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Recruitment as a Part of the Dialogue

*An Exploration of Different Experiences and Views of Social
Media in the Recruitment Process*

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Abstract

Title:	Recruitment as a Part of the Dialogue An exploration of Different Experiences and View of Social Media in the Recruitment process
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Keywords:	Social Media, Recruitment, Human Resource (HR) Communication, Dialogue.
Purpose:	The purpose of the thesis is to discuss social media as a new challenge for HR. The focus will be to examine what role social media might be playing in company HR and how social media strategically can be used in recruitment. Furthermore we will address important issues and considerations of the use of social media as a recruitment tool and what long-term consequences it might bring.
Methodology:	The thesis is a qualitative and exploratory study, with inspiration from a hermeneutical research approach.
Theoretical Perspectives:	Theories used concern the concepts of social media, communication and recruitment.
Empirical Foundation:	The empirical data has been collected through participation in seminars and semi-structured interviews.
Conclusion:	Our conclusion is that recruitment through social media can enable the communication and dialogue within the recruitment process. Recruitment through social media affects the pool of applicants and influences the selection. Also we can conclude that social media within the recruitment process enables presence, transparency and quickness.

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We hope this thesis is both an informative and enjoyable read.

Linda Augustin

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1 Introduction

The introduction begins with a brief description of the background for the topic chosen, followed by a discussion that delineates the aims of the study. The chapter continues with explaining the limitations and what this research will add to the field of study. Finally an outline of the structure for the forthcoming chapters is presented.

1.1 Background

When “googling” it, 1 370 000 000 hits appear (google.search). It has 105 779 710 users. Based on the amount of published jobs, it is the largest recruitment site in the world, (Daemon Within, 2009). Oprah Winfrey has 3 232 079 supporters (celebritytweet.com/oprah). We are talking, of course, about a little website called Twitter. Twitter is the fast growing micro-blogging site that is used by companies and private persons as well as celebrities and politicians in order to communicate a message.

Everyday new technological discoveries are presented that aims to make our life more efficient and less complicated. Today, the Internet is changing the way that business is conducted (Joos, 2008). The development of new communication channels through Web 2.0 opens up for new ways of communicating and to do so while reaching a larger number of people. Many of the tasks that traditionally require physical work has been replaced by Internet and similar technology. Schön (2006) believes that the technical development always has been the reason for new ways to grow and is the key behind market development.

New communication channels have been developed through the phenomenon of social media. Social media can be described as platforms where people can virtually meet, have a dialogue or spread information. Joos (2008) explains that social media often is used in marketing purposes where companies focusing on promoting products, services and their corporate

image. The use of Internet and social media has created new conditions within HR-systems and processes, such as in recruitment. For example, Internet has opened up for better ways to spread information to the society and to specific applicants concerning the organization. Internet also makes it easier to find information and creates alternative ways for people to participate in social activities (Hong, 2007). Historically, recruitment has been about assessing candidates' qualifications legally and accurately (Ployhart, Schneider & Schmitt, 2006). Social media opens up for new ways of finding, attracting and selecting future employees.

These major changes in the environment affect the Human Resource (HR) departments and how they conduct to business. All the activities in HR, such as reward systems, selection, performance management, human resource flow, work systems and recruitment have an essential influence on organizational success (Beer, Spector, Lawrence, Mills & Walton, 1984). Therefore long-term strategic planning concerning policies and other activities are brought into focus.

1.2 Problem Discussion

As seen, major changes are currently happening within informational technology that affects HR. In addition to the notable number of published jobs on Twitter, other social media sites, such as LinkedIn and Facebook, are also brought up as potential and useful recruitment channels (Pophal, 2009). Gröna Lund, an amusement park in Stockholm, has done parts of their recruitment process through social media, more specifically through Facebook. This activity has been very successful and attracted many applicants to their summer vacancies.

The development of traditional communication channels has led to new communicative forms and a focus on strategic communication. Strategic communication means to lead, plan and implement communication processes in relation to the needs from society, stakeholders and other audiences (Falkenheimer & Heide, 2007). These are also important factors in the HR work. The question is how hard it is for companies to be responsive to these new challenges and technologies and how can social media be used in the area of recruitment?

Based on what has been presented above, we see that recruitment and social media have some common denominators that could be of interest to study. The reason for the growing use of

social media within HR has to do with communication. The question is how this new social platforms can change the recruitment process? New innovations such as social media usually turn out to be a complement to the existing techniques and create new unpredictable sector of applications (Schön, 2006) and outcomes. In Joos (2008) the social media tools and techniques are not argued to be a direct replacement for traditional recruitment processes, but rather as a supplement. New ways of recruitment is constantly developing.

We now see that social media can be seen as a new recruitment tool, with many companies trying understanding its application and the possibilities, challenges and risks of using it. Hence, an interesting approach is to elaborate and examine the possibilities that social media can bring to company HR and what effects it has on the recruitment process. By looking at communication and recruitment, we will examine how social media can affect the long-term advantages and consequences for companies.

Previous research about this topic has been designed more as a consultancy report, which illustrates how social media can be used within companies (e.g. HR-Focus, 2010b and Black, 2010). Consequently there is reason to clarify the understanding of the connections between communication, recruitment and social media and its possibilities, challenges and risks. The attempt in this study is thus to focus on the following questions:

How do social media contribute to new challenges in company HR?

What is the role of social media in recruitment?

What long-term advantages can social media in recruitment bring?

1.3 Purpose

The purpose of the thesis is to discuss social media as a new challenge for HR. The focus will be to examine what role social media might be playing in company HR and how social media strategically can be used in recruitment. Furthermore we will address important issues and considerations of the use of social media as a recruitment tool and what long-term consequences it might bring.

1.4 Limitations

We are only focusing on the recruitment process in HR, but are bringing up for example human resource planning to study recruitment in its functional perspective. We have chosen to illustrate our findings through chosen models whereas their structure and outcome will delineate our findings.

The study only uses the social media channels (Twitter, Facebook and LinkedIn) as examples of where the recruitment could take place, and is not going in depth into how the recruitment process work in these specific channels.

1.5 Knowledge Gap

Firstly we want to conduct our research to fill a gap in research on the subject of social media connected to HR. There has been little empirical research done on social media linked to HRM and especially the external recruitment process, which is why the aim is to find empirical research filling this current gap. Secondly, the research will highlight an area that might be of interest to many companies due to the increased use of Internet and social media. Current done research implies that social media will be used in a higher degree and channels such as Facebook, LinkedIn and Twitter are more often used as alternatives to the traditional ways of recruiting. Thirdly, the research might help practitioners to actually confront this trend and actively bring the question to the table in their company.

1.6 Thesis Outline

Chapter one: Introduction

The introduction begins with a brief description of the background for the topic chosen, followed by a discussion that delineates the aims of the study. The chapter continues with explaining the limitations and what this research will add to the field of study. Finally an outline of the structure for the forthcoming chapters is presented.

Chapter two: Literature Review

In this chapter we have compiled a set of concepts and theories that we find useful when understanding our data. The section starts with brief outline of our mindset and ideas. Further, there will be an introduction of the concepts of social media, communication and recruitment, before presenting our frame of discussion.

Chapter three: Methodology

This chapter includes the methodological considerations and limitations of the thesis. Also it includes a presentation of how the research has been conducted and a short presentation of the respondents. The purpose with this chapter is to create a picture of how our empirical findings have been collected and processed.

Chapter four: Data Research – Experiences and Views of Social Media by Practitioners

In this chapter we will present the data from the seminars and interviews to facilitate an analysis of social media as a part of the new challenges within HR. The chapter is based on the following managers' experiences and views regarding social media, recruitment and communication: Christian Bergenstråhle, Social Media Expert at Savetime Sweden AB, Katarina Berg, HR-manager at 3, Zorica Bodiroza HR-director at Coca-Cola Drycker Sverige AB and Kaj Holmgren HR-manager at Gröna Lund.

Chapter five: Discussion

Based on the theories from our Literature Review the intention in this chapter is to connect and discuss the findings derived from the analysis of our empirical data. In the discussion we will connect and present the links with help and guidance from our frame of discussion that is presented in the end of chapter 2. The model and its links will be discussed in numerical order starting in Box No. 1.

Chapter six: Conclusion

In this chapter we will present a conclusion that summarizes our main findings from the thesis. Lastly we will end with suggestions for further research.

2 Literature Review

In this chapter we have compiled a set of concepts and theories that we find useful when understanding our data. The section starts with brief outline of our mindset and ideas. Further, there will be an introduction of the concepts of social media, communication and recruitment, before presenting our frame of discussion.

2.1 Conceptual Framework

The conceptual framework used in the thesis is based on three concepts: social media, communication and recruitment (Figure 2.1). The research will examine how these three concepts interrelate and thereby answer our research purpose. Before this we will present each of these concepts individually. The theoretical approach has been chosen according to the most interesting parts of the empirical findings.

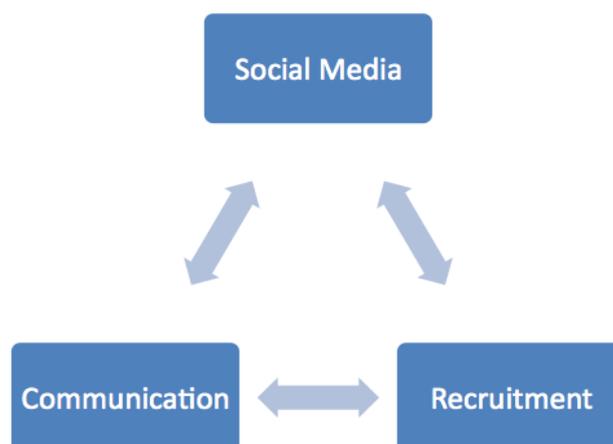


Figure 2.1 Conceptual Framework

2.2 Social Media

According to Mayfield (2008, p. 6) social media is best understood as a “group of new kinds of online media”. These online media share characteristics such as participation, openness, conversation, community and connectedness (Mayfield, 2008). Social media is an online platform that includes a range of altered communication channels that enables immediate interaction between the users through text, sound or pictures for example (NE, 2010).

