

Social Network Impact on Strategic Human Resource Management and Traditional Recruitment Process: Case Study Republic of Kosova

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Abstract

In the modern world information technology especially internet is rapidly changing the way individuals interact in the real world in the labor force market. Social networks (SN) like Facebook, LinkedIn, Twitter; Instagram etc. has invaded our daily lives. Human resources management has also taken its share of these changes. Employers have begun using social networks for getting information about job candidates. Information provided by Social Network about personal and professional life of potential job candidates made Social Network as an important tool for recruiters. In the Republic of Kosovo even in some other countries social network is not an official part of the selection but their influence on the recruitment process is very evident.

The essence of the research is the impact of social networks and traditional methods - interviews, C.V and recommendations in the recruitment process in the Republic of Kosovo. In foretold, the research thesis is explored with all the justifications and challenges that follow. Presentation of the research plan and procedures reflects in detail the real situation. The methodology I have used in this research has analytical character and practical verification of hypotheses. This first research is dealt with on this day and will be a major contributor to the human resources strategy devoted to the recruitment process.

In the survey we made and the hypothesis that I have argued about the reality of the recruitment process in the Republic of Kosovo. And I conclude that: Social networks are effective and efficient in the recruitment process, it has the potential to find the best candidate for employment, has a competitive advantage. Link the social network with more reliable and professional social connections between social networks and traditional recruitment methods foresee them as a model of the future. But the replacement of traditional recruitment methods with social networks respondents now has rejected it as a possibility.

Key words: Human Resource Management; Social Networks; Strategic Management; e Recruitment; Employment; e Business; Labour market;

1. Introduction

Social networks (SN) are not the official part of the selection, the fast internet advancements and SN changed the management strategy of the recruitment process. The information provided for the candidate's personal and professional life, but also the need to use them. With advantages offered by SN, we offer a completely new approach, transparency, reliability, extracting reliable information quickly from various independent sources. Even in the global aspect, but we are constantly researching the persuasion of the recruitment process, some of the social network countries have officially become part of the Recruitment Process.

All over the world, the recruiting process was done in its own way, but the best model was shown to the Japanese who were in the 70s and 80s, "Recruiting and Selection had treated them with priority", so they had impressive results in productivity and innovation.

Some prestigious companies use strategic recruitment according to Lundy, O., Cowling, A., (1996), which provides the company with a long-term employee selection strategy, before starting the formal recruitment process with Traditional Recruitment Methods. The information from SN has just created an impression for the candidate.

Employment interviews are the most common methods of selection (Ryan and Ployhart 2000). They are the best predictors of the candidate's performance. In special research we devoted individual interviews where the Recruitment Equality Commission typically did identify best candidates through written tests and Face to Face interviews. This

commission consists of three interviewers: One who was asking questions, one observing, and one recording the information.

The CV based interview verifies what is written in the CV and this can be compared to social networks data. A behavioural interview demonstrates the features of the candidate's personality. The interview based on the performance of the candidate informs us of the competences of the candidate for that place of work. References - Recommendations are very important data for the recruiters because it gives valuable information about the candidate. These assessments tend to reveal the knowledge, skills and affiliations associated with the work. Special attention in this research was devoted to communication, interaction and initiative among people as personality traits.

Daniel Goleman (2006) noted that the success of an activity depends on the individual's relationship with people, how he communicates or agrees with them. Recruited employees into the employment process come with different mental and spiritual coefficients but the environment that this potential can change. Most of the Companies in the World, regardless of size, use different Recruitment Strategies (Marchington-Wilkinson, 2012). This study aims to give more light to the use of social network in recruitment practices. Kluemper (2013) found that 35% of employers said that they would reject a jobseeker because of information they found on social media.

2. Literature Review

Social Network Websites screening should be conducted late in the selection process, as is recommended with other kinds of background checks, drug testing, medical screening, and other of a private nature (Gatewood et al., 2008).

Jobseekers can join the social media platforms of companies and then easily have access to the vacancies companies post. Jobseekers can even do this anonymously, which could be an advantage for jobseekers that currently have a job. Plus it helps the recruitment process of the jobseeker by making it more responsive (Reiners & Alexander, 2013).

Reppler's (2011) research confirmed the importance of personal presentation of candidates on the internet, especially on social networks, with following findings related to USA: Recruiters are using social

networks to screen job applicants. Facebook and Twitter are being used a lot to screen job applicants.

