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**The Impact of Social Media on Job Recruitment and
Selection Process in South Africa**

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Abstract

The social media platform has changed how organisations carry out the job recruitment and selection process. This study aimed to determine the impact of social media on job recruiting in the South African banking sector. The study involved quantitative research methodology, and data collection was done through a closed-ended online questionnaire to explore the research aim, especially in the banking sector in South Africa. The study revealed that there is limited knowledge about the use of social media in job recruitment exercises. It

was also found that social media assists organisations and individuals in engaging in job recruitment processes. The study concluded that social media is helpful for employers (organisations) to post, search and recruit job candidates while job candidates use it for job searching and recruitment. In the future, companies, recruitment agencies, and job seekers should put more effort into the application of social media in job recruitment processes.

Keywords: *Banking sector, Job recruiting, Job recruitment, Job seekers, Social media, South Africa.*

Introduction

Social media use pervades our society; for example, more than 1 billion people use Facebook, and more than 500 million people use Twitter – now known as X (Roth et al., 2016). Social media has explained people's lifestyles, work, and progress in both communities and worldwide; thus, it plays an important part in an aggressive environment (Oncioiu et al., 2022). Social media refers to a website created to assist end-users in creating instance content, sharing information, exchanging ideas, and participating in an online platform (Oncioiu et al., 2022). These include Twitter, Facebook, Google+, Linked In, YouTube, Instagram, and interactive websites, among others (Hosain, 2023; Kwayu, Abubakre, & Lal, 2021; Oncioiu et al., 2022; Roth et al., 2016).

Organisations are using social media not only to obtain feedback and respond to customers' queries but also to collaborate with business partners, recruit new employees, communicate with stakeholders, and market products (Williams, McDonald, & Mayes, 2021). Social media, when it comes to facilitating knowledge sharing, can change how an organisation does its operational business in a dynamic and uncertain economic era (Kwayu et al., 2021). Oncioiu et al. (2022) reveal that organisations have adopted more than one social media in performing their operational activities such as recruitment and many others. There is evidence that skilled candidates can be discovered much more quickly by the use of social media and at a lower cost (Koch, Gerber, & De Klerk, 2018). South African organisations have adopted the use of social media in their organisations (Dlamini & Johnston, 2018). Social media does not require an expert to use it and is not complicated to set up. organisations will not hire an expert to use it; only the relevant information is required to be used to get the best outcome (Dlamini & Johnston, 2018).

However, there is limited or little understanding of how social media impacts hiring employees in companies (Kwayu et al., 2021). Many studies have been focusing on the risks and benefits of social media use (Oncioiu et al., 2022). However, organisations that are using social media to assist in staffing decisions are not understood well by human resource professionals or researchers (Roth et al., 2016). This study will outline the impact of social media on job recruitment and selection, especially in the South African banking sector.

Problem Statement

It has been proven that many South African organisations have adopted social media (Dlamini & Johnston, 2018). Social media is used for different purposes; it can be used for marketing, relations, and recruiting employees (Koch et al., 2018). It has been identified that organisations still have little understanding of using social media in the process of recruiting employees (Koch et al., 2018). The little understanding could be attributed to a lack of understanding of the role of social media platforms in the job recruitment and selection process (Koch et al., 2018). There is a limited understanding of how social media can impact job recruiting (Kwayu et al., 2021). The status of the impact of social media on job recruiting in the banking sector is not clear. When it comes to the use of social media in the recruitment process, South African organisations are different from what is done elsewhere in the world (Koch et al., 2018). South African organisations are still lacking in balancing all the social media used in the job recruiting process (Koch et al., 2018).