The basic platforms of social media are most commonly described as: social networks (Facebook, LinkedIn and My Space), blogs, wikis (Wikipedia), podcasts (Apple iTunes), forums, content communities (Flickr and YouTube) and micro-blogging (Twitter) (Mayfield, 2008). (More information of some social media channels can be found in Appendix I).

According to Mayfield (2008) social media is a “forum of sharing ideas, cooperating to create art, thinking and commerce, vigorous debate and discourse” (Mayfield, 2008, p. 8).

Social networking and micro-blogging are two common social media channels. A person joining a social network usually creates a profile and then builds a network by connecting friends, pictures and information to their profile. By adding friends you build your personal network of both real-world friends and contacts from the web. Facebook is currently one of the biggest social media networks. Micro-blogging on the other hand is a tool that combines elements from both blogging with instant messaging and social networking (Mayfield, 2008).

Social media has brought new challenges for companies. In a research made by HR Focus (2010a), the fears and problems connected to social media seem to hold back the use of social media by companies. According to the research the number one fear is that social media might create a loss of production from the employees. The second biggest concern among the respondents was the lack of control over messaging. In the research one manager also add “it is always concern about client confidentiality when our employees are online” (HR Focus, 2010a, p. 3).

2.3 Communication

2.3.1 Simple Communication

According to Falkenheimer (2001) communication can be defined in two separate ways depending on the purpose and the goals. The first definition sees communication as “transmission of a message from a sender to a receiver with a certain effect”. The other definition focuses more on the process as an “exchange of meaning”, whereby the interpretation of the message leads to different understandings depending on the interpreter (Falkenheimer, 2001, p. 13). It is important to remember that both the views are essential within the view of communication (Falkenheimer, 2001).

Communication can be seen, in its simplest structure as a sender posting a message and a receiver who interprets the information. For this activity to work the message needs to pass a medium. The medium is the channel that processes the information from the sender to the receiver (see figure 2.2).

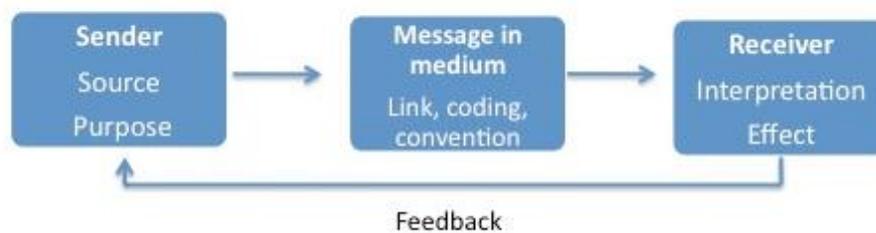


Figure 2.2 Simple Communication Model (Falkenheimer, 2001, p.38)

In traditional commercial or mass communication, messages are usually passing through a medium such as magazines, press, television, or radio. The message travels through the medium before reaching the receiver. (Falkenheimer, 2001).

The other definition of communication focus on the process as an exchange of meaning, whereby the interpretation of the message leads to different understanding depending on who’s receiving the message (Falkenheimer, 2001). The reality is according to Falkenheimer and Heide (2003) created by social constructions that are exchanged between people. Kreps

(1990) brings forward the importance of the receiver in the process and claims “meanings are in people, not in words, objects or things” (Kreps, 1990, p. 29). By this the message automatically differs between recipients because people see, perceive, interpret and understand things differently (Falkenheimer, 2001; Kreps, 1990).

The figure (2.2) shows an example of how a simple communication channel can work. The message travels one-way and the possibilities for feedback are somewhat restricted. This communication form is common in mediums such as press, television and radio and is often labelled mass media. Characteristic for mass media is that the information reaches a large amount of recipients and often only travels one-way. (Falkenheimer, 2001).

When the receiver responds to the sender this process is called feedback. The feedback, can in this process, have many forms. In traditional media this process is hard to achieve. Magazines, papers and TV-shows often include viewer’s opinions, but as mentioned before the communication usually only travels one-way. For companies to respond to feedback in these channels the process follows the same pattern over and over since the feedback cannot travel through the same channel or medium back to the sender. Important to address is that in most cases the receiver is passive in the simple communication model. (Falkenheimer, 2001).

The digital communication technique (e.g. the Internet) has enabled the interaction between the sender and the receiver. By this social media becomes a medium supporting a two-way communication between sender and receiver in real time but also between receivers (peer-to-peer communication) (Falkenheimer, 2001).

2.3.2 Web 2.0

The role of communication has changed due to many technological refinements. The Internet has opened up for new ways of communication and has also enabled the possibility for a direct dialogue online. What makes all this possible is the development of the Web 2.0. Web 2.0 is a generic term for the concepts of the new generation’s web services and business models online (O’Reilly, 2005). Since 2004, the Web 2.0 has also been used to describe the current age of the Internet (Movéo, 2006).

The development from Web 1.0 to Web 2.0 changed the mindset of companies from focusing on information, toward facilitation (Duffy, 2010-02-15). The companies today have to focus

on what their customers need and what they stand for in order to facilitate those needs. According to Sean Duffy, the owner of The Duffy Agency, the key to success on the web today is cooperating, facilitating and delegating (Duffy, 2010-02-15).



Figure 2.3 Web 1.0 to Web 2.0 (Duffy, 2010-02-15)

The focus within Web 2.0 is the view of the visitors, the people that are online visiting the web pages or forums. Nowadays, blogs and social network profiles are more popular, allowing readers to comment on posts in a way that wasn't available during Web 1.0 or is in other traditional mass media forms. The Web 2.0 facilitates the communication and makes it possible to have a dialogue in real time (Hamilton, 2009)

According to O'Reilly a website needs to answer three requirements in order to be called a Web 2.0 site. First the user needs to be able to contribute and be a part of the information and site content. Second, the user needs to have control over his or her information. Thirdly, the design needs to be rich, interactive and practical. Examples of web services that fulfil the requirements are most social media sites such as Facebook, Twitter, Flickr, YouTube etc.



Figure 2.4 Web 2.0 Conversation model (Hinchcliff, 2008).

As seen in Figure 2.4, Web 2.0 and social media enables posting, commenting, activeness and a mutual dialogue and conversation. Movéo, (2006, p. 1) explains that “Web 2.0 is enabling consumers to empower themselves through technology”.

It is important to acknowledge that social media is not only a way of creating interaction between the sender and the receiver. Social media also opens up for communication among the receivers. In that sense information does not only travel two-way but also the communication spread outside the medium (Movéo, 2006). According to Duffy (2010-02-15) the number one source of information on a company is no longer the company’s website but the consumers’ peers’ websites and their experiences.

Recruiting and marketing are, in a survey made by HR Focus (2010a), seen as the top benefits of social media. The reach of consumer referrals and social networking combined with the potential of the mutual communication and peer-to-peer communication is what Movéo (2006) believes is the strength with social media platforms within recruitment.

Leveraging the social media wisely is necessary for effective talent acquisition on the web. Promoting career opportunities online doesn’t take away the traditional models it only opens up for a dialogue between the candidate, his/her social network and the company. Social media offers the candidate a voice in the business before they become employees (Sison, 2009).

2.4 Recruitment

2.4.1 Human Resource Planning

Human resource planning is an important part of a company’s performance and includes many HR activities. Organizations are influenced by external or internal factors and the human resource planning helps the process of forecasting the demands of future employees and development (Bratton & Gold, 2003). Human Resource planning involves two activities, recruitment and selection. Bratton and Gold, (2003, p. 221) describes recruitment as “the process of generating a pool of capable people to apply for employment to an organization”. The process of selection on the other hand is where managers choose the persons that are most suitable for the job given management goals and requirements. Selection techniques seek to measure differences between different applicants in order to select the most

appropriate candidate. Commonly used selection techniques are interviews, psychometric testing and assessment centres (Bratton & Gold, 2003).

There are two main areas of recruitment, either the internal or external way of recruiting. Internal recruitment is when existing staff attain new opportunities and new responsibilities within the organization. Furthermore, internal recruitment is about building a relationship with the employees and assure job satisfaction (Ployhart et al., 2006).

When new competences outside the organization are needed, we are talking about external recruitment (Ployhart et al., 2006). In discussing the external recruiting Ployhart et al. (2006) acknowledge the central feature of both the organization and the individual making choices. At one hand the individual is making choices about his or her career, occupation and what organization to join and at the other hand the company is choosing what individuals they want in their organization, how they best can present the organization as well as what positions to offer. The organization is also choosing what selection techniques to use in the selection process (Ployhart et al., 2006).

Recruitment can be summarized in two parts including two critical issues (Bratton & Gold, 2003).

1. Attracting people – People have a choice about which organization to work for.
2. Attracting the *right* people- Who are the right people, and what do organizations expect of them?

2.4.2 Recruitment as a Competitive Advantage

According to Highhouse, Zickar, Thorsteinson, Stierwalt and Slaughter (1999), companies should identify some important determinants of the company's employment image. This is suggestively done by identifying a target applicant group and learn how they perceive the image of the company and what attributes that differentiate the company from its competitors. These attributes should then be emphasized in the recruitment message to attract potential employees. In this way, the company becomes unique and stands out, which can help the organization if it is unable to compete on other levels such as compensations or good office locations. The information needed to apply this method might already exist in the marketing department, which means that it does not have to be that expensive to work with these issues (Ployhart et al., 2006). Thus recruitment is not only an administrative function, but also a

source to competitive advantages that arises from recruitment requirements that are strategically decided.

2.4.3 Communication and Fit

One key issue in understanding how applicants are attracted to an organization is their 'fit,' how the individual interprets their own match with the organization in terms of opportunities and organizational goals, reputation and tasks. According to Ployhart et al. (2006) people tend to seek to organizations that fulfil their requirements of their own personality, interest and values. People are not only attracted to job they think they fit but also tend to accept offers made by companies which carry the attributes they find important. This makes it important to carefully evaluate and choose individuals that not only fit with the job but also fit with the organization (Ployhart et al., 2006).

It has been documented that essential factors such as recruitment and selection are needed for a positive outcome in the recruitment process. The results are based on the emphasis of a two-way communication, which will be a determinant factor for both the employee selection of the organization, as well as the employer's selection of employees (Bratton & Gold, 2003). The attraction of employees is a part of the employee relationship. In accordance with this, the communication needs to result in a mutual understanding of expectations, potentials of the applicant, and expectations on the organization (Newell and Shackleton, 2000 as cited in Bratton and Gold, 2003).

