The use of LinkedIn for recruitment: An exploratory and descriptive study of Telecommunications companies listed on LinkedIn (South Africa).

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DECLARATION

I, Awo Ama Dede Quartey declare that,

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2. This thesis has not been submitted for any degree or examination at any other university.

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ABSTRACT

The internet has brought benefits and challenges to society. E-recruitment is among the benefits. This present study explores the recruitment trends of Telecommunications companies which are online as well as the benefits and challenges of using LinkedIn when recruiting potential employees. In order to explain the findings, the study uses Giddens' theory of Late modernity, with his focus on the institutional dimensions of modernity and expert systems.

A quantitative methodology was used in this study. Fifty-four (54) Telecommunications companies completed an electronic survey.

Findings from this study reveal that companies are moving away from traditional methods of recruitment to electronic methods, particularly Professional Social Network Sites (PSNSs) or Social Network Sites (SNSs) (P/SNSs). LinkedIn is a Professional Social Network Site (PSNS) used the most for screening, advertising and recruiting. Representatives from Telecommunications companies tend to use LinkedIn via their laptops in order to access the site. Moreover, they realize the benefits involved with using LinkedIn such as the ability to view potential candidates' profiles, contact candidates and have access to a large talent pool. The research findings for this study indicate that LinkedIn is used by 93% of employers for work purposes. Thirty percent of representatives always use LinkedIn when recruiting job candidates, while 54% advertise job vacancies on LinkedIn and 31% have used LinkedIn to source new hires in the past twelve months.

Thirteen challenges were identified: all with responses below 7%. These include incomplete profiles, an overload of job applications, employers' complaints about limited responses and the expenses involved in LinkedIn usage. All indications are that there are no major problems: however, in order to ensure that such problems will not intensify in the future, it would be advisable to attend to them in their "budding stage." This study did not collect data on inequality and poverty: however, these have been identified as challenges which may possibly prevent many South Africans from using the internet and LinkedIn and hence not being able to realize its potential benefits.

The present study is exploratory and descriptive in nature and is the first study, to my knowledge, to reveal the benefits of LinkedIn by South African Telecommunications companies.

Key words: PSNS, LinkedIn, Recruitment, Telecommunications, Expert systems.

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LIST OF ABBREVIATIONS

CAEs - Chief Audit Executives

GNI – Gross National Income

ICT/ICTs – Information and Communication Technology/Technologies

IDI – ICT Development Index

ITU – International Telecommunications Union

LDCs – Least Developed Countries

SHRM -Society for Human Resource Management

SNS - Social Network Site

SNSs – Social Network Sites

PSNS – Professional Social Network Site

PSNSs- Professional Social Network Sites

P/SNSs – Professional Social Network Sites or Social Networking Sites

USAASA- Universal Service and Access Agency of South Africa

CHAPTER 1: INTRODUCTION

1. Background

Recruitment entails attracting and encouraging prospective employees to apply for a vacancy whereas selection refers to the technique of appointing candidates for employment (Ekwoaba, Ikeije and Ufoma, 2015: 24; Sutherland and Wöcke, 2011: 23). Prior to the existence of PSNSs such as LinkedIn, the main platforms that were used to attract job candidates were television, radio, job boards, newspapers, recruiters' campus visits, and university placements (Nikolaou, 2014: 180). The internet, has transformed the recruitment practices of organizations and brought benefits (Cülcüloğlu, 2013: 2; International Telecommunications Union (ITU), 2016a: 181) not available via traditional techniques such as newspapers. With the internet - and PSNSs in particular - it is now possible to instantly advertise employment opportunities, in contrast to newspapers which require that firms wait for a few days until an advertisement is publicized (Mc Kenna, 2014: 12). It is also now possible to identify individuals with particular skills (Cülcüloğlu, 2013: 18, 19). PSNSs are a current trend, this indicates that professionals are moving with the changes happening in terms of recruitment (Bohmova and Pavlicek, 2015: 28). Nevertheless, not everyone has benefited equally from the spread of the internet and the opportunities it can provide (ITU, 2016a: 181). Over 40% of the world's population of 7.4 billion is online (World Summit on the Information Society (WSIS), 2016: 161). The internet was being used by 81% of individuals in developed nations, compared to 40.1% in developing nations and 15.2% in Least Developed Countries (LDC's) (ITU, 2016b). It can therefore be argued that the more developed a country the more likely it is to have a high percentage of internet users (Siapera, 2012: 80) - and therefore more likely to have a widespread use of e-recruitment techniques among companies and electronic methods being used among job seekers. South Africa is a developing country with regard to the degree of "networked infrastructure and access to Information and Communication Technologies (ICT)" (ITU, 2016a: 8, 13). However, it is the most unequal nation worldwide (The World Bank Group, 2017a, The World Bank Group, 2017b and Barr, 2017) with severe poverty still a reality (Statistics South Africa, 2014: 8, 12, 26). The internet is thus for many, not easily accessible

(Wasserman, 2007: 135). Just over half of the population are internet users, as Section 2.15 indicates (World Bank, 2015a). Poverty and inequality may be possible reasons for the low internet usage. Whilst this study does not provide primary data on the aforementioned issues, they need to be discussed in relation to internet usage (Robinson, Cotten, Ono, Quan-Haase, Mesch, Chen, Schulz, Hale and Stern, 2015: 569). This study therefore aims to investigate whether companies are moving away from traditional methods of recruitment (newspapers) to online methods, and more specifically whether LinkedIn is used to attract and hire candidates: in addition, it explores the benefits and challenges of using LinkedIn for recruiting.

1.2. Motivation

PSNSs have transformed job searches and the recruitment process (Nikolaou, 2014: 185). They provide job seekers with additional search methods for employment that go beyond traditional techniques, such as the press, career days, firms' website and career websites (Ibid., 185). They also provide HR personnel with other methods of recruitment, selection and conducting background checks on potential employees (Ibid., 185).

1.2.1. LinkedIn

Mc Kenna (2014: 49) noted that LinkedIn has features which facilitate the recruitment procedure and make searching for prospective employees or employment opportunities much simpler as opposed to sites such as Facebook and Twitter. With LinkedIn's focus on professionals it becomes imperative to understand how (Claybaugh and Haseman, 2013: 94), representatives of the companies which are involved in recruitment and selection choose to engage in professional online activities Professionals are those individuals involved in a particular activity as their main paid occupation (Oxford Dictionary, 2015). LinkedIn was used in the study since it is the oldest (it was launched in 2003) and largest professional network (with five hundred million members) serving the professional demographic (Claybaugh and Haseman, 2013: 94; LinkedIn, 2017a). Khumalo and Sibanda (1998: 1) define telecommunications as ways in which communication is made

possible through wireless and wired technology. Telecommunications was chosen over other industries because it is an "emerging industry equipped with up-to-date electronic tools" (Malik and Razaullah, 2013: 107). It would therefore be of value to explore the recruitment practices of these companies.

* When the term SNSs is used, it includes LinkedIn, unless otherwise stated.

1.3. Similar studies

The increased advantages of SNSs for recruitment such as the low-cost and the possibility to view online profiles have influenced professionals to adopt these sites, thereby transforming the way in which employers attract and recruit qualified individuals (Cülcüloğlu, 2013: 5). Several international studies in Cyprus, Greece, Ireland, Belgium, New Zealand and Central and Eastern Europe have focused on the use of SNSs for recruitment (Caers and Castelyns, 2011: 437-448; Cülcüloğlu, 2013: 1-63; Mc Kenna, 2014: 1-60; Nikolaou, 2014: 179-189; Melanthiou, Pavlou and Constantinou, 2015: 31-49), including the use of SNSs in the selection process (Black and Johnson, 2012: 7-28; Caers and Castelyns, 2011: 437- 448; Kluemper and Rosen, 2009: 567-580), and ways in which LinkedIn is used and viewed by recruitment and selection personnel (Heynes, 2015: 1-99).

Recently one thousand three hundred and eighty-eight (1,388) senior Human Resource (HR) personnel (the research sample) were surveyed on their recruitment practices in South Africa (Direct Hire Recruitment Software, 2016: 2). The personnel were mostly from Gauteng (>45%), followed by Western Cape (>20%) and KwaZulu-Natal (KZN) (>10%) (Ibid., 2). The smallest number of HR personnel were from the Eastern Cape, North West, Limpopo, Mpumalanga and the Northern Cape (Ibid., 2). LinkedIn was the most used as more than eighty percent (>80%) of the senior HR personnel surveyed reported that they used LinkedIn more than any other SNS to attract candidates (see Figure 1 below) (Ibid., 12). Even though LinkedIn is a paid option, compared to other unpaid options it has job features that provide the best outcome with respect to the quality of applications South African employers receive from SNSs (Ibid., 13). While Direct Hire Recruitment Software (2016: 2) surveyed senior HR personnel from across South Africa, the

current investigation has surveyed representatives from Telecommunications companies listed on LinkedIn. Although Direct Hire Recruitment Software (2016: 12) looked at the use of PSNS (LinkedIn) and SNSs for recruitment, the present study seeks to investigate not only whether LinkedIn is used to attract candidates but also focuses on the benefits available to and challenges faced by Telecommunications companies with an online presence when using LinkedIn.
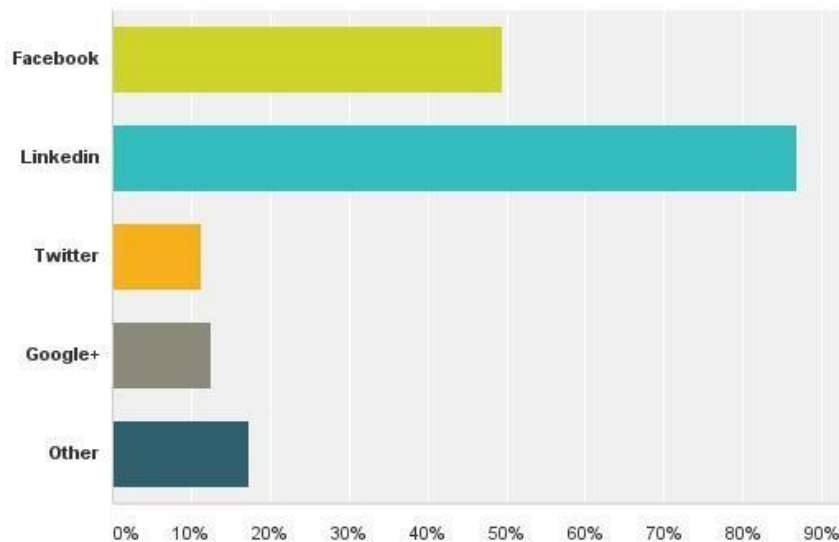
Figure 1. A bar graph showing the SNSs used by HR executives in South Africa to recruit candidates (Direct Hire Recruitment Software, 2016: 12).

1.4. Research Objectives

1.4.1. To investigate whether Telecommunications companies are moving away from traditional methods of recruitment to electronic methods (P/SNSs, Company Websites and Job boards).

1.4.2. To investigate whether LinkedIn is used to attract and hire candidates.

1.4.3. To investigate the benefits of using LinkedIn for recruiting as reported by representatives in Telecommunications companies.

1.4.4. To investigate the challenges of using LinkedIn for recruiting as reported by representatives in Telecommunications companies.

1.5. Structure

This section describes the structure of the dissertation.

1.5.1. Chapter 2: Literature Review

The following are presented: the definitions of the key terms such as Web 2.0 and SNSs; the differences between PSNSs and SNSs; PSNSs usage; Recruitment; stages in the recruitment and selection process; law and recruitment policy; social media policy; the labour market environment; labour market sources; recruitment sources; whether e-recruitment is an emerging trend in Africa; the benefits of using e-recruitment (particularly SNSs) in contrast to traditional recruitment techniques; the three dimensions of Internet research; the benefits of using SNSs for recruitment; the challenges of using SNSs for recruitment; the use of LinkedIn for recruitment and selection; the challenges of using LinkedIn for recruitment and selection; the Human Development Index (HDI); the ICT Development Index; Development and internet usage; Internet usage in South Africa in terms of its links to the issues of poverty, inequality and the cost of devices and data. Finally, the chapter also deals with the policies and measures required to ensure internet access in South Africa.

1.5.2. Chapter 3: Theoretical Framework

The following are presented: Giddens theory of Late modernity with a focus on the following: the four institutions of modernity, namely capitalism industrialism, surveillance and military power; the three features of modernity, namely, time-space distanciation, disembedding and reflexivity. The dimensions of globalization related to the institutions of modernity; the relevance of Giddens's theory to the study – finally criticisms of his theory.

1.5.3. Chapter 4: Methodology

The following are presented: the positivist paradigm; quantitative methodology; the empirical research design; a description of the electronic survey as the chosen method of data collection and

a discussion of the advantages and disadvantages of this method; a discussion of the exploratory and descriptive research purposes. Other areas that are focused on in this section include the following: the three-level sampling procedure; data analysis using SPSS; a discussion of the validity and reliability of the research approach; research ethics matters; the limitations of the methodology and finally, the conclusions that can be drawn.

1.5.4. Chapter 5: Findings

The following are presented: the characteristics of the research sample in terms of age and gender; the profile of the company in terms of size, age and the province it is situated in; findings in terms of whether companies were moving away from traditional methods of recruitment to electronic methods; the uses or lack of usage of LinkedIn; the benefits and challenges of using LinkedIn for recruiting and findings illustrated in the form of bar graphs, pie charts, tables and cross-tabulations.

1.5.5. Chapter 6: Discussion

The following are focused on: whether companies were moving away from traditional methods of recruitment to electronic methods. Relevant aspects of the Literature Review and the Theoretical Framework are referred to in support of the findings.

1.5.6. Chapter 7: Conclusions

The following are presented: a summary of the dissertation, with a focus on the results obtained, and recommendations and suggestions for future research.

1.5.7. Chapter 8: Appendices

The Appendices comprise the following: the ethical clearance approval and the online survey sent to the Telecommunications companies.

1.6. Conclusion

The use of the internet – and in particular, the use of SNSs for recruitment - has brought numerous benefits (Cülcüloğlu, 2013: 2; ITU, 2016a: 181) over traditional recruitment techniques. For example, this is the current trend, it allows for the identifying of candidates with particular skills and it instantly advertises job posts (Bohmova and Pavlicek, 2015: 28; Cülcüloğlu, 2013: 18, 19; Mc Kenna, 2014: 12). The study investigates whether companies are moving away from traditional methods of recruitment, for example newspapers to electronic methods. Second, the use of LinkedIn for recruitment (Caers and Castelyns, 2011: 437-448; Cülcüloğlu, 2013: 1-63; Mc Kenna, 2014: 1-60; Nikolaou, 2014: 179-189; Heynes, 2015: 1-99) and the paucity of relevant studies in Africa (Direct Hire Recruitment Software, 2016: 9, 12-15) necessitates a study into the use (or non-use) of LinkedIn by representatives for recruitment and selection, together with benefits and challenges associated with such usage. The Telecommunications industry was selected for this study because it is an emerging industry that uses modern electronic tools (Malik and Razaullah, 2013: 107).

CHAPTER 2: LITERATURE REVIEW

2. Introduction

E-recruitment refers to the method of applying technology - and specifically the internet - for jobs, including searching for, attracting, evaluating, interviewing and employing candidates (Archana, Nivya and Thankam, 2008: 37). Electronic recruitment (E-recruitment) or online recruitment is described as the essence of contemporary recruiting (Cülcüloğlu, 2013: 2). The use of PSNSs and/or SNSs for recruitment falls under e-recruitment (Archana, Nivya and Thankam, 2008: 37), or more specifically, social recruiting (El Ouirdi, El Ouirdi, Segers and Pais, 2016: 240). The term social recruiting refers specifically to the use of PSNSs and/or SNSs for employee recruitment (Ibid., 240). A PSNS such as LinkedIn is fast becoming a popular method of employee recruitment. This is evident in many developed countries where it is being used (Mc Kenna, 2014: 1-5; Caers and Castelyns, 2011: 437-448; Cülcüloğlu, 2013: 1-63). The literature focuses on sources indicating whether companies in South Africa are moving away from traditional methods of recruitment such as newspapers to electronic methods (Louw, 2013: 1-10; Direct Hire Recruitment Software, 2012: 9, 12, 14-15), and LinkedIn's usage, in order to attract and hire candidates (Heynes, 2015: 1-99). The literature will however, begin with a definition of Web 2.0 and SNSs.

2.1. Web 2.0

2.1.1. Web 2.0 definition

Web 2.0 is a label given to SNSs, microblogs and videos among others (Blewett, 2014: 44), which allow its users to generate content and exchange information with people who are using the same platform (Ibid., 44; Mushonga, 2014: ii; Witte and Mannon, 2010: 18). There is a huge awareness of the potential of SNSs (including LinkedIn) among companies (Bohmova and Pavlicek (2015: 23). Firms can present themselves on these sites, search for and screen prospective candidates and communicate with them (Ibid., 23).

2.1.1.1. Social Network Sites

SNSs are virtual spaces that enable people to 1) create a profile that can be viewed either by everyone on the system or by a select few; 2) put together a list of old friends, new contacts and or other users who share common interests and 3) observe and make a journey through their connections (i.e. their contact list) and those made by others within the network (Bohmova and Pavlicek, 2015: 23; Boyd and Ellison, 2007: 211). It is evident from this definition, that the significance of SNSs is in the displaying of information on one's profile and connecting to others (Blewett, 2014: 47).

2.1.1.2. Professional Social Network Sites and how they differ from Social Network Sites?

PSNSs include Xing, Viadeo (Claybaugh and Haseman 2013: 94) and SkilledAfricans (SkilledAfricans, n.d.) whereas SNSs include Facebook, Twitter and Google+ (Koonin, 2015: 249). These sites were created for different reasons. LinkedIn, Viadeo, Xing and SkilledAfricans targeted professionals from the start (Van Dijck, 2013: 207; SkilledAfricans, n.d.; Viadeo, 2015 and AGOF digital facts, 2016: 2), and with LinkedIn the aim was to provide recruitment and advertising solutions to businesses (Van Dijck, 2013: 207). The original idea behind Facebook for example was to facilitate online communication among university students in the year 2004 (Pempek, Yermolayeva and Calvert, 2009: 230). It took two years for Facebook to reach a worldwide audience (Van Dijck, 2013: 201). Apropos the information that users post, on PSNSs details such as work experience, education, skills, endorsements and Awards are uploaded. On the other hand, on SNSs (for example Facebook and Twitter), users often upload personal information, opinions and pictures on their profiles (Pempek, Yermolayeva and Calvert, 2009: 227; Koonin, 2015: 248). Some argue that sites such as Facebook and Twitter are also used for recruitment (Caers and Castelyns, 2011: 444; Deering, n.d.). Bohmova and Pavlicek (2015: 23) note that SNSs (including LinkedIn) are turning out to be vital platforms in the recruitment field.

2.1.1.3. Professional Social Network Site usage

LinkedIn is the oldest and largest PSNS in the world and is used in over two hundred countries (LinkedIn, 2016). LinkedIn had 5.5 million users in South Africa in the year 2016 (World Wide Worx and Ornico, 2016). Xing and Viadeo are the globe's second and third largest PSNSs respectively (African Business Review, 2011; AGOF digital facts, 2016: 2). Xing has ten million users in German speaking countries and fourteen million users in different parts of the globe (AGOF digital facts, 2016: 2). Viadeo has nearly eleven million members (Viadeo, 2016: 3). Diagne, Viadeo's Chief operating officer for Africa observes there is an active use of the site by people in Africa, as they communicate, exchange information on forums and update their résumés (African Business Review, 2011). SkilledAfricans.com is Africa's first network site to unite professionals in Africa (SkilledAfricans, n.d.). The site asks its visitors to join one million users, in order to build a professional profile, increase one's network, and attract firms in Africa (Ibid.). However, as indicated in Section 1.2.1, this study chose to focus on the role of LinkedIn.

2.2. Recruitment

According to Amos, Ristow, Ristow, and Pearse (2008: 115) recruitment entails attracting a group of prospective employees and then selecting the most suitable ones by using an affordable method. According to Davison, Maraist and Bing's (2011: 154) study in the USA on the use of SNSs (including LinkedIn) for HR decisions, the use of SNSs for recruiting appears to be commonly accepted because of its connection to advertising employment opportunities online. However, Nikolaou (2014: 181) is of the view that even though this might be a reasonable explanation for career websites, it is not an adequate explanation for the extensive use of SNSs (including LinkedIn) as recruitment and screening tools. Based on the dictionary definition a recruit is a person who joins a firm (Hornby, 2005: 1218). Recruiting can therefore be understood as the act of hiring employees.

2.3. Stages in the recruitment and selection process

The stages incorporated in the recruitment process are as follows: recognizing the need to hire, describing job requirements, referring to a recruitment policy, discovering matters such as the law and labour market conditions that might influence recruitment, considering the sources of recruitment, creating an advertisement and then ensuring application blanks are available or requesting provision of a CV from the candidate if needed (Amos et al., 2008: 115-120). In the selection process, before candidates are hired, the employer must specify the abilities which are needed, screen and then shortlist candidates (Ibid., 123). Shortlisted candidates are usually evaluated using interviews (Ibid., 121). Background information is then examined by verifying information on a prospective employee given by referees (Ibid., 124). HR professionals may conduct reference checks through contacting previous employers and external services may be used to investigate candidates' backgrounds (Grobler, Wärnich, Carrell, Elbert and Hatfield, 2011: 212). Medical examinations are conducted if required by law or by the job: a final hiring decision is then made and complete records are kept (Amos et al., 2008: 124).

2.3.1. Law and recruitment policy

Section 5 of the Employment Equity Act No. 55 of 1998 states

"every employer must take steps to promote equal opportunity in the workplace by eliminating unfair discrimination in any employment policy or practice" (p.14).

Employment policy or practice consists of, however is not restricted to the recruitment practices, advertising and selection standards (Employment Equity Act No. 55, 1998: 10). Louw's (2013: 5, 6) study in the Eastern Cape investigated whether companies had a clear recruitment and selection policy: he found that all nineteen organizations interviewed had a clear recruitment and selection policy.

2.3.2. Social media policy

According to a description by Raysman (2012: 11), a social media policy is a written document that explains what employees can and cannot do when using the different PSNS and/or SNSs to communicate. According to this definition a social media policy may include recruiting via use of PSNSs and/or SNSs. Broughton, Foley, Ledermaier, and Cox (2013: 13) conducted a study in the United Kingdom on the use of SNSs (including LinkedIn) in the recruitment process. Case studies using face-to-face interviews were carried out with professionals in the field of digital strategy and human resources within three organizations (i.e. pet retailer, security group and a county council) (Ibid., 3). Findings from an electronic panel survey with four hundred and one HR decision-makers undertaken on behalf of Acas by the research agency Accent were used in the study (Ibid., 3). The decision makers were from a range of sectors, industries, Great Britain regions and organizational sizes (Ibid., 55). Out of the three organizations in the case study one has an official policy covering the use of social media when employing staff because it hires many employees (Ibid., 11). Another of the case study organizations has a policy with regard to the use of social media, however, there is no organizational policy as regards the use of social media in recruitment (Ibid., 11). One hundred and seventy-seven HR personnel from the panel survey with HR decision-makers responded to a question asking whether they have an official policy covering the use of social media when recruiting employees (Ibid., 64). Of these 36.7% have a policy, whereas 54.8% indicated that they do not have a policy and 8.5% said they do not know or cannot remember (Ibid., 64).

Mushwana and Bezuidenhout (2014: 72) note that a social media policy is considered as the initial and most fundamental measure necessary to lessen social media risk within a firm. Mushwana and Bezuidenhout (2014: 63) reviewed the views of Chief Audit Executives (CAEs) on the state of growth and execution of social media policy in organizations in South Africa. Data were collected from CAEs registered with the Institute of Internal Auditors, using SurveyGizmo which is an electronic survey research tool (Ibid., 67). Most organizations that participated in the study did not have a social media policy, with only 35% of the total number of respondents reporting that they had such a policy (Ibid., 69). Mushwana and Bezuidenhout (2014: 72) further note that companies might decide not to implement a social media policy because such policies are considered unsuccessful in dealing with social media risk (Ibid., 72). For example, forty-one percent (41.4%)

indicated that a social media policy is not considered effective to address risks posed to the firm by the firm (Ibid., 72), whereas 27.6% indicated that a social media policy is effective while 31% were "not sure" (Ibid., 72). Moreover, a reason for the absence of a social media policy might also be because it is categorized as a lower priority risk within the firm (Ibid., 72). This is supported by the finding that the use of social media is not part of internal auditing in 59% of firms (Ibid., 70). However, a social media policy is considered relevant to this study: it should be implemented within a firm to guide employers and employees, so that all individuals within the organization follow the same rules. Firms which are using PSNSs and/SNSs for recruiting should clearly state what their policy covers: this may include what can be advertised, how to communicate with potential employees and the making of choices regarding employment of suitable candidates.