South African organisations continue to improve the recruitment and selection processes to increase productivity. However, little or none is known about the impact of social media platforms on the recruitment process in the department of the banking sector (Potgieter & Snyman, 2018). The use of social media in job recruiting will enable organisations to attract and maintain skilled employees through the use of the electronic recruitment (e-recruitment) process and save money from keep on training employees who do not meet the organisation's requirements (Dlamini & Johnston, 2018; Koch et al., 2018). Therefore, there is little knowledge of how to use all social media for job recruiting (Koch et al., 2018). The banking sector lacks an understanding of the value of social media in the process of job recruiting (Koch et al., 2018). Based on the literature evidence on limited job recruitment through social media platforms, then, this study aimed to determine the impact of social media on job recruiting in the South African banking sector. However, social media assists

company managers in pulling skilled employees out of a huge number of applicants (Dlamini & Johnston, 2018).

Research Main Aim, Sub-objectives, and Questions

Research Main Aim

The main aim of this study is to determine the impact of social media on job recruiting in the South African banking sector.

Research Sub-objectives

To achieve this aim, the following objectives were set to:

- a) determine the impact of using social media in the South African banking sector;
- b) determine the benefits of using social media in job recruiting;
- c) determine the pitfalls of using social media in job recruitment in the South African banking sector; and
- d) determine how to create awareness, educating companies and candidates on using social media for job recruitment.

Research Questions

- a) What are the impact of using social media in South Africa's banking sector?
- b) What are the benefits of social media in job recruiting?
- c) What are the pitfalls of using social media in the South African banking sector job recruitment?
- d) How can companies and candidates be educated and aware of the usage of social media in job recruitment?

Literature Review

Social Media and Recruitment in South Africa

South African organisations are already using social media for different purposes (Dlamini & Johnston, 2018). Limited studies have explored the use of social media as a recruitment tool in South Africa (Koch et al., 2018). Literature searches that focus on the use of LinkedIn, Facebook, and Twitter, specifically for employment purposes in the South African

banking sector, rendered no results. South African researchers are focusing on social media's informal use for personal networking, political commentary, and social (Dlamini & Johnston, 2018). Koch et al. (2018) suggest that South African organisations should practice social media in their fields of work.

The use of social media by the banking sector can improve the recruitment process to attract and maintain talented employees and save money by not hiring the wrong people. Also, the whole company will gain from using social media such as giving feedback and responding to their customers' queries, communicating with stakeholders, and marketing their products.

The Benefits of Using Social Media in Job Recruitment

Social media assists recruitment agencies in revealing talented candidates who come from different cultural backgrounds and factors that are not noticeable like hiding social and personal style (Iftikhar & Sadeeq, 2020; Hosain, Arefin, & Hossin, 2020). Social media allows recruitment agencies to interact easily with potential candidates and add them to their organisations in a short time for the betterment of the organisations (Iftikhar & Sadeeq, 2020; Rana & Singh, 2016). Social media assist companies in receiving quality applications and complete social media profiles of the candidates have a positive influence on an organisation's image (Iftikhar & Sadeeq, 2020). Social media can come with several benefits to job recruitment such as minimising screen failure rates, meeting recruitment goals, reducing recruitment times, and obtaining valid, credible data results and outcomes (Iftikhar & Sadeeq, 2020; Koch et al., 2018).

- a) **Reduced cost and time:** Using social media reduces the cost and time with higher efficiency for recruitment. For example, posting a job advertisement on social media is free and can be edited for free if any mistake is noticed while newspapers require money (Hosain et al., 2020; Solek-Borowska & Wilczewska, 2019). Paperwork and application costs are being reduced by the use of online recruitment (Hosain et al., 2020).
- b) **Creating one's own hub:** The employer has to go through all the candidates' profiles to find the best-fit profile, and social media can make it easier to the connections which can include clients industry figures, former co-workers, professional acquaintances, business owners, etc. Thus, social media assists job seekers in building personal hubs (Rana & Singh, 2016). The researchers also found that

the platforms allows job recruiters (organisations) to find a prospect and evaluate the candidates (Rana & Singh, 2016). Social media provides information already available to the employers such as interests, behavioural patterns, friends, and hobbies (Hosain et al., 2020).