Supporting Ployhart et al's (2006) ideas of organizational and personal fit is Mayer and Allen's (1991) ideas of commitment. The focus in their definition is on the attitudinal commitment, which is the process whereby people think about their relationship to the organization (Mowday et al., 1982, as cited in Meyer and Allen, 1991). This relation often builds on the mindset that the individual has about the congruence with their own values and goals and the organization.

Meyer and Allen (1991) among others have stated that communication creates the conditions for commitment in organizations. The relation can vary depending on the type of communication, for example horizontal communication (informal and socio-emotional) that is especially important for organizational involvement, and built on identification via attraction (Postmes et al., 2001). On the contrary, vertical communication (strategic information and

communication with management) aims to clarify and communicate the organization's stand points, which should help individuals in the organization to identify with the organization as a whole and not characteristics of the people in the organization. Their findings showed that vertical communication was more strongly related to commitment. Moreover, Postmes et al. (2001) concluded that, along with the human relation perspective on organizations, the most productive organizational communication for increasing employee commitment is a two-way process of communication.

2.4.4 Recruitment Channels

There are many ways for companies to attract applicants. Some of the main approaches are: advertisement, websites, professional associations, educational associates, professional agencies, walk-ins and employee referrals (Bratton & Gold, 2003; Ployhart et al., 2006). Networking and head hunting are two examples of ways to locate jobs, but in the last decade, organizations have made progress in the use of e-recruitment, i.e. Internet recruitment. Many companies have their own recruitment website, whereas some use general recruitment agents for example, Monster, Poolia and Stepstone. Internet recruitment has made it easier and less time consuming for the candidate to find jobs and from an employer's point of view, it has opened up better ways to communicate information about the organization (Lievens and Harris, 2003). Hence, the candidates have more information to base their decision of applying on (Ployhart et al., 2006). The increased use of e-recruitment has led to more attention in using social media as a recruitment channel. The most commonly used social media recruitment channels are: Facebook, Twitter and LinkedIn (Bretz, 2010).

2.5 Frame of Discussion

We are now going to present a model that will work as a frame of discussion when analyzing our conceptual framework.

Our frame of discussion is influenced by the Harvard map of the HRM Territory put forward by Beer et al. (1984). The model is developed because it helps us create an idea about how communication, recruitment and social media can be connected and how social media can be used strategically in the recruitment process. We believed that our model can guide us in the right direction and help us to answer what role social media might be playing in company HR and address important issues and considerations of using social media as a recruitment tool. The model is not providing us with actual answers but helping us in the discussion by addressing the main ideas and links within HR. It also opens for analytical findings in a broader perspective and possible long-term organizational consequences. Thus, we consider the following illustration as our frame of discussion:

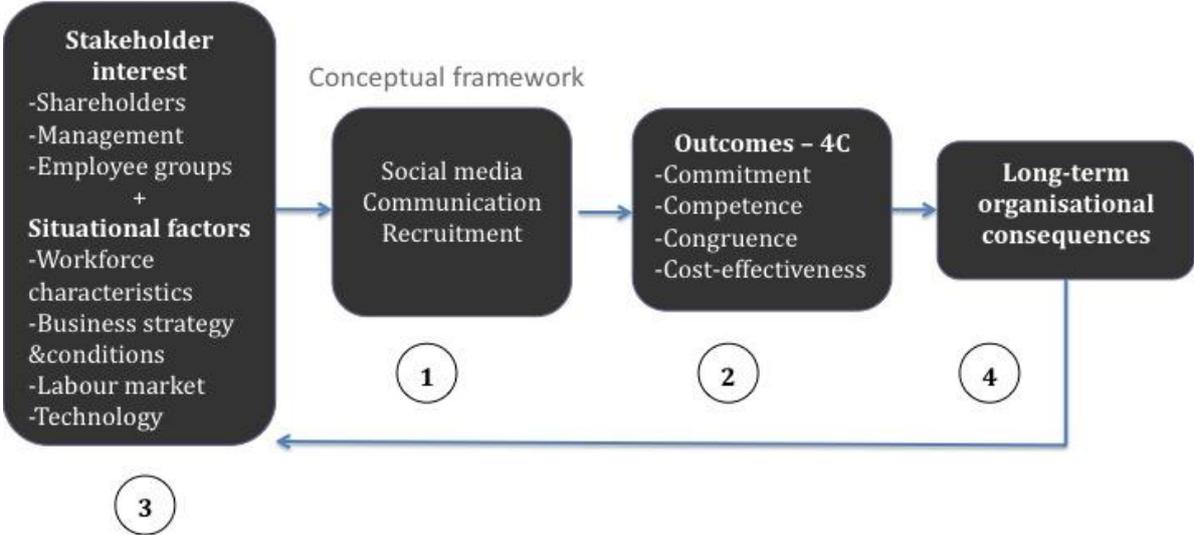


Figure 2.5 Frame of Discussion

In the research approach, we started focusing on our *conceptual framework*, which is illustrated within box No. 1. This box includes the concepts of social media, communication and recruitment. The concepts are presented in our Literature Review as well as in our Data Research in order to familiarize with the concepts before further analysis and discussion.

In box No. 2, we look at the *links* between these concepts with the aim of finding out what the use of social media in recruitment processes might bring, especially concerning the *4 C's*: commitment, competence, congruence and cost-effectiveness.

The employees' *commitment* to their work and towards their organization, leads to loyalty, better performance and dignity. If the use of social media can attract and select people with the right *competence*, a better pool of applicant can be generated. Furthermore, a high level of *congruence* between the HR-system, employees and organization's goals can prevent low-levels of trust. In other words, congruence between the HR-department, the company and the employees will provide a healthy level of trust among all parties. Finally, we evaluate social media through recruitment in terms of the consequences when it comes to *cost-effectiveness*.

The potential outcomes, the *4 C's*, bring us to a discussion concerning the influence of external factors affecting our conceptual framework and the links between the concepts. Recruitment in social media is according to our model, influenced by two major considerations: *stakeholder interest and situational factors*. These factors can either constrain the recruitment process, or they influence the formation of it. These factors are illustrated in box No. 3.

The outcomes of high level of commitment, competence, congruence and cost-effectiveness will in the long run result in *long-term organizational consequences*, box No. 4. An example of long-term organizational consequences is organizational effectiveness, which involves questions regarding the strategic aspect of recruiting through social media.

The arrow that links the long-term organizational consequences back to box No. 3 can be seen as indication that all consequences in the end will affect the situational factors and stakeholder interest. This process will influence the development of new techniques and trends that companies will need to respond to.

3 Methodology

This chapter includes the methodological considerations and limitations of the thesis. Also it includes a presentation of how the research has been conducted and a short presentation of the respondents. The purpose with this chapter is to create a picture of how our empirical findings have been collected and processed.

3.1 Type of Study

The study started with an idea that the HR field stands in front of new challenges due to changes in working life. Through our conceptual framework we look at how social media affects communication and recruitment. Though some information, studies and blogs were found of the subject of social media, more information was still needed to better comprehend the subject and the current situation. Therefore an exploratory study was undertaken. An explorative study is undertaken when not much knowledge exists about the subject before the research is conducted and when little information is available. The purpose is to gather as much data as possible in the chosen area of study and by that gain familiarity with the phenomena. This enables the possibility to see the problem from many different angles. (Davidson & Patel, 2003)

The preliminary data generated interesting points concerning the HR conditions from which it was possible to create a viable theoretical framework that could be used further on in the research process. Hence, a combination between a deductive and an inductive approach was used (Davidson & Patel, 2003).

3.2 Hermeneutical Approach

The study was inspired by a hermeneutical approach. Hermeneutics is a methodology focusing on the meaning of a text or other data, which must be analyzed in a way to bring out

the meaning from the perspective of its author (Bryman & Bell, 2003). The reason for using the hermeneutical approach was the lack of knowledge in the relevant research directions on the broad HR field and the use of social media. By thinking in hermeneutical terms, we were able to change our focus during the process. However, the study did not follow a strict hermeneutical approach, but it is believed to have been helpful during the different phases of the research process. The approach worked as a helpful guideline for how the data was to be gathered, as well as, how to interpret our data and what attitudes that we as researchers should bear in mind when working with the theories and the empirical data.

Our research is built on the idea that a lot of data had to be gathered early on in the process. Therefore our research is an explorative study that demanded a lot of interpretation. The act of interpretation can be described as the meeting between ‘us,’ as interpreters, and the ‘objects’ studied (Patel and Tebelius, 1987). There is no clear initial point for understanding because most part of the texts is related to the meaning of the whole (Alvesson and Sköldbberg, 2000).

3.3 Qualitative Research Strategy

In accordance with the reasons for an exploratory study and the inspiration from a hermeneutical research approach, a qualitative strategy was chosen. One important reason for a qualitative strategy was its flexibility (Alvesson and Sköldbberg, 2000). The flexibility enabled us to do modifications and reshaping of our purpose during the process. An alternative choice was to make a quantitative study (Bryman & Bell, 2003) and by that obtain and analyze surveys of managers in HR departments about their opinions about the new challenges within HR. However, such a study would limit our possibilities to make a deeper analysis of the possible connections between the different factors. Moreover we also believe that we had too little knowledge to formulate a specific research question that is necessary in quantitative research. It also would have been too time-consuming to make surveys and then try to interpret and formulate a research question as well as conduct the follow-up studies. The qualitative strategy gave us a foundation for a research contribution with an interesting approach to a somewhat undiscovered research area: social media connected to HR, more specifically recruitment.

Qualitative methods are an outcome of an investigation rather than theoretical based research as seen in most quantitative research (Bryman & Bell, 2003). This was another reason for our choice of method because the way of working with theory fitted the study's methodological approach as well as the research's aims. However, qualitative studies are often done very close to the subject studied (Bryman & Bell, 2003). While this does open the door to emotions and biases, which could influence our study, this fact remained firmly in our minds throughout the whole process.