2.3.3. The Labour market environment

The labour market is defined as the geographical setting from which workers are employed for a specific position (Grobler et al., 2011: 181). Apropos South Africa, all formal non-agricultural sectors employ mainly skilled workers, with between 55% and 75% of those employed in various sectors in the fourth quarter of 2012 classified as skilled (Bhorat and Tian, 2014: 27). The skills' composition of employment from the Quarterly Labour Force Survey (QLFS) in each economic sector in the fourth quarter of 2012 was used to establish the skills analysis of the sectoral job creation targets (Ibid., 26). The occupational groups in the Quarterly Labour Force Survey (QLFS) were categorized into highly skilled (managers, professionals and technicians), skilled (clerks, services and sales workers, craft and trade workers, as well as operators and assemblers) and unskilled categories (elementary positions) (Ibid., 26). Although this study did not look at which occupational categories companies employ, these categories are relevant and can be applied to the types of candidates employers look for via LinkedIn.

The Society for Human Resource Management (SHRM) (2015: 6, 23-24) conducted a survey with four hundred HR personnel on the significance of social media for recruiters and job seekers in the USA. Three hundred and seventy to three hundred and ninety-eight HR personnel responded to the question of how significant it is for applicants to have a presence on social media (Ibid., 6).HR personnel believe it is very important (54%) and somewhat important (33%) for applicants

to have a presence on LinkedIn over all the other social media platforms listed (Ibid., 6). Only a few personnel believed it is not very important (7%) and not at all important (6%) for applicants to have a presence on LinkedIn. PSNSs are settings from which candidates are employed (Ibid., 12) and it may therefore be important for candidates to have a presence on these sites. SHRM (2015: 12) found that LinkedIn was the most used platform – i.e. it was used by 57% of the three hundred and fifty-seven HR personnel in the USA to source new hires in the past year. Other social media platforms, such as Professional or association SNSs (30%), Facebook (19%), Twitter (8%), Google+ (4%), Blogs (2%) were also used: however, there were some (35%) who did not source any new hires through social media (Ibid., 12). Heynes (2015: 77) study in New Zealand found through a survey with one hundred and thirty-one personnel that LinkedIn was used by 22% of professionals in New Zealand to hire candidates. The selection process involves finding and hiring the most capable and ideal candidates for a particular role (Louw, 2013: 3) and it is evident that LinkedIn is being used - although not to a great extent. Heynes (2015: 78) argues that LinkedIn may not be used as much because the information it provides might not be enough to examine candidates on particular knowledge, skills and abilities or their work-related capabilities.

2.3.3.1. Labour market sources

Grobler et al. (2011: 181) note that the unemployed comprise those individuals most available for recruitment and who can be reached through direct applications, recruitment agencies or advertisements. Statistics South Africa (2016: 5-3) defined the unemployed as those who are without work, who are available for employment and who have taken active steps to search for employment. The level of unemployment in South Africa rose from 4.4 million in the year 2009 to 5.3 million in 2015 (Ibid., 5-3). Those who are unemployed can use the internet for example, to search for employment. Green, Li, Owen and De Hoyos (2012: 2347) present a probit model and related approximations from an examination of Labour force survey statistics from 2006 to 2009 on the use of the internet when looking for employment in Great Britain. A probit model is used to analyse "binary responses from random samples and samples stratified on exogenous variables" (Greene (2000) in Green et al., 2012: 2349). The pooled sample comprised eighteen thousand eight hundred and seventy-nine people between the ages of sixteen and sixty-nine (and

not on pension) in search of employment (Ibid., 2349). Green et al. (2012: 2351) found that 68% used online resources to search for employment while the other 32% did not (Ibid., 2349). Green et al. (2012: 2351) found that high academic achievements were an important influence impacting people's use of online resources, with those with higher academic standing more likely to use the internet than those with lower academic standing (Ibid., 2351). Those without any qualifications were forty-one percentage points less likely to use online methods to search for employment, compared with those with a degree or equivalent (Ibid., 2351). This might be connected to the jobs they are seeking, because lower skilled positions may be more likely to be advertised using traditional techniques that are not based online (Ibid., 2351).

Part-time employees are those who are also available for recruitment (Grobler et al., 2011: 181). Heynes' (2015: 67, 68) study in New Zealand found, through the themes linked to his open-ended question, that LinkedIn may not be suitable for partly skilled and part-time jobs - and that traditional recruitment techniques, such as print advertising, may be more advantageous in attracting these candidates. Basak and Calisir (2014: 1153, 1156) conducted a two-phase study in Turkey to investigate the factors that motivate LinkedIn users to use the platform. In the first stage, information was extracted from forty-five LinkedIn members using an open-ended questionnaire (Ibid., 1153). Four-hundred and ninety-six questionnaires were then collected from LinkedIn members in the second stage (Ibid., 1154). In the study, LinkedIn users comprised full-time, parttime and non-employees (Ibid., 1154, 1155). However, those who worked full-time comprised most of the respondents for both surveys, i.e. 62.05% and 66.33% respectively (Ibid., 1153, 1154). Seven factors were revealed, namely, that LinkedIn is used to promote oneself; for work-related activities; to search for friends; participate in group activities; follow up with users; profile viewer information – and for both forming new connections and creating a professional network (Ibid., 1156). LinkedIn could therefore be used by employees regardless of whether they are full-time or part-time. Liu (2008: 255) and Papacharissi (2009: 212) argue that the decision to use a site such as LinkedIn is affected by one's socio-economic status, for example, by factors such as money, education and occupation, as well as one's interests. Papacharissi (2009: 207, 212) found through her comparative discourse analysis of three SNSs in the USA, that LinkedIn users have knowledge of ICTs, the ability to use these technologies and realize its benefits. These individuals are mostly in professional occupations where technology is used (Ibid., 212).

Among the three case study organizations interviewed in Great Britain, Broughton et al. (2013: 13, 44) found that LinkedIn is often used by organizations to recruit senior employees and technicians through headhunting. Facebook, Twitter and YouTube are also used by organizations for recruitment (Ibid., 14, 15). None of the three organizations interviewed use SNSs (this may include LinkedIn) alone, but they are used in combination with print media and specialist journals (Ibid., 13).

2.3.4. Recruitment sources

Recruitment sources are the ways in which prospective job seekers are reached (Gatewood, Feild and Barrick, 2010: 315). The recruitment sources are categorized as either internal or external (Fagbemi, Cowther and Arthur, 2016: 266). Internal recruitment comprises promotion and transfer of current employees or referrals by co-workers (Ibid., 266). Referrals by co-workers are a type of word of mouth communication (Shinnar, Young and Meana, 2004: 273). External recruitment on the other hand is when job opportunities are advertised for prospective candidates who are not working within the firm (Carbery and Cross, 2013: 29). External sources can either be informal or formal: this is discussed below (Fagbemi, Cowther and Arthur, 2016: 266).

2.3.4.1. Informal sources

Informal sources are those where job seekers find out about an opening in an unofficial manner and put in an application for it (Carbery and Cross, 2013: 30). Informal methods include word-of-mouth by current employees, recruiters, friends or relatives, together with walk-ins and write-ins (Fagbemi, Cowther and Arthur, 2016: 266). Word-of-mouth involves having workers spread information among friends and associates as soon as there is an opening (Arthur, 2001: 97). Employee referrals are viewed by firms as an ideal method and studies suggest that this method is particularly useful when hiring better performers (Kirnan, Farley and Geisinger, 1989: 293-308; Zottoli and Wanous, 2000: 353-382). Walk-ins are initiated by prospective employees through visiting the firm and applying in person, whereas job seekers may also directly apply to an

organization using mail, email and SNSs (including LinkedIn) (Grobler et al., 2011: 187). SNSs are similar to write-ins using mail: for example, messages can be sent to a company requesting employment. However, with SNSs it will be quicker. This study does not deal with walk-ins or write-ins, but rather focuses on sources that are advertised to the public (Section 2.3.4.2) (Carbery and Cross, 2013: 30).

2.3.4.2. Formal sources

Formal sources of external recruitment are those where the position is publicly advertised, using multiple platforms (Carbery and Cross, 2013: 30). The formal methods include the use of recruitment agencies, university placements, television, radio, newspaper advertisements and professional journals (Kirnan, Farley and Geisinger, 1989: 293-294). Rozelle and Landis (2002: 595) note the use of e-recruitment as a formal source. E-recruitment comprises company websites, job boards, online facilities of recruitment agencies (Odumeru, 2012: 109), and PSNSs and/or SNSs (Archana, Nivya and Thankam, 2008: 37). Classified sites such as Gumtree are also included (Gumtree, 2010). Briggs (2013) argues that employers can interview, screen and recruit prospective employees from around the world because of the increase in video tools, PSNSs and SNSs. Job seekers may also use such platforms to view information about a company, find out about employment prospects and communicate with potential employers.

2.4. E-recruitment as an emerging trend?

Odumeru's (2012: 105) study in Nigeria used the diffusion of innovations' theory to identify the factors that cause companies in the private sector to adopt e-recruiting. Different methods of online recruitment were used such as career websites, company websites and internet services for employment agencies (Ibid., 109). Two hundred HR managers from private firms listed on the Lagos yellow pages were sent an online survey (Ibid., 104). The findings reveal that Relative Advantage has the greatest impact in influencing opinion with regards to embracing e-recruiting, with a beta co-efficient of 0.262 (Ibid., 106, 110, 112). Relative advantage is defined as the extent "to which an innovation is perceived as being better than the idea it supersedes" (Rogers, 2003:

229). Odumeru (2012: 112) found that the most important feature for the implementation of e-recruitment are its benefits over conventional recruitment techniques. Companies were using the online facilities of recruitment agencies (66%), corporate websites (36%) and job boards (16%) (Ibid., 109). Direct Hire Recruitment Software (2012: 12, 14) surveyed one thousand three hundred and eighty-eight senior HR personnel in South Africa and found that vacancies were advertised by more than 60% of the senior HR personnel on SNSs (including LinkedIn), followed by job boards. This indicates a high rate of e-recruitment. The advertising of vacancies online was found to be a favourite strategy for mid to high level roles (Ibid., 15). Newspapers (40%) and recruitment agencies (>30%) were also used by HR personnel - although to a lesser extent (Ibid., 9, 15). A low rate of e-recruitment (26%) was found in the Eastern Cape (Louw, 2013: 2, 6). One can therefore argue that the lack of consistency is partially due to the huge number of prospective candidates in the Eastern Cape who lack access to communication technology (Ibid., 7, 9). Statistics South Africa (2015: 50) found that access to the Internet using all available means (at home, work, learning institution, public places) was lowest in Limpopo (39,6%), KwaZulu-Natal (42,3%) and the Eastern Cape (46%) and highest in Gauteng (65,7%), Western Cape (63,3%) and Mpumalanga (55,7%). According to Louw (2013: 7) employment agencies were viewed by job seekers as a place to physically send in their résumé*s,* while employers gain access to candidates through agencies. Employment agencies were used by 89% of firms in the Eastern Cape and newspapers were used by 84% of firms for recruitment (Ibid., 6). Louw (2013: 2) indicates that adverse financial circumstances in the Eastern Cape have made it expensive to apply online recruitment techniques.

The high rate of e-recruitment in the study conducted by Direct Hire Recruitment Software (2016: 12, 14) might be because the sample comprised mostly senior HR personnel. The roles of HR personnel may possibly impact their decision to advertise vacancies online: however, no primary data were found on this issue. Slovensky and Ross (2012: 55) study in the USA refers to managerial and US legal matters being linked with SNSs (including LinkedIn) usage for employee selection. Slovensky and Ross (2012: 55) identify issues based on scholarly writings, theoretical notions, and present administrative and legal developments as outlined in the popular and business press. They suggest that the use of SNSs to screen candidates may possibly vary across positions: for example, HR administrator, interviewer, senior HR executive and other positions (Ibid., 59). However, the

researchers were aware of no published investigations on this matter (Ibid., 59).

2.5. Benefits of e-recruitment (particularly Social Network Sites) in contrast to traditional recruitment techniques

A study by Mc Kenna (2014: 4) in Ireland explores whether recruitment through SNSs (LinkedIn, Facebook and Twitter) as opposed to newspapers (traditional source of recruitment), influences the rate of diversity in service companies. Thirty-two companies responded to an email survey, with a response rate of 20% which is satisfactory if the data is of high quality (Ibid., 34). The question as to whether recruitment through SNSs, in comparison to traditional recruitment techniques, influences workplace diversity was answered by thirty-one representatives (Ibid., 41). Mc Kenna (2014: 4) considered race, ethnicity, gender and sexual orientation as a foundation for diversity. Nineteen (61.29%) firms indicated that SNSs have increased workplace diversity: however this was not viewed as the only reason for the increase (Ibid., 41). Other reasons put forward for the increase in diversity in the workforce, in addition to SNSs, included the following: relocation and effortlessness in travelling (47.1%); financial reasons (for instance, recession and fast developments in other nations) (17.65%); and being a worldwide firm (23.53%). Other factors (11.76%) were also mooted, for example, requests for trained personnel and employee referrals (Ibid., 42, 43). Three firms (9.68%) however, were of the opinion that SNSs were the only reason for the increase in the diversity of their workforce (Ibid., 41). Workplace diversity highlights differences in terms of age, race, gender, educational background, physical status, lifestyle and religion (Ferreira, Erasmus and Groenwald, 2009: 431; Thomas, 1992: 306). Furthermore, it accommodates a broad range of opinions among employees, including, opinions that might involve questioning of their present circumstances (Ferreira, Erasmus and Groenwald, 2009: 431).

The use of SNSs for recruitment was explored by Melanthiou, Pavlou and Constantinou (2015: 31) in Cyprus. They argue that companies which apply e-recruitment approaches (including SNSs) appeal to a better quality of candidates than those who use traditional approaches (Ibid., 37). The argument is that candidates who use SNSs to apply for vacancies are normally well-educated young people who have computer skills (Ibid., 37). Better quality responses can also be attained by clearly deciding on the audience and the needed skills (Ibid., 37, 38). It was found through Cülcüloğlu's (2013: 18, 19) review of literature in the Netherlands that by using SNSs companies

can identify individuals with particular skills which may not have been possible with career expositions and other traditional methods of recruiting.

However, career expositions do enable representatives from firms to interview many applicants over a few days and thereafter hire the most qualified (Arthur, 2001: 100). SNSs allow users to search using keywords and boolean searches (Butow and Taylor, 2009: 67) for the desired skills in contrast to career expositions which might involve unsuccessful interviewing of many candidates. On the other hand, it can be argued that by using SNSs it is possible not to get the desired skill set.

According to Green et al. (2012: 2345) job seekers can locate more employment prospects over a greater geographical region via the internet than with local newspapers. It can therefore be argued that through use of SNSs, HR professionals can more actively search for and attract candidates from around the world than would be possible with print advertising. Digital profiles are visible on SNSs and employers can therefore find candidates without their even applying (Cülcüloğlu, 2013: 5, 29). Cülcüloğlu's (2013: 2) study in the Netherlands examines both the use of SNSs and trends in recruitment. One hundred and two participants from a conference on Social Media and Recruitment were respondents in the survey (Ibid., 2, 26). SNSs were used by 84.31% of participants to hire passive candidates who might not put in an application (Ibid., 29). SNSs were used by 78.43% of participants to search for candidates with particular skills, 39.22% indicated SNSs usage to enhance employer brand and awareness and 7.84% indicated obtaining a competitor's workers (Ibid., 29). In terms of trends, LinkedIn was used by most conference participants (98.04%) for recruitment, followed by Twitter (>50%), Facebook (30%) and MySpace (1.96%) (Ibid., 28, 29).

Several benefits of SNSs for recruitment were identified by Bohmova and Pavlicek (2015: 25, 28) through a survey of 286 HR professionals in the Czech Republic. As indicated in Section 1, SNSs were found to be a current trend by 53% of HR professionals (Ibid., 28). Other benefits were identified, for example, the ability to find out information from candidates' profiles (41.40%) and that SNSs are a common setting for the youth (22.81%) (Ibid., 28). The latter suggests that SNSs were used by professionals to attract younger individuals which may eventually lead to their hiring. According to Prenksy (2001: 1) the youth are considered digital natives, i.e. they are individuals

who were born into the world of computers, cellphones, the internet, as well as SNSs and are thus adept at using them. A survey conducted by Pew Research Centre found that SNSs were used by one third of US adults who are aged sixty-five years and older (Anderson and Perrin, 2017).

2.6. Three dimensions of Internet research

Ruggiero (2000: 15) notes that the Internet has three characteristics: interactivity, demassification and asynchroneity which are not usually linked to traditional media. Interactivity is the process whereby interaction occurs (Carpentier, 2007: 220). Ezumah (2013: 30) defines interactivity as the capacity of an individual to change and also to control matters and other types of discussions with others. This allows users to collect information and exchange ideas (Ibid., 30). Demassification is the capacity of individuals who use the media to choose from an extensive list (Ruggiero, 2000: 16). Asynchroneity refers to messages being available to individuals at all times (Ezumah, 2013: 30).

2.7. Benefits of using Social Network Sites for recruitment

Using SNSs is a quick and affordable way to acquire information about candidates and screen them (Davison, Maraist, Hamilton and Bing, 2012: 4). Through searching profiles, those hiring can screen for suitable candidates by looking for specific skills, qualities or qualifications online (Mc Kenna, 2014: 12). Mc Kenna (2014: 12) has identified screening as an advantage when using these sites for recruitment as, employers can screen candidates before advertising employment opportunities or receiving résumés. Melanthiou, Pavlou and Constantinou (2015: 31, 42) conducted a study in Cyprus to investigate whether SNSs are used by firms during recruitment to attract and screen candidates. One hundred and seventeen usable online surveys were gathered from personnel or owners of firms (Ibid., 41). These respondents were randomly chosen from the Cyprus Chamber of Commerce and Industry Listing (Ibid., 40). Descriptive analysis was used and the findings reveal that LinkedIn is the site most preferred by fifty-percent (50%) of company representatives to attract applicants, followed by Facebook (37%) (Ibid., 40, 42). According to the

researchers this is in line with the view that LinkedIn is more of a business network than is Facebook – and allows firms to keep track of where prospective candidates are located (Ibid., 42). SNSs were used by 77% of participants to screen applicant's profiles and screening was regarded by 86% as ethical and legal (Ibid., 42, 45).

2.8. Challenges of using Social Network Sites for recruitment

2.8.1. Screening

The use of SNSs for screening can result in two types of discrimination: disparate treatment and adverse impact (Davison et al., 2012: 5). Adverse impact takes place when certain ages or races have less of an opportunity to access the internet or SNSs (Ibid., 5). Disparate treatment is when applicants claim they are victims of discrimination based on the availability of protected class (sex, religion, nationality and other details) that was obtained online (Parez, 2013: 13; Davison et al., 2012: 5). Adverse impact affects all those who lack the infrastructure or the resources enabling them to use SNSs, whereas disparate treatment might affect some who use these sites (Ibid., 5). Broughton et al. (2013: 2) note that the use of SNSs to advertise vacancies and to hire staff is likely to show bias against those users who lack access to these sites. This however, depends on the recruitment practices of organizations, as well as whether a combination of techniques is used for recruitment.

2.8.1.1. Disparate treatment

Davison, et al. (2012: 1) explain the matters connected with using online platforms for screening and make suggestions that can assist companies to use this method correctly. They argue that using online screening techniques to hire might be more likely to cause disparate treatment discrimination than the paper curriculum vitae because of the availability of demographic or other details such as groups one is involved with online (Ibid., 3, 5). Discovering these details may cause a hiring professional to unjustly and unlawfully show prejudice against the candidate (Ibid., 5).

Though a hiring manager may believe they are being unprejudiced when reviewing a candidate's profile, one is not always constantly aware of one's own prejudices (Parez, 2013: 12). Parez (2013: 13) notes that employers must have a policy outlining the reasons for searching online and declare in writing that the choice to hire is not determined by demographic information that is not seen on a traditional CV or a job application. To ensure legal protection, it is imperative that organizations place on record what source material was used in making hiring choices and also record the reasons why candidates were not offered a position (Ibid., 13).

2.8.1.2. Adverse impact

2.8.1.2.1. Race and Age

Although Ipsos's (2014) study on the internet behaviours of South Africans did not look at the use of SNSs among various ages and races groups, the study is relevant as it indicates that certain races and ages lack access to the internet. Three thousand seven hundred and thirty (3,730) individual face-to-face interviews were administered to randomly chosen participants above fifteen years of age (Ibid.) In terms of race, Ipsos (2014) found that, 70% of the white population were online, in comparison to 43% of Indian, 36% of mixed race people and 29% of the black population. In terms of age, it was found that more younger people have access to the internet than the elderly (Ibid.). Thirty-four percent (34%) of individuals in the thirty-five to forty-nine age group have access to the internet while access declines to 14% among those fifty years and older (Ibid.). In terms of searching for employment opportunities, a probit model from the study conducted by Green et al. (2012: 2344, 2351) in Great Britain found that elderly job seekers were the least likely to use the internet when looking for employment. Those aged sixty-five to sixty-nine were the least likely to use online resources for job searches (37 percentage points less likely than applicants aged sixteen to twenty-four years) (Ibid., 2351). Younger people may have been using the internet and technology at school, whereas the elderly may not have had this chance (Ibid., 2351). It is however possible for the elderly to seek assistance in their attempts to look for employment.

2.9. LinkedIn

2.9.1. LinkedIn profile

LinkedIn's interface supplies its users with a *'professional sense of place'* (Papacharissi, 2009: 209), thereby allowing and encouraging professional methods of interaction, including networking, professional queries and responses through LinkedIn groups (Ibid., 209). The LinkedIn profile is organized in the form of a list much like a CV and includes information concerning skills, recommendations and endorsements, together with a profile photo, "who's viewed your profile", and notes about previous experience, achievements and education (Heynes, 2015: 25; Basak and Calisir, 2014: 1156; Zide, Elman and Shahani-Denning, 2014: 591; Van Dijck, 2013: 208). The skills list comprises an important part of the LinkedIn profile, and includes soft and hard skills (Heynes, 2015: 35). Recommendations on LinkedIn fulfill the same function as reference letters in that they provide evidence of the attributes, qualifications and expertise of an individual (Parez, 2013: 7). Endorsements are used to acknowledge the skills that a user's connections exhibit (LinkedIn, 2015a). Colleagues, fellow alumni, and other networking associates who have LinkedIn profiles can endorse their connections for particular skills and provide recommendations, thereby expressing approval for associates' accomplishments (Chiang and Suen, 2015: 517; Parez, 2013: 7).

2.9.2. LinkedIn for recruitment

Caers and Castelyns (2011: 437) examined whether LinkedIn and Facebook were used by Belgian recruitment and selection personnel in their recruitment and selection practices. An electronic survey was sent to 398 and 353 participants from both Small, Medium and Large firms (Ibid., 444). In terms of recruitment, LinkedIn was used more than Facebook to publicize job vacancies and to search for candidates (Ibid., 444). The former was regarded as more professional than the latter for recruitment purposes (Ibid., 444). Caers and Castelyns (2011: 442) findings reveal that almost as many professionals (44.3%) profess to use LinkedIn to search for potential candidates that fit the positions the firm needs to fill than professionals who do not (47.3%) (Ibid., 442). An independent samples t test shows that this difference is mostly due to the extent with which LinkedIn is used

by professionals, thereby indicating a considerable difference between those who use it often and those who rarely use it (Ibid., 442). Heynes' (2015: 77) study in New Zealand found through a survey with one hundred and thirty-one personnel that LinkedIn was used by 67% of personnel for recruitment (Ibid., 77). Adit's (2015: 4) study in Bangladesh examined the possibility of LinkedIn usage for recruitment purposes. A SWOT analysis was conducted, while students, graduates and current employees were surveyed from the BRAC Business school (Ibid., 4, 39). In addition, two hundred and forty samples from companies listed on the Dhaka Stock Exchange (DSE) were obtained (Ibid., 4, 40). Data collection was done by internet browsing, financial statement reviews and searching on 'Google' (Ibid., 39). The findings show that there are many LinkedIn users in the Banking, IT and Telecommunications industry in Bangladesh (Ibid., 63). Adit (2015: 5) concluded that even though LinkedIn is used in developed countries, in Bangladesh the facilities, management approaches, communication processes and internet exposure are unfavourable with regard to only using LinkedIn for recruitment (Ibid., 5).