- c) **Attraction of passive job seekers:** Social media attracts passive candidates, and these candidates are more attractive to organisations because once they are employed, they are not looking for other employment or positions (Hosain et al., 2020). Many passive candidates are considered loyal employees who can work for one organisation (Koch et al., 2018).
- d) **Greater access to prospective employees:** It provides access to a very large pool of candidates at a low cost. A recruiter can post a job advertisement and will get all the profiles of candidates who may be interested in the position (Rana & Singh, 2016).
- e) **Avoidance of negligent hiring:** Employers want to learn more about potential employees so that they can avoid hiring employees with false information on their profiles such as a criminal record or general background (Hosain et al., 2020).
- f) **Better screening:** LinkedIn is one of the best social media platforms to have a field for summarised information such as candidates' qualifications, experience, awards, affiliations, interests, recommendations, and written testimonials about the candidate by former co-workers (Rana & Singh, 2016).
- g) **Tentative forecaster of potential employees' personality and person-job fitness:** Employers are using social media as an instrument to evaluate candidates' characteristics and behaviour (Hosain et al., 2020). Further, social media can be used to develop interview questions that are targeted by employers (Hosain et al., 2020).

Pitfalls of Using Social Media

- a) **Time-consuming:** Social media provides a large pool database of every candidate that may be interested in the position, and a recruiter is required to read every profile to select the perfect candidate that meets the organisation's requirements (Rana & Singh, 2016).

- b) **Ethical issues:** Social media platforms were developed for social and personal communication except LinkedIn which was initially created for professionals and job seekers (Hosain et al., 2020). Job seekers are being rejected due to their lifestyles rather than employment-related information. These processes can also allow unchecked discrimination towards a candidate (Hosain et al., 2020).
- c) **Incomplete profile information:** Proper screening is required to check candidates that perfectly match the position being advertised before the recruiter shortlists a candidate that meets the position requirement (Hosain et al., 2020; Rana & Singh, 2016). However, the task cannot be taken due to incomplete information and can lead to wrong choices, and organisations cannot rely on social media (Rana & Singh, 2016).
- d) **Legal concern:** Due to legal and privacy concerns, employers were asked not to search for candidate information (Hosain et al., 2020). The other problem is the correctness of the information obtained from social media. For instance, if a candidate is hired with false information, it can lead to a legal problem (Hosain et al., 2020).
- e) **Real-time query handling:** The main issue is maintaining a constant connection with the job seekers to reply to all their queries and provide correct information about the positions after posting the job advertisements (Rana & Singh, 2016).
- f) **“Busy with no work”:** Some organisations banned social media in offices because employees can waste their productive office hours looking for new jobs on social media (Rana & Singh, 2016).
- g) **No privacy for the company:** An organisation cannot control an individual employee's account by monitoring them not to upload any picture or video taken at work because other viewers can criticise them (Rana & Singh, 2016).

Awareness of Using Social Media on Job Recruitment by Companies and Candidates

Organisations, if they want to use social media for selection purposes, are required to follow the following guidelines. They must start the process

with job analysis, which is a better understanding of the job in question and the behaviours that are predicted using social media website assessment (Landers & Schmidt, 2016; Roth et al., 2016). Organisations should focus on employment-based websites such as LinkedIn because they have more work-related behaviour and can be viewed positively by legal decision-makers (Landers & Schmidt, 2016; Roth et al., 2016). Ensure safeguards against bias. For example, train social media assessors in what to search exactly, train decision-makers about information not be considered during the process such as gender, ethnicity, and any other factor that is not related to the job, and lastly ensure that social media assessment must be conducted separately from the interviews (Landers & Schmidt, 2016; Roth et al., 2016).