3.3.1 Research Process

The research process followed the basic characteristics for a qualitative study (Bryman & Bell, 2003). The starting point for our research was to map the current challenges within the field of HR. Hence, the research began with a broad focus in order to subsequently narrow the subject down to find a specific research purpose. The research continued with the choice of finding out what challenges that practitioners within the area of HR are currently facing. Once the data had been collected the material was interpreted and analyzed with the help of theoretical frameworks and concepts within the area of organizational and management studies. Our empirical findings resulted in an in-depth view of social media as a new challenge for company HR. The empirical findings helped to shape a new research purpose that focused more on the effects on social media in the recruitment process from a strategic point of view. Together with the new research purpose, a conceptual framework was created. The next step in the process was to gather further empirical data, experiences, risks and considerations connected to social media in recruitment. The new and preliminary collected data, together with the conceptual framework, led to new interpretations and analysis. The empirical data were analyzed and the findings are presented in the following chapters of this thesis.

3.4 Data Collection

To collect the preliminary data about the broad subject *New challenges for HR* we attended an event in Stockholm including many seminars that addressed the subject matter. The event was arranged by Sveriges HR Förening (The Swedish Association for HR) in cooperation with

Talentum HR. The event presented practical examples of how HR managers and practitioners dealt with challenges in the changing employment landscape. Most of the data was collected during that particular day, but was also complemented by following-up studies and semi-structured interviews.

Accordingly, the data was collected through participation in seminars, by semi-structured interviews but also with the use of reports and scientific articles as a complement. The study has in this way collected both primary and secondary data.

3.4.1 Seminars

All seminars took place on the event “New Challenges for HR – best practice” in Stockholm at Operaterrassen on the 14th of April 2010 between 7.45am and 5.00 pm. We chose to attend the event with the aim of collecting empirical data and listen to interesting discussions of the current challenges within HR. The seminars were originally intended for HR-managers and were to include topics concerning HR, best practice, communication, networking, social media, and cooperation.

The event was based on seminars from six HR-managers from large Swedish and international corporations. Each seminar was approximately 30-60 minutes long. The material gathered from the seminars was not recorded due to prohibition of recording devices by the organizers of the event. However, to increase the reliability of the material, all three of the thesis group members wrote down quotes, main points, and the general content of each one of the presentations. After the event we compared the material and made sure that it was understood in the same way and that no misinterpretations were made. In this way, the gathered data was the result of three persons’ notes and covered almost all of the material from the seminars. In addition to this we have also used the power point presentations and a report that was written to conclude the main thoughts and ideas of the seminar respondents.

To gather a wide spectrum of facts concerning our topic a choice had to be made about what seminars to focus on. Because to this we chose to build our empirical material based on three seminars which we believe will represent interesting material, discussions and viewpoints from different industries. Hence, the collected material focused on a small number of viewpoints we believed to be adequate for this stage in the research process.

3.4.1.1 Respondents from the Seminars

Katarina Berg, 3.

Katrina Berg represents the telecommunication industry and is the HR director at 3. In addition, she is also a board member in several large Swedish companies and she has also a lot of experience within the field of HR. Berg was chosen as a research object because of her seminar theme, “Community is King, are HR following?” Furthermore, her views come from an HR-director of a company where employees from a younger generation are well-represented, a fact which we felt was quite significant. The company, 3, is also in the middle of the process of starting to use social media and thus has a lot of experience and practical examples to share. In accordance with this the interpretations of her views were done with respect to this (Bryman & Bell, 2003).

Christian Bergenstråhle, Savetime Sweden AB

Christian Bergenstråhle is a certified social media expert from “Social Media Academy” and the owner of Savetime Sweden AB, a company that is specialized in communication through social media. We felt that Bergenstråhle could, as a professional within the field of social media, contribute with general information and fill gaps in our knowledge and link the theories about the subject. He represents the marketing/advertising industry and views social media as something extraordinary. Thus he will add the positive but critical view of how to organize the process of social media use within companies and also present important lessons.

Zorica Bodiroza, Coca Cola Drycker Sverige AB

Zorica Bodiroza represents the Consumer Goods Industry and works as a HR-director at Coca Cola Drycker Sverige AB that is a part of the large global company Coca Cola. She has a background of more than ten years of experience within HR in large Swedish corporations. Bodiroza was on the seminar to share Coca Cola’s successful work with performance management, commitment and communication. Her presentation added much of the strategic considerations of HR to the study.

3.4.2 Interviews

During the research process, we gathered data from two interviews with the purpose of complementing the seminars and contributing to a deeper insight about the subject. During the research we were interested in the interviewee's point of view and therefore, a qualitative interviewing method was chosen (Bryman & Bell, 2003).

3.4.2.1 Respondents from Interviews

Zorica Bodiroza, Coca Cola Drycker Sverige AB

The interview with Bodiroza was held after the HR-event in Stockholm. The reasoning for this was that it would be useful to complement her speech about performance management with an interview where it was possible to get her personal viewpoints of new challenges and conditions for HR. The aim was to examine her opinion and viewpoints, especially those regarding social media. In that way the study needed a flexible approach in the interview so that upcoming questions could be added. Hence, a semi-structured interview was used (Bryman & Bell, 2003) and an interview guide was constructed in advance (See Appendix II).

The interview took approximately 60 minutes and was recorded and transcribed in order to minimize bias and subjective opinions about the material (Bryman & Bell, 2003). The respondent was not given material before the interview but was aware of the main subjects for the discussion. The decision was strategically made in order to make the interview open and welcoming for as many new interesting thoughts as possible.

Kaj Holmgren, Gröna Lund

Kaj Holmgren is the HR-manager at Gröna Lund, the second biggest amusement park in Sweden. Through Holmgren's previous experience and present work position, he will represent the service industry in our thesis. The purpose of the interview with Holmgren was to gather specific information about recruitment and social media. Holmgren has experience from recruiting through social media since Gröna Lund made their recruitment process through Facebook during the spring of 2010.

The interview with Holmgren was made in written form over e-mail. Holmgren was therefore given the interview guide with open-ended questions specifically about his experience of recruitment through social media. In this way, we got clear answers on the specific questions allowing the respondent to express an answer in an unrestricted manner (See appendix III).

3.4.3 Literature

A variety of secondary data were used in order to support and confirm our primary data. This was, among others, material and documents from the HR-event in Stockholm. For example a report on the subject of the new ways of HR was handed out which included interviews with the speakers from the HR-event. In addition to the material we acquired from the HR event, material concerning different social media channels was collected. This enabled a deeper understanding of social media and its possible effects. Apart from this, data has been collected through Internet by looking for scientific articles and other literature concerning the topic.

The literature review is based on a selection of different articles and books related to HR, social media, recruitment and communication.

3.5 Trustworthiness

The research approach used in the study is explorative and is thus focusing on exploring a new phenomenon (Davidson & Patel, 2003). Through our empirical collection of data we have gained information about how social media can affect the relationship between communication and recruitment. Despite the fact that the data to some extent have been gathered with some subjectivity, the trustworthiness has been increased by our awareness of different biases. One important fact, which adds to our own credibility, was that we as researchers belong to the “new generation” that uses social media daily. Consequently, there is a risk of overlooking some threats and difficulties with the use of social media because we are used to these channels.

There can also be possible biases given that most interviews, seminars and secondary material were originally written in Swedish. Hence, the material have been translated, used and written by writers that have English as a second language. This fact leaves the doors open for possible

mistranslations. We have also actively chosen not to work with quotes, but instead try to reproduce the ideas and experiences from the respondents by reproducing the material and alternate between the respondents views on the same subject/ theme. Howsoever we believe that the credibility of the outcome is nevertheless rich.

4 Data Research – Experiences and Views of Social Media by Practitioners

In this chapter we will present the data from the seminars and interviews to facilitate an analysis of social media as a part of the new challenges within HR. The chapter is based on the following managers' experiences and views regarding social media, recruitment and communication: Christian Bergenstråhle, Social Media Expert at Savetime Sweden AB, Katarina Berg, HR-manager at 3, Zorica Bodiroza HR-director at Coca-Cola Drycker Sverige AB and Kaj Holmgren HR-manager at Gröna Lund.

4.1 Social Media – An Opportunity or Risk?

Berg addressed the importance of her company 3 deciding how to approach the new challenges that social media brings. Social media can be useful in many areas of HR but the importance of having a clear strategy and purpose when finally using it should be highlighted, Berg added (2010-04-14). Bodiroza emphasized the importance of HR departments needing to decide if social media should act as a complement to something else, or if the activity should replace the more traditional methods (Bodiroza, 2010-04-14).

Berg believes that the creation of a social media policy is not a question concerning banning social media or not, it is simply a question about leadership. By that the decisions regarding the viewpoint of the co-workers loyalty, dedication and utilization of working hours are put in spotlight (Berg, 2010-04-14).

Berg stated that the organization that she represents, might not be among the ones most using social media in their HR process, but that companies that use social media less can be found.

She calls for not having overconfidence in the use of social media in HR processes nor believe that it will exclude or substitute something, rather that it will be viewed as a possible complement within HRM. 3 have decided that they will actively work with the usage of social media in their HR-department. They have created a policy internally and hopefully this will result in that they will be available whenever the customer wishes, wherever the customer wants (Berg, 2010-04-14).

Bodiroza emphasized the importance of linking the work and goals in an organization to the overall business strategy. If HR should work with social media, she believes that it has to be a part of, or contribute to the overall business goal for being effective and have long-term effects. In other words, the purpose has to make sense for the whole organization (Bodiroza, 2010-04-14).

Even though Bodiroza admitted that she personally knows little about communities and social media, she believes that these platforms could be a good way to have a dialogue with potential employees. She also believes that social media can act as a good way to find information and gain knowledge about Coca Cola. Bodiroza also mentioned that this could be a way to work more proactive and not just have a one-way dialogue with potential employees (2010-04-14).

Bergensträhle stated that one of the risks of social media is the strategic decision of creating a social media strategy within a company. Some companies are stuck in the thinking that “we need to have a Facebook page”. But the important aspect, according to Bergensträhle, is why the company needs social media? Companies create web pages, for example Facebook pages, without asking the important questions such as: What’s the purpose of this webpage? Who do we want to attract by this site? What are the goals? Because of this, three important questions arise: Who? Why? Where? (Bergensträhle, 2010-04-14).