Nevertheless, it is considered suitable as an addition to job boards (Ibid., 5).

2.9.3. LinkedIn in the selection process

According to Zide, Elman and Shahani-Denning (2014: 585) LinkedIn enables professionals to display their qualifications, thereby enabling them to be found in possible employment searches. Zide, Elman and Shahani-Denning (2014: 583, 589, 597) study in New York examined the aspects of the LinkedIn profile that hiring experts concentrate on the most. In addition, they investigated how LinkedIn users from HR, Industrial/Organizational (I/O) Psychology and Sales/marketing professions portray themselves with regard to various aspects (Ibid., 583, 600). Semi-structured interviews were conducted with four recruiters and a social media expert from New York in the first stage of the study (Ibid., 583). In the second stage two hundred and eighty-eight LinkedIn profiles were compared from three different industries (Ibid., 583). The respondents were known to the researchers and therefore a convenience sample was used (Ibid., 589). When using LinkedIn, the most important information that all experts consider is work history, schooling, years of experience and the way in which candidates portray themselves on their profile (Ibid., 589). The results of this study show that users were using LinkedIn in line with hiring managers' expectations

(Ibid., 597): for example, users present work experience, bachelor's degrees and display photographs. It was noticed that spelling mistakes were not frequent (Ibid., 597). However, there were a few challenges identified from the profiles which were reviewed (Ibid., 597) these will be stated in Section 2.9.4 below. In terms of the three occupations, Sales/marketing professionals were found to be more adept at using LinkedIn and more likely to complete many parts of their profiles and provide more personal details (Ibid., 599). However, HR and I/O personnel were more likely to include professional information (Ibid., 599). It emerged that sales personnel tend to provide personal details which may not be considered professional, but is needed because their job requires that they build trust with the customer (Ibid., 598). The researchers could not ascertain from their study whether the parts of the LinkedIn profile that personnel look at most would influence selection choices (Ibid., 583, 600). In contrast to these findings by Zide, Elman and Shahani-Denning (2014: 600), Caers and Castelyns (2011: 444) found that information displayed on LinkedIn and Facebook influence candidates' chances of being called for an interview (Ibid., 443). In terms of the former, practitioners "agree" (18.5%) and "completely agree" (7.6%) that LinkedIn is used to decide which candidates will be called for the first interview (Caers and Castelyns, 2011: 443). LinkedIn was also used to find information about candidates to be interviewed or assessed as indicated by practitioners who "agreed" (41.8%) and "completely agreed" (29.14%) (Ibid., 443).

2.9.4. Challenges of using LinkedIn for recruitment and selection

Studies have found that LinkedIn profiles were incomplete (Zide, Elman and Shahani-Denning, 2014: 583; Heynes, 2015: 66-67, 69), or not updated (Ibid., 68). Therefore, it was considered necessary for hiring professionals to review CVs in addition (Zide, Elman and Shahani-Denning, 2014: 593, 597). Credibility is regarded as the "believability of a source or a message…" (Flanagin and Metzger, 2008: 8). Heynes' (2015: 66-67, 69) study in New Zealand found through themes from his open-ended question that endorsements and recommendations lack credibility because they are given by people who are either close to the individual, or who do not have the appropriate knowledge of the person's skills and abilities or who have never worked with the individual. Heynes (2015: 55) found that 45.5% of practitioners partially stated that they consider the

information displayed by LinkedIn users to be accurate. The open-ended question revealed that user-generated information is believed to lessen the accuracy of the data on the site (Ibid., 67). The self-reported nature of LinkedIn means that users are likely to portray themselves favourably and exaggerate information on the site (Ibid., 67). However, in order to ascertain the accuracy of information, other sources could be used by HR personnel to verify the claims made by potential candidates (Broughton et al., 2013: 38). Heynes (2015: 55) found that 89% of professionals involved in recruitment used other means to verify the data displayed on LinkedIn. With regards to selection, 93% noted that they partially and completely agreed that LinkedIn was used to verify details obtained through a person's CV and a person's CV was used to verify details presented on LinkedIn (Ibid., 55).

2.10. Human Development Index

The United Nations Development Programme (n.d) notes that the HDI was formed in order to emphasize that individuals and their competences must be the prime measure for determining the development of a nation, rather than economic expansion alone. The HDI is an average of the three dimensions of human development, namely "long and healthy life, access to knowledge and a decent standard of living" (United Nations Development Programme, 2016a: 2). It is calculated by establishing the measures for each dimension and assigning minimum and maximum values, these values are put in place to change the indicators shown in different measures/units (years, $) into indices on a scale of zero to one (Ibid., 2). The Human Development Groups include those with very high human development which have an HDI of more than 0.800: these include countries such as Norway, Australia, United States, United Kingdom and Belgium (United Nations Development Programme, 2016b: 22-25, 193). Nations with high human development have an HDI which ranges from 0.700-0799 and include countries such as Belarus, Turkey, Brazil, Ukraine and China (Ibid., 22-25, 193). Countries with medium human development have an HDI which ranges between 0.550-0.699 and include countries such as South Africa, Egypt, Namibia, India and Bangladesh (Ibid., 22-25, 193). Countries with a low human development have an HDI of less than 0.550 and include countries such as Guinea, Burundi, Burkina Faso, Chad and Niger (Ibid., 22-25, 193).

Table 1. IDI 2016 values: Developed, Developing and LDCs

Development status	IDI 20 6			
	Access	**Use**	**Skills**	**IDI**
World	5.58	3.91	5.74	4.94
Developed	7.84	6.61	8.08	7.40
Developing	4.77	2.95	4.91	4.07
LDCs	2.80	1.01	2.69	2.07

Source: (ITU, 2016a: 34) Adapted

2.11. Information and Communication Technologies Development Index

The IDI combines eleven measures which concentrate on ICT Access, ICT Use and ICT Skills into one index which can be used to observe and compare advancements in ICT between nations and over a time period (ITU, 2016a: 7, 35). ICT Access is based on whether inhabitants have the infrastructure to use the internet, such as fixed telephones and mobile-cellular telephone subscriptions for each one hundred individuals; International Internet bandwidth for each Internet user; households with a computer and households with Internet access (Ibid., 9).The ICT Use measure is based on the percentage of people using the internet, as well as fixed broadband and active mobile broadband subscriptions for every one hundred inhabitants (Ibid., 9). ICT Skills comprise the average years of schooling, secondary and tertiary education gross enrolment ratios (Ibid., 9, 25). The ITU (2016a: 9) reports that the ICT Skills index is a proxy indicator and is not an exact measure of ICT-related skills, it is therefore given less weight than the Access and Use sub-indices when calculating the IDI. The combined IDI shows that developed countries have an average IDI of 7.40, while developing countries have an IDI of 4.07 and LDCs have an average IDI of 2.07 (Ibid., 34) (see Table 1 above). The IDI is computed by constructing the whole dataset which involves filling in missing values, using multiple statistical procedures, standardizing the data and comparing the results (Ibid., 11). South Africa is a developing country, according to this study with an IDI of 5.03 (ITU, 2016a: 48).

2.12. Income and Information and Communication Technologies Development Index

ITU (2016a: 3) found a strong relationship between economic development measured by the Gross National Income (GNI) and ICT development measured by the IDI. ITU plots 2016 figures for IDI against GNI per capita information for 2014 (the most recent year for which information was accessible), thereby indicating that the extent of GNI per capita (a measure of a nation's financial status) is related to ICT development (Ibid., 31). ITU (2016a: 31, 32) reports that in several instances the GNI per capita levels impact on the demand for using ICTs, as well as on investments made in equipment needed to meet the demand.

2.13. Development and Internet usage

One can argue that the higher the development level of a nation, the greater the probability that the rate of internet usage is high (Siapera, 2012: 80) - and thus the greater the possibility of a widespread use of e-recruitment techniques among employers and the use of online methods for job seekers. The ICT Use sub-index for developed countries is 6.61, whereas it is 2.95 for developing countries and 1.01 for LDCs (as indicated in Table 1 above). Usage levels may be high in developed countries as the internet may be cost-effective where the majority of the population have access to ICT's, as well as the necessary ICT Skills to use the internet and therefore benefit from its potential (ITU, 2016a: 34, 209). The ITU (2016a: 34) further reports that the ICT Access sub-index is 7.84 in developed countries, 4.77 in developing countries and 2.80 in LDCs (Table 1 above). It might also be more cost-effective as individuals have the ICT Skills to use the internet: this is measured at 8.08 in developed countries, 4.91 in developing countries and 2.69 in LDCs (Table 1) (Ibid., 34). The ICT skills sub-index is relevant as the Eurostat and ITU found that the level of education is one of the most essential measures of whether or not individuals are Internet users (Ibid., 190). Formal education such as the development of ICT Skills is necessary but it is not the only way individuals can acquire internet skills. The internet could also be learnt "informally" (Prensky (2001a, 2001b) In Czerniewicz and Brown, 2012: 859) by teaching oneself or by friends and relatives teaching the individual – rather than needing to be formally taught (Ibid.). Individuals in developed countries do not require major training because the groundwork has been laid in terms of the education and resources required to use the internet. This will be

costly in LDCs for example as more training in terms of ICT Skills will be required. It might be more expensive in developing countries and LDCs because internet access, skills and use are at low levels (Table 1). This might mean that employers may not be using the internet as much because many are not online (Louw, 2013). It will therefore require provision of more resources to ensure that more people use the internet.

2.14. Cost of fixed broadband and of smartphones.

The cost of fixed broadband in developed countries is much lower than in the developing countries (ITU, 2016a: 117). The cost of a basic fixed-broadband (worldwide), was USD 25 in 2015 (330. 755 in Rands) (figures based on calculations obtained from ITU, 2016a: 99; XE, 2017a). In LDCs, a fixed-broadband plan with a minimum of 1GB of data monthly equivalent to more than 60% of GNI per capita (ITU, 2016a: 99). The service is sold at over USD 300 per month (3, 969.06 Rand) in Uganda, Chad and the Central African Republic, and is very costly and plainly unaffordable in a few of the Small Island Developing States (Ibid., 99; XE, 2017a). The average selling price (ASP) of smartphones in Africa in the year 2015 was 2118.832 in Rands (based on calculations obtained from Strategy Analytics (2015) in GSMA, The Mobile Economy Africa, 2016: 14; XE, 2017b). The cost of data and smartphones will be linked to the issue of poverty in Section 2.15 below.

2.15. South Africa

South Africa is a developing country with good infrastructure and the most unequal country globally with severe poverty a reality (Layne, 1998: 183; Bhorat and Kanbur, 2006: 1). The internet is thus for many, not easily accessible (Wasserman, 2007: 135). In terms of infrastructure, South Africa ranks fourth in Africa and ninetieth out of one hundred and seventy-five countries with respect to the degree of networked infrastructure and access to ICTs (ITU, 2016a: 13). The Gini index, the measure of inequality was 0.63 in South Africa in the year 2011 (The World Bank Group, 2017a; The World Bank Group, 2017b). "The Gini coefficient…ranges between 0 in the case of perfect equality and 1 in the case of perfect inequality" (OECD, 2017). "The extreme level of inequality in South Africa was due in large part to the exceptionally high incomes of the richest

decile relative to the rest of the population" (Seekings and Nattrass, 2006: 191). Recent figures reveal that the highest-paid 10% obtain 55% to 60% of income (Orthofer, 2016). The next 40% of the society – earns around 30% to 35% of all income (Ibid.). The poorest half of the population, earns about 10% of all income (Ibid.). In 2011 (PPP), 16.6% of the South African population were living on $1.90 per day and the number declined to 15.9% in 2016 (The World Bank Group, 2017b; The World Bank Group, 2017c). In terms of poverty, Statistics South Africa (2014: 8, 12, 26) found that 45.5% of the population in the year 2011 was living below the 'upper bound poverty line' (R620 for each person per month). This means that approximately twenty-three million people were not able to purchase enough food and non-food products during this period (Ibid., 7, 12). Therefore, smartphones for example, may be too expensive for those living below the upper bound poverty line. If those above the poverty line are also not able to afford smartphones this is possibly due to financial obligations with regards to other needs. Internet cafes may thus be a cheaper option for internet usage. Disparities in income affect inequalities in other dimensions of wellbeing such as health, education - and are also reflected in the levels of internet access and usage (United Nations Development Programme, 2016c: 7; Lax, 2007: 200).

The issue of internet access in South Africa was discussed in Section 2.4. With respect to internet usage, as indicated in Section 1, 51.9 (per 100 individuals) in South Africa in 2015 were using the internet (World Bank, 2015a). The United Nations (n.d.) defines internet users (per 100 population), as "those who use the internet from any location" (p.309). The adult literacy rate in South Africa was 89% for those aged 15 and above, from the year 2007-2011 (United Nations Children's Fund (2013) in United Nations Statistics Division, 2017). The ITU (2016a: 15) found that South Africa ranks second in Africa and seventy-ninth out of one hundred and seventy-five countries with respect to the Skills sub-index of the IDI. It was predicted by the International Futures at the Pardee Center (n.d.) that by 2060 the literacy rate will be 100% for all South Africans. It was also found that level of education is an important indicator of internet usage (ITU, 2016a: 190): and one could therefore argue that more South Africans may possibly use the internet if supported by increased government intervention. The objectives of the National Development Plan (NDP) are to eradicate income poverty and lessen inequality by 2030 (Department of The Presidency, 2012: 24, 34). The plan aims to decrease the percentage of households which earn a monthly income less than R419 (in the year 2009) from 39 percent to zero (Ibid., 34). In addition,

Government aims to lessen inequality to 0.6 (Gini) (Ibid., 34**).** The NDP's aim is to increase rural incomes, improve skills through education and training which will help to reduce poverty and inequality (Ibid., 24). South Africa has an above average ICT Skills level (6.23), which is a predictor of internet usage (ITU, 2016: 15, 190). The low internet usage may therefore be due to another factor, that is poverty. The cost of smartphones and data may possibly be expensive for some and therefore internet cafes would probably be a more affordable option.

2.16. Policies and measures to ensure internet access

The technology that is readily available to professionals may be unknown and inaccessible to disadvantaged groups; this delays the advantages that could be experienced by the poorer groups and widens the gap between the privileged and the underprivileged (Bridging the technology gap- the City of Cape Town's broadband infrastructure, 2015: 12). The spread of ICTs and ensuring that people are connected to the internet both offer immense possibilities for speeding up human advancement and creating knowledge societies (WSIS, 2016: 80). The Universal Service and Access Agency of South Africa (USAASA) is a State-Owned Entity of government founded through the Electronic Communications Act, No 36 of 2005, to make sure that people can connect to the internet (USAASA, 2016). "Government supports the use of universal service funds to address the infrastructure access gaps of the country…" (Department of Telecommunications and Postal Services, 2016: 35). The importance of expanding coverage to rural, remote and undersourced communities is recognized by the National Integrated ICT policy White Paper (Ibid., 34). The technology policy of the New Growth Path (NGP) includes increasing access to and use of ICT's: this needs to be built on a constant and quick decrease in broadband expenses, resulting mainly from installation of fast developing underwater cables, and enhanced development in access to ICT training, and social development and community policy applications (Department of Economic Development, 2011: 53). According to the United Nations (2016), Goal 8 of the Sustainable Development Goals aims to "promote inclusive and sustainable economic growth, employment and decent work for all". One of the targets of goal eight is to "achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors" (Ibid.).

The City of Tshwane has developed seven hundred and eleven Free Internet Zones throughout the city (Knopjes, 2016: 22). Every place where the Free Internet Zones is located allows users with devices that can access Wi-Fi to access internet at no cost, without any logins or passwords. WiFi does however have a limit (Ibid., 22). On the other hand, unlimited access to jobs online and education is available through Tobetsa mobile portal once users have reached their limit (Ibid., 22; Projectisizwe, n.d.).

2.17. Conclusion

Human inventiveness has propelled technological changes and translated them into the way individuals work (United Nations Development Programme, 2016c: 3). SNSs for example have enabled personnel to discover candidates with specific skills (Cülcüloğlu, 2013: 18, 19), to obtain information from candidates' profiles (Bohmova and Pavlicek, 2015: 28) and to search for and attract candidates from different parts of the globe. However, the advantages of the Internet have spread unequally, and its benefits have not been adequately realized by many (ITU, 2016a: 209). Globally, nearly 60% of the world's population is offline (WSIS, 2016: 161). Internet usage remains at low levels in developing countries and LDCs (Section 1) while ICT Access and ICT Skills are also relatively low (ITU, 2016a: 34). However, in developed countries internet usage is high and individuals have requisite ICT Access and ICT Skills in order to use the internet (ITU, 2016a: 34). It could be argued that formal provision of ICT Skills is just one of the ways to obtain internet skills: other alternative methods include being taught by friends and or relatives, as mentioned in Section 2.14. Poverty and the cost of devices and data are possible reasons for the low internet usage rather than low literacy levels. Although this study did not collect primary data on these issues they need to be discussed in relation to internet usage (Robinson et al., 2015: 569). The use of LinkedIn for recruitment and selection (Caers and Castelyns, 2011: 437-448; Heynes, 2015: 1-99) and the lack of research in Africa (Direct Hire Recruitment Software, 2016: 9, 12-15) necessitates a study into what extent LinkedIn is being used to attract and hire candidates and the benefits and challenges of using LinkedIn for recruiting. The study also investigates whether companies are moving away from traditional recruitment techniques such as newspapers to electronic methods.

CHAPTER 3: THEORETICAL FRAMEWORK

3. Introduction

Giddens (1991: 243) identifies Late modernity as the spread of modern institutions, characterized by the global spread of the features of modernity, namely time-space distanciation, disembedding and reflexivity. He defines modernity as systems of social life or institutions which developed in Europe from approximately the seventeenth century onwards and which eventually had more or less of a global impact (Giddens, 1990:1). According to Giddens (1990: 15, 49) 'modernity' is roughly equivalent to Industrialized societies, and comprises institutions such as Capitalism, Military power and Surveillance (Ibid., 15, 59). Technological changes could not be possible without the institutions of modernity, notably capitalism with its focus on innovation and expansion and industrialism with its focus on producing accompanying technologies (Ibid., 56). These changes are not restricted to manufacture, but affect the nature of one's daily activities (Ibid., 76), including the practice of recruiting. According to Giddens (1991: 16) modernity's intense dynamism is one of the distinctive features separating the modern period from previous eras. The modern period is dynamic or subject to constant change because of three key factors: time-space distanciation, the formation of disembedding mechanisms (expert systems and symbolic tokens) and the reflexive appropriation of knowledge (Ibid., 16).

According to Giddens, globalization is the spread of modernity (Giddens, 1990: 63; Robertson, 1992: 142). It has four dimensions which emerge from the institutional dimensions of modernity (Ibid., 141). They include the world capitalist economy, the international division of labour, the world military order and the nation state system (Giddens, 1990: 71; Siapera, 2012: 28; Robertson, 1992: 141). These dimensions are relevant as they explain 'modernity on a global scale' (Robertson, 1992: 142). Modernity has become extensive in nature (Delanty, 1999: 170). Giddens therefore uses the notion of modernity as a framework, preferring the term 'Late' or 'Radicalized' modernity to Post modernity (Ibid., 170). Moreover, according to Giddens there is only modernity and we can only think about modernity through modernity (Giddens and Pierson, 1998: 117). Post modernity implies that modernity is over and a new phase has begun. The benefits and risks that

Modernity present the individual with are vast (Giddens, 1990: 7), these are applicable to Late modernity. These include possibilities with regard to physical progress and spiritual improvement but also risks in terms of climate change, population increase, and nuclear weapons (Kunushevci, 2016). The internet has also brought benefits and challenges to society. These benefits have spread beyond communication (ITU, 2016a: 201) and include using it (for example PSNSs) to attract and hire employees (Heynes, 2015: 1-99). The risk is the digital inequality that results. Giddens speaks about the internet in his recent work on the digital revolution (The Hertie School of Governance, 2015). However, the present study does not focus on this aspect of Giddens's work. Rather, this chapter provides a focused look at Giddens's theory of Late modernity with the intention of its helping to explain the data. The chapter will begin with a discussion of the institutional dimensions of modernity, followed by the three features of modernity and the lastly there will be a discussion of the four dimensions of globalization.

3.1. Institutional dimensions of modernity

3.1.1. Capitalism

Giddens (1991: 15) defines capitalism as "a system of commodity production involving both competitive product markets and the commodification of labour power". Giddens (1990: 56) notes that the highly competitive and extensive character of capitalism means that technological innovation is continuous and widespread. Capitalism's concern with innovation can be applied to computers, mobile phones, tablets, and laptops, as well as the P/SNSs which are being created. Capitalism also involves the commodification of labour: this suggests its transition into abstract labour power (Giddens, 1987: 150) which refers to the time required to produce the product (Sayer, 1991: 31). The commodification of labour power was an especially significant point of connection between capitalism and industrialism, because "abstract labour" can be precisely organized into the technological design of manufacture (Giddens, 1990: 61). Capitalist output, particularly when combined to industrialism, contributed to substantial financial gains (Ibid., 63).

3.1.2. Industrialism

Industrialism started in late 18th century Europe, substituting human and animal labour with machines which used steam or electricity, particularly in the area of manufacture and work (Giddens and Sutton, 2014: 51; Giddens, 2006: 40). According to Giddens (1990: 77) one of the key results of industrialism has been changes in communication technologies. Computers for example, are manufactured in industrial factories and they operate using electricity generated power plants (Giddens and Sutton, 2014: 53). The internet is a worldwide medium of communication, but it can only be accessed via a suitable device (for example, a computer, laptop, and mobile phone) and a power source (Ibid., 53). This study investigates the devices used by representatives to access LinkedIn. In addition, without capitalism and industrialism, data collection could not take place. The internet and technological devices such as laptops are needed to gather information from respondents.

3.1.3. Surveillance

Surveillance is defined as the observation of a population's actions in the political domain – even though its significance as a basis of managerial control is not restricted to that domain (Giddens, 1990, 58). In pre-modern societies, the degree of surveillance employed by the state and ruling groups was low (Giddens, 1987: 174). This could be seen in the settings of Absolutism and Despotism, where Absolutism is defined as a political system controlled by a supreme ruler, or prince, who had the ability to discipline, influence and control the behaviour of people, as well as manage the means of violence (Ibid., 170). In Despotism, the control over the people is arbitrary, because the leader's orders are not effectively limited by recognized traditional practices or by objectively formulated laws (Giddens, 1981: 103). This meant that the authority that despots had over servants and subordinates in these settings was life-threatening in that they would kill those who strongly resisted or did not submit to authority (Ibid., 104; Giddens, 1987: 174). In these settings, leaders had great or 'complete' authority over the people under them, yet they did not have the ability to continuously monitor their subjects, who were mainly ordered using traditions and beliefs (Giddens, 1981: 103, 104; Giddens, 1987: 174). Totalitarianism differs from Despotism as this system relies on the massive extension of the surveillance capacities of nations: this trend

has occurred over the past two hundred years (Giddens, 1987: 175). Oxford Dictionary (2017) defines totalitarianism as a structure of government that is concentrated under a single authority and enforces strict obedience to this authority. This system involves complete subordination to the nation (Ibid.). The political aspect of surveillance is not applicable to the study, it is rather supervision as the control of information which is discussed below (Giddens, 1990: 58).

Supervision is generally indirect and centres on the control of information, or it could be direct, as examined by Foucault – example, supervision in prisons, schools or work environments (Ibid., 58; Foucault, 1977: 171-177, 249). Surveillance as the control of information includes the storing and retrieval of facts and details about a person (Giddens, 1987: 154, 155). Files which included dossiers and biographies were used to increase surveillance within an establishment (Ibid., 156). An example of this is creating a dossier on a candidate using data from SNSs (Norton, 2015 in Cottom, 2015): however, this is an aspect which is not explored in this study. SNSs enable users to create profiles and therefore store information on the site. The issue of surveillance is applicable to this study as employers can then find information about candidates through screening (Caers and Castelyns, 2011: 443, 444). In addition, data for this study is stored both online and offline and can be retrieved.

3.1.4. Military power

Military power is defined as "the control of the means of violence" (Giddens, 1990: 58). In premodern societies, the individuals who had political control could never obtain constant military backing and were usually unsuccessful in attaining exclusive control of the means of violence within their regions (Ibid., 58). The military strength of the political leaders was based on alliances with emperors and military leaders in the area… (Ibid., 58). The successful control of the means of violence within an area with clear boundaries is a characteristic of the modern state (Ibid., 58). The exclusive control of the means of violence by the nation state is based on the non-religious maintenance of new systems of criminal legislation, and the role of observing and controlling abnormal behaviour (Ibid., 59).