Human resource departments are required to familiarise themselves with adverse impacts, issues of validity, and disparate treatment (Landers & Schmidt, 2016; Roth et al., 2016). Organisations are required to ask permission from the job candidates with a written letter before assessing social media information but are not allowed to ask for the candidate's username and passwords (Landers & Schmidt, 2016; Roth, et al. 2016). Before operationally using the assessment of social media for selection decisions, organisations should have evidence of criterion-related validity (Landers & Schmidt, 2016; Roth, et al. 2016). Compare the assessment of social media results with alternative predictors such as background checks and traditional personality tests (Landers & Schmidt, 2016). After all the mentioned guidelines, social media screening should be done in the later process (Landers & Schmidt, 2016; Roth et al., 2016).

Research Method

Research methods involve the research design of a study. The research design is a plan for conducting the full study to find answers to the research questions that are directed (Leedy & Ormrod, 2010). Designing a study aids researchers in increasing the likelihood of receiving information that is relevant to the true condition, as well as plotting and applying the study in a way that would help them achieve the desired outcome (Saunders, Lewis, & Thornhill, 2019). Achieving the desired outcome, firstly, academic papers were gathered to explore existing literature on the use of social media in the job recruitment process within and outside the South African context. Secondly, quantitative data were collected as primary data. This research strategy aims at obtaining a data sample from a broader

population sample numerically. The primary data collection instrument was ethically approved. The approval by the Ethics Committee contributed towards ensuring the questionnaire didn't infringe the rights of the participants, and that all the participants understood the consequences and were willing to participate. The ethical clearance letter was presented to the company before the data collection process commenced.

Primary Data

This study relied on original data collected from the participants. Primary data refers to information obtained particularly for the study, using a research instrument chosen by the researcher (Saunders, et al., 2019). The primary data were collected with an online questionnaire involving employers/employees (for example, human resource (HR) managers and those who are directly linked to the recruitment process) at the selected bank in Johannesburg, South Africa.

Data Collection Method

This study used an online questionnaire as a data-gathering tool. The questionnaire was used to acquire data relevant to the research objectives and research questions. These allow the analysis of data to determine arrangement and relationships and quantifiable data collection (Saunders et al., 2019). A questionnaire is a predefined set of questions – assembled in a predetermined order – that are posed to the respondents to answer (Oates, 2006). The questionnaire was used to reach employees from different departments and employers. By asking a series of closed-ended questions, the questionnaire aimed at discovering the issues and variables influencing the selected bank's social media recruitment strategies.

Research Setting and Population

The location where data were collected is referred to as the research setting (Leedy & Ormrod, 2010). A bank in Johannesburg, South Africa provided random sampling data for this research study. The bank was selected because of its innovativeness in deploying emerging technologies to advance its operations and offering services to customers. Employers from various departments were polled for information. An online questionnaire was sent to every available employer/employee in the selected bank (for example, HR managers and those who are directly linked to the recruitment process) who agreed to participate.

Population refers to the total number of subjects who meet the set of criteria, which includes the entire group of people who are of interest to the researcher and to whom the researcher's findings can be applied (Leedy & Ormrod, 2010). A sample is a subset of the chosen research population that takes part in a study, and it represents the research population (Oates, 2006). The number of employers/employees (for example, HR managers and those who are directly linked to the recruitment process) at the selected head office is estimated to be 150.

Research Sampling Technique and Same Size

The study used Krejcie and Morgan's (1970) population determinant table to determine the sample size which amounts to 150 employers/employees. The sample also included the top management staff from a bank in Johannesburg, South Africa. This research study's sampling approach is a basic random sample to gather data from employees and employers. Because each individual was chosen at random, and each group of individuals had the same chance of being chosen for the sample as any other subset of individuals, each individual had the same chance of being chosen at any point during the sample (Oates, 2006). The goal of selecting the sample was to conduct reflection and statistical analysis on the identified population (Saunders et al., 2019). However, in a situation where the total population is a small number, the inclusion of the total population sample is required (Thomas, 2022). In this study, the researchers included a total population sample of the participants. Then, after several follow-ups, the number of employees and employers who participated in the data gathering was 70.