Bergensträhle also acknowledged the issue of companies not having their target group involved in social mediums (Bergensträhle, 2010-04-14). According to Berg and Bodiroza, the company therefore needs to put a lot of effort into the analysis of where their target group is present and what channels and mediums to enter. Again the importance of having a strategy is highlighted (Berg, 2010-04-14; Bodiroza, 2010-04-14).

Bergenstråhle conclude that there is a built in fear connected to social media. He believes that people mostly tend to see the challenges and not the opportunities that social media can bring. “It doesn’t need to be time consuming, difficult and costly” (Bergenstråhle, 2010-04-14). According to Berg, a fling of conservatism is embedded within some HR-departments and therefore those that does not have a conservative viewpoint on social media, should be the ones responsible for updating the web pages, blogs and status (Berg, 2010-04-14).

Berg again highlighted one reason for resistance to use social media; that it reveals too much of the company. Therefore she believes that it is of importance to have a strong leadership that indicates the shared values through out the organization, and what the rules concerning social media are. The loyalty that is not enforced can be controlled through the employment contract (Berg, 2010-04-14).

Additionally, Bodiroza adds that one pitfall might be that organizations see social media as a new trend and something to jump into. There is no best practice, she says, because there is not a concept that can be taken from its context; the way one company uses it, cannot be applied to another. In order for social media to make an organization’s processes more effective, it slowly has to grow forward (Bodiroza, 2010-04-14).

Another risk is that social media requires preparation and maintenance, Bodiroza continued. Media forums need to be actively updated and fulfill the purpose to a two-way dialogue. The consequences of not maintaining the social media channels can create a scenario that can damage the company brand but also the brand as a choice for potential applicants (Bodiroza, 2010-04-14).

In the case of Gröna Lund, Holmgren stated that they will continue to try and develop new social media channels in the future, but they will be cautious in the beginning of this kind of projects (Holmgren, 2010-05-05).

4.2 Communication

Bergenstråhle feels that the functions of HR are many and its processes are constantly affected and influenced by external factors. He believes that the increase of social media is one example that has created new paths for HR to enter. His explanation is that social media channels have usually been seen as a place to market the company, as well as products or

brands. For example, when Bergenstråhle started to use social media in his company Savetime Sweden AB, it was used as tool for sponsoring. Thus, he exemplifies many more ways of using social media than these two. For example, social media gives the opportunity to keep an eye on the competitors as well as it can be used as a channel for customer service, sales or product development. Further, social media can be seen as platforms where people virtually can meet, have dialogues or spread information i.e. communicate. These new ways of spreading and collecting information leads to new challenges as well as opportunities for the different HR functions such as reputation and brand management (Bergenstråhle, 2010-04-14).

4.2.1 Reputation Management

Bergenstråhle states that reputation management is an important issue for HR departments and the use of social media can play a crucial role in this work. He brings forward his own company Savetime Sweden AB as an example of using social media in market analysis. In Savetime Sweden AB, all the market research and analysis are made through social media. Bergenstråhle states that, “What’s so good about social media is that many of the tools are freely distributed”. Tools such as Google Alerts and Twitter are examples of these instruments (Bergenstråhle, 2010-04-14).

Bergenstråhle exemplifies Google Alerts that gives email updates of the latest relevant Google results (web, news etc.) based on a choice of query or topic. This tool gives the opportunity to monitor a developing news story, keeping current track on a specific competitors or industries or getting the latest news on an event. He explains that by controlling what is being written concerning the company or the brand, the company not only becomes informed about possible rumors but also acquires the possibility to defend and answer to this information. It also enables companies to have an overview of competitors and what is being said and written about them (Bergenstråhle, 2010-04-14).

Once information concerning the market and potential reputations is collected, other functions of HR are brought into the spotlight, e.g. the brand building (Bergenstråhle, 2010-04-14).

4.2.2 Brand Management

According to Bergenstråhle, social media has become an activity that can rationalize the brand building. Furthermore he explains that the brand plays a vital role for attracting future employees and therefore becomes central in HR today (2010-04-14).

Bergenstråhle says that in the area of customer service, Swedish companies are not yet as active as in other countries. Thus he believes that in the near future this channel will be used once companies understand the possibilities and potential of social media. For example, a telecommunication company in the US uses Twitter as a channel for customer's service. By adding a question online, service staff responds by sending a hyperlink so that the customer can click and find the answer online. Bergenstråhle explains that the majority of the customer's questions are mostly standardized and this channel prevents people waiting in telephone queues. For the more difficult questions the company calls their customers and explains the answer instead. Not only does this customer service through this type of social media activity help people save time, but also it helps the company building their brand (Bergenstråhle, 2010-04-14).

A further example that Bergenstråhle gives is the possibilities for companies to actively have their clients and target groups help them with their product development. Instead of having the company choosing color or size on the phone, the company can post suggestions or questions through a social medium and by this make the customers involved in the decision-making process. This is an example of how to get a company's target group involved in the company decisions and create a two-way dialogue (Bergenstråhle, 2010-04-14).

Moreover, Bergenstråhle gives examples of corporations from today, such as Google, Youtube, and My space as companies that have built their brand without traditional marketing. Spotify, Voddlar and G-mail are examples of a companies working with invitations by recommendation to join. These companies represent examples on how to create a brand by letting the customers spread the message by communicating the message also outside the social media platforms online (peer-to-peer communication)(Bergenstråhle, 2010-04-14).

4.2.3 Social Media as a Communication Platform

From a HR-perspective, Bergenstråhle claims that social media works as a platform for communication, especially as an internal communication tool. These internal social media platforms can be used within the organization to share information concerning the work, comment on reports and give opinion and feedback to co-workers. This new way of communicating internally within companies can be seen as an opportunity but according to Bergenstråhle most companies consider it as a risk in that sense that companies believe that specific material and information will leak out to the public (Bergenstråhle 2010-04-14).

Berg and 3, exemplifies an organisation that works with communication internally with the use of social media. On a Facebook site created by 3, the employees within customer service get the opportunity to bring up potential question marks regarding their work task etc. Not only is this activity time efficient for the company, but also it saves capital for the organisation since employees can continually evolve because they receive real-time feedback. Berg also bring forward 3 Academy, an education unit at 3 writes blogs with the purpose of open up for the opportunity for others to obtain an insight concerning what kind of efforts and achievements the HR-department involve in. The blogs also gives the readers the opportunity to give feedback on what specific interventions that should be prioritized (Berg, 2010-04-14).

Berg compared this to participating in student conferences or having a showcase with give-aways in at a university area. Here communications is just one-way, and there is no opportunity for dialogue since in most cases the company does not receive any information about the segments, just the other way around. Social media opens up the possibilities of a two-way dialogue and conversation (Berg, 2010-04-14).

Currently the telecommunication company 3 is working on their Facebook webpage and Berg explains that vacant positions will frequently be added on the forum as well as other activities suitable for potential employees. For 3, a company that is frequently searching for people, this can become a very effective way of managing the recruitment process (Berg, 2010-04-14).

4.3 Recruitment

Social media contributes to new challenges of HR and recruitment (Bergenstråhle, 2010-04-14). LinkedIn, Twitter and Facebook are according to a research made by Daemon Within (2009) the fastest growing channels for HR and recruitment. This Australian research company has also done research on “Where’s the money being spent on candidate attraction?” The result shows that companies are likely to spend more money on referrals and social media Bergenstråhle ads that he believes that less money will be spent on campus, job boards and recruiters in 2010, and presumably the years to follow (Bergenstråhle, 2010-04-14).

Bergenstråhle, (2010-04-14), refers to a report by Daemon Within (2009), which describes Twitter as one of the fastest growing social media recruitment channels. Based on the number of published jobs, Twitter is the world’s fifth largest recruitment site.

Recruitment through social media channels is still limited in Sweden today but will most likely grow when people understand the advantages of the activity. Swedish companies using Facebook as a recruitment channel although exist but in a relatively small degree (Bergenstråhle, 2010-04-14).

Even though social media affects the functions of HR, Bodiroza adds that social media is not revolutionary; it is just a reshaping of an older idea. The traditional method will not disappear, but the shape and areas of usage will probably change. Coca Cola Drycker Sverige AB has chosen not to use social media within their recruitment process yet, but they see the possibility to recruit through social media in the future, with the intention to be more effective and to shorten the lead times (Bodiroza, 2010-04-14).

Bergenstråhle present a special recruitment campaign that took place on the Internet in the year of 2009. This was the case of the “Island Caretaker”, which was a combination of a marketing and recruitment activity. During the first day, 1 million people visited the website, 2000 people visitors per second and 4 million visitors per hour. The purpose of the activity was as simple as that the company needed to hire a gardener that would take care of an island in half a year. This illustrates the effectiveness of social media and the broad audience social media can bring (Bergenstråhle, 2010-04-14).

Another reason why social media has increases within HR and recruitment is because of the shift of generations (Berg, 2010-04-14).

4.3.1 The New Generation

The new generation entering the working life includes new demands and expectations (Berg, 2010-04-14). The new generation are born and raised with computers, Internet and social media, which in turn also results in a different view on the usage of social media, as for example, a place to find and apply for jobs (Bergensträhle, 2010-04-14; Berg, 2010-04-14).

Berg states that when 3 discussed how to handle the new conditions arising with the new generation entering the job market. They came to conclude that they need to be updated in the area of what younger people's relation to social media is. Among the new generation, those born in 1985-1993 (also known as Gen Y), social media often plays a big role of their lives since many are using social media daily (Berg, 2010-04-14).

Further on, Bodiroza argues that today's challenges are about managing the new conditions in the best possible way. Because of that the new generation has grown up in a technological society they are in contact with Internet and social media in different ways than the generations before. She believes that the challenge is to use the new technology in an effective way and to apply the new generation's knowledge and interest about it (Bodiroza, 2010-04-14).

Berg believes that HR managers today are probably not against the usage of social media, but have a lack of experience in the area that in turn creates insecurity. The new generation do not see these limitations instead they see the opportunities. Therefore these people should work with the social media channels since they already feel comfortable using it. It becomes the HR departments' roles to point all valuable energy and knowledge that the new generations possess into e.g. social media activities (Berg, 2010-04-14).

