

The existence of innovation and technological developments makes social media an operational part of the company in carrying out its activities. Companies need to be careful when utilizing social media networks while remaining consistent and complying with laws and regulations. Employers and job candidates must respect each other in terms of privacy, fairness, and ethics (employers) and the organization's recruitment policies and practices (job candidates). Social media can function effectively and efficiently if employers and employees know the basic legal and ethical grounds regarding the use of social network information for organizational and business purposes. Social media is used to find and acquire potential employees and is expected to become a recruitment tool in the future. When the use of social media is not used properly it can cause legal problems. Social media has components that are not work-related, such as photos, videos, personal interests and personal information. These scattered components can influence biased decision-making regarding recruitment. Researchers emphasize the use of social media as a search and recruitment tool that can be used permanently, because it is proven to provide benefits for companies.

## Implications of E-recruitment Conceptualization

The implications of e-recruitment conceptualization stem from the ability to use conceptualizations for stakeholders and incorporate them into business operations. Conceptualization provides a pathway to standardization of e-recruitment. The benefits of standardization include having a common understanding of concepts and ease of communication.

## Implications for Practice.

A well-defined e-recruitment conceptualization is used to define the boundaries imposed by practitioners, who will practice to adopt a particular conceptualization. The choice of alternative conceptualization that can be adopted by practitioners depends on the needs of the company.

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Dedi Rianto Rahadi  
Univ Presiden, Indonesia  
Email: [dedi1968@president.ac.id](mailto:dedi1968@president.ac.id)

M Mifta Farid  
Univ-Islam Raden Fatah, Indonesia  
Email: [Mmiftafarid\\_uin@radenfatah.ac.id](mailto:Mmiftafarid_uin@radenfatah.ac.id)

Mochamad Muslih  
STIE Tri Bhakti, Indonesia  
Email: [mochamadmuslih@stietribhakti.ac.id](mailto:mochamadmuslih@stietribhakti.ac.id)

Jamaludin Iskak  
Universitas Tarumanagara, Indonesia  
Email: [jamaludiniskak.cpa@gmail.com](mailto:jamaludiniskak.cpa@gmail.com)