Data Analysis

This study used descriptive statistics. The research data were collected from copies of the questionnaire, and the data were converted into a numeric and machine-readable format to ensure easy analysis with the use of the Statistical Package for the Social Sciences (SPSS) software (Bhattacharjee, 2012). The study used a bivariate analysis defined as an analysis that examines two variables on how they are related to each other (Bhattacharjee, 2012). The study aimed to examine the impact of social media on job recruitment to determine the relationship between the two variables. Thus, the bivariate analysis was chosen to assist in addressing the

research questions for the study and generate analytical insights from the quantitative data to reveal the meaning of the data. Bivariate was chosen because it can examine two variables (Bhattacharjee, 2012). Microsoft Excel and the latest version of SPSS were used for the interpretation of the data.

Data Analysis and Discussions

Section A: Demographic variables

A question was asked to determine the gender of the participants. The response shows that 59% of the respondents are males while females accounted for 41%. The results show that the majority of survey questionnaire responders are men. It is clear from the figure that the age group with the greatest number of participants is 18-24 years old, with 21 (30%) respondents. Secondly, 35-39 years old has 18 (25.7%) respondents. The third highest participants are aged between 25 and 29 years old and have 15 (21.4%) respondents. The fourth highest are aged 40 or more years with eight (11.4%) respondents. Finally, seven respondents are aged between 30 and 34 (10%). The study found that most of the respondents are youths with better knowledge of social media.

A question was asked to find the race of the respondents. The races that participated most were black people with 34 (48.5%), white with 14 (20%), and coloured with 10 (14.2%); other races that participated were seven (10%) while four (5.7%) were Indians. The results show that the majority of survey questionnaire respondents are black. A question to determine the respondent's level of study was asked. The findings show that 29 (41.4%) had a degree, 15 (21.4%) had a diploma, 11 (15.7%) were honours, master's degree eight (11.4%), and doctorate and matric with the same percentage of three (4.2%). The data show that the majority of those who answered the survey questionnaire were from the degree level of study distribution. To determine the respondents' years of working (service), a question was asked. Forty-nine percent (49%) were from 0-5 years of working, 18% were from 6-8 years of working, 16% were from 16-20 years of working, 13% were from 11-15 years of working and the remaining 4% were from 21 or more years of working. The figures reflect that the respondents to the survey questionnaire were mostly from 0-5 years of working.

Section B: Knowledge of social media management

This section aimed to determine the participants' knowledge about social media within job recruitment.

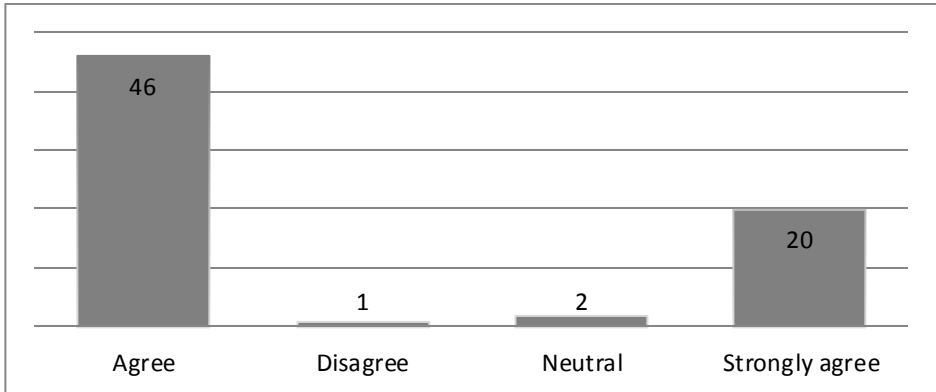


Figure 1: Have you used social media for job recruitment before?