Instead of having the view on the workers as resources the employees should be considered as talents whereas their skills should be utilized (Berg, 2010-04-14).

4.3.2 Attract and Develop Employees through Social Media

Berg continues by stating her belief that the new environmental challenges lead to challenges for the leaders. Talent Management for example, will slowly replace the human resource departments. The HR-manager's traditional role moves towards being more focused on faster, smarter and better solutions to keep their competitive advantage and stay focused and

efficient. The employees play a vital part in this progress and it is important to consider the employees as talents, not as resources (Berg, 2010-04-14).

Bodiroza adds that considering people as talents can be seen as what HR mainly are about. To attract and hire the right people and make sure that they are being seen and develop on their own is becoming more important in today's competitive world. Seeing the employees not as resources but as assets has become more central and the employees can be seen as a part of a company's competitive edge (Bodiroza, 2010-04-14).

Berg claims that social media assists the recruitment process because it makes it easier to find and filter the talents needed for specific position. References are a part of the HR work and new channels are arising to create effectiveness within taking references. Social media contributes to both parties' experience, applicant and employer, allowing each the chance to obtain information and references about each other. Social media can make the employer's job easier during the interview process by enabling them to review recommendations from earlier employers for the given applicant. From the applicant's point of view social media makes it easier to get a hold of information concerning the organisational values of companies they are interested in working for (Berg, 2010-04-14).

Also, Holmgren agrees that social media can assist the process of attracting the right talents partly because of its possibility of reaching out to a wider audience (Holmgren, 2010-05-05).

The challenge, according to Bodiroza, is to understand the difference between each talent. Every unique human needs to be motivated at different levels, and appreciates confirmation differently. This diversity aggravates the recruitment process, whereas the role of HR is highlighted. HR is responsible to spread the organizational values and match them with the people working within the organization (Bodiroza, 2010-04-14).

4.3.3 The Case of Gröna Lund

Gröna Lund is an example of an organization that has taken an active policy in the use of social media in their recruitment process. Holmgren, the HR manager of the amusement park says "since we already have many talented employees who worked in the company we found it as a great idea to use their network to find new talented employees" (Holmgren, 2010-05-05). He finds this way of recruitment beneficial in reaching out to a specific audience. Many

opportunities have risen for Gröna Lund by using social media in the recruitment process. The activity has been time efficient since they can target and communicate easily with those groups they are interested in getting in contact with. Holmgren believes that since almost all, regardless of age, are moving in these social media circles today, Gröna Lund want employees to be present on their terms. They wish that the contact and communication towards Gröna Lund to be accessible and efficient in all ways. Social media facilitates this contact (Holmgren, 2010-05-05).

Gröna Lund and Holmgren found Facebook as a good channel to start their recruitment process since the current employees could use the open forums that already exist on Facebook, named “walls”, as a place to nominate family and friends (Holmgren, 2010-05-05).

Holmgren expresses the success with the outcome of using social media as a recruitment process. Gröna Lund has received PR in the press and also received about 2,000 nominations through Facebook, which 500 of these have led to actual employment (Holmgren, 2010-05-05).

5 Discussion

Based on the theories from our Literature Review the intention in this chapter is to connect and discuss the findings derived from the analysis of our empirical data. In the discussion we will connect and present the links with help and guidance from our frame of discussion that is presented in the end of chapter 2. The model and its links will be discussed in numerical order starting in Box No. 1.

5.1 Conceptual Framework - Box No. 1

The conceptual framework that is included within Box No 1 illustrates the three independent concepts: social media, communication and recruitment. In the previous chapter, it was made clear that the respondents believe that social media links to communication and recruitment in many ways.

Differences and similarities concerning the managers' views and standpoints differ depending on industry, company and experience in the area. The respondents all agree on that social media creates a two-way communication between the applicant and the employer and that social media opens up for additional communication channels than those already existing. They also believe that social media can be effectively used in the recruitment process if this activity fits with the company in whole.

Based on the managers' and practitioners' views we will further discuss the concepts in the conceptual framework and how these interrelate.

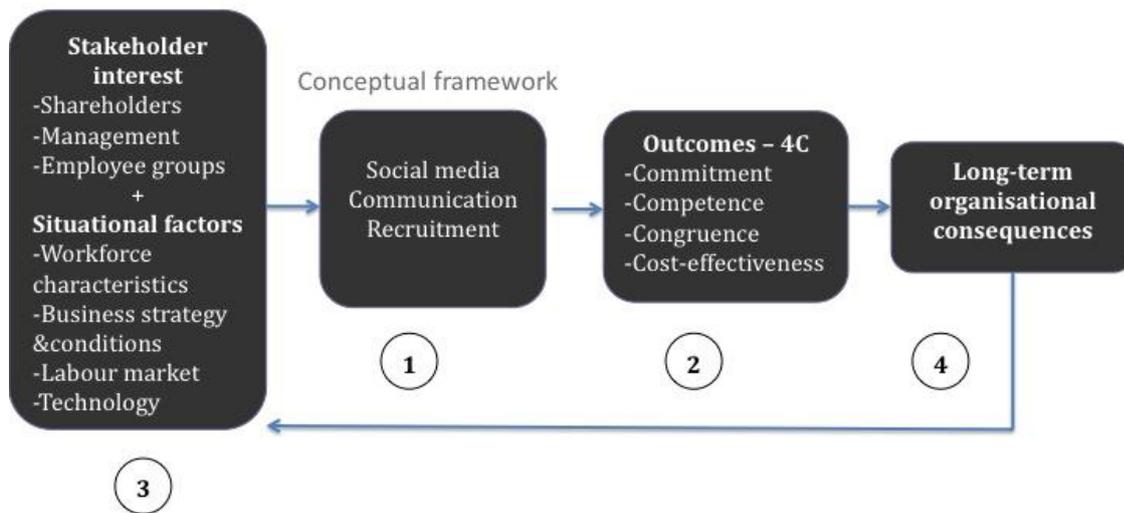


Figure 5.1. Frame of Discussion

5.2 Outcomes – Box No. 2

5.2.1 Commitment

Commitment in organizations is important since it contributes to the creation of loyalty, higher performance and dignity (Beer et al., 1984). To generate high commitment there has to be communication (Meyer & Allen, 1991). Using social media in the recruitment process contributes to the possibility to have a two-way dialogue with the job applicants and according to Postmes et al. (2001) this is one of the most productive types of communication for enhancing employee commitment. The communication used in the recruitment process increases the chances of achieving a feeling of attachment and connection between the applicant and the company. Hence, the two-way dialogue in social media is many times the starting point for building a relationship with the applicant. Along with this relationship comes loyalty and commitment towards the company. Having said this, we stress that by including a two-way dialogue increases the possibility of a closer relationship between the applicant and the organization already in the introduction phase of the recruitment.

5.2.2 Competence

Competence is in this section referring to the possibilities to attract the qualities and competences of the applicants that the human resource planning has decided that the organization needs and are searching for (Bratton & Gold, 2003).

A recruitment process that is done through social media can attract competence in many different ways. The employer and employee can, as Bergensträhle (2010) explains, easily begin a two-way dialogue in social networks, forums or groups and there, for example discuss what qualifications the company is looking for, organizational values etc. From the recruiter's point of view social media (especially LinkedIn) can act as a great tool to find specific information and facts concerning the applicant.

If we look from the applicant's point of view, social media gives the opportunity of gathering information concerning available positions, company values and other relevant information (e.g. transparency). Thus, the match between the applicant's qualities and the organization's needs are assisted through social media, indeed on both sides in the recruitment process. This connects to the ideas of Falkenheimer (2001) regarding social media as a new technical medium (See Figure 2.4) between the sender and the receiver, which allows for a greater and faster dialogue and feedback. In this way social media helps to attract the right competence, which has been argued by e.g. Bodiroza (2010) to be a critical factor of success for all organizations. Based on the reflection above, we argue that the outcome of the recruitment process is that the pool of selection will consist of applicants that are well qualified, well informed and that most likely fit with the organization's values and culture.

5.2.3 Congruence

By this stage, it has become clear that the two-way dialogue is a common denominator in enabling a positive outcome. Congruence is what the social media recruitment process achieves if the dialogue is open and honest, meaning that the applicant is honest about his or her qualifications and values and that the organization is communicating a message that corresponds with the true characteristics of the organization. Hence, the direct outcome is that the organization and the individual can have a dialogue that are congruent with what they believe in and stand for.

5.2.4 Cost-effectiveness

Gröna Lund exemplifies a company that has used social media within their recruitment process as an external platform to communicate to future employees. Employment by using the current employees' existing networks has reduced costs for their recruitment process spring 2010. Not only have they reduced their costs, but they have also gained a lot of publicity in the press and in a way built their brand and gained a good reputation. As a consequence to this, cost-savings has been achieved in these areas as well. Recruitment through social media can be seen as a good investment from many aspects. First it is important to acknowledge that most social media channels are freely distributed. Secondly, the company gains leverage from using their employees' already existing networks and by having them spreading the message (peer-to-peer communication). As Bergensträhle (2010-04-14) highlighted during the seminar "engage your target group and have them engage in part of the communication for you". Having people that are active online spreading your message is the equivalent of free advertising for your company.

Social media gives the opportunity for companies to reduce their cost within marketing and advertising as well, due to the fact that peer-to-peer advertising increases significantly. Not only can costs be reduced but also time spent on administrative work. The telecom company 3 also uses social media in their selection process, which is very efficient. Berg (2010) acknowledges that the selection process usually is one area that is very time consuming because of the high number of applicants.

The communication through social media contributes to participation, openness, conversation, community and connectedness between the applicant and the employer in compliance with Mayfield's (2008) definition of social media characteristics. As a result, the information flow and communication becomes more active and effective.

Furthermore, the case of Island Caretaker can be a good example to illustrate how recruitment and brand building can be combined through the channels of social media. The synergies of building a brand, reputation management and the reduction of administrative costs prove how using social media in the process of recruitment leads to a great potential to reduce overall costs and enable for cost-effectiveness in the HR-department.