3.2. Defense and Security

Although this study did not collect data on the military, this is an institution which is needed to ensure defense and security within a society (CSIR, 2014/15: 28). For example, it can be argued that the military is needed to physically protect a nation, so that everyone can go about pursuing his or her own economic and social development (Ibid., 28). The latter includes ensuring that all other organizations including work environments and universities work in harmony. In the 21st century in some parts of the world computers control industry and development and there has been tendency for people to hack into computers and infect viruses into systems. The Department of State Security is responsible for the organization and application of cybersecurity measures and the Department of Defence and Military Veterans is responsible for the coordination, and enforcement of cyber-defense measures (Department of Communications, n.d: 2). The Department of State Security, the Department of Justice and Constitutional Development and the Department of Police are all involved in the controlling and prosecution of cyber-crime (Ibid., 2): so that the internet can safely be used by representatives for recruiting and so that data collection for this study can go on as planned.

3.3. The dynamic nature of Late modernity

The restructuring of time and space, disembedding mechanisms and reflexivity assume universalizing tendencies that describe the expansionist, remarkable nature of modern social life (Giddens, 1991: 21).

3.3.1. Time-space distanciation

Giddens (1991: 20) defines time-space distanciation as the "condition for the articulation of social relations across wide spans of time-space, up to and including global systems". Time-space distanciation can therefore be understood as a state whereby individuals can act without being physically present in the location (Schlichter, 2010: 9). Giddens (1991: 16) argues that in premodern civilizations time and space were connected by being present at a particular place. To

determine time in pre-modern civilizations "when" was always linked to "where" or reference was made to natural phenomena such as the repetition of the seasons (Giddens, 1990: 17). Time and space were therefore bound together (Siapera, 2012: 28). In terms of communication, people had to be physically present to communicate a message to one another. In the Chinese empire one had to send a messenger or stage coaches to deliver a message to another (CRASSH Cambridge, 2012: 19:00-19:20). In more premodern societies, calendars and crude maps were created as formal techniques for the calculation of time and ordering of space (Giddens, 1990: 17; Giddens, 1991: 16). These formal techniques, in addition to mechanical clocks were of importance in the separation of time from space (Ibid., 17; Ibid., 16). Giddens (1990: 18; 1991: 17) notes that these forms of organization coordinate activities as they enabled individuals, to follow the same global event, for example, the millennium but be situated in different parts of the world.

3.3.2. Communication and "absent" others

Martins (2012: 144) following Giddens (1990: 18) "refers to space as an abstract, asocial conceptualization of geographical location." Place denotes "a physical setting of social activity as situated geographically" (Ibid., 18). Giddens (1990: 18) argues that the arrival of modernity, separates space from place by encouraging associations between "absent" others. He further notes that "absent" others are those "locationally distant from any given situation of face-to-face interaction" (Ibid., 18). This suggests that communication is made possible through other means such as phone calls, emails, text messages, video interviews (Kenyon, 2006: 112) and SNSs. The term "absent" other is significant as it illustrates the importance of technology in enabling long distance communication.

3.3.3. Disembedding

According to Giddens (1990: 53) "disembedding mechanisms "lift out" social activity from localised contexts, reorganizing social relations across large time-space distances". This means that these mechanisms remove social affairs from local settings, thereby restructuring social associations across the globe (Ibid., 53). Giddens (1990: 22) notes that disembedding mechanisms comprise symbolic tokens and expert systems. Symbolic tokens are referred to as a medium of

exchange, for example, money (Ibid., 22) which he sees as important to the disembedding of economic activity (Ibid., 26). Money can be removed from local settings and according to Giddens can be transmitted everywhere now via electronic means (The Hertie School of Governance, 2015: 33:05-34:13). The economic aspect of Giddens's work is not applicable to this study: it is rather the technological aspect that is relevant and is therefore discussed below. The ability to function without being present in a location (Schlichter, 2010: 9) is because of developments in ICT's, which according to Giddens and Pierson (1998: 99-100) is one aspect of disembedding.

3.3.3.1. *Expert systems and trust*

Expert systems organize parts of the world in which we live: these systems comprise both technical and professional abilities (Giddens, 1990: 27). These include the modes of transportation used, the houses we live in, Telecom companies, electricity networks, traffic lights, travel agencies and banks (Ibid., 28; Giddens, 1991: 18; Rasmussen, 2002: 97). In addition, expert systems (Giddens, 1990: 27) also include PSNSs such as LinkedIn. LinkedIn as an expert system is significant as it structures the working environment, thereby allowing representatives to engage in a variety of online activities. Social interactions individuals have with professionals from a variety of fields are also essential for expert systems (Giddens, 1991: 18). Moreover, trust is vital for relations people have with expert systems and it is the substance that brings communities together (Powell, 2014: 19). That all disembedding mechanisms depend on trust (Giddens, 1990: 26), is emphasized by Giddens (1990) who defines trust as the

"confidence in the reliability of a person or system, regarding a given set of outcomes or events, where that confidence expresses a faith in the probity or love of another, or in the correctness of abstract principles" (p.34).

There's always some kind of calculative basis to trust and you are not going to trust another person unless you get some kind of evidence of her or his trustworthiness (Giddens and Pierson, 1998: 109). Disembedding is founded on trust and aids the formation of procedures with not as much personal contact, while re-embedding is a procedure in which trust is re-built during personal interaction (Schlichter, 2010: 10). In terms of trust and expertise, Giddens (1990: 88) argues that

an uncertainty is found at the basis of every trust relation, much like the typical uncertainty of lay attitudes to science and technical knowledge. Giddens (1990: 89) notes that "… trust is only demanded where there is ignorance – either of the knowledge claims of technical experts…" Nevertheless, ignorance always produces a reason for skepticism - or at least caution (Ibid., 89).

The issue of trust, is addressed in this study by looking at the credibility of information posted on LinkedIn.

3.3.4. Trust and risk, security and danger

According to Giddens (1990: 35) risk and trust are entwined, with trust helping to reduce the dangers to which certain kinds of activity are subject. Danger and risk are closely connected terms but are not the same (Ibid., 34). A person who engages in a risky activity, attracts danger, where danger is interpreted as a threat to an expected result (Ibid., 35). Giddens proposes that individuals who take calculated risks are cognizant of the threats involved in a particular course of action (Ibid., 35). Nevertheless, it is also possible to be guided by a specific course of action and not be mindful of how risky it is (Ibid., 35). That is to say, they are unmindful of the dangers they run (Ibid., 35). Acceptable risk occurs when individuals have to minimize danger in order to sustain trust (Ibid., 35). Risk is not just an issue of personal activity (Ibid., 35). There are environments of risk that collectively impact many people, for example, the risk of ecological catastrophe (Ibid., 35). Security is defined as a situation in which a certain set of dangers is counteracted or reduced (Ibid., 36). Moreover, security may concern large groups of people, including global security or to the feeling of security rooted in the unconscious (Giddens (1979) in Giddens, 1990: 92; Giddens, 1990: 36). The experience of security is generally based on a balance of trust and acceptable risk (Ibid., 36).

3.3.5. Opposite of trust

Giddens (1990: 99) argues that there are situations where the absence of trust could be described as mistrust, either regarding abstract systems or persons. The term mistrust is relevant when discussing the association of an agent to a specific system, person, or type of person (Ibid., 99).

Regarding, abstract systems, "mistrust means being skeptical about, or having an actively negative attitude toward, the claims to expertise that system incorporates" (Ibid., 99). With respect to persons, it means disbelieving the claims to sincerity their conduct displays (Ibid., 99). According to Giddens (1990: 94, 100) mistrust is too weak a term to reveal the opposite of basic trust, the central feature in a generalized set of associations to the social and material world. Although not a focus of this study, basic trust is important as it is the measure of trust in early life that reduces existential vulnerabilities (Ibid., 94). The building of trust here is the very state of acknowledging the actual identity of objects and individuals (Ibid., 100). If basic trust is not established, or its intrinsic ambivalence not contained, the result according to Giddens, is continual existential anxiety (Ibid., 100). The opposite of trust is defined as "existential angst or dread" (Ibid., 100).

3.3.6. Reflexive appropriation of knowledge definition

Giddens (1990: 53) defines the reflexive appropriation of knowledge or the reflexivity of modernity as the creation of regular knowledge about social life which becomes essential to system reproduction, thereby moving social life away from the hold of tradition. Communication technologies are "an essential element of the reflexivity of modernity…" (Giddens, 1990: 77). Embedded within mediums of communication, is information (for example the news) which may assist people to break free from traditional practices (Ibid., 53, 77, 78). This study did not focus on the news. However, the internet, for example, comprises multiple sites which can be used for recruitment: this therefore can enable individuals to break free from tradition.

3.4. Modern and traditional

Giddens (1990: 37) notes that a mixture of modern and traditional practices is present in different social environments. This point illustrates that in a society a combination of modern and traditional recruitment practices will be found.

3.5. Globalization and modernity

A key feature of modernity is that it is spreading worldwide (Ibid., 63). The features of the institutions - and specifically their disembeddedness and reflexivity - make this possible (Ibid., 63).

3.5.1. Globalization and modernity - Time-space distanciation
Giddens (1990: 63) uses the concept of time-space distanciation to understand globalization. Globalization deals with the convergence of presence and absence, the joining of social events and social connections 'at distance' with local contextualities (Giddens, 1991: 21). Kunushevci (2016) interviewed Giddens on the high opportunity, high risk society and his well-known views on globalization and modernity among others. For example, he sees globalization as being driven by the economic and military spread of the West and the increase in communication (Ibid.). With the focus of the study being on communication, it is the arrival of the digital age which has strengthened the processes of globalization and driven them greatly into our individual lives (Ibid.).

3.6. Dimensions of globalization related to the four institutions of modernity

3.6.1. World capitalist economy

The global capitalist financial state is a centre for commercializing merchandise and services which comprises the commodifying of labour power in class relations that separates employees from control of their resources of manufacturing (Giddens, 1990: 72). The latter is filled with consequences for worldwide disparities (Ibid., 72). Giddens (1990: 70) notes that capitalist nations are the primary point of power in the global economy – countries in which capitalist economic pursuits (with the class relations that this involves) constitute the principal type of production. Corporations are the ruling actors within the global economy (Ibid., 71). In their dealings with each other, with countries and clients, firms (manufacturing, financial and banks) rely on production for interest (Ibid., 71). Corporations, particularly those that operate across national boundaries, have considerable economic influence in terms of worldwide spread of commodity markets, involving

money markets (Ibid., 70, 71). In addition, they have the ability to impact political policies at their home base and in other places (Ibid., 70). However, despite the influence of corporations, there are three crucial points in which they cannot compete with nations (Ibid., 70). Giddens, points out that nations rule territories; they have control over both the structure of the legal system and the means of violence while corporations do not possess these powers (USC Annenberg, 2008: 39:09-39:27). Nation states are therefore more powerful than companies in this regard (Ibid., 38:56-39:00).

3.6.2. Nation-state

Nation-states originated in Europe, but in the present-day are found worldwide (Giddens, 2006: 1026). The managerial co-ordination of the nation state depends on the formation of surveillance capabilities which were not present in traditional societies (Giddens, 1990: 57). The modern state or nation state is a specific kind of state, where a government reigns over a specified region, and whose power to give orders is supported by the judicial system and the ability to use military power to enforce policies (Giddens, 2006: 844, 1026). Countries are the main agents within the global political order (Giddens, 1990: 71). The impact of nations within the global political structure is powerfully conditioned by the degree of their wealth (Ibid., 72). Countries prioritize their territorial privileges; they are focused on promoting their regional customs, and they can conclude plans for geopolitical collaboration with other countries or alliances of countries (Ibid., 72). Other features of the nation state include the following: sovereignty, citizenship and nationalism (Giddens, 2006: 845). Sovereignty is the idea that the government has the power to give orders over a region with definite boarders (Ibid., 844). These states comprise a large number of people: many of these are citizens who have common rights such as freedom of speech and consider themselves to be a part of one state (Ibid., 844). Nationalism is another feature of nation states and it can be defined as a collection of symbols and views giving the sense of belonging to a nation (Ibid., 845). The composite of all these aspects has made Western advancement an apparently desirable goal (Giddens, 1990: 63).

3.6.3. The World Military order

The spread of military power includes the spread of weapons and practices, as well as partnerships between the military of different nations and the conducting of actual wars, such as for example the two world wars (Giddens, 1990: 75). These wars demonstrated the way in which regional clashes can become events involving global participation (Ibid., 75). In the two wars, participants came from nearly all areas of the world (Ibid., 75). After World War II there has been a worldwide mutual reliance with regards to the division of labour (Ibid., 76). The wars in a few Asian countries are examples of the global military order (Siapera, 2012 :29). Globally, the ability to collect data may possibly differ due to the wars waged in different parts of the world. The militaries' involvement in defense and security and its relevance for the study was discussed in Section 3.2.

3.6.4. International Division of Labour

The fourth dimension of globalization is the international division of labour which comprises the distinctions between more and less industrial parts of the globe (Giddens, 1990: 71, 75). This might include the differences between more developed countries and LDCs. Division of labour is seen on various fronts, for example, the level of career responsibilities, kinds of industry, possession of skills and the manufacture of raw materials (Ibid., 76). Using PSNSs, employers can identify candidates with particular skills and locate candidates in different industries worldwide. Since the second World War, there has been an extension of worldwide interdependence in the division of labour (Ibid., 76). This has assisted to trigger changes in the global distribution of production, including the deindustrialization of some areas in the developed nations and also the development of the 'Newly Industrialized Countries' in the Third World (Ibid., 76) which Giddens (2006: 1027) defines as Third World economies which have started to form a stable manufacturing base over the past 20 or 30 years.

Industrialism has had both a negative and a positive impact (Giddens, 1990: 76, 77). It has brought negative ecological changes that affect everyone in the world (Ibid., 77). However, it has also affected our very sense of living in "one world" because one of the key effects of industrialism has been changes in communication technologies (Ibid., 77). These changes are not limited to production, but are also impacting the nature of daily life (Ibid., 76). However, not all societies in

the world have fully experienced these technological innovations that are brought about by capitalism and industrialism. One can therefore argue that modernity produces both difference and exclusion (Giddens, 1991: 6). For example, as is seen in the studies by ITU there are differences in internet usage among developed, developing and LDCs (ITU, 2016b).

3.7. Relevance of Giddens to the study

Giddens's (1991: 20) concept of time-space - although an abstraction - can be used to explain the fact that SNSs reduce the role of physical proximity in social interaction (Thulin and Vilhelmson, 2007: 248). Giddens also notes that communication and changes in methods of communication have become particularly essential to the establishment and growth of societies (Giddens and Pierson, 1998: 100). SNSs, as well as the devices used to access these sites, are expert systems which, according to Giddens (1990: 27), organize large areas of the world. The expert systems therefore structure the work environments of those doing the hiring. Giddens (1990: 18) notes that modernity advances relations between "absent" others (Section 3.3.2). The term, "absent" others (Ibid., 18), is relevant as personnel might not only be using face-to-face communication to interact with candidates but can also use telephones, email, video interviews and SNSs. The latter are becoming increasingly important.

3.8. Other theorists

The notion of globalization can also be extracted from Marx's ideas in the 19th century on capitalism's extensive tendencies while Durkheim comments on the geographical expansion of the division of labour (Giddens and Sutton, 2014: 7). Wallerstein's (1974, 1980, 1989) World Systems Theory, is an important predecessor of the idea of globalization in Sociology (Giddens and Sutton, 2014: 7). Wallerstein claimed that the capitalist economic system comprises a core of wealthy nations, a periphery of the impoverished countries, and the semi-periphery in between (Ibid., 7). According to Giddens (1990: 69) Wallerstein departs from the shortcomings of traditional reasoning within Sociology, particularly with the idea that social change is internal. The limitation

in Wallerstein's theory, according to Giddens (1990: 69), is that capitalism is considered the main reason for the current changes. The important role of communication technologies is ignored in Wallerstein's theory, and the connections they may have with changes in the world system (Siapera, 2012: 25).

Beck, a theorist who wrote on Late modernity (Browning, 2011: 90), will not be used in this study. Beck (1992: 19) focuses on the risk society and his interest lies in how risks and dangers formed can be averted or reduced. Elliott (2002: 312) notes that Beck's idea of risk is elevated to such importance in social reproduction and political change that other social forces are relegated to the background. The suggestion of Beck's theory is that every relation of trust has collapsed in the risk society because of the de-legitimization of expert systems, while Giddens is of the opinion that expert systems remain in the risk society, although at the cost of being democratized: i.e. everyone can become an expert (Delanty, 1999: 169). Giddens, unlike Beck, connects trust to risk, a subject of increasing significance in social theory (Sztompka, (1998) in Delanty, 1999: 169).

3.9. Criticisms of Giddens's theory of Late modernity

Critics argue that Giddens's (1990: 17-20) concepts of space and time are merely notional abstractions (which are ideas that do not exist in reality) without substance and therefore do not constitute a testable theory (McNally and Wheale, 2001: 100; Hornby, 2005: ,6, 999). However, one can argue that the concept of time-space, although an abstraction, can be used to explain how, by using SNSs, the importance of presence is reduced and users can interact over large distances as indicated in Section 3.7. (Thulin and Vilhelmson, 2007: 248). Siapera (2012: 29) states that Giddens does not provide a direct causal reason for the move towards globalization, that is to say the expansion of modernity. Instead, his description is based on the view that the constituent features of modernity make it intrinsically dynamic and changeable in character (Ibid., 29).

3.10. Conclusion

Modernity must be recognized at an institutional level, yet the changes initiated by modern institutions interweave directly with a person's life (Giddens, 1991: 1). As a result of the impacts of capitalism and industrialism, there are continuous changes occurring with respect to technology. These technological innovations include the internet, SNSs and the devices used to access these sites. With regards to surveillance on SNSs, candidates store information on the site and representatives may use these sites to find details about candidates. The Internet and SNSs are expert systems, which may affect the work environment of those who use them. Trust is important within society (Powell, 2014: 19) and is linked to representatives' views on the credibility of information on LinkedIn. With regards to this study, data collection would not be possible without the institutions of modernity.

CHAPTER 4: METHODOLOGY

4. Introduction

This chapter discusses the positivist research paradigm, followed by an outline of the quantitative methodology approach used for this study and the electronic survey that has been employed as the method of data collection. The chapter also discusses the research design, and the three-level sampling strategy, followed by a description of the analyses of data. Validity and reliability, research ethics and the limitations of the methodology used are also discussed.

4.1. Paradigmatic orientation

Paradigms are frameworks of interconnected ontological, epistemological and methodological assumptions (Blanche, Durrheim and Painter, 2006: 40). A positivist paradigm was followed in this study, whereby a survey was used to collect data and statistical analyses were used to quantify characteristics about a number of people (Collis and Hussey, 2014: 196; Neuman, 2006: 88). Ontology is defined as the study of the real world and what can be known about it (Blanche, Durrheim and Painter, 2006: 6; Mouton, 1996: 46). The ontology of realism (Scotland, 2012: 10) was followed which means researchers study a stable external reality (Blanche, Durrheim and Painter, 2006: 7). This study focuses on whether companies are moving away from traditional methods of recruitment to electronic methods and whether LinkedIn is used for recruitment and selection. Epistemology is defined as the nature of the connection between the investigator and what can be known (Ibid., 6). An objective epistemology was followed which means researchers believe an unbiased approach is possible (Scotland, 2012: 10; Blanche, Durrheim and Painter, 2006: 7). In terms of epistemology, surveys enable researchers to detach themselves from the object of study (Ibid., 6). In other words, the researchers do not believe they are interfering with data collection when studying the social world.

4.1.1. Methodology

A quantitative methodology is applicable for ascertaining the extent to which an event occurs (Balnaves and Caputi, 2001: 33). Quantitative research is thus applicable to finding out the extent to which representatives use LinkedIn for recruitment and selection and to quantify whether companies are moving away from traditional methods of recruitment to electronic methods. Quantitative methodology also enables a researcher to distribute the survey in a shorter period of time, in comparison to a qualitative methodology using interviews (Mc Kenna, 2014: 27). Moreover, the quantitative methodology is useful as it enables the researcher to analyse data statistically: this may also include examining relationships among variables (Gomm, 2008: 7) (Section 4.4). Findings are then presented numerically (Ibid., 7).

The selection of a methodology applicable to this study was based on the questions guiding the research, the operational definitions of the variables involved and reasons for why the study was carried out (Nudzor, 2009: 124, 125). The latter are discussed in Section 1.2.

4.1.1.1. Research Objectives

4.1.1.1.1.   To investigate whether Telecommunications companies are moving away from traditional methods of recruitment to electronic methods (P/SNSs, Company Websites and Job boards).

4.1.1.1.2.   To investigate whether LinkedIn is used to attract and hire candidates.

4.1.1.1.3.   To investigate the benefits of using LinkedIn for recruiting as reported by representatives in Telecommunications companies.

4.1.1.1.4.   To investigate the challenges of using LinkedIn for recruiting as reported by representatives in Telecommunications companies.

4.1.1.2. Operational definitions of the variables

Recruitment is operationalised as the advertising of vacancies and searching for suitable candidates (Caers and Castelyns, 2011: 444). These candidates are either highly skilled, skilled or unskilled (Bhorat and Tian, 2014: 26). Selection is operationalized as sourcing new hires from LinkedIn in the past twelve months (SHRM, 2015: 12). Traditional techniques include newspapers, recruiter's campus visits, university placements, and use of television and radio (Nikolaou, 2014: 180). Electronic methods include SNSs, job boards and company websites (Odumeru, 2012: 109). Trust is operationalised as the credibility of the information uploaded on LinkedIn (Flanagin and Metzger, 2008: 8).

4.2. Research Design

Research designs are plans on how studies are to be carried out (Babbie and Mouton, 2001: 74; Rovai, Baker and Ponton, 2013: 49). This study is empirical, using an electronic survey, and the study has an exploratory and descriptive purpose.

4.2.1. Empirical

Empirical studies are concerned with issues in the real world (Babbie and Mouton, 2001: 75, 78). To answer the questions posed by empirical studies, researchers usually gather new information about the real world (Ibid., 75). The empirical approach was chosen in order to gather new information about whether representatives from Telecommunications companies are moving away from traditional methods of recruitment to electronic methods. Due to limited research (Direct Hire Recruitment Software, 2012: 12, 13) information was also needed as to whether LinkedIn is used for recruitment and selection by South African Telecommunications companies listed on this PSNS.

4.2.2. Data collection

This study uses primary data which comprise new information gathered by researchers through surveys or any other method (Babbie and Mouton, 2001: 76). The data were collected through questionnaires administered via the internet using Survey Monkey. New information was collected on the topic, as mentioned in Section 4.2.1. The reason the email survey was selected is because participants can be reached quickly and it is inexpensive (Jansen, Corley and Jansen, 2007: 5). The email survey also enabled busy personnel to fill out the questionnaire at a time convenient to themselves. A disadvantage with using an email survey is low response rate and non-response bias, which may occur due to a large amount of junk emails (Hill and Alexander, 2006: 107) or general e-mails received by respondents which serve to reduce the response rate. The methods used to deal with a low response rate are highlighted in Section 4.3.3. At the end of data collection there were 54 usable questionnaires out of 58.

4.2.2.1. The survey and the types of questions used

The survey consisted of closed-ended, open-ended and Likert scale questions. Closed-ended questions are beneficial as they provide a uniform set of responses and therefore lessen the time spent processing the data (Zhang, 2000: 66). Closed-ended questions are also useful as it easier to see the similarities and differences in the data (Babbie and Mouton, 2001: 233; Blanche, Durrheim and Painter, 2006: 486). With regards to my study the closed-ended questions were useful to identify whether companies are or are not moving away from traditional methods of recruitment to electronic methods. Furthermore, the questions focused on whether LinkedIn is used for recruitment and selection. It is also easier to use for comparing the responses from the respondents (Ibid., 486). Likert scale questions helped with an understanding of the extent to which participants agreed or disagreed on certain topics. These questions were also used to gauge how often representatives were engaged in screening and gathering information about candidates using SNSs.