The objective of the graph results in Figure 1 was to identify and determine whether the participants had used social media in job recruitment before. The results show that 46 (65.7%) of the respondents agreed and 20 (28.5%) strongly agreed that they had used social media in job recruitment before. The results further show that two (1.4%) respondents disagreed and one (2.8%) respondent was neutral that they had used social media in job recruitment before. The results show that more participants had used social media for job recruitment before. The finding agrees with Koch et al.'s (2018) search which found that social media users depend on social media platforms for jobs. However, Jeske and Shultz (2016) found that there is limited knowledge of the answers to whether social media effectively assists in job recruitment. The lack of knowledge and understanding can be attributed to a limited understanding of the role of social media in job recruitment (Koch et al., 2018).

Another question aimed to identify and determine whether the participants were currently using social media for job recruitment. The results show that out of 70 respondents, 33 (47.1%) agreed and 27 (38.5%) strongly agreed that they were currently using social media for job recruitment. The results further show that one (1.4%) respondent disagreed they were currently using social media in job recruitment and the

remaining eight (11.4%) were neutral. The findings mean that social media provides a platform for job seekers. The finding corresponds with the finding of Koch et al. (2018) which suggests that social media provides job opportunities for job seekers.

The participants were asked to identify and determine whether training is offered on how to use social media in recruitment. The results show that 32 (45.7%) agreed and the other 32 (45.7%) strongly agreed that training is offered on how to use social media recruitment. The remaining five (7.1%) respondents were neutral. The study found that the majority of the participants stated that they received training on how to effectively apply social media in job recruitment. However, Dlamini and Johnston (2018) suggest that the use of social media does not need training.

The results show that 34 (48.5%) agreed and 33 (47.1%) respondents strongly agreed that social media on job recruitment is helpful. The results further show that one (1.4%) respondent disagreed that social media on job recruitment is helpful and the remaining one (1.4%) was neutral. Social media is helpful in job recruitment, according to the research findings. The research is supported by Hosain et al. (2020) and Archana, Nivya and Thankam (2015) who reveal that social media provides a recruitment platform for job seekers and organisations to facilitate the job recruitment process.

Section C: How do recruiters use social media in South Africa in the banking sector?

This question focuses on determining how recruiters within the South African banking sector use social media in job recruitment.

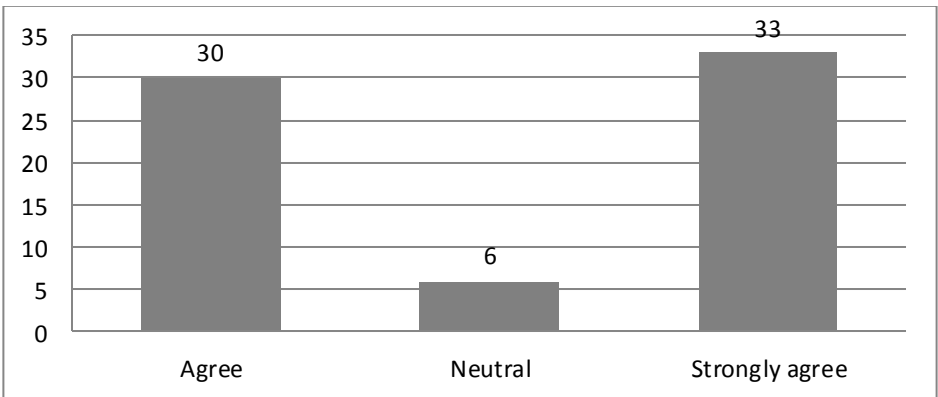


Figure 2: Employers search social media for applicant information.

The graph results in Figure 2 are to identify and determine whether employers search social media for applicant information. Thirty-three (47.1%) respondents strongly agreed and 30 (42.8%) agreed that employers search social media for applicant information. The remaining six (8.5%) respondents were neutral. The results show that the participants agreed that employers search social media for applicant information. The finding is in line with Hosain et al. (2020) who found that organisations and professionals search social media platforms to gain information about potential applicants.