5.3 Situational Factors and Stakeholders- Box No. 3

The discussion so far has focused on how social media can affect the recruitment, the pool of applicants and the selection process in companies by presenting the links between the concepts of social media, communication and recruitment. The mapping of the potential outcomes built on the four C's (commitment, competence, congruence and cost-effectiveness) illustrates how the recruitment process through social media can enhance the performance of the organization and lead to long-term organizational consequences.

In order to actualize the potential outcomes to reach long-term consequences, there are many factors that have to match. In other words, to strategically use social media in the recruitment process, the practice has to be designed and implemented so that it fits the situational factors and stakeholder interests.

5.3.1 Fit with Stakeholder Interests

Based on the empirical data and theories, we argue that important stakeholders in the recruitment process primarily are shareholders, management and employee groups.

As Bergensträhle (2010) indicates, using social media in the recruitment process can lead to that the organization is putting their brand in an exposed position. Therefore the *shareholders* may be concerned if there is a risk that the brand's image can be tarnished. As an example we can bring forward Coca Cola Drycker Sverige AB, which is a subsidiary to Coca Cola AB in Sweden. Important to consider for a company such as Coca Cola is what consequences and effects large activities such as a social media might have on their brand and their reputation since the brand and the product carry the same name. According to Bodiroza (2010) this is why Coca Cola Drycker AB is careful in their decisions of implementing social media in their recruitment process.

Moreover, a social media recruitment strategy needs to be supported by the *management* in the organization. From what the HR-managers argue in our empirical findings, it seems like the reason for the pessimism regarding the use social media is fear and lack of knowledge and experience. However, we note that their attitude towards social media is open but that the decision has to fit in with the organization as a whole. HR is about influencing the motivation and behaviors of employees and in that way helping the organization achieve their goals (Sayer, 2007).

It is also important that the company's *employee-groups* match the social media recruitment strategy. Bodirosa (2010) discussed a new challenge in HR about how to manage the increased diversity in companies. Different workers may feel differently towards social media, and most significantly is the difference in attitude between the work-groups since they often are from different generations. The new generation (Gen Y) tend to have a more open view towards the usage of social media. Web 2.0 and social media can be seen as a second nature to the incoming generation of workers. As a result of this, the new generation, with new demands and expectations, think that social media should be an obvious channel for recruitment in their company, whereas people used with old methods feel threatened and do not want to jeopardize their traditional job-tasks. This difference in attitudes is probably one of the reasons why Beer et al. (1984) emphasized that evaluation and understanding of the outcomes of social media recruitment requires a fit with the stakeholders opinions, interest and views.

5.3.2 Fit with Situational Factors

When discussing the situational factors, it is essential to acknowledge that these do not only refer to factors outside the firm, but also to internal factors such as the workforce characteristics as well as the company's strategy and goals.

In accordance with Beer et al. (1984) our empirical data shows that the *workforce characteristics* are an important situational factor for companies that consider using social media as a recruitment tool. The policies that the management use reflect the assumptions they have about their employees in terms of motivation, capacities and values. For the recruitment strategy to work practically, these assumptions have to be consistent with what the workforce really supplies (Bratton & Gold, 2003). This also relates to the fact that different employee groups have different opinions, wants and needs that were mentioned as a stakeholder issue. If the management is aware of work groups' interests and knowledge, they can try to take advantage of each group's competence and develop different work tasks for different work groups. In the use of social media in recruitment, this could mean that the new generation, which often has greater interest and knowledge in the area, might be more suitable to deal with these work tasks in the organization.

Human resources management cannot be seen by itself. In accordance to Bodirosa (2010) it has to be regarded as a part of the organization. This means that the recruitment strategy must fit with the overall *business strategy* and the competitive conditions in the organizational

environment. In order to gain competitive advantages, the strategy and purpose of the policy needs to be clear to everyone involved in the organization. Organizational success is according to Berg (2010) a result of the human performance in the organization. Because of this, the social media recruitment strategy needs to be developed so that it will attract new talented employees.

Furthermore, companies need to identify how their target groups behave when looking for jobs, so that the recruitment strategy can be designed to attract these desirable groups. This confirms the idea that there also has to be a fit with the *labor market*, which in this case can be seen as the company's ability to compete with the competitors about their workforce. The image of the company and their brand reputation influence the attractiveness of the company and therefore also the pool of applicants.

In Coca Cola Drycker Sverige AB the need for attracting new talents through social media is not consistent with the company strategy and current needs. Coca Cola's needs, in terms of employees, are different from companies like 3 and Gröna Lund. We can see that reasons for this might be reflected in the nature of the workers. Both 3 and Gröna Lund provide shorter employments and a large quantity of employees, often in young ages.

The new generation (Gen Y) tends to have more open views on the usage of social media, both in company settings and private. The channel of applying for a job through social media is therefore not seen as difficult, hard or peculiar. However, Holmgren (2010) doesn't see any constraints of using this channel even in different work groups. He express his belief that social media is used by people in all generations. Either way, the purpose of the social media recruitment strategy needs to be connected to company strategy and goals. First then recruitment can lead to competitive advantages (Highhouse et al., 1999).

5.4 Long-Term Consequences- Box No. 4

If the social media recruitment process is implemented and attended carefully and correctly, the possibility for long-term organizational consequences can be achieved. One of the outcomes is organizational effectiveness, which means that the organization is responsive to the market and social environment (Beer et al., 1984). From the discussion above, we believe we can argue that new technology such as social media and the rise in new generation entering the work life can be seen as being responsive to these external factors. The Web 2.0

and social media enables new ways of communicating which lead to that companies need to make a choice: join, wait or be left outside. By being responsive and organizationally effective, the ability of the company to take advantage of the new techniques, knowledge and interest of the new generation increases substantially. The long-term effects are depending on how the company can adapt and response to these new conditions (Beer et al., 1984).

If we look at our frame of discussion (See Figure 5.1) we can see that the long-term consequences lead back to the situational factors and stakeholder interest. When analysing this topic based on the model, it concludes that the four C's are not the direct outcomes of the social media recruitment activities. Instead, they are the potential outcome of a long-term focus on using new channels in the recruitment process. These improvements are influenced by all other, strategies and policies in the company and are contributing to the company in whole. Important to acknowledge when discussing social media as a recruitment tool, is that result occur after a longer period of time (Beer et al., 1984).

5.4.1 Effects on Attraction and Selection

Bratton and Gold (2003) discuss two critical issues in recruitment; *attracting* people and attracting the *right* people. What is important to consider is *how* social media affect these two factors. When discussing these factors interesting findings appear.

First of all, we agree with Bergenstråhle (2001) that social media is a good place for reputation management and branding if it is done thoughtfully. With a well-known brand and a good reputation about work conditions and benefits, the company has the ability to *attract* more applicants with a better fit to the company. Furthermore, social media is a worldwide phenomenon, which means that who a company can attract becomes unlimited. The social media enables online communication and interaction between the sender and the receiver and therefore a two-way dialogue can arise with anyone, anywhere, around-the-clock. This new way to put HR "out there" has turned the critical issue of attracting people closer to the field of marketing. Iceland Caretaker is a great example that shows how HR and marketing can work together. It also demonstrates social media's ability to reach a large number of people.

Secondly, social media can also help the company to attract the *right* people. Social media makes it possible to attract the target group by choosing the right platform or channel to communicate their message. To attract and select the right people has become more of a

fundamental element in company success. The two-way communication that is possible with social media makes it easier to control the pool of applicants. However it is crucial for companies to maintain and be present in the dialogue. “Social media needs to be social!” (Bergensträhle, 2010) Having said this, we can use Bodiroza’s suggestion and argue that social media does not have to replace old methods, but instead be used as a complement.

5.4.2 Development of the Recruitment and Selection Steps

The recruitment process through social media puts the traditional recruitment theories in another light. In our research we can conclude that recruitment and selection can generate more in each step when using social media compared to the traditional methods. As Bratton and Gold (2003) declare, recruitment is all about attracting employees to fill the demands approximated in the human resource planning. Recruitment through social media can enhance the possibilities to attract the right people and find the fit earlier in the process compared to the traditional recruitment channels (e.g. advertisement, head-hunting, websites, professional associations etc). We can see that this is possible due to the two-way communication that the social media channels enable. Therefore we argue that the recruitment generates a pool of applicants with qualities and competence that correspond *better* with what the company is looking for.

A smaller pool of applicants, but with a better fit means that the resources in the selection phase does not have to be spent on filtering among the applicants. Instead the resources can be used to review the candidate through specific selection techniques.

In the information derived from our empirical findings we can also see how the two-way dialogue can shape a relation between the employer and the applicant. The advantage is that recruitment through social media can establish a feeling of commitment and loyalty as early on as in the attraction process. This means that the new employees quicker can feel more attached to the company, which can lead to a quicker adaptation to the company and the possibility of a higher job performance.

6 Conclusion

In this chapter we will present a conclusion that summarizes our main findings from the thesis. Lastly we will end with suggestions for further research.

6.1 Social Media as a New Challenge for HR

Our ambition with this thesis was to look at what role social media has in recruitment and what challenges it can bring to the recruitment process. We also wanted to see what long-term advantages that can follow from a usage of social media in recruitment. To derive our analysis and discussion we created and used a conceptual framework that includes the three concepts, social media, communication and recruitment. First, we looked at the concepts separately and then we integrated the concepts and discussed their relation to each other with help of our frame of discussion model.

Based on the empirical data and discussion (chapter 4 and 5) we have found results that indicate that HR-managers in large Swedish corporations currently stand in front of a challenge when adapting to the new technology that arose with the evolvement of Web 2.0. Social media has generally been used within marketing, but according to our empirical data this medium has also expanded to be used in HR-departments.

Since we have focused on the area of recruitment we have found confirmation that for managers to use this medium can be seen as not only a great strategic move but also that it is not suitable for all companies. It depends on the business, as well as, what employees you are looking for. The challenge is therefore to decide what fits the organization and what approach and medium that might be appropriate for your company.

As well as the pressure from the rise of Web 2.0, the new generation (also known as Gen Y) of workers currently enters the working life, a fact which is bound to affect companies in a

great number of ways. We have concluded that many people within this generation consider social media as a natural way of applying for vacancies. This means that companies might need to consider adapting to this in order to meet the demands and expectations of this work group.