Job seekers are not yet prepared for the new trend. The majority of people who are looking for a new job do not pay appropriate attention to their internet profile (Pavliček, 2013).

For starters, employers may look at information that has been provided on social media in the wrong way. Negative information that has been retrieved from the jobseekers' personal profile may not be considered in the right context. They could therefore result in a hasty rejection decision (Brown & Vaughn 2011, p.220-221). When employers are using social media for recruitment they also need to be aware of the risks of negligent hiring. If an employer discovers negative information about a jobseekers using social media sites, but decides to ignore. (Davison et al., 2012).

The recruitment process is considered key to the success of a company. Social media could be a powerful tool for a company that could be used to advertise jobs, and create a competitive advantage since it can reach a greater pool of potential candidates. (Deshati, E., 2017)

Facebook is the most popular social media platform in Kosovo - used by approximately three-quarters of Kosovo's Internet users. Whilst users can select Kosovo as a location, Facebook has recognized Kosovo as an independent country. According to Bohmova and Malinova (2013) research, 90% of Facebook users have the information about their education publicly accessible.

A number of major websites such as TripAdvisor and LinkedIn do recognize Kosovo, however other major websites have yet to recognize Kosovo as an independent entity including Amazon, eBay, Yahoo and Skype. LinkedIn can be used in a whole variety of ways - to identify business contracts, candidates or clients, to canvass opinion on a particular topic, to advertise jobs, to hook back up with a former colleagues or to contact or to advertise your services, credentials or availability for a new job (Thew, 2008).

Companies are using Facebook to recruit new workforce. According to a study by software developers for Select Minds social recruiting, 72% of U.S. firms actively use social networks for recruitment and this figure is growing. ("ROI of Social Media in the Enterprise: A Benchmarking Survey" An Oracle White Paper January 2013)

3. Purpose of the study

The purpose of this study is to argue theoretically and in practice the impact of information on social networks and traditional methods in the recruitment process. To highlight the progress and all the problems faced by the recruitment process in the Republic of Kosova. Capabilities of employment centers are very limited to deal with a large number of registered unemployed from year to year. Also the role of these centres in employment turns out to be very pale and therefore the trust in these centers is very small (Ukaj, M., Dragusha, B. (2013). "Unemployment and labour force market in Republic of Kosova" *International Journal of Business and Social Research*, Rockville, United States. 3: 122-130).

To analyze the policies that monitors and directs the recruitment process by comparing with the advancements of successful states in this field and to analyze the structure of the equal recruitment commission at their level of education and the performance of the human resource managers is aim of this study.

Interpretation of the relationships between social networks and traditional recruitment methods and identify mechanisms of their impact on the recruitment process. And finally, the purpose of this study is to build a reasonable scientific basis that will enable us to provide forecasts and effective recommendations for the Recruitment Process.

4. Methodology of a study

Firstly, descriptive methods were used to explore theoretical information about the field of study. This method has advantages because it is accompanied by instruments that compare primary and secondary data and this makes the information structured in the outline that the conclusions drawn are as accurate as possible. Primary data was provided by questionnaires and through direct interviews, while for secondary information I used various scientific literature and studies from this field of research.

First, the identification of public and private companies that use the Social Networks pages in the process of employment. The questionnaire was drafted and distributed electronically via e-mail to managers and especially human resource managers in the public and private sector. The questions are the same for everyone because this makes it easier for us to

respond easily. The bases of compilation of the questionnaire were the theoretical sources analyzed by the literature in this field.

To describe and explain the reality of the Recruitment Process, we used empirical analysis based on quantitative and qualitative data. Qualitative studies with questions 1-5 formatted according to Likert scale and quantitative approach considered as a continuation of the final goal. The first questions are of a Demographic nature for Managers and especially Human resource managers such as: Age, Gender and Education. Then it continues with specific questions that relate to the purpose of the research and hypotheses set forth.

The analysis of the data from the questionnaire was carried out with different statistical methods: Data was processed with SPSS software, but for findings we used correlation analysis between variables.

4.1. Hypothesis

Hypothesis 1. Social Networks as a strategic tool has a connection to an effective and efficient recruitment process.

Hypothesis 2. Recruitment process through social networks offers a competitive advantage to organizations.

Hypothesis 3. Social networks do increase the possibility to find the best candidate during the recruitment process.

Hypothesis 4. Social networks can replace traditional recruitment methods.

Hypothesis 5. Companies in Kosovo find more reliable LinkedIn as a social professional network compares to other social networks (Facebook, Twitter, Instagram etc.) during the recruitment process.