To identify and determine if social media is a valuable tool for recruiters to use to find the best employees, a question was posed. Forty (57.1%) respondents agreed and 26 (37.1%) strongly agreed that social media is a valuable tool for recruiters to use to find the best employees. The results further show that one (1.4%) respondent disagreed that it is a valuable tool for recruiters to use to find the best employees. The remaining two (2.8%) respondents were neutral. The results show that the participants agree that social media is a valuable tool for recruiters to use to find the best employees. McCabe (2017) found that social media assists recruiters in finding suitable candidates for job positions.

To understand whether recruiters use social media to advertise jobs, a question was asked. Through the findings, 39 (57%) respondents agreed and 30 (43%) strongly agreed that recruiters use social media to advertise jobs. The results show that participants agree that recruiters use social media to advertise jobs. The research finding is consistent with Ruparel et al.'s (2020) findings which allude that organisations use social media to advertise and inform applicants about given job positions.

In investigating whether recruiters use social media to evaluate and assess applicants, the study found that 31 (44.2%) respondents agreed and 32 (45.5%) strongly agreed that recruiters use social media to evaluate and assess applicants. Only six (8.5%) respondents were neutral. The results show that participants agree that recruiters use social media to evaluate and assess applicants. Also, the platform is used for job advertisement and evaluating candidates' profiles suitable for the positions (Rana & Singh, 2016). Also, recruiters use social media to communicate with applicants. Of the respondents, 36 (51.4%) agreed and 30 (42.8%) strongly agreed that recruiters use social media to communicate with applicants. Only three (4.2%) respondents were neutral. The results show that more participants agree that recruiters use social media to communicate with applicants.

Another question was asked to identify and determine whether recruiters use social media to conduct job interviews. From the respondents' perspectives, 21 (30%) respondents agreed and eight (11.4%) strongly agreed that recruiters use social media to conduct job interviews. The results further show that 15 (21.4%) respondents disagreed and eight (11.4%) strongly disagreed that recruiters use social media to conduct job interviews. The remaining 17 (24.2%) respondents were neutral. The results show that many of the participants disagree that recruiters use social media to conduct job interviews.

The participants were presented with two (2) social media platforms used for sourcing tools used to find job candidates. The findings show that 35 (50%) respondents chose LinkedIn, 18 (25.7%) respondents chose Facebook, and 16 (22.8%) respondents chose another sourcing tool. The results show that LinkedIn is the most used sourcing tool, and the finding is supported by Koch et al. (2018) who found that LinkedIn is a commonly used social media website for job sourcing.

Section D: What are the benefits of social media in job recruitment?

This question sought to determine the benefits of using social media in job recruitment.

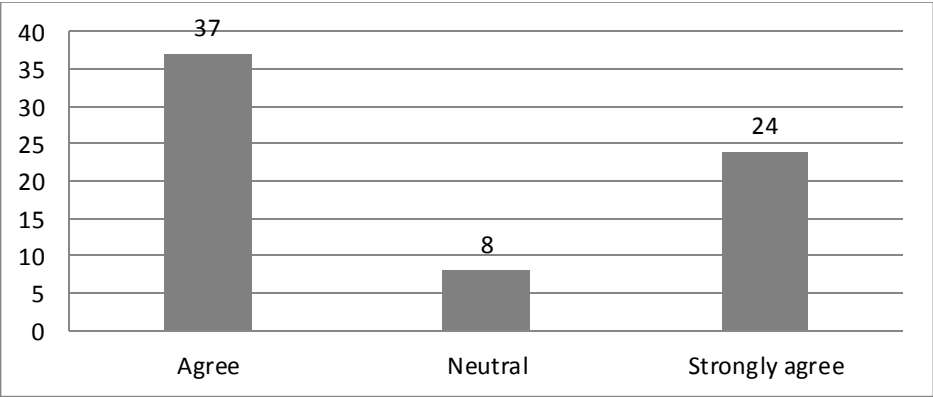


Figure 3: Adopting social media in job recruitment benefits the candidates financially.

The objective of the graph in Figure 3 was to determine whether adopting social media in job recruitment benefits the candidates financially. Thirty-seven (52.8%) agreed and 24 (34.2%) respondents strongly agreed that adopting social media in job recruitment benefits the candidates financially.