6.2 Recruitment as a part of the Dialogue

The challenges of new techniques, along with the knowledge of the new generation, are both factors that we can see affecting the human resource planning. We have found that social media assists the HR recruitment process because it makes it easier to find and filter the talents needed for specific positions. Depending on the needs of the organization and the strategic decision involved, the choices of platform are also crucial in order to reach the target audience. Social media can enhance the ability to attract the right people and find the right fit earlier in the process. The results are as seen in the case of Gröna Lund, a case which demonstrates the cost-effectiveness and more effective process with shorter lead times granted by their social media presence.

Social media enables the possibility for companies to map their target groups, have a dialogue, increase company transparency and, at the same time, attract new employees. Based on our empirical findings and through our discussion, we have concluded that the greatest advantage with using social media in the recruitment process is the potential of reaching a larger audience and thereby attracting more people that better fit with the organizations profile of demands. The downside, on the other hand, is the lack of confidence in the privacy settings. By this we refer to the possibility for a leakage of company information and the fear of losing productivity. For larger corporations such as Coca Cola the brand value is another aspect they also need to bare in mind during their activity in social media settings.

Social media platforms open up for the possibility to have a two-way dialogue with the job applicants, which in turn increases employee commitment. The two-way dialogue through social media can build relationships between the applicant and the organization as well as increase the possibility that the pool of applicants will consist of applicants that are likely to be well qualified for the vacant position. Social media platforms also open up for peer-to-peer communication as the message travels quicker, both between the employer and applicant, and

between receivers and their networks. Peer-to-peer communication enhances the possibility for recommendations and an increased word of mouth.

When a company has a clear strategy and purpose concerning recruitment, we see that there is a possibility for beneficial effects. The HR- managers have expressed their opinion regarding how important it is that the work and goals in an organization link to the overall business strategy. We can conclude that in order to gain competitive and long-term advantages, the recruitment strategy must fit with business strategy. This is a prerequisite for long-term organizational effectiveness and cost effectiveness.

Overall we have, during our research process, seen that social media's foremost effect in the recruitment process is in the area of attracting the pool of applicants, as well as the selection process. Social media platforms open up for new ways of communication online.

We can acknowledge that social media is a hot topic in companies today. Whether social media the use of social media will increase in the future or not is impossible to say but as we concluded, social media now also start to include other areas and other departments than marketing. Regardless of the company's business or need for social media, our final conclusion is such that companies need to at least acknowledge the effects that social media might have. Currently the focus of the managers is on the usefulness. We, at the other hand believe that the width and breadth of the applicability of social media should be more acknowledged.

The respondents in our research have to some extent understood the potential that social media can bring. While some have chosen to actively work with this within recruitment, some have also chosen to wait, at least until the strategy and purpose of the activities is fully evaluated. From the respondents' point of view, we can conclude that the recommendation is to start off small but slowly and surely expand continuously.

In order to take advantage of the communication possible through social media it is important to be social, maintain and support the information posted in the medium, as well as understand the effects of peer-to-peer communication. Finally we draw the conclusion that social media enables dialogue, presence, transparency and quickness. Social media affects the recruitment process in a way that creates a better fit between the applicant and the company and contributes to a quicker and easier way of communication. However, because of that all

the consequences can only be evaluated in the long term, the effects can only be estimated, not definitively stated.

6.3 Suggestions for Further Research

This thesis has illustrated how social media can be utilized within the area of HR and especially recruitment. Examples of challenges and difficulties that might arise with the usage of social media in the recruitment process has also been presented and contributed insight into the new ways within which HR has been handled or can be dealt with.

The connections between social media, communication and recruitment can be advanced from more angles than those presented in this thesis. For example we find that the connection between recruitment and social media can be further studied in terms of focusing on education for the employees within the theme social media. By educating the employees within the area of social media, fear and insecurity might decrease. How this could be implemented and put in practise, we found of interest to further develop.

Moreover, we also see the possibility to look deeper into how social media affect other functions with HR beyond the recruitment function. We have mentioned other functions of HR except recruitment and their connection to communication and recruitment, but we believe that these parts can be investigated further.

Due to the limitations in the research, the above approaches were not possible to develop in their entirety, but we welcome them as suggestions for further research. We also encourage taking in other views in terms of extending the number of respondents and with that perhaps acquiring more information, experiences and thoughts concerning the theme. This would broaden the scope of the research and perhaps lead to a more detailed outcome.

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Appendix I

Social Media

Social Networks

A person joining a social network usually creates a profile and then builds a network by connecting friends, pictures and information to their profile (Mayfield, 2008). By adding friends you build your personal network of both real-world friends and contacts from the web. Two commonly used social networks are Facebook and LinkedIn.

Facebook

Facebook was founded by Mark Zuckerberg in 2004. Facebook is a multifaceted tool and according to Bretz (2010, p.1) “when it is used correctly, can be one of the best brand advocated for your company”. Facebook is a social network that allows people to build personal web pages, upload content, pictures and information and communicate with friends, family members and co-workers (Mayfield, 2008). The network strives to give people the power to be able to share and contribute to a more open and connected world (Facebook About, 2010).

Today Facebook is among the world’s ten most visited websites and has over 400 million active users. The site attracts companies as well as private persons all over the world and has over 70 translations available. Facebook offers technologies that assist the sharing of information through different social graphs or digital mapping of people's real-world social connections. In April 2010, over 1.5 million local businesses had an active page at facebook, and can reach the 200 million daily visitors facebook has (Facebook About, 2010).

LinkedIn

LinkedIn is a social media that is designed for professional networking (Bretz, 2010). It is a network used to reconnect with past and present classmates and colleagues, use professional networks to get information about new opportunities for your career and get advice from

experts within your network industry. The overall aim with the network is to connect professionals around the world and achieve trustable relationships, which is believed to be the key to a company's competitiveness (LinkedIn About, 2010).

The member creates a profile that includes a summary of the person's professional accomplishments and education. The person is then able to invite contacts to the own network that will consist of the own connections, and connections' connections. The members can choose to use the network's different applications, for example find potential clients, jobs and create projects. In the same way companies can find new talents, find connections that can facilitate present job projects and gain new insights from other professionals in the industry. LinkedIn has more than 65 million members in more than 200 countries and representing 150 industries (LinkedIn About, 2010).

In November 2009, LinkedIn and Twitter initiated a partnership with the purpose to make the two media's more powerful for the user. The idea is that the user should be able to tweet and then send it to the LinkedIn connections and when the user put a status on LinkedIn, they can tweet it as well. It can be described as a two-way communication between tweets and status updates (LinkedIn, Press release, 2009).

Micro-blogging

Micro-blogging is a tool that combines elements from both blogging with instant messaging and social networking (Mayfield, 2008).

Twitter

Another example of a social media is Twitter. This is a web-based, real-time information network and act as a micro-blog where users share information and best practice and to provide guidance for others (Bretz, 2010). The user ads text messages called "tweets" that consist of a maximum of 140 signs. The tweets can also be sent to the profile from the user's mobile phone and is therefore a fast broadcasting network (Mayfield, 2008). Twitter keeps the user informed about both small and revolutionary things that matters to them, or might matter to them the next day (Twitter About, 2010). The system is mainly based on simplicity but with large penetrating power.

Users of Twitter vary. According to Mayfield (2008) Twitter is popular among homeworkers and freelance. For business use it enables organizations to connect to the right audience at any

chosen time. It can help to build relationships with partners, costumers and inform, as well as gather real time expertise in about the business. Furthermore, it gives opportunities for costumers to give feedback on experiences they have had with companies and share ideas of improvements (Twitter About, 2010).

Appendix II

Interview Guide, Zorica Bodiroza, 14th of April 2010.

Övergripande syn på HRM

1. Berätta lite kort om din roll inom Coca Cola. Din bakgrund?
2. Hur ser ni på ert HRM arbete? Hur är det uppbyggt?
 - Vad tycker du att det innebär? Vad involverar det?
 - Vad har HR för funktion/roll inom Coca Cola?
 - Har ni en eller flera HR avdelningar?
 - Intern kommunikation?

Organisationens HR strategier

1. Hur ser era hr strategier ut? Utformning?
2. Upplever ni att HRM är en konkurrensfördel?
3. Är HR strategierna kopplade till övriga organisatoriska övergripande strategier?

Utmaningar för HR

4. Vad tror du är den största utmaningen för HR? Generellt, och för specifikt er?
5. Hur arbetar ni med hr strategierna med de nya förutsättningarna som nu finns på marknaden?

Sociala medier

6. Vad har du för personlig relation till sociala medier? Twitter?
7. Spelar en förändring inom sociala medier en stor roll för ert företag?
8. Om inget samspel mellan sociala medier och HR i Sverige, varför? Och varför skiljer det sig mellan USA och Sverige. Kan du ge exempel?
9. Tror ni att det är viktigt att använda det, eller tror ni att det är en trend?
10. Framtidsaspekter av hur sociala medier kommer att påverka Coca Cola?
11. Hur tror du att sociala medier kan användas som ett HR verktyg?
12. Har ni gjort ngn rekryterings process likt Gröna Lund? Extern kommunikation?
13. Hur ser Du på användandet av social media på detta vis (som Gröna Lund?)

14. In a perfect world, what would you like to do, how would you use social media?

Avslut

15. Kan vi kontakta dig igen?

16. Får vi använda ditt namn I uppsatsen och Coca Cola som ett fall företag

Vi hör av oss!!

Appendix III

Interview Guide, Kaj Holmgren, 5th of May 2010

- Varför har Ni valt att använda Er av en rekryteringsprocess som innefattas av sociala medier?
- Vilka sociala medier använder ni er av? Om enbart facebook- varför inte övriga kanaler så som LinkedIn för att nå en äldre åldersgrupp?
- Vilka möjligheter öppnar användandet av sociala medier i en rekryteringsprocess upp för Er?
- Hur anser ni att kommunikationen mellan Er och arbetstagaren kan gynnas via att ni använder er av sociala medier?
- Vilka eventuella risker finner Ni med samband med att Ni använder Er av sociala medier i rekryteringsprocessen?
- Hur går det/har det gått?
- Kommer Ni att använda Er av denna typ av rekryteringsprocess i framtiden?
- Hur tror Ni att Er rekryteringsprocess kommer att utvecklas?