Multiple response questions were also used and enabled representatives to select more than one option. A limitation of closed-ended, Likert scale and multiple response questions is that they

compel respondents to choose from a set list of options presented (Ibid., 486). For example, the multiple response question about the platforms used to advertise job vacancies forced respondents to select from a predetermined list. However, an 'Other' category was included to ensure that the response categories were exhaustive (Babbie and Mouton, 2001: 234). The 'Other' category is beneficial as additional information can be gathered beyond the list of options provided. Openended questions, on the other hand, allow participants to provide their own answer to questions (Babbie and Mouton, 2001: 233). This style was useful when asking respondents the reasons for using LinkedIn, as well as what the benefits and challenges of using LinkedIn are for recruiting purposes. These open-ended questions were mainly asked because they reflect the most important views of the respondents concerning the subject matter (Frascara, Meurer, Van Toorn and Winkler, 1997: 54). The disadvantage with open-ended questions is that some respondents may give vague and contradictory answers: therefore these were not included in the study. Another disadvantage with open-ended questions is that respondents may provide responses unrelated to the goal of the researcher (Babbie and Mouton, 2001: 233).

4.2.3. Research purpose

4.2.3.1. Exploratory

Blanche, Durrheim and Painter (2006: 44) note that exploratory studies examine particular fields of study that are relatively unresearched. A study is exploratory when no prior investigation has been done in a similar setting, with a similar topic (Louw, 2013: 8). This study is exploratory because there has been no research conducted (Ibid., 8) in South Africa on the recruitment trends of companies that have a presence on LinkedIn. Moreover, the internet has provided employers with new ways to attract and recruit talent (Heynes, 2015: 1-99; SHRM, 2015: 12): such trends need to be explored in South Africa.

4.2.3.2. Descriptive

Nykiel (2007: 57) and Heppner, Wampold and Kivlighan (2008: 224) note that descriptive designs aim to gather information to describe specific features of a certain phenomenon. A descriptive design comprising survey research is useful in order to gather information about the choices, views, traditions and activities of a specific group of individuals (Rovai, Baker and Ponton, 2013: 49; Nykiel, 2007: 57). The quantitative methodology is applicable for this descriptive work as it is useful for collecting information about the recruitment choices of the representatives of Telecommunications companies. This study is a non-experimental descriptive study and it aims to test relationships between variables without manipulating or controlling respondents (Rovai, Baker and Ponton, 2013: 49). These relationships are discussed in Section 4.4.

4.3. Population and sampling

4.3.1. Telecommunications industry on LinkedIn

A population is defined by Mouton (1996: 135) as the aggregate of all the cases from which a sample is drawn. The target population in the case of telecommunications companies in South Africa comprises three hundred and sixty-three (363) listed on LinkedIn. The list is known as a sampling frame (Gomm, 2008: 136). The reason for selecting LinkedIn and the Telecommunications industry was discussed in Section 1.2. The limitation of the approach is discussed in Section 4.7.

4.3.2. Sampling method

The sampling occurred on three levels. First, a non-probability, purposive sampling method is applicable to this study. Purposive sampling involves choosing a sample based on the knowledge of the population and the purpose of the research (Babbie and Mouton, 2001: 166). The population comprises Telecommunications companies, including mobile and infrastructure suppliers as well as voice and data services. These companies are also listed on LinkedIn and because of innovation in technology within this sector they are more likely to use the internet and its related platforms in

this present time due to the exploratory nature of the study. Purposive sampling was therefore used to select Telecommunications companies.

The second level involved using a census which is a type of probability sampling method. A census can be used to count every element in a population (Mouton, 1996: 135). Sapsford and Jupp (2006: 52) define a census as "a study including or intending to include all elements of a population, not just a sample". On this second level, this study "…intended to include…" (Ibid., 52) all Telecommunications companies and gave them an opportunity to respond. The third level involved purposively selecting representatives that are involved in HR.

4.3.3. Sampling procedure

Sampling is the choice of participants from a whole population, and includes decisions about which individuals, places, occurrences, conducts, and/or changes within society to observe (Blanche, Durrheim and Painter, 2006: 49). I therefore searched for the telecommunications companies in South Africa, listed on LinkedIn and then phoned the companies to acquire the email addresses of representatives that are involved in HR. The phone numbers were either on the company website or on webpages on Google.com. Two-hundred and one email addresses were received through the phone calls to the firms. Once email addresses were received, emails were sent inviting all companies through their representatives to participate in the study. E-mails were sent to 201 out of 365 companies: the reasons for this decision are discussed in Section 4.7. Fifty-eight representatives completed the survey. However, of these 54 surveys were deemed usable. Two representatives were external recruiters who recruit for Telecommunications companies. Two surveys were spoilt and were therefore not included in the study. The response rate was thus 26.87%. It was calculated by dividing the number of respondents by the number of emails sent multiplied by 100 (SurveyMonkey, 2017). Mc Kenna (2014: 34) notes a response rate of 20% is satisfactory if the data is of good quality. Pertaining to my study, it was anticipated that more completed surveys from the 201 companies which received the email questionnaire would be forthcoming. However, low response rate is a known disadvantage of using email surveys. This was dealt with by

conducting telephone calls and then sending e-mails to follow up. No incentives were given to participants.

4.4. Analyses

Data was analyzed using IBM SPSS Statistics 23 and is presented in the form of percentages, bar graphs and pie charts. Descriptive statistics enabled the summarising of the data while bivariate analysis was used to examine relationships among two variables (Babbie and Mouton, 2001: 486; Halperin and Heath, 2017: 392). Contingency tables, also named crosstabulations, were used in bivariate analyses to summarize the relationship between the categorical variables (Halperin and Heath, 2017: 407; Lachenicht, 2002: 365). Table 7 below (Section 5.3) illustrates the joint frequency distribution between the sizes of companies and the move away from traditional to electronic methods of recruitment. Table 11 below (Section 5.7.3.1) depicts the size of company and whether LinkedIn is used to advertise vacancies. The open-ended questions were analysed by identifying keywords as well as similar statements within these questions (Popping, 2015: 23-39). Phrases that had similar keywords/statements were combined and then counted and presented in the form of tables (Ibid., 23-39).

4.5. Validity and Reliability

Pilot studies are conducted in order to raise the reliability, validity and effectiveness of the questionnaire (Newman and McNeil, 1998: 42). This study piloted the questionnaires with two Telecommunications companies. Double-barreled questions in one of the pilots were identified and then revised. The pilot was also given to Mr Mark Rieker, a methodologist in the University of KwaZulu-Natal and it was found questions needed to be included. The final questionnaire was then assessed by Mr Rieker and was found to have face validity which is when an expert assesses the questionnaire to be valid. Blanche, Durrheim and Painter (2006: 149) note that content validity is confirmed by determining the degree to which a measure corresponds to a certain area of content.

The researcher tried to ensure content validity through careful conceptualization of key variables and their operationalization in the questionnaire.

4.6. Research ethics

According to Gomm (2008) "Research ethics refer to rules of morally good conduct for researchers" (p.365). Ethical matters should be present through all parts of the study in terms of planning, data collection and publishing of results (Blanche, Durrheim and Painter, 2006: 61). Ethical clearance was obtained from the Ethics Committee at the University of KwaZulu-Natal (See Appendix A). Participants were given an Informed Consent Document (See Appendix B) which indicates that the information they provide will be used for scholarly research only. The document indicates that participation is completely voluntary and that respondents will not be penalized in any way if they choose to withdraw at any stage from the study. The document also indicates how confidentiality is guaranteed, that is, the name and company of the representative will not be revealed in the study. The document also indicates how findings will be disseminated, which is through research papers as well as recommendations that will be forwarded to the participants. The document also states that only my supervisor and I have access to the information provided and that data will be securely stored for a duration of at least five years. Moreover, the document states the reasons for conducting the study, which is to understand whether South African Telecommunications companies use P/SNSs. Gerrish and Lacey (2010: 144) note that acquiring consent from possible respondents should include communicating information that is easy to understand and unambiguous in order for respondents to make an independent choice. All the necessary information was therefore communicated to the representatives of the companies.

4.7. Limitations of methodology

The researcher phoned companies to request the email address for participation: this was beneficial in that representatives of companies could know whom they were speaking to and keep a look out for the questionnaire. However, a limitation is that most of the companies listed under the

Telecommunications industry on LinkedIn do not have their phone numbers on their company websites, the yellow pages, LinkedIn or any other website. These companies could therefore not be contacted in order to acquire an email address of a willing participant. Some companies did have phone numbers which were constantly engaged or not functioning. Emails could have been sent directly but I chose to phone the companies first for the reasons stated above.

The main limitation is that only the Telecommunications industry was used in this study. The selection of this industry therefore limits the generalizability of the findings across industries (Wiley, 1992: 75).

Even though companies are listed under Telecommunications on LinkedIn, when contacted some said they were not in the Telecommunications industry. These companies included, for example, a car dealer, consulting engineers, radio communications and card payments. It is possible that they are linked to Telecommunications indirectly even though I did not enquire about this as this was not a research objective. The researcher would therefore have used another way of creating the sample if it was known (that the list includes companies of this nature) by cross referencing it. However, the 54 usable questionnaires were all from the Telecommunications industry.

In addition, two representatives who are external recruiters for Telecommunications industry completed the survey. However, these were not included in the study.

Also, some firms created and deleted company pages, so it was not beneficial if these occurred during the course of the study. Company pages rose to 420 and then decreased to 370 and rose again to over 400. There are many possible reasons for the increase as companies may have found out about the site and joined whereas other companies may have closed and therefore deleted these pages. The reason why the pages increased and decreased was unclear. This point will be noted in Section 5.12.

This study cannot generalize in terms of the wider population of Telecommunications companies on LinkedIn because of the non-probability sampling method selected.

4.8. Conclusion

This chapter discussed the positivist research paradigm, together with the quantitative methodology selected and the electronic survey used as the method of data collection. The usefulness of these approaches was described. The empirical research design was discussed. The aim of the study was both exploratory and descriptive. Concerning the exploratory purpose, no similar research has been done in South Africa using an online sample of Telecommunications companies with the aim of exploring whether companies are moving away from traditional to electronic methods of recruitment and whether LinkedIn is being used. With regards to the descriptive purpose, this study identified the choices in terms of the platforms used to advertise vacancies, as well as whether LinkedIn is used for recruitment and selection. The chapter then discussed the sampling method and procedures followed as well as the analyses, the issues of validity and reliability and research ethics. Finally, the chapter ended with an outline of the limitations of the methodology used.

CHAPTER 5: FINDINGS

Introduction

This chapter outlines the results obtained from the questionnaire. The chapter presents figures, tables and pie charts in order to highlight the data provided by the representatives of the companies. This section is not an evaluation of LinkedIn but rather an exploratory study of the trends identified.

5.1. Sample profile

The following section provides the characteristics of the sample in terms of their gender and age.

5.1.1. Gender

Table 2. Gender of representatives.

Gender	Representatives	
	Number	Percent
Female	34	63
Male	20	37

Out of the 54 representatives of the companies, 34 (63%) were females and 20 (37%) were males, as indicated in Table 2 above.

5.1.2. Age

Table 3. Age groups of representatives.

Age groups	Representatives	
	Number	Percent
Less than 25	3	6
26-35	32	59
36-45	10	18
46+	9	17
Total	54	100

An open-ended question asked representatives of the companies their age. Most representatives (59%) were in the age group '26-35', followed by 18% in the age group '36-45'. Seventeen percent (17%) were 46+ and 6% were less than 25 years old, as indicated in Table 3 above.

5.2. Company information

Information about the companies in terms of the province in which it is situated, age in years and the size (number of employees) is presented in this section.

5.2.1. Province

Table 4. Representatives from each province.

Province	Representatives	
	Number	Percent
Gauteng	41	76
Western Cape	11	20
KZN	2	4
Total	54	100

As Table 4 above indicates, forty-one (76%) representatives of the companies are located in Gauteng Province, eleven (20%) in the Western Cape and two (4%) representatives are in KwaZulu-Natal (KZN).

5.2.2. Age of company

Table 5. Age of company (years)

(Years)	Representatives	
	Number	Percent
Less than one year	1	2
1-5 years	12	22
6- 10 years	14	26
11-15 years	14	26
More than 15 years	13	24
Total	54	100

Thirteen (24%) companies are more than 15 years old, 14 (26%) companies are 11-15 years and 6-10 years, 12 (22%) of the companies are 1-5 years and 1 (2%) company is less than one year old, as Table 5 above indicates.

5.2.3. Size of company

Table 6. Size of the organization.

Size of organization (no. of employees)	Representatives	
	Number	Percent
1501+ (Large)	3	5.56
501-1500 (Medium)	3	5.56
101-500	7	12.96
1-100	41	75.92
Total	54	100

Question 5 on the survey requested representatives to reveal the size of their organization. The findings are presented in Table 6 above. Forty-one (76%) companies have 1-100 employees, 7 (13%) companies have between 101-500 employees, and 3 (6%) companies have over 1501 employees and between 501 and 1500 employees. The size of the companies is measured by the number of employees in the company.

5.3. A move from traditional methods of recruitment to electronic methods
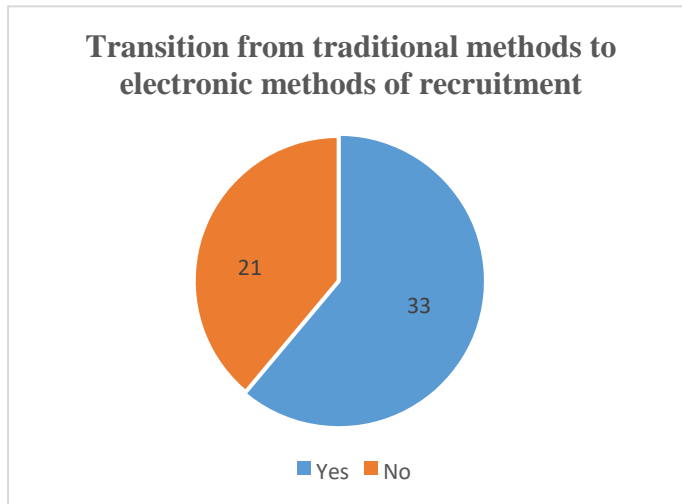
Figure 2. Transition from traditional methods of recruitment to e-recruitment

Through a closed-ended question, the representatives of the companies were asked whether they are moving away from traditional methods of employee recruitment (offline newspapers) to electronic methods (Social Networking Sites, LinkedIn, Job boards) (Question 43). Thirty-three companies (61%) indicated that they are moving away from traditional methods to electronic methods and 21 (39%) are still using the traditional methods, as shown in Figure 2 above.

Table 7. Joint frequency distribution based on sizes of companies and whether they are moving away from traditional methods of recruitment to electronic methods.

		Whether there is a move from traditional to electronic methods of recruitment		
		Yes	No	Total
The size of my organization is (number of employees)	1-100	25	16	41
	101-500	5	2	7
	501-1500	2	1	3
	1501+	1	2	3
Total		33	21	54

The cross-tabulation above (Table 7) shows that representatives from small companies (1-100 employees and 101-500 employees) and medium companies (501-1500 employees) are moving away from traditional methods of employee recruitment to electronic methods, whereas more representatives in the largest firms are using traditional methods.

5.3.1. Reasons given to support the transition from traditional methods to electronic methods

Table 8. The reasons given to support the transition from traditional to electronic methods of recruitment.

Transition from traditional to electronic methods of recruitment	Representatives	
	Number	Percent
Wider reach	5	9
People are more online based	4	7
Saves costs	3	6
Easier/easy/easiest	3	4
Saves time	2	4
Quicker	2	4
People don't read newspapers as before	2	4
Newspapers are old fashioned	2	4
Newspaper does not give the candidate you're looking for	1	2
Future of professional networking	1	2
Way society and business are moving	1	2
Company is international	1	2
Eco-friendly	1	2
Many responses per job	1	2
Accurate idea about potential candidate	1	2
Easier to access information	1	2

Through an open-ended question (Question 44) representatives were asked about reasons given to support the transition from traditional (offline newspapers) to electronic methods (example, SNSs, LinkedIn, job boards) of recruitment. Sixteen reasons were identified from 23 representatives and are presented in Table 8 above. The reasons for the transition have more to do with the benefits experienced from using online methods, rather than the disadvantages experienced when using

traditional methods. Thirteen benefits of online methods were identified in Table 8 above and three disadvantages with traditional methods. The benefits include the following: wider reach (9%); people are online based (7%); saves costs (6%); easier/easy/easiest (4%); saves time (4%); quicker (4%); future of professional networking (2%); way society and business are moving (2%); company is international (2%); eco-friendly (2%); many responses per job (2%); accurate idea about a potential candidate (2%) and easier to access information (2%). The disadvantages with traditional methods include: people don't read newspapers as before (4%); newspapers are old fashioned (4%) and the newspaper does not provide the candidate you're looking for (2%).

Table 9. The reasons given for not moving away from traditional to electronic methods of recruitment.

Reasons given for not moving away from traditional to electronic methods of recruitment	Representatives	
	Number	Percent
Prefer other methods – (Agencies, agents, recruiters)	4	7
Not everyone has LinkedIn	2	4
Use all forms	2	4
Expensive	1	2
Ineffective	1	2
Not reliable enough yet	1	2
Fairly new to social networks	1	2
No need to change	1	2
It's just one of the avenues to find candidates	1	2
Newspapers still widely used	1	2

Through an open-ended question, (Question 44), ten reasons were identified from 15 representatives for not moving away from traditional to electronic methods. The findings are presented in Table 9 above. The reasons given were that there is a preference for other methods

(7%); not everyone has LinkedIn (4%); use all forms (4%); expensive (2%); ineffective (2%); not reliable enough yet (2%); fairly new to social networks (2%); no need to change (2%); it's just one of the avenues to find candidates (2%) and newspapers still widely used (2%).
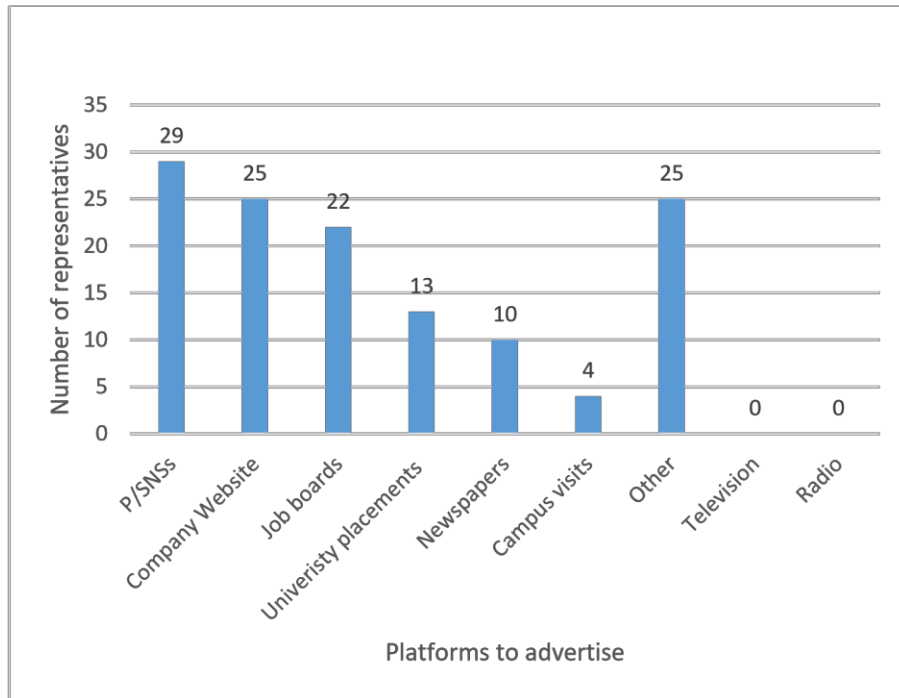
Figure 3. An overview of the platforms used by representatives to advertise job vacancies

5.4. Overview of platforms used to advertise job vacancies

A multiple response question requested representatives to reveal where they advertise job vacancies (Question 13 on the survey). Twenty-nine (54%) representatives advertise using P/SNSs; 25 (46%) representatives advertise using their Company Websites; 22 (41%) advertise using job boards; 10 (19%) use newspapers, while no representatives indicated the use of radio and television (Figure 3). Four (7%) representatives use recruiters' campus visits and 13 (24%) representatives indicated use of University placements (Internships and Work Integrated Learning). Recruiters' campus visits are when representatives of companies go to the university and speak to the students about employment opportunities. Work-integrated learning combines scholarly knowledge with work place experience (Cooper, Orrel and Bowden, 2010: xiii). Job

vacancies can also be advertised at the University for interns and more specifically for work integrated learners. Twenty-five (46%) representatives indicated a choice of 'Other'. In the 'Other' category, 11 (20%) representatives indicated (recruitment) agencies; 6 (11%) word of mouth; 2 (4%) PNet; 2 (4%) Gumtree; 1 (2%) Facebook groups; 1 (2%) Junkmail/Jobmail; 1 (2%) Careers24; 1 (2%) professional recruiter and 1 (2%) 'Internal staff receive referral fees; random applications from LinkedIn.'

5.5. Professional and/or Social Network Sites

5.5.1. Professional and/or Social Network Sites representatives from companies – used for work
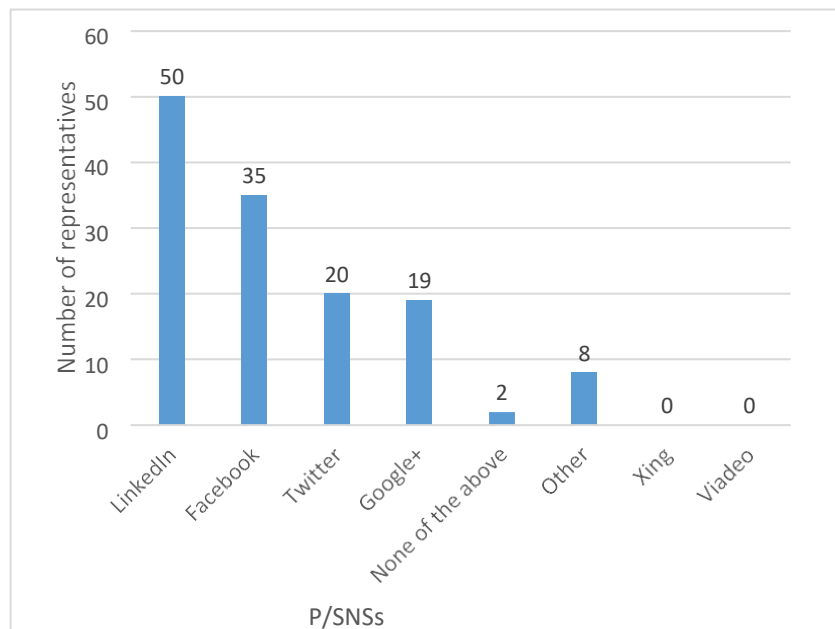
Figure 4. P/SNSs used by representatives for work purposes

Through a multiple response question (Question 6 on the survey) representatives were asked which P/SNSs are used for work (Figure 4). Nineteen (35%) representatives use Google+, 35 (65%) Facebook, 50 (93%) LinkedIn, 20 (37%) Twitter, with no usage for Viadeo and Xing. Two (4%) do not use any P/SNSs and eight (15%) of the representatives indicated 'Other'. In the 'Other' category, two (4%) of the representatives indicated their use of 'WhatsApp', two (4%) 'Careers24', and one (2%) representative each indicated 'Google for [sic] Business', 'Instagram',

'PNET', and 'Pinterest' for work purposes. Representatives mentioned platforms which are not PSNSs and/or SNSs such as instant messaging application, WhatsApp, online job websites Careers24 and PNET which are used for work purposes.

5.5.2. Professional and/or Social Network Sites used by representatives for screening.

Question 10 on the survey, a Likert-scale question, requested representatives to reveal how often they use SNSs when screening job candidates.

5.5.2.1. LinkedIn

LinkedIn has the highest frequency of use in terms of screening candidates as 16 (30%) always use LinkedIn, while 15 (28%) often use it. Nine (17%) indicated sometimes, 5 (9%) rarely and 9 (17%) representatives indicated never.

5.5.2.2. Facebook

With respect to Facebook, 9 (17%) representatives indicate always, 10 (19%) often use it, 14 (26%) indicated sometimes, 3 (6%) indicated rarely and 16 (30%) indicated never, while 2 (4%) representatives skipped the question.

5.5.2.3. Google+ and Twitter

Google+ and Twitter are ranked third and fourth respectively, with regards to usage for screening. Regarding Google+ 5 (9%) representatives indicated that they always and often use Google+ for screening, 4 (7%) representatives indicated that they sometimes and rarely use Google+, 28 (52%) indicated that they never use Google+ and 8 (15%) skipped the question. With regards to Twitter, 14 (26%) use it in various degrees, 2 (4%) always use Twitter, 5 (9%) indicated often, 3 (6%)

sometimes and 4 (7%) rarely use the site. Twenty-nine (54%) never use Twitter and 11 (20%) skipped the question.

