

Personnel Sourcing And Selection In Social Media: A Research Regarding Generations

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Extensive Summary

Introduction

As a result of the spread of technology and internet, social media networks have emerged thanks to the web 2.0 technology which allows people to interact with each other and it has started to show itself in every area of everyday life. Social media networks are also widely used in recruitment processes, an important function of human resources. In this study, it is examined whether the social media networks' usage tendency in the sourcing and selection processes differ in terms of the generations of those who actually carry out the recruitment processes.

Social recruiting is use of social media networks in informing candidates, increasing employer attractiveness, communicating open positions, contacting candidates, accepting job applications, eliminating candidates and selecting the right candidates (Wazed ve Ng, 2015). Social media networks increase employer attractiveness of organizations when they are used effectively and correctly in recruitment processes and affects quality and quantity of the candidate pool positively (Doherty, 2010). Today, candidates' social media profiles have become the resumes of them. In their social media profiles, the candidates' demographic information, work experience, interests, hobbies are up-to-date and offer more information to the employers than what they can access in their standard curriculum vitae (Doherty, 2010). The information contained in the candidates' social media profiles and used in the candidate evaluation process should be directed at predicting the candidate's job performance. Also, the candidate evaluation criteria through social media must be clearly defined. Objective evaluations of candidates are possible only by this way. Another important issue in the candidate evaluation process is the candidate's privacy (Slovensky ve Ross, 2012).

According to the Turkish Language Institution Philosophical Terms Dictionary, the concept of generation is defined as "a group of people who were born in the same

years and lived in conditions of the same age, and therefore experienced similar troubles and destinies and were obliged with similar assignments". There are basically 5 main generations: Silents (1923-1945), Baby Boomers (1946-1964), Gen X (1965-1979), Gen Y (1980 – 1999) and Gen Z (2000-..).

In this study, it is aimed to examine whether the social media networks' usage tendency in the sourcing and selection processes differ in terms of the generations of those who actually carry out the recruitment processes. Two research hypotheses have been developed for this purpose:

H₁: Participants' tendency for using social media networks during personnel sourcing processes differ significantly for Gen X and Gen Y.

H₂: Participants' tendency for using social media networks during personnel selection processes differ significantly for Gen X and Gen Y.

Methodology

Since there was no reference scale developed before regarding social recruiting literature, a survey form specially prepared for this research was used. By 15 questions in the questionnaire form, the demographic profile of the participants, the characteristics of the workplace in which they were employed and the information about the use of social media were measured. With the first 3-point Likert scale consisting 9 questions, participants tendency to use social media networks in personnel sourcing processes, and with the second 3-point Likert scale consisting 10 questions participants tendency to use social media networks in personnel selection processes were measured. Survey form was filled by 187 Gen X and Gen Y professionals who are employed by the private sector companies operating in Turkey. IBM SPSS 21.0 was used for the analysis. In the analysis of the data, independent sample t test was used and the data were interpreted by descriptive statistics and induction method. Both the validity and reliability analysis were conducted for both two scales and it is has been reached that both scales are valid and reliable.

The research hypothesis constructed to identify whether the tendency to use social media networks in the sourcing processes differs significantly for the Gen X and Gen Y participants, H₁, is analyzed by the independent sample t test. And it is concluded that Gen Y professionals are moderately more inclined to engage in social media networks in sourcing processes than Gen X professionals.

The research hypothesis constructed to identify whether the tendency to use social media networks in the selection processes differs significantly for the Gen X and Gen Y participants, H₂, is analyzed by the independent sample t test. And it is concluded that there is no significant difference between the Gen Y and Gen X regarding their tendency to engage in social media networks in selection processes.

Conclusions and Suggestions

As a result of the research, it is concluded that Gen Y professionals are moderately more inclined to engage in social media networks in sourcing processes than Gen X professionals. While the Gen Y has grown up with technology in a technological world, technological advances entered the lives of Gen X afterwards and they have had to become to adapt. As Gen Y is so quick to access the information, easy to get what they want, fast consuming and waiting for the new, this generation has become more open to differences and innovations. The fact that Gen Y is more inclined to use social

media networks as a new and technology-based practice in personnel sourcing activities than Gen X, can be explained by the fact that this generation is more intertwined with technology and more open to differences and innovation.

Another result of the research is that there is no significant difference between the Gen Y and Gen X regarding their tendency to engage in social media networks in selection processes. Personnel selection is the determination of the most suitable candidates with the necessary knowledge, skills, abilities and other competencies necessary for the position to be filled, with objective, accurate and reliable assessment tools. Objective, accurate and reliable assessment tools are used to move the evaluator away from subjectivity and to leave personal likes, preferences and attitudes. The fact that there is no significant difference between the Gen Y and Gen X regarding their tendency to engage in social media networks in selection processes supports this point of view. And also the participants' use of social media with their own initiative and without a company policy is another finding supporting this point of view.

Considering the increase in the number of Gen Y employees in the following years, it is envisaged that social media networks will be used more intensively in the personnel sourcing processes such as increasing employer attractiveness, candidate communication, job announcements and accepting job applications. And also it is thought that the use of these networks in the selection process will increase in the following years as social media networks become more controlled in the recruitment process, within the framework of defined policies and in an effort to support an objective selection process. With these predictions, social media networks are expected to be a field of more investment and consideration by employers in the coming years.