First, we began with the elaboration of demographic variables such as: Age, gender, level of education and managerial position.

5. Analysis and Interpretation of results

The data are collected through questionnaire from the different level of managers of the Republic of Kosova. The collected data are analyzed and interpreted as following; initially we have presented demographic variables of different respondents, which are presented in the table below:

Table 1. Analysis of data from the questionnaire

Demographic data		Frequency	Per cent	Valid Percent	Cumulative Percent
Age	21 - 30	14	4.5	4.5	4.5
	31 - 40	114	36.8	36.8	41.3
	41 - 50	134	43.2	43.2	84.5
	51 - 60	42	13.5	13.5	98.1
	61 - 65	6	1.9	1.9	100.0
	Total	310	100.0	100.0	
Gender	Male	211	68.1	68.1	68.1
	Female	99	31.9	31.9	100.0
	Total	310	100.0	100.0	
Education	High School	44	14.2	14.2	14.2
	Bachelor's Degree	114	36.8	36.8	51.0
	Master's Degree	148	47.7	47.7	98.7
	PhD Degree	4	1.3	1.3	100.0
	Total	310	100.0	100.0	
Occupation	Owner	65	21.0	21.0	21.0
	Top-level manager	32	10.3	10.3	31.3
	Mid-level manager / HR	168	54.2	54.2	85.5
	Low-level manager	43	13.9	13.9	99.4
	Other	2	0.6	0.6	100.0
	Total	310	100.0	100.0	

Source: Authors' calculations

Table 1. In this table we can conclude that out of 310 respondents were 31.9% females and 68.1% males, most of the respondents were in groups aged 41-50 in total 43.2%. Most educative level with master 148 or 47.7 %, from managers of the frequency surveyed were Mid-level managers 168 or 54.2%.

5.1. Bivariate correlation

Correlation measures the strength of relation between two variables. The correlation coefficient can take values between -1 and +1. The correlation coefficient with value +1 shows that the variables have strong positive correlation, whereas when the value of the correlation coefficient equals -1 show that the variables have strong negative correlation. The closer to zero will be the value of the correlation coefficient; the weaker will

be a linear relationship between them and when the value of the correlation coefficient is equal to zero it indicates that there is no linear relation between variables (Ahmeti, 2016).

Table 2. Analysis of correlation between variables

Correlations						
		SN as a strategic tool	SN offers competitive advantage	SN increase possibility to find best candidate	SN replace traditional recruitment methods	Most reliable SN is LinkedIn
SN as a strategic tool	Pearson Correlation	1	.948**	.927**	.786**	.881**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	310	310	310	310	310
SN offers competitive advantage	Pearson Correlation	.948**	1	.956**	.764**	.857**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	310	310	310	310	310
SN increase possibility to find best candidate	Pearson Correlation	.927**	.956**	1	.769**	.826**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	310	310	310	310	310
SN replace traditional recruitment methods	Pearson Correlation	.786**	.764**	.769**	1	.747**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	310	310	310	310	310
Most reliable SN is LinkedIn	Pearson Correlation	.881**	.857**	.826**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	310	310	310	310	310

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author's calculation

Based on table 2 analysis, we conclude that the correlation between the variables presented in the table is positive significant correlation, the correlation is greater than the 0.01 of the reliability.

6. Conclusion

In this paper, we tried to explain the current situation of the recruitment process in the Republic of Kosova and how to utilize the information of social networks and traditional recruitment methods in the advancement of this important human resources segment.

Although social networks were not part of the recruitment process before, with the data provided for the recruitment process this big pool of information has influenced recruitment. But even traditional recruitment methods have valuable inputs in the process.

The analysis of the results of the survey that we have conducted provides us with a very impressive conclusion: That the integration of information from the social networks and traditional recruitment methods and their comparison significantly increases the quality of the recruitment process. These results were also supported by our hypotheses in the research.

7. Recommendation

The recruitment process is a special case for the Republic of Kosova, young researchers should focus on this topic in order to provide reasonable scientific recommendations for the advancement of this profession.

Social resources as an informal authority have an impact on the recruitment process that is argued in this research but should be explored ways to implement and formalize. Progress of social networks and their impact on the recruitment process should be continued.

The advances of Traditional Recruitment Methods CV, interviews and recommendations in the world should be perceived to implement their innovations in us. Enthusiastic scientists should explore extensively the relationship between social networks and traditional recruitment methods to advance their mechanisms of influence in the recruitment process.

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