5.5.2.4. Xing and Viadeo

Thirty-six (67%) representatives never use Xing and Viadeo to screen candidates. Moreover, 17 (31%) representatives skipped answering when it came to Xing and Viadeo. One (2%) representative indicated use of Viadeo and Xing.

5.5.2.5. Other

Three (6%) representatives use other methods, example, 1 (2%) always uses Careers 24 portal, 1 (2%) indicated normal reference checking and 1 (2%) indicated MIE and ITC. The latter two did not specify how often they use these methods.

5.5.3. Professional Social Network Sites and/or Social Network Sites used by representatives for recruiting

Through a Likert scale question representatives were asked how often they use SNSs when recruiting job candidates (Question 9). The results show that LinkedIn has the highest frequency for recruiting, followed by Facebook, Google+, Twitter, Xing and Viadeo. The distribution for each of the SNSs is presented below.

5.5.3.1. LinkedIn

Forty-four (81%) use LinkedIn in various degrees and 10 (19%) representatives never use LinkedIn when recruiting job candidates. This indicates that LinkedIn is the networking site used mostly for recruiting with usage responses of 16 (30%) always, 7 (13%) often, 15 (28%) sometimes and 6 (11%) rarely.

5.5.3.2. *Facebook*

Eight (15%) representatives indicate that they always use Facebook, 4 (7%) use Facebook often, 14 (26%) sometimes use Facebook, 5 (9%) rarely use Facebook and 21 (39%) never use Facebook, while 2 (4%) representatives skipped the question.

5.5.3.3. *Google+*

Seven (13%) representatives always use Google+, 4 (7%) representatives often use Google+, 3 (6%) representatives sometimes use Google+, 5 (9%) representatives rarely use Google+ and 28 (52%) representatives never use Google+, while 7 (13%) representatives skipped the question.

5.5.3.4. *Twitter*

Three (6%) representatives use Twitter often and always, 4 (7%) representatives indicated sometimes, 6 (11%) representatives rarely, and 32 (59%) never use Twitter for recruiting and 6 (11%) skipped the question.

5.5.3.5. *Xing and Viadeo*

Thirty-nine (72%) representatives never use Xing and Viadeo for recruiting. Fifteen (27%) representatives skipped the question.

5.6. Facebook

5.6.1. The use of Facebook to gather information and for selection

Table 10. Representatives use of Facebook for gathering information and in the selection process.

	Representatives	Always	Often	Sometimes	Rarely	Never	Total	Skipped	Total
Gather information about job candidates	Number	4	10	20	7	13	54	0	54
	Percent	7	19	37	13	24	100	0	100
Make a decision as to who will be contacted for the first selection interview	Number	3	7	14	9	20	53	1	54
	Percent	6	13	26	17	37	98	2	100

Through Likert scale questions representatives were asked whether they use Facebook to gather information about candidates and make a decision as to who will be contacted for the first selection interview (Question 46) on the survey. Table 10 above shows that 20 (37%) representatives sometimes gather information about job candidates using Facebook and representatives sometimes 14 (26%) and rarely 9 (17%) and never 20 (37%) use Facebook to make a decision as to who will be contacted for the first selection interview.

5.6.2. Other uses of Facebook

An open-ended question (Question 47) on the survey requested representatives to reveal what else they use Facebook for. Forty-five (83%) representatives answered, while 9 (17%) skipped the question. Facebook is used by 11 (20%) representatives for advertising; 8 (15%) use Facebook for marketing; 8 (15%) representatives communicate to the public in the form of articles and or events; 7 (13%) for personal use; 4 (7%) determine the behaviour of potential recruits; 2 (4%) for networking; one (2%) representative each indicated the following: ensure no one hijacks company

name; polls; enhancing company reputation; run competitions; post social responsibility projects; read what others share; share information. Two (4%) indicated N/A and one (2%) indicated none.

5.7. LinkedIn

5.7.1. Devices used to access LinkedIn
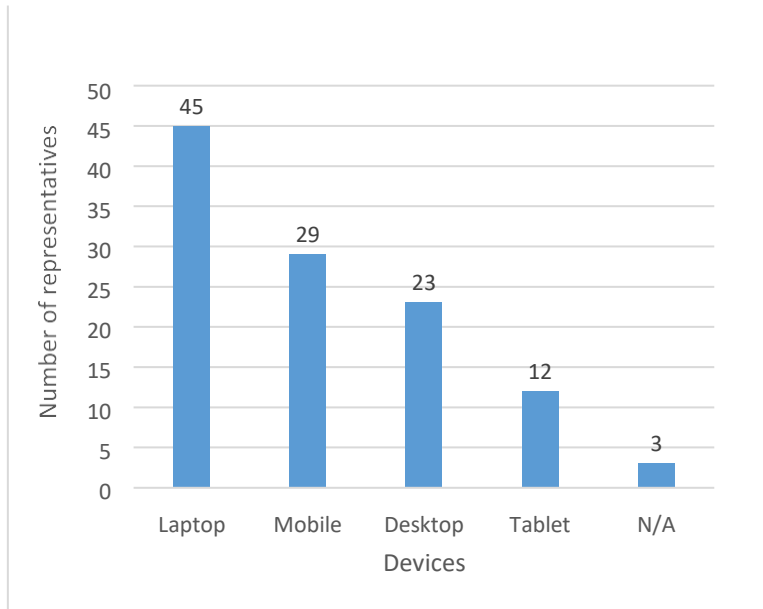
Figure 5. Devices used by company representatives to access LinkedIn

Through a multiple-response question (Question 15) representatives were asked to indicate where they access LinkedIn (Figure 5). Forty-five (83%) use laptops, 29 (54%) use mobile devices, 23 (43%) use desktops, 12 (22%) use tablets and 3 (6%) indicated 'N/A' (Figure 5)

5.7.2. Credibility of information posted on LinkedIn

Through a Likert scale question (Question 35) representatives were asked how credible they feel the information that people post on LinkedIn is. Fifty-one (94%) representatives answered the question. The findings reveal that 42 (78%) indicated credible, 6 (11%) very credible, 1 (2%) not credible and five (9%) representatives skipped the question.

5.7.3. The reasons representatives use LinkedIn

Fifty-one (94%) representatives answered an open-ended question to identify their uses of LinkedIn (Question 16). The results show that 15 (28%) representatives use LinkedIn for networking; 12 (22%) for recruitment; 7 (13%) searching for candidates; 5 (9%) for advertising; 4 (7%) for screening; 4 (7%) for marketing; 4 (7%) for updates (news/industry/interesting articles); 3 (6%) for personal use; 2 (4%) to build/promote company profile; 2 (4%) for headhunting; 1 (2%) for personality analysis; 1 (2%) for business use only; 1 (2%) to follow companies that we work with; 1 (2%) to keep track of useful candidates; 1 (2%) to make or renew contact with people we are connected to; 1 (2%) to share news and 1 (2%) to compare skills of staff. Three (6%) representatives skipped the question.

5.7.3.1. Advertise job vacancies
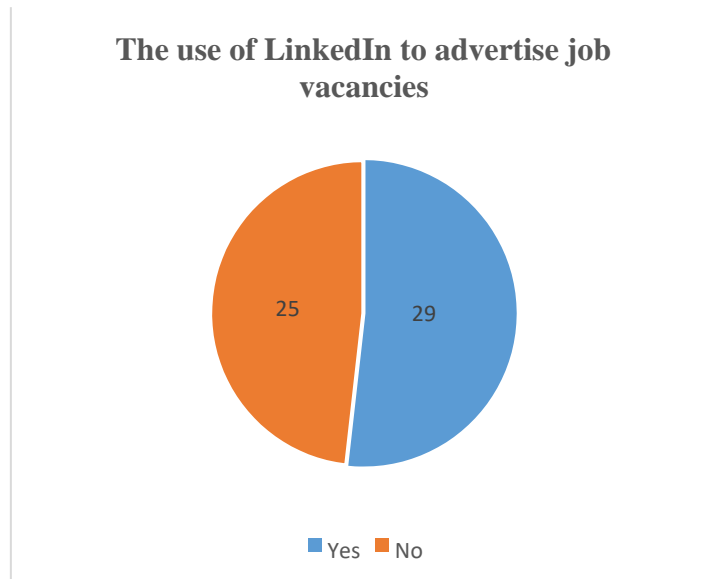
Figure 6. The use of LinkedIn to advertise job vacancies

Through a multiple choice question (Question 11) representatives were asked whether they advertise job vacancies on LinkedIn. Figure 6 above shows that 29 (54%) representatives advertise job vacancies on LinkedIn and 25 (46%) do not advertise job vacancies on LinkedIn.

Table 11. Joint frequency distribution based on the size of the organization and whether vacancies were advertised on LinkedIn.

		Do you advertise job vacancies on LinkedIn?		
		Yes	No	Total
The size of my organization is (number of employees)	1-100	18	23	41
	101-500	5	2	7
	501-1500	3	0	3
	1500+	3	0	3
Total		29	25	54

The cross-tabulation above (Table 11) shows that all representatives from large (1501+) and medium (501-1500) firms advertise job vacancies on LinkedIn, while fewer than half of the representatives from small firms advertise job vacancies on LinkedIn.

5.7.3.2. Occupational categories of potential recruits
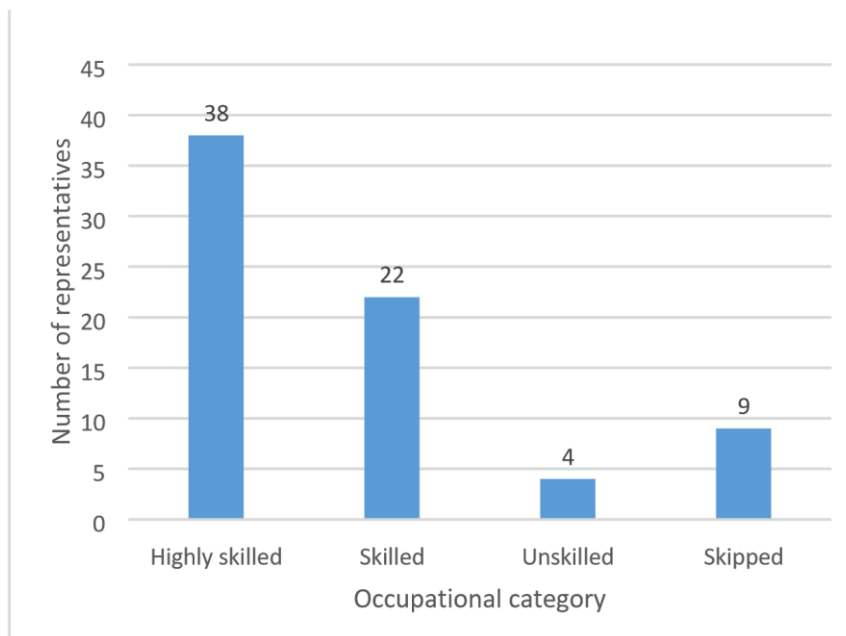
Figure 7. Occupational categories representatives look for on LinkedIn

Through a multiple response question (Question 27) representatives were asked the occupational category they look for on LinkedIn. Forty-five (83%) representatives answered the question. Figure 7 above shows that 38 (70%) look for individuals in the highly skilled category; 22 (41%) look for those who are skilled and 4 (7%) look for those who are unskilled. Nine (17%) representatives skipped the question (Figure 7)

5.7.4. Tools' representatives use

Through a multiple response question (Question 22 on the survey) representatives were asked what tools they use to express and exchange knowledge on LinkedIn. Forty-eight (89%) representatives answered as follows: 29 (54%) use LinkedIn groups, 6 (11%) use both Pulse News reader application and SlideShare, 17 (31%) use none of the above and 6 (11%) skipped the question.

5.7.5. Information about a candidate considered important

Question 28 on the survey asked representatives to reveal the information they find most important in an ideally suitable candidate (multiple response question). Forty-eight (89%) representatives answered the question. The information that was considered most important is work experience.

The distribution is as follows: 46 (85%) work experience, followed by 37 (69%) Skills, 32 (59%) Education, 19 (34%) Referees. Seven (13%) found Awards, Honours and Scholarships to be important and 3 (6%) indicated 'Other'. In the 'Other' category representatives indicated 'Attitude' and 'N/A'. Six (11%) representatives skipped the question.

5.8. The use of LinkedIn before candidates are hired

5.8.1. Verification of profiles on LinkedIn

Through a closed-ended question representatives were asked whether they verify a potential candidate's LinkedIn profile (Question 29). Forty-eight (89%) representatives answered the question. The findings reveal that 39 (72%) representatives verify potential candidates' LinkedIn profiles and 4 (7%) do not do so. Six (11%) representatives skipped the question. Five (9%) are classified as missing for question 29-31, i.e. they answered but their responses were not included.

5.8.2. Aspects of profiles that representatives verify

Through a closed-ended question representatives were asked which parts of the profile they verify (Question 30). Eight (15%) of the representatives verify Awards, Honours and Scholarships; 31 (57%) verify Education; 19 (35%) verify identifying information; 26 (48%) verify referees; 35 (65%) verify work experience and 4 (9%) indicated 'Other'. In the 'Other' category representatives indicated salary slips (2%); N/A (4%) and length of service in each company worked for (2%). Nine (17%) of the representatives skipped the question.

5.8.3. How representatives verify qualifications of job seekers on LinkedIn

Question 31, a multiple response question, requested representatives to reveal how they verify potential candidates' LinkedIn profiles. Forty-five (83%) representatives answered the question. Twenty (37%) of the representatives contact academic institutions; 31 (57%) contact former employers; 26 (48%) note referees and 5 (11%) indicated 'Other'. Included among 'Other' are inhouse testing 1 (2%) and recruitment agencies conduct background checks 1 (2%). Two (4%) indicated that it is N/A; 1 (2%) indicated 'certificates' and 9 (17%) representatives skipped the question.

5.8.4. The use of LinkedIn for gathering information about candidates and in the selection process

Table 12. Representatives use of LinkedIn for gathering information about job candidates and in the selection process.

Gathering information and Selection	Representatives	Always	Often	Sometimes	Rarely	Never	Total	Skipped	Total
Gather information about job candidates	Number	14	14	12	5	6	53	3	54
	Percent	26	26	22	9	11	98	6	100
Make a decision as to who will be contacted for the first selection interview	Number	5	8	14	9	14	52	4	54
	Percent	9	15	26	17	26	96	7	100

A Likert scale question (Question 19) on the survey requested representatives to reveal whether they use LinkedIn to gather information about candidates and make a decision as to who will be contacted for the first selection interview. Table 12 above shows that 14 (26%) of representatives always/often use LinkedIn to gather information about job candidates; 12 (22%) representatives sometimes use LinkedIn; 5 (9%) indicated rarely and 6 (11%) representatives indicated never. With regards to using LinkedIn to make a choice on the candidates required for an interview, five (9%) always use LinkedIn; 8 (15%) often use it; 14 (26%) of representatives indicated sometimes; 9 (17%) representatives rarely use LinkedIn and 14 (26%) never use LinkedIn.

5.9. *LinkedIn for recruiting*

5.9.1. *New Hires*

New hires from LinkedIn in the past twelve (12) months

3

17

34

Yes   No   Skipped
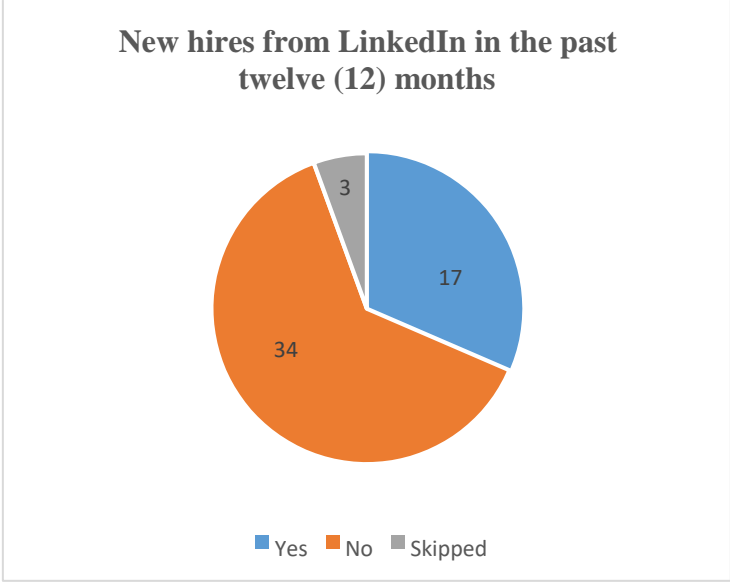
Figure 8. Sourced new hires from LinkedIn in the past 12 months

Question 21 on the survey, a closed-ended question, asked representatives whether they have sourced new hires from LinkedIn in the past 12 months. Fifty-one (94%) representatives answered. Seventeen (31%) indicated 'Yes'; 34 (63%) said 'No' and three (6%) skipped the question (Figure 8).

5.9.2. Gender of recruits
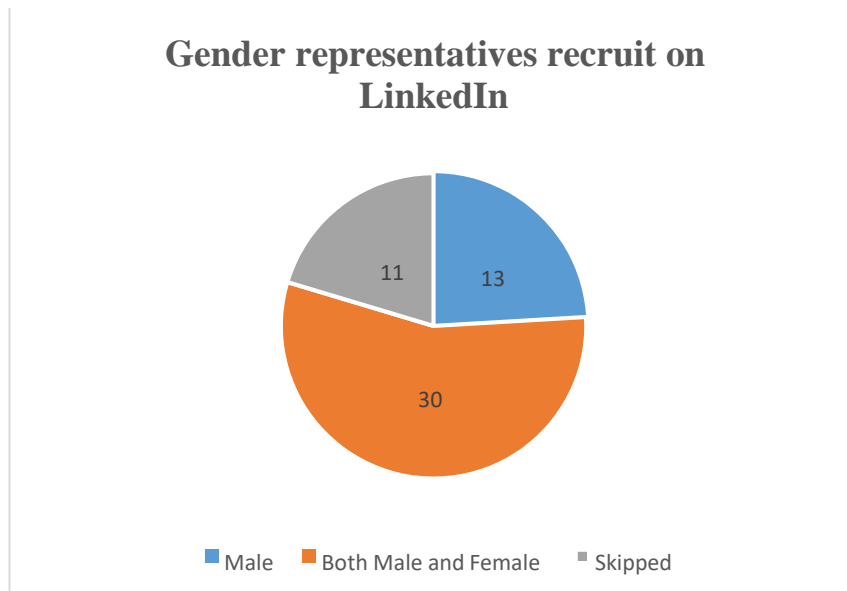
Figure 9. Gender representatives recruit on LinkedIn

Through a multiple response question (Question 25) representatives were asked which gender they mostly recruit on LinkedIn. Forty-four (81%) representatives answered the question. Figure 9 above shows that 13 (24%) indicated 'Male' and 30 (56%) indicated 'both male and female'. No representatives indicated only female and 11 (20%) skipped the question.

5.9.3. Age of recruits
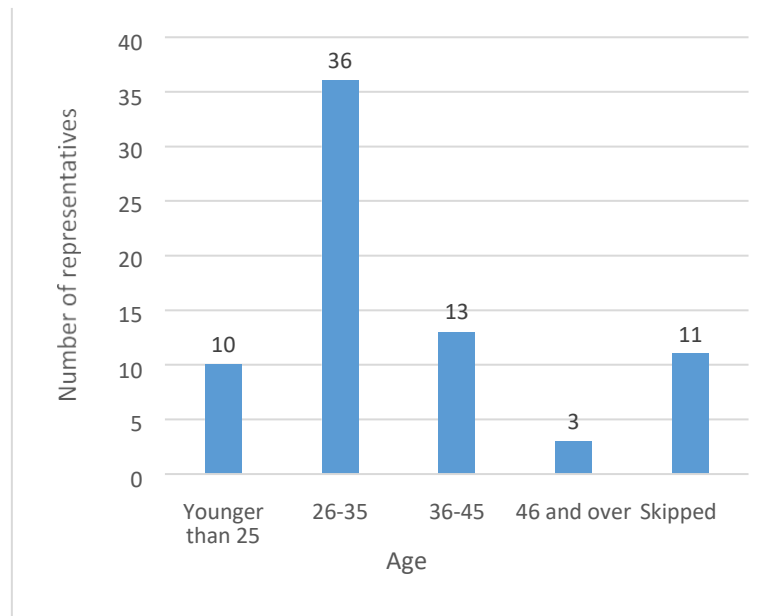
Figure 10. Age categories representatives recruit on LinkedIn

Question 26 on the survey requested representatives to reveal the age group/s they end up recruiting on LinkedIn. Forty-three (80%) representatives answered the question. The results are presented in Figure 10 above. Ten (19%) indicated 'younger than 25'; 36 (67%) representatives indicated '26-35'; 13 (24%) representatives indicated '36-45' and 3 (6%) of the representatives indicated '46 and over'. Eleven (20%) representatives skipped the question.

5.9.4. Experience using LinkedIn for recruiting
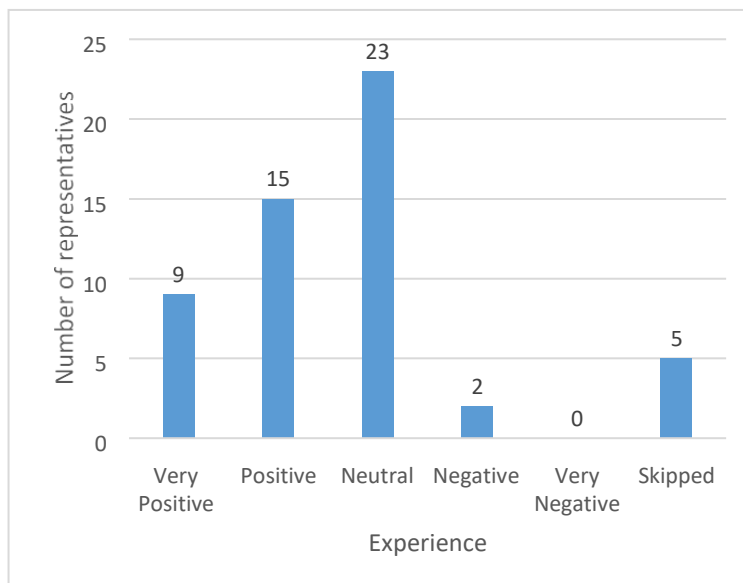
Figure 11. Experience of using LinkedIn for recruiting

Through a Likert scale question, representatives were asked to describe their experience of using LinkedIn as a recruiting tool (Question 23). Forty-nine (91%) representatives answered the question. Nine (17%) indicated very positive; 15 (28%) indicated positive; 23 (43%) indicated neutral; 2 (4%) indicated negative and none of the representatives indicated very negative, while 5 (9%) skipped the question (Figure 11 above).

5.9.5. *Benefits of using LinkedIn for recruiting*

Table 13. Benefits of using LinkedIn for recruiting.

Benefits of LinkedIn for recruiting	Representatives	
	Number	Percent
Professional profiles give insight into candidates	14	26
Limited costs	7	13
Contact/reach candidates	7	13
Search candidates	6	11
Large talent pool	5	9
Specific audience	4	7
See recommendations	3	6
Verify (experience and or references)	2	4
Screening	2	4
Advertising	1	2
Business partners in action	1	2
Avoids time loss	1	2
Peer network	1	2
Find work related to your experience	1	2
Growth and development	1	2
N/A	9	17

Through an open-ended question, representatives were asked to indicate the benefits of LinkedIn for recruiting (Question 17). Forty-seven representatives answered and seven skipped the question. Fifteen benefits were identified and are presented in Table 13 above. The results show the top benefits to be as follows: 1) professional profiles that give insight into candidates; 2) limited costs; 3) contact/reach candidates; 4) search candidates; and 5) large talent pool.

5.9.6. *Challenges of using LinkedIn for recruiting*

Table 14. Challenges of using LinkedIn for recruiting.

Challenges of using LinkedIn as a recruiting tool	Representatives	
	Number	Percent
Not getting feedback (limited responses)	4	7
Cost implications – expensive	3	6
Overload of job applications	3	6
Site not user-friendly	3	6
Incomplete profiles	3	6
Multiple recruits not matching the brief	2	4
Candidates often take too long to respond	1	2
Many foreigners applying, fewer locals	1	2
Overqualified-high salaries	1	2
Skeptical when contacted	1	2
Yields very little results if skill is too specialized	1	2
Not all profile information always visible	1	2
Not interested in their application	1	2
N/A	11	20
No Challenges	12	22
Not Many	2	4

An open-ended question (Question 18) requested representatives to reveal the challenges of using LinkedIn for recruiting. Forty-seven representatives answered and seven skipped the question. Thirteen challenges are presented in Table 14 above.

5.10. Interaction with candidates after identification on LinkedIn
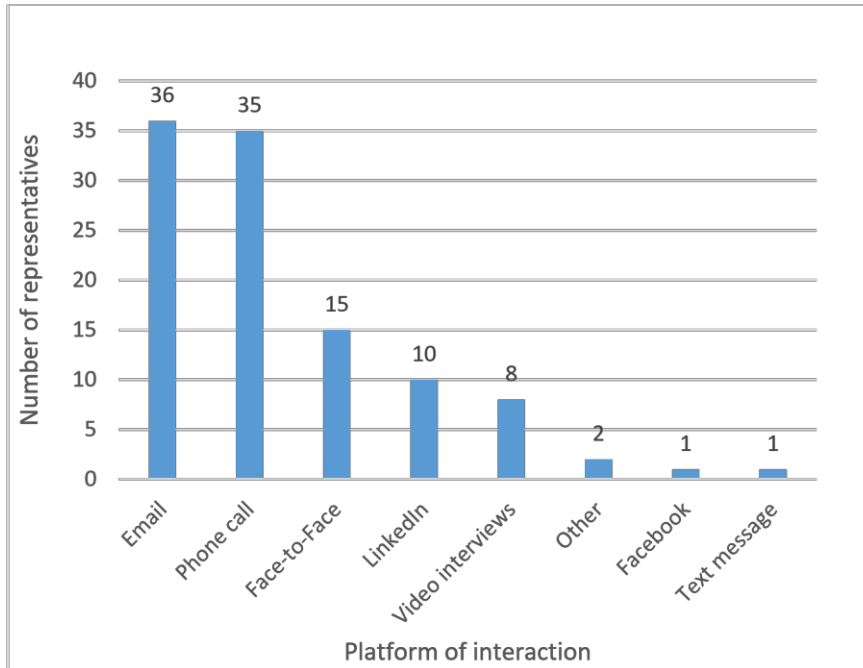
Figure 12. Platforms used to interact with candidates after they have been found on LinkedIn

Question 37 (multiple response) on the survey requested representatives to reveal which platform/s they use to interact (communicate) with candidates after they have identified them on LinkedIn. Forty-seven (87%) representatives answered the question. Figure 12 above shows that thirty-six (67%) representatives send emails; 35 (65%) make a phone call; 15 (28%) meet face-to-face; 10 (19%) use LinkedIn; 8 (15%) conduct video interviews (Skype etc.); 1 (2%) uses Facebook; 1 (2%) sends text messages. In the 'Other' category, 2 (4%) indicated N/A as they do not recruit directly/usually via LinkedIn. Seven (13%) representatives skipped the question.

5.10.1. Reasons for selecting platform/s of communication

Through an open-ended question (question 38) representatives were asked to explain their choice of each method of communication.

5.10.1.1. Emails

Six (11%) of representatives send email messages for record purposes; 2 (4%) to share information about interviews; 3 (6%) indicated that it is an easy form of communication; 2 (4%) to confirm an interview; 2 (4%) to make first contact; 2 (4%) it is private and confidential; 2 (4%) to assess written communication skills; 2 (4%) it's quick; 2 (4%) in case potential candidates decline the phone call; 2 (4%) to request (certificates and salary slips/qualifications); 1 (2%) for logistics; 1 (2%) it is formal; 1 (2%) it is convenient; 1 (2%) widely used by job seekers; 1 (2%) industry standard; 1 (2%) means of mass communication; 1 (2%) introduction and request permission to call; 1 (2%) people's own email address can be found on LinkedIn; 1 (2%) gives people a chance to think about job possibilities, 1 (2%) to confirm details, 1 (2%) N/A.

5.10.1.2. Face-to-face communication

Representatives note six reasons for using face-to-face communication. Six (11%) Appearance; 3 (6%) for an interview; 2 (4%) it's easier to meet the person; 2 (4%) it is the best form of communication; 2 (4%) third contact; 1 (2%) to evaluate skills on a formal basis. One (2%) representative indicated not until I call the person for an interview; 1 (2%) said too soon; 2 (4%) indicated N/A.

5.10.1.3. LinkedIn

Representatives use LinkedIn for the following reasons: 2 (4%) InMail/built in messaging system works well; 2 (4%) initial contact; 1 (2%) for early introductions; 1 (2%) quick and efficient; 1 (2%) recruitment is done through LinkedIn – information available; 1 (2%) get email addresses from candidates; 1 (2%) N/A; three (6%) responses are classified as missing.

5.10.1.4. Phone call

Representatives make phone calls for the following reasons: 5 (9%) quick response/fastest method of communication; 4 (7%) direct communication; 3 (6%) to follow up; 3 (6%) assess verbal communication skills; 3 (6%) arrange for an interview; 2 (4%) arrange to meet face-to-face; 2 (4%) first interview; 2 (%) confirm interview/appointment; 1 (2%) arrange for Skype interview; 1 (2%) it's effective; 1 (2%) second contact after email.

5.10.1.5. Text message

One (2%) indicated that text messages are sent because they are easy for logistics. Two (4%) responses are classified as missing and 2 (4%) indicated N/A.

5.10.1.6. Video Interviews

Representatives indicated their use of video interviews for the following reasons: 2 (4%) if the candidate is outside the country/does not reside in the same province; 1 (2%) if the HR team is not in the country; 1 (2%) if the candidate is unable to meet in person, then Skype will be used; 1 (2%) indicates their use of video interviews to see the candidate's appearance; 1 (2%) face-to-face communication; 1 (2%) notes that if there is no time to physically arrange interviews; 1 (2%) first interview can be conducted on Skype; 1 (2%) if face-to-face isn't possible; 1 (2%) only if applicable (regional branches); 1 (2%) 3rd contact and 2 (4%) indicated N/A.

5.11. Policy

5.11.1. Social media policy

Through a closed-ended question representatives were asked whether they have a social media policy (Question 48). Twenty (37%) representatives indicated they have a social media policy whereas 34 (63%) indicated in the negative.

5.11.2. Social recruiting policy/ Policy for recruiting with Professional/Social Networking Sites

Through an open-ended question (Question 49) representatives were asked to indicate their policy regarding recruiting with P/SNSs. One (2%) indicates that they do not disclose new products; 1 (2%) company name and salary for position should not be posted; 1 (2%) only use (mainly LinkedIn) to headhunt/source the odd job applicant; 1 (2%) contacted within fourteen days if not then unsuccessful; 1 (2%) fair procedure followed and no discrimination as per Employment Equity Act1; 5 (9%) Nothing/No policy; 1 (2%) Disciplinary action will be taken if potential candidate has unacceptable posts on social media; 1 (2%) social networking sites permitted only when being used for work purposes during office hours. Personal social networking for out of office hours only; 1 (2%) do not post information that does not comply with company policy; 1 (2%) networking sites as a second step after attempting to source referrals from our employees; 1 (2%) not allowed to take pictures of the building; 1 (2%) recruiting via SNSs is an effective way to get a short-list together; 1 (2%) none disclosure of new products and 1 (2%) indicated 'Applicable'. The respondent noted it is applicable, however did not give further elaboration.

Through an open-ended question representatives were asked the reason companies do not have a social media policy: reasons given are: 7 (13%) representatives note that they are a small company (no need for it now/negligible social media footprint); 3 (6%) indicated it's in the process/working on it; 2 (4%) representatives noted that they are fairly new to SNSs; 1 (2%) representative indicated that they are a business-to-business company and they do not directly relate to consumers; 1 (2%) representative noted that there is no need for it now; 1 (2%) indicated that the culture is not yet fully developed; 1 (2%) indicated that there is a limited use on social media- low risk; 1 (2%) says

that they haven't thought about it; 2 (4%) we do not use it often enough yet/we do not need it that often; 1 (2%) in the early stages of development; 1 (2%) representative trusts the person managing social media; 1 (2%) our social media has not developed at such a fast pace and resources are limited; 1 (2%) we encourage our people to socialize and get to know each other on a personal level; 1 (2%) not yet implemented; 1 (2%) never discussed. Four (7%) representatives indicated that it is not applicable.

5.12. Conclusion

The findings indicate that LinkedIn is the most used SNS for work purposes, screening and recruiting (Figure 4, Sections 5.5.2 and 5.5.3). However, Facebook, Google+, Twitter, Instagram are also used (Figure 4, Sections 5.5.2 and 5.5.3). This chapter presents the findings of the study in the form of bar graphs, pie charts and tables. One of the aims of the study is to identify the benefits and challenges of using LinkedIn when recruiting potential employees (Table 13 and Table 14). This study identifies 15 benefits and 13 challenges. Among the benefits are that professional profiles give insight into candidates; it has limited costs; there is an ability to search for candidates; to contact candidates and have access to a large talent pool. The main challenges are as follows: representatives not getting feedback from potential candidates; there are incomplete profiles; it is expensive; there is an overload of job applications and the site is not user-friendly. As mentioned in the Methodology (Section 4.7), the list from which the sample was taken increased and decreased during the study. The next chapter will discuss the findings of the study.

CHAPTER 6: DISCUSSION

6. Introduction

The present chapter will present a discussion of the findings presented in Chapter 5. Giddens' theory of Late modernity is referred to when seeking to interpret the findings. The study investigates whether representatives from Telecommunications companies are moving away from traditional methods of employee recruitment to electronic methods. The reasons for a shift are evident by looking at the advantages of online methods and the disadvantages of traditional methods. The chapter also discusses the uses of LinkedIn by representatives, as well as the benefits and challenges of using LinkedIn for recruiting. As indicated in the literature review, LinkedIn is used by individuals who have knowledge of ICTs, the ability to use these technologies and perceive their advantages (Papacharissi, 2009: 212). These people gravitate towards professional (whitecollar) occupations that require the use of ICTs (Ibid., 212), thus, representatives from the Telecommunications industry are among those in these occupations.

The institutions of modernity are central to the use of the internet by representatives and to data collection for this study. Capitalism, as well as the effects of industrialism which are changes in communication technologies (Giddens, 1990: 77) provide the technology which is needed for erecruitment and for acquiring information from representatives. Surveillance as the control of information (Ibid., 58), is necessary as data is stored online and can then be extracted. The military is also needed in order for individuals to go about their social and economic development (CSIR: 2014/15: 28) which encompasses recruiting on the part of the representatives and also the collecting of data for this study.

6.1. Representatives of the companies

This study surveyed fifty-four representatives in three provinces in South Africa. The results showed that 41 (76%) were found in Gauteng province, followed by 11 (20%) in the Western Cape and 2 (4%) in KZN (Table 4). This present study showed that representatives from small firms

comprised the majority of the representatives: 41 (75.92%) were from small firms of between 1100 employees, followed by 7 (12.96%) from firms between 101-500 employees and the least number of representatives 3 (5.56%), were from medium and large firms with 501-1500 and 1501+ employees respectively (Table 6). The data collected indicates that more representatives from small companies (1-100 employees and 101-500 employees) and medium companies (501-1500 employees) were moving away from traditional methods of employee recruitment (Table 7). On the other hand, traditional methods are still being used by more representatives in the largest firms (Table 7).

6.2. A move from traditional to modern recruitment techniques

The majority of firms (33 (61%) are moving away from traditional print to electronic methods of recruitment (Figure 2). More representatives advertise vacancies using online methods such as P/SNSs (54%), company websites (46%) and job boards (41%) than with traditional techniques, such as newspapers (19%); recruiter's campus visits (7%); university placements (24%); recruitment agencies (20%) and word of mouth (11%) (Figure 3). None of the representatives indicated the use of television and radio (Figure 3) this could possibly be because they are traditional forms of recruitment or that they are expensive. The findings from Direct Hire Recruitment Software (2016, 9, 12, 14-15) is in line with this study as a trend towards online platforms such as SNSs and job boards for recruitment (>60% for both techniques) was evident, whereas newspapers (40%) and recruitment agencies (>30%) were also used - although by fewer HR personnel. In the study by Direct Hire Recruitment Software (2016: 15) the use of online techniques was preferred for mid to high level roles.

6.2.1. Reasons given to support the transition

The reasons given to support the transition from traditional to electronic methods include wider reach (9%); that individuals are online-based (7%); cost-effectiveness (6%); that it is easier/easy/easiest (4%); saves time (4%); that individuals do not read newspapers as they used to

(4%) and that newspapers are old-fashioned (4%) (Table 8). Davison et al. (2012: 4) argue that SNSs can provide a fast and inexpensive method to obtain information about prospective employees. E-recruitment also saves time as personnel can immediately advertise job openings (Mc Kenna, 2014: 12). This present study found that other reasons for the transition to electronic recruitment is because of the following: it is the future of professional networking (2%); it is the way society and business are moving (2%); that the company is international (2%) and that it is eco-friendly (2%) (Table 8). Table 8 indicates that the rationale for this transition has more to do with the advantages of the online methods (thirteen reasons) than the disadvantages of traditional methods (three reasons). Although Table 8 indicates the reasons for the trend towards erecruitment, another possible reason may be because the companies have an online presence and therefore be more likely to use online platforms for recruitment. This is seen in the results highlighted in Figure 3 (Section 5.4) as more companies are advertising online than by traditional techniques, although not to a great extent.

6.2.2. Reasons for not moving away from traditional to electronic methods of recruitment

Table 9 displays 10 reasons for not moving away from traditional methods. Four (7%) representatives note their preference for techniques such as recruitment agencies. Two (4%) representatives report (Table 9) that not everyone has LinkedIn. This is therefore a reason to still use traditional platforms. LinkedIn was used by 5.5 million people in South Africa in 2016 (World Wide Worx and Ornico, 2016). According to World Bank (2015a) 51.9% of the South Africa population were internet users, as identified in Section 2.15. Traditional platforms are therefore required to cater for those who are qualified for positions in firms but who are not using the internet. Representatives indicated the use of all methods 2 (4%). Giddens (1990: 37) notes that a combination of modern and traditional practices is to be found in different settings. Representatives also indicated that e-recruitment is ineffective (2%); e-recruitment is not reliable enough yet (2%); they are fairly new to SNSs (2%) and that there is no need to change (2%). One (2%) representative indicates that newspapers are still widely used.

As discussed in Section 3.3.6, communication technologies are an important aspect of the reflexivity of modernity which have separated the modern from the traditional (Giddens, 1990:

77). The internet for example, comprise PSNSs which focus particularly on recruitment and this may therefore help representatives to break free from traditional methods of recruitment. Although it is not known how these representatives found out about e-recruitment, one can argue that human inventiveness has initiated technological advancements and individuals have thus incorporated them into their jobs (United Nations Development Programme, 2016c: 3). The spread of these technological innovations can be attributed to capitalism's highly competitive and extensive character (Giddens, 1990: 56). Nevertheless, not all nations have completely experienced these changes introduced by forces of capitalism and industrialism (Section 3.6.4). Giddens (1991: 6) notes that modernity creates difference and exclusion. As is seen in the studies by ITU there are differences in internet usage among developed, developing and LDCs (ITU, 2016b). Moreover, in South Africa there was a difference in internet usage (World Bank, 2015a) (Sections 1, 2.15 and 6.2.2). Possible reasons for the low internet usage were the issues of inequality and poverty and the cost of devices and data as discussed in Sections 2.14 and 2.15. The NDP plans to ensure increased rural incomes, and enhancement of skills through education and training: this would help to lessen poverty and inequality (Department of The Presidency, 2012: 24). These issues were highlighted in Section 2.15 above.

6.3. The use of Professional Social Network Sites and/or Social Network Sites

The institutions of modernity, namely capitalism, industrialism, surveillance and military power (Giddens, 1990: 15, 58-59) have enabled representatives to use the internet and its related platforms as previously discussed. The choice of P/SNSs for work purposes (that is, general work purposes) which may or may not include advertising and screening illustrates the concept of demassification, which is the ability of the media user to choose from an extensive list (number of sites) (Ruggiero, 2000: 16). The present study found that LinkedIn and other SNSs such as Facebook, Twitter and Google+ are all being used for work purposes, recruiting, and screening (Figure 4, Sections 5.5.2 and 5.5.3). LinkedIn, emerges as the platform used by most representatives for these activities (Figure 4, Sections 5.5.2.1 and 5.5.3.1). Concerning the P/SNSs used for work purposes LinkedIn is used by 93% of the representatives for work purposes, followed by Facebook (65%), Google+ (35%) and Twitter (37%). None of the representatives indicated use

of Xing and Viadeo for work purposes. With regards to screening, 45 (83%) representatives use LinkedIn in various degrees, followed by 36 (67%) for Facebook and 14 (26%) using Twitter (Figure 4). P/SNSs enable its users to create profiles and therefore store information on the site. The issue of surveillance (Giddens, 1987: 154, 155), is applicable to this study as representatives can then find information about candidates through screening (Caers and Castelyns, 2011: 443, 444). Cülcüloğlu, (2013: 19) notes that LinkedIn is the most frequently used site "because it has taken the SNS framework as a basic premise and moved towards a job oriented structure with related features instead".

6.4. LinkedIn

6.4.1. Devices used to access LinkedIn

The capacity to interact without being physically present (Schlichter, 2010: 9) is because of changes in ICT's: this according to Giddens and Pierson (1998: 99-100), is one feature of disembedding. These mechanisms, according to Giddens (1990: 53), remove social affairs from local settings, thereby restructuring social associations across the globe. Technological innovations such as mobile phones, laptops and tablets are examples of expert systems. This present study found that LinkedIn was used by 45 (83%) of the representatives via laptops, mobile devices (54%), desktops (43%), tablets (22%) with 6% indicating 'N/A' (Figure 5).

According to Giddens (1990: 76) technological changes are not restricted to production, but also have an impact on the nature of daily life. The latter includes the recruitment practices of organizations using a PSNS such as LinkedIn. LinkedIn is also an expert system, comprising both technical and professional abilities (Ibid., 27). As indicated in Section 3.2.3.1. Trust is important for relations individuals have with expert systems and it is the substance that brings societies together (Powell, 2014: 19). Trust is defined by Giddens (1990: 34) as the "confidence in the reliability of a person or system…" In terms of trust, this study found that 42 (78%) representatives find the information that people post on LinkedIn credible and 6 (11%) indicated they found it very credible (Section 5.7.2). Trust is therefore deemed necessary in order for representatives to use the site.

6.4.2. Additional uses of LinkedIn

Through an open-ended question (Question 16), the uses of LinkedIn were identified (Section 5.7.3). Fifteen (28%) representatives indicated their use of LinkedIn for networking; for recruitment (22%) and searching for candidates (13%). LinkedIn is used by five (9%) representatives for advertising; 4 (7%) for screening; 4 (7%) for marketing; 4 (7%) for updates (news/industry/interesting articles); 2 (4%) to build/promote their company profile; 2 (4%) for headhunting; 1 (2%) for personality analysis; 1 (2%) for business use only; 1 (2%) to follow companies that we work with; 1 (2%) to keep track of useful candidates; 1 (2%) to make or renew contact with people we are connected to; 1 (2%) to share news, and 1 (2%) in order to compare skills of staff. Three (6%) of representatives indicated their use of LinkedIn for individual purposes. Interactivity enables users to exchange ideas (Ezumah, 2013: 30). This study found that to express and exchange knowledge, 29 (54%) of the representatives use LinkedIn groups while 6 (11%) use both Pulse News reader application and SlideShare (Section 5.7.4). Hence, this present study has found that LinkedIn is used for a variety of work purposes, as indicated in Section 5.7.3. It was also found that representatives used LinkedIn for personal reasons.

6.4.3. Recruiting

Forty-four (81%) of the representatives use LinkedIn for recruiting, although the level of usage varies. LinkedIn is always used by 16 (30%) representatives for recruiting (Section 5.5.3.1). This study has found that 17% of representatives have had a very positive experience using LinkedIn for recruiting and 28% have had a positive experience, whereas 2 (4%) have had a negative experience using LinkedIn for recruiting (Figure 11).

6.4.3.1. Benefits of using LinkedIn for recruiting

The main benefit identified by 14 (26%) representatives is that professional profiles give insight into candidates (Table 13). Professional profiles comprise achievements, experience, education, recommendations and endorsements. Seven (13%) of representatives identified other benefits such

as limited costs and the ability to contact/reach candidates, while 6 (11%) indicated it enables them to search for candidates and 5 (9%) noted access to a large talent pool (Table 13). Three (6%) representatives indicated seeing recommendations as a benefit of using LinkedIn (Table 13). Coworkers, former classmates, and other networking connections who have LinkedIn profiles can give recommendations, thereby communicating support for their achievements (Chiang and Suen, 2015: 517; Parez, 2013: 7). Two representatives (4%) identified screening as a benefit of using LinkedIn for recruiting and 1 (2%) representative noted advertising to be an advantage (Table 13).

6.4.3.1.1. Advertising vacancies and searching for candidates

The findings of the study show that twenty-nine (54%) of representatives advertise job vacancies on LinkedIn (Figure 6). In the 2016 South African HR Recruitment Trends Report, more than eighty percent (>80%) of the one thousand, three hundred and eighty-eight (1388) HR executives sampled used LinkedIn to attract candidates (Figure 1) (Direct Hire Recruitment Software, 2016: 13). Heynes (2015: 77) found that LinkedIn was used by 67% of personnel in New Zealand for recruitment. Figure 7 shows that 38 (70%) of the representatives look for those in the highly skilled occupational category, while 22 (41%) indicated that they look for skilled and 4 (7%) for unskilled. LinkedIn is a professional platform, so it is expected that representatives will use the platform to look for highly skilled employees.

6.4.3.2. Challenges of using LinkedIn for recruiting

6.4.3.2.1. Profiles not updated frequently and incomplete profiles

Three (6%) representatives noted that candidates have incomplete profiles (Table 14). Other studies confirm that LinkedIn profiles were incomplete among the sites users (Zide, Elman and Shahani-Denning, 2014: 597; Heynes, 2015: 68). In addition, to incomplete profiles, it was found that candidates do not update their profiles regularly enough. Heynes (2015: 68) also found that profiles were not updated. Representatives are using LinkedIn to gather information about candidates and decide who to invite for the first interview, although at various degrees (always,

often, sometimes and rarely) (Table 12). If profile information is incomplete and not updated regularly users could possibly lose opportunities.

6.4.3.2.2. Cost implications

Three (6%) of the representatives identified the cost implications of LinkedIn as a challenge (Table 14). According to a representative in this present study, the United States Dollar (USD) to South African Rand (ZAR) Rate of Exchange (ROE) makes LinkedIn an expensive option for South Africans. The price ranges from $30 (R425) per month to $120 (R1, 694) (Kapko, 2015). The most expensive option provides users with: "30 InMail messages, advanced search, unlimited visibility of your extended network, automatic candidate tracking and integrated hiring, with a recruiting specific design" (Ibid., 2015).

6.4.3.2.3. Skeptical when contacted

One of the challenges of using LinkedIn, according to a representative, was that potential recruits are skeptical when contacted:

"primary domain for recruiters to look – This scares off candidates. They are skeptical when you contact them. How much information can you share before it gets dangerous?".

Ignorance always produces a reason for skepticism, or at least caution (Giddens, 1990: 89). Giddens (1990:99) notes too that mistrust means being skeptical about or having a negative view towards the claims to expertise that the system embodies (Section 3.2.5.).

6.4.3.2.4. Other challenges

The other challenges which were identified include the following: not getting feedback (7%); the overload of job applications (6%); LinkedIn is not user-friendly (6%); multiple recruits not matching the brief (4%); candidates often take too long to respond (2%); many foreigners applying,

fewer locals (2%); overqualified and therefore require high salaries (2%), and yields very little results if the skill is too specialized (2%).

6.5. Interactivity

The arrival of modernity, separates space from place by encouraging associations between "absent" others who are those individuals who are not in physical proximity and can therefore not engage in face-to-face communication (Giddens, 1990: 18) (Section 3.3.2). However, communication is made possible through other means such as email and text messages among others (Kenyon, 2006: 112), as indicated in Section 3.3.2. After representatives identify candidates on LinkedIn the results show that 36 (67%) of the representatives send emails, 35 (65%) make a phone call, 15 (28%) meet face-to-face, 10 (19%) use LinkedIn, 8 (15%) conduct video interviews, 1 (2%) uses Facebook and 1 (2%) sends text messages (Figure 12). However, why are the majority of representatives not using LinkedIn to interact with candidates after they have identified them on the site? The concept of demassification is useful to explain the fact that representatives can choose from several options (Ruggiero, 2000: 16). Quick responses (9%); direct communication (7%); to arrange for an interview (6%) and follow-up were (6%) were some reasons given for the use of phone calls. Six (11%) representatives mentioned that email messages are used for record purposes, thereby establishing the attribute of asynchroniety connected to the use of the internet. Emails are also used because they are an easy form of communication (6%); they are used to share information about interviews (4%) and to confirm an interview (4%) (Section 5.10.1.1). This study found that 28% of the representatives interact with a candidate face-to-face while 15% conduct video interviews (Figure 12). Some of the reasons given for using face-to-face communication were to observe the appearance of candidates (11%); for an interview (6%) and to evaluate skills on a formal basis (2%). Some reasons given for the use of video interviews were: if the HR team is not in the country (2%); if the candidate is unable to meet in person then Skype will be used (2%); and in order to see the candidate's appearance (2%). It can be argued that internet and technology have enabled the convergence of presence and absence (Giddens, 1991: 21), as representatives communicate with potential candidates: even though they are absent from one another interaction through devices can establish 'presence'.

6.6. Selection process

6.6.1. Verification

A necessary part of the selection procedure is the verification of the candidate's previous employment history and references (Grobler et al., 2011: 203). Heynes (2015: 55) found that 89% of professionals used other means to verify the data displayed on LinkedIn. This study found that representatives contact former employers, academic institutions and referees (Section 5.8.3). Furthermore, amongst the 'Other' category strategies are inhouse testing and background checks conducted by recruitment agencies. This study found that once the majority of representatives, i.e., 39 (72%) get to a certain stage in the recruitment process they verify a potential candidate's LinkedIn profile, with the majority also verifying work experience (Section 5.8.2).

One of the attributes of interactivity is that it enables users to collect information (Ezumah, 2013: 30). A Likert scale question (Question 19) on the survey requested representatives to reveal whether they use LinkedIn to gather information about candidates and make a decision as to who will be contacted for the first selection interview. Table 12 above shows that LinkedIn is used by 45 (83%) of the representatives to gather information about candidates, although this is done at various degrees. LinkedIn is used by 36 (67%) representatives to decide who will be contacted for the first selection interview although usage varies. This study found that Facebook is used by 41 (76%) representatives to gather information about candidates although at various degrees and Facebook is used by 34 (61%) representatives to decide who will be contacted for the first selection interview (Table 10). Caers and Castelyns (2011: 443, 444) also found that both LinkedIn and Facebook were used to determine the candidates who will be called for the first interview. The information displayed on SNSs might therefore influence candidates' chances of being called for an interview (Ibid., 444). This study thus found that representatives use LinkedIn to make selection choices, such as determining the candidates who will be called for the first interview.

6.6.2. Gender and age of recruits

LinkedIn was used by 17 (31%) of the representatives to source new hires in the past twelve months (Figure 8). The SHRM (2015: 12) survey reveals that 57% of the 357 respondents sourced new hires from LinkedIn in the past twelve months. This current study found that 30 (56%) of representatives recruit both male and female candidates (Figure 9), whereas, 13 (24%) recruit only males and none of the representatives recruit only females (Figure 9). There is therefore a bias towards the male applicant when using LinkedIn to recruit. With regards to age, 36 (67%) recruit candidates from the age group '26-35'; 13 (24%) indicated '36-45'; 10 (19%) indicated 'younger than 25', and 3 (6%) indicated '46 and over' (Figure 10). Hence most employers recruit from the younger and the middle age groups rather than from the more elderly groups.

6.7. Social Media Policy

A social media policy describes what personnel can and cannot do when using the multiple SNSs to communicate (Raysman, 2012: 11) (Section 2.3.2). As mentioned in Section 2.3.2, companies should enforce social media policies as this will ensure personnel comply with the rules of the organization: moreover, it will ensure control when using social media. It can be argued that a social media policy is a form of surveillance within an organization (Giddens, 1987: 156; Giddens, 1990: 58). Section 5.11.1 indicates that 20 (37%) of representatives have a social media policy, whereas 34 (63%) indicated that they do not have a social media policy. Therefore, the findings of this study reveal that most representatives do not have a social media policy. Similar results are seen in the South African study by Mushwana and Bezuidenhout (2014: 69) where most organizations that participated in the study did not have a social media policy, with only 35% of the total number of respondents claiming they had such a policy.

This present study also asked representatives if they do have a social media policy, and what their policy regarding recruiting with P/SNSs is. The findings are presented in Section 5.11.2 above. Some of the responses indicated that the company name and salary for the position should not be posted (2%); that it is a cost-effective way to get a short-list together (2%); fair procedure and no discrimination as per the Employment Equity Act (2%) and contacted within 14 days if not then

unsuccessful (2%). One (2%) representative indicated 'Applicable' whereas 5 (7%) indicated nothing/no policy and 2% indicated that it is N/A. The results therefore show that a social recruiting policy may or may not be applicable to a social media policy.

6.8. Conclusion

LinkedIn enables representatives to engage in professional methods of interaction due to the professional nature of the site (Papacharissi, 2009: 209). Moreover, LinkedIn is used by representatives to advertise vacancies, search for candidates and make selection choices (Figure 6 and 7, Table 12). Laptops and mobiles were the devices used by most representatives to access LinkedIn (Figure 5). Representatives realize the benefits of using LinkedIn for recruiting such as the capacity to gain insight into candidates, access to a large talent pool and the ability to contact and reach candidates (Table 13). Three challenges were discussed, namely, incomplete profiles, that there are high costs and that potential candidates are skeptical when contacted (Section 6.4.3.2). The findings also reveal that companies are moving away from traditional to electronic methods because of wider reach, that e-recruitment saves costs and time, that it is the way of the future and that it is easy to use (Table 8). The use of SNSs have expanded at an impressive pace across the globe, with the effect stretching far beyond communication (ITU, 2016a: 201).

CHAPTER 7: CONCLUSIONS

According to Giddens (1990: 77) a significant impact of industrialism has been changes in communication technologies. Giddens notes that communication and transformations in techniques used for communication purposes are especially significant for the establishment and development of communities (Giddens and Pierson, 1998: 100). These transformations can influence everyday life activities (Giddens, 1990: 76), for example, the recruitment practices of organizations.

P/SNSs are a present trend (Bohmova and Pavlicek, 2015: 28) and the above findings show that HR professionals are moving with the current changes happening in terms of recruitment. More companies advertise vacancies online than by traditional methods (Figure 3). Although these companies have an online presence, their representatives are not using e-recruitment to a great extent as P/SNSs are used by 54% of representatives, company websites by 46% and job boards by 41% (Figure 3).

It was found that SNSs are used for work purposes, advertising vacancies, recruiting, screening, gathering information about candidates and deciding who to invite for the first interview.

Giddens (1990: 27) argues that expert systems, organize large areas of the world in which we live. LinkedIn is therefore an expert system which structures the working environment of those who are hiring. Fifty-four percent of representatives advertise vacancies on LinkedIn and 31% have used

LinkedIn to source new hires in the past twelve months. Expert systems depend on trust (Giddens, 1990: 26). In terms of trust, this study found that 42 (78%) of the representatives find the information that people post on LinkedIn credible. Only one (2%) representative indicated that the information that people post on LinkedIn is not credible.

"Absent" others are those who are not in physical proximity and can thus not engage in face-toface communication (Giddens, 1990: 18). This implies that communication happens through other means (Kenyon, 2006: 112). The findings reveal that after representatives identify candidates on LinkedIn, 67% communicate with them using mostly e-mails, while 65% make a phone call; 28% meet face-to-face; 19% use LinkedIn and 15% conduct video interviews among others (Figure 12). The internet and communication technologies have enabled the convergence of presence and

absence (Giddens, 1991: 21), as representatives gather information about candidates and communicate with them using multiple devices or online platforms. In other words, they are absent from one another but communication through devices can establish 'presence'.

The study identifies 15 benefits of using LinkedIn for recruiting: among these were that professional profiles give insight into candidates (26%); limited costs (13%); to contact/reach candidates (13%); to search for candidates (11%), and a large talent pool (9%) (Table 13). Thirteen challenges were identified: among these were not getting feedback (limited responses) (7%); cost implications, i.e. expensive (6%); overload of job applications (6%); site not user-friendly (6%), and incomplete profiles (6%). One representative indicated that one of the challenges of using LinkedIn is that potential recruits are skeptical when contacted. Giddens (1990: 89) argues that ignorance always produces a reason for skepticism or at least caution in relation to experts. It could also mean that there is mistrust, as candidates may be skeptical about, the claims to expertise that the system incorporates - or they may disbelieve the claims to integrity that the individuals' actions display (Giddens, 1990: 99).

Although Web 2.0 has developed into a platform to attract and hire potential employees, it risks excluding people who lack the following: regular internet access, knowledge of the internet, education and interest in information online (Witte and Mannon, 2010: 18). The internet and its advantages have spread unequally, and many individuals have not been able to take advantage of its potential (ITU, 2016a: 209). If more individuals have the education and income, they will be able to afford smartphones and other devices which will be used to access SNSs: this would therefore increase the number of individuals on these sites.

It is needful to continue to expand the choices individuals have and improve their capabilities and prospects which are all so vital to human development (United Nations Development Programme, 2016b: 25). This can be done through creating new PSNSs and other interactive platforms for job seekers and recruiters. It also means addressing wider social and economic factors that are not connected to ICTs so as to bring more individuals online (ITU (2016a: 211). Education levels specifically and accompanying income levels, are strong factor of whether or not individuals use the internet (ITU, 2016a: 211). Those individuals who do not have the education may not be using the internet to look for employment and therefore risk being left out (Witte and Mannon, 2010: 18). Inequality in terms of internet and SNSs' usage deserves a place alongside other forms of

inequality: it should be a point of focus in the social sciences as it is linked to the increased chances individuals have to improve their lives and contribute to economic growth (Robinson et al., 2015: 569).

7.1. Limitations

1. Not all aspects of the LinkedIn profile were looked at in order to ascertain those aspects that representatives consider important in a candidate. It would have been helpful to extend data collection to include the following: recommendations, endorsements, profile photos, interests and who has viewed your profile.
2. Another limitation is that the research did not investigate whether CV's were used to verify the information on LinkedIn.
3. Key concepts such as recruiting and screening should have been made clear to representatives.
4. Question 49 was a leading question as representatives' policies for using social media may not cover recruiting.

7.2. Future Research

1. Investigate whether the use of PSNSs and/or SNSs for recruiting increases workplace diversity in the Telecommunications industry.
2. Investigate whether LinkedIn assists South African students in gaining employment.
3. Look at the law regarding screening LinkedIn profiles in South Africa.
4. Future research should consider HR personnel using SkilledAfricans and ascertain how active they are in using the site for recruitment and selection.

7.3. Recommendations

1. Government and businesses should subsidise companies which consider LinkedIn to be too expensive. This is because LinkedIn has a large talent pool, and companies would benefit by gaining insight into candidates through their professional profiles (Table 13).

2. Having LinkedIn would also assist companies to locate candidates with particular skills (Cülcüloğlu, 2013: 18, 19).

3. On LinkedIn company pages, representatives from the various Telecommunications companies should make candidates aware of the importance of a complete LinkedIn profile.

4. Representatives from Telecommunications companies have access to LinkedIn and realize its benefits. Therefore, policies should focus on broader socio-economic influences that are not ICT-related in order to help to bring more individuals online (ITU, 2016a: 211), as indicated above. For example, there needs to be a focus on equipping the disadvantaged with the necessary skills to use the internet, as well as providing free education to those in disadvantaged areas.

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CHAPTER 8: APPENDICES

8.1. Appendix A

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01 March 2016

Ms Awo Ama Dede Quartey (211514438)
School of Social Sciences
Pietermaritzburg Campus

Dear Ms Quartey,

Protocol reference number: HSS/0069/016M
Project title: The benefits and risks of LinkedIn in the Recruitment of Potential Employees: A case study of
Telecommunication companies in South Africa

Full Approval – Expedited Approval
In response to your application dated 14 January 2016, the Humanities & Social Sciences Research Ethics Committee has
considered the abovementioned application and the protocol have been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form,
Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through
the amendment/modification prior to its implementation. In case you have further queries, please quote the above
reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification
must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Ms Moya Bydawell
Cc Academic Leader Research: Professor Sabine Marschall
Cc School Administrator: Ms Nancy Mudau

Humanities & Social Sciences Research Ethics Committee
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8.2. Appendix B

Professional/Social Networking Survey

Informed Consent Document

Dear Participant,

My name is Awo Ama Dede Quartey (Student number: 211514438). I am a student at the University of KwaZulu-Natal, Pietermaritzburg Campus. I am currently completing my Masters in Sociology. The title of my research is: The benefits and risks of LinkedIn in the Recruitment of Potential Employees: A Case Study of Telecommunication companies in South Africa. It will take approximately 20-25 minutes to complete the questionnaire.

Please note that:

- The information that you provide will be used for scholarly research only.

- Your participation is completely voluntary. You will not be penalized in any way if you choose to withdraw at any stage from the study.

- To guarantee confidentiality, neither your name nor company name will be disclosed in any form in the final report.

- Research papers as well as recommendations will be forwarded to participants by email.

- Only myself and my supervisor will have access to the information you provide.

- Research data will be securely stored for at least five years.

- Your involvement will assist in understanding whether South African telecommunication companies use Professional/Social Networking Sites.

- If you agree to participate in this study please fill in your Contact Information on the next page.

1

I can be contacted at: School of Social Sciences, University of KwaZulu-Natal, Pietermaritzburg Campus, Scottsville, Email: 211514438@xtu.ukzn.ac.za; Cellphone number: +27 (0) 60 680 6369

My supervisor is Moya Bydawell (Mrs) who is located at the School of Social Sciences, Pietermaritzburg Campus of the University of KwaZulu-Natal. Contact details: Email-bydawellm@ukzn.ac.za Phone number: (033) 260 5358

Humanities and Social Sciences Research Ethics Committee (HSSREC) Mr Premlall Mohun, Senior Administrative Officer, Email: MOHUNP@ukzn.ac.za Phone number: (031) 260 4557

Thank you for your contribution to this research.

2

Professional/Social Networking Survey

1. Contact Information

Name	
Company	
City/Town	
State/Province	
Email Address	
Phone Number	

3

Professional/Social Networking Survey

2. What is your gender?

○ Male

○ Female

3. What is your age?

[   ]

4. How old is your company?

○ Less than one year

○ 1-5 years

○ 6 - 10 years

○ 11-15 years

○ more than 15 years

5. The size of my organization is (number of employees):

○ 1501+

○ 501-1500

○ 101-500

○ 1-100

4

6. Which professional/social networking sites do you use for work? (Please select all that apply)

☐ Google+

☐ Facebook

☐ LinkedIn

☐ Twitter

☐ Viadeo

☐ Xing

☐ None of the above

Other (please specify)

[   ]

7. Please rank these professional/social networking sites by order of preference for work. 1 (most preferred) 6 (least preferred)

⋮	[⬍] Google+		☐ N/A
⋮	[⬍] Facebook		☐ N/A
⋮	[⬍] LinkedIn		☐ N/A
⋮	[⬍] Twitter		☐ N/A
⋮	[⬍] Viadeo		☐ N/A
⋮	[⬍] Xing		☐ N/A

8. Please provide attributes that made you rank the Sites above as you did.

Google+	[ ]
Facebook	[ ]
LinkedIn	[ ]
Twitter	[ ]
Viadeo	[ ]
Xing	[ ]

5

9. How often does your company use these professional/social networking sites when recruiting job candidates?

	Always	Often	Sometimes	Rarely	Never
Google+	○	○	○	○	○
Facebook	○	○	○	○	○
LinkedIn	○	○	○	○	○
Twitter	○	○	○	○	○
Xing	○	○	○	○	○
Viadeo	○	○	○	○	○

10. How often does your company use these professional/social networking sites when screening job candidates?

	Always	Often	Sometimes	Rarely	Never
Google+	○	○	○	○	○
Facebook	○	○	○	○	○
LinkedIn	○	○	○	○	○
Twitter	○	○	○	○	○
Viadeo	○	○	○	○	○
Xing	○	○	○	○	○

Other (please specify)

[   ]

11. Do you advertise job vacancies on LinkedIn?

○ Yes

○ No

12. Please help us understand why you selected the answer above:

[   ]

6

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13. Where do you advertise job vacancies? (Please select all that apply)

- [ ] Company Website
- [ ] Job Boards (CareerBoard etc)
- [ ] Newspapers
- [ ] Professional/Social Networking Sites (LinkedIn, Facebook, Twitter etc)
- [ ] Radio
- [ ] Recruiters campus visits
- [ ] Television
- [ ] University placements (Internships, Work Integrated learning)
- [ ] Other (please specify)

_____

14. Please explain why you advertise with the platform(s) indicated above:

Company Websites	
Job Board (CareerBoard etc)	
Newspapers	
Professional/Social Networking Sites (LinkedIn, Facebook, Twitter etc)	
Radio	
Recruiters campus visits	
Television	
University placements (Internships, Work Integrated learning)	
Other	

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15. Where do you access LinkedIn? (Please select all that apply)

- [ ] Desktop
- [ ] Laptop
- [ ] Mobile
- [ ] Tablet
- [ ] N/A (go to question 43)
- [ ] Other (please specify)

[ ]

16. What do you use LinkedIn for?

[ ]

17. What are the benefits of using LinkedIn as a recruiting tool?

[ ]

18. What challenges have you experienced in your usage of LinkedIn as a recruiting tool?

[ ]

19. I use LinkedIn to

	Always	Often	Sometimes	Rarely	Never
Gather information about job candidates	○	○	○	○	○
Make a decision as to who will be contacted for the first selection interview	○	○	○	○	○

8

20. Through the use of LinkedIn, employers are able to

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
locate more candidates than that covered by local newspapers.	○	○	○	○	○
locate candidates over a greater geographical region than that covered by local newspapers.	○	○	○	○	○

21. Have you sourced new hires from LinkedIn in the past 12 months?

○ Yes

○ No

22. Which of the following tools do you use to express and exchange knowledge on LinkedIn? (Please select all that apply)

☐ Groups

☐ Pulse

☐ SlideShare

☐ None of the above

☐ Other (please specify)

23. Describe your experience using LinkedIn as a recruiting tool.

○ Very Positive

○ Positive

○ Neutral

○ Negative

○ Very Negative

24. In your experience is LinkedIn reliable in the recruitment process?

○ Yes

○ No

○ N/A

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25. Which gender do you mostly end up recruiting on LinkedIn?

○ Male

○ Female

○ Both Male and Female (Equal)

26. What age group do you end up recruiting on LinkedIn? (Please select all that apply)

☐ younger than 25

☐ 26-35

☐ 36-45

☐ 46 and over

27. What occupational category do you look for on LinkedIn (Please select all that apply)

☐ Highly skilled (managers, professionals and technicians)

☐ Skilled (clerks, service, sales workers, craft and trade workers, operators and assemblers)

☐ Unskilled (elementary occupations)

28. What information do you find most important in an ideally suitable candidate? (Please select all that apply)

☐ Awards, Honours and Scholarships

☐ Education

☐ Referees

☐ Skills

☐ Work experience

☐ Other (please specify)

[   ]

29. Do you verify a potential candidates LinkedIn profile?

○ Yes

○ No

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30. If you verify a potential candidates LinkedIn profile, what parts of the profile do you verify? (Please select all that apply)

☐ Awards, Honours and Scholarships

☐ Education

☐ Identifying Information (Name, Address, Phone Number)

☐ Referees

☐ Work experience

☐ Other (please specify)

_____

31. How do you verify a potential candidates (found on LinkedIn) qualifications? (Please select all that apply)

☐ Academic Institutions

☐ Former employers

☐ Referees

☐ Other (please specify)

_____

32. Are there occasions where a candidate's profile on LinkedIn does not correspond to the verified information from Institutions, Former employers and/or Referees?

○ Yes

○ No

○ N/A

33. Are job seekers who are not on LinkedIn losing out in anyway?

○ Yes

○ No

34. Please help us understand why you selected the answer above

_____

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35. How credible do you feel the information that people post on LinkedIn is?

	Very credible	Credible	Not credible	Not at all credible
LinkedIn	○	○	○	○

36. When will you meet the candidate for a face-to-face interview to ensure suitability for a particular job? (Please select all that apply)

- [ ] Before verification of qualifications, referees etc
- [ ] After verifying qualifications, referees etc
- [ ] After selecting the most suitable candidate from the lot
- [ ] Do not meet the candidate till they start work

37. After you have identified a candidate on LinkedIn how do you interact? (Please select all that apply)

- [ ] Email
- [ ] Face-to-face
- [ ] Facebook
- [ ] LinkedIn
- [ ] Phone call
- [ ] Text message
- [ ] Video interviews (Skype etc)
- [ ] Other (please specify)

[ ]

38. Please explain why you selected each method of interaction above:

Email	
Face-to face	
LinkedIn	
Phone call	
Text message	
Video interviews (Skype etc)	

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39. As a recruiter is there any value in hiding one's contact list from other users on LinkedIn?

○ Yes

○ No

40. Please help us understand why you selected the answer above:

41. Do you think professional social networking site (LinkedIn) can replace online job boards?

○ Yes

○ No

42. Please help us understand why you selected the answer above:

43. Are you moving away from traditional methods of employee recruitment (offline newspapers) to electronic based methods (Social Networking Sites, LinkedIn, Job Boards)

○ Yes

○ No

44. Please help us understand why you selected the answer above:

45. Does your company have a Facebook page?

○ Yes

○ No

46. I use Facebook to

	Always	Often	Sometimes	Rarely	Never
Gather information about job candidates.	○	○	○	○	○
Make a decision as to who will be contacted for the first selection interview.	○	○	○	○	○

47. What else do you use Facebook for?

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48. Does your organization have a social media policy?

○ Yes

○ No

49. If Yes, what is your policy regarding recruiting with professional/social networking sites?

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50. If No, please give reasons for your answer?

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51. Employer expectations of employees performance within an organization as a whole.

|	I look for evidence of this on appointment	I expect this at one year	I expect this at three years
Shares the goals and objectives of my organization	○	○	○
Is able to recognize the limits of their responsibilities	○	○	○
Is capable of working without close supervision	○	○	○
Is able to communicate ideas about the service/business product	○	○	○
Is someone I can trust	○	○	○
Can represent my business well to others	○	○	○
Is able to learn about my product/service thoroughly and quickly	○	○	○
Is capable of identifying some strengths and weaknesses of my business	○	○	○
Is able to see how my business fits into the wider sector/market place	○	○	○
Is capable of understanding the structure of the organisation	○	○	○

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Questions 51 and 52 (Hinchliffe and Jolly, 2010: 6, 8)

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52. Employer expectations of employees qualities and abilities.

	I look for evidence of this on appointment	I expect this at one year	I expect this at three years
Has a mature attitude	○	○	○
Is willing to take on new challenges and responsibilities	○	○	○
Is interested in learning and development	○	○	○
Is capable of learning new IT products and systems quickly	○	○	○
Demonstrate good time-management	○	○	○
Demonstrate honesty and integrity	○	○	○
Is capable of taking on a broad range of tasks	○	○	○
Demonstrates cultural and social awareness	○	○	○
Is able to reflect on their own development and identify strengths	○	○	○
Is willing to take responsibility for their work	○	○	○
Has confidence in their own abilities	○	○	○
Has language skills	○	○	○

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8.3. Appendix C

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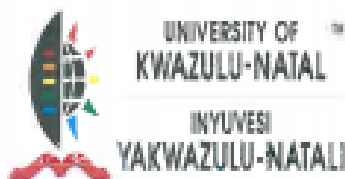
13 December 2017

Ms Awo Ama Dede Quartey (211514488)
School of Social Sciences
Pietermaritzburg Campus

Dear Ms Quartey,

Protocol reference number: HSS/0069/016M
New Project Title: The use of LinkedIn for recruitment: An exploratory and descriptive study of Telecommunications companies listed on LinkedIn (South Africa).

Approval notification – Amendment Application

This letter serves to notify you that your application for an amendment dated 13 December 2017 has now been granted full Approval as follows:

- Change in Title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation.   In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisor: Ms Moya Bydawell
Cc Academic Leader Research: Professor Sabine Marschall
Cc School Administrator: Ms Nancy Mudau

Humanities & Social Sciences Research Ethics Committee
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