The remaining four (11.4%) respondents were neutral. Figure 3 reveals that the use of social media for job recruitment benefits the candidates financially.

Another question sought to determine whether adopting social media in job recruitment benefits the company financially. It was found that 38 (54.2%) agreed and 27 (38.5%) respondents strongly agreed that adopting social media in job recruitment benefits the company financially. The remaining four (5.7%) respondents were neutral. Before this study was carried out, Solek-Borowska and Wilczewska (2018) found that social media provides cost and time-saving job recruitment processes. Using social media enables a wide range of candidates to be assessed in a short period and at a lower cost (Koch et al., 2018).

A question sought to determine whether adopting e-recruitment improves the recruitment process. Of the respondents, 37 (52.8%) agreed and 26 (37.1%) strongly agreed that adopting e-recruitment improves recruitment progress. The remaining six (8.5%) respondents were neutral. The question proposed was meant to determine whether social media on job recruitment benefits the company by allowing talented candidates to be selected.

Of the total respondents selected, 35 (50%) agreed and 32 (45.7%) strongly agreed that social media on job recruitment benefits the company by giving talented candidates the chance to be selected. The remaining two (2.8%) respondents were neutral. The findings indicate that social media helps candidates to be selected by organisations.

A question focused on ascertaining if adopting social media for recruitment helps the company to reduce cost and time. It was found from the responses that 35 (50%) respondents agreed and 31 (44.2%) strongly agreed that adopting social media for recruitment helps the company to reduce cost and time. The remaining three (4.2%) respondents were neutral. The findings indicate that social media recruitment helps a company reduce costs and time in recruitment. Solek-Borowska and Wilczewska (2018) found that social media provides cost-saving and time-saving job recruitment processes.

Social media helps in identifying candidate information online as determined through a question. It was found that 32 (45.7%) agreed and the other 32 (45.7%) strongly agreed that adopting social media for recruitment helps the company to have all the information of the candidates. The remaining five (7.1%) respondents were neutral.

A question sought to identify and determine whether adopting social media in job recruitment helps the company attract talented job seekers. The finding indicates that 32 (45.7%) strongly agreed and 31 (44.2%) agreed that adopting social media for recruitment helps the company to attract talented job seekers. Only six (10%) respondents were neutral. The results show that adopting social media for recruitment helps the company to attract talented job seekers.

To identify whether adopting social media for recruitment helps the company avoid negligent hiring, a question was drafted. The findings from the question show that 38 (54.2%) agreed that adopting social media in recruitment helps the company to avoid negligent hiring and 23 (32.8%) strongly agreed. The results also show that two (2.8%) respondents disagreed that adopting social media in recruitment helps the company to avoid negligent hiring while six (8.5%) were neutral. The findings indicate that social media recruitment helps companies to avoid negligent hiring. The findings show that social media assists organisations in avoiding mistakes in hiring.

This question is aimed at determining whether adopting social media in job recruitment helps the company to better screening. Of 70 respondents, 34 (48.5%) strongly agreed that adopting social media on job recruitment helps the company to better screening, and 31 (44.2%) agreed. The results also show that two (2.8%) respondents disagreed that adopting social media on job recruitment helps the company to better screening while two (2.8%) were neutral. The findings show that social media assists companies to better screen job seekers and understand them better. Through social media, companies manage a pool of skilled employees out of a huge number of applicants (Dlamini & Johnston, 2018).

This question helps to determine whether adopting social media on job recruitment helps the company tentatively forecast personality and person-job fitness. Of the respondents, 32 (45.7%) agreed and the other 32 (45.7%) strongly agreed that adopting social media on job recruitment helps the company to tentative forecasts of potential employees' personality and person-job fitness; only five (7.1%) respondents were neutral. The results show that adopting social media in job recruitment helps companies tentatively forecast the personality and person-job fitness of a candidate.

A question sought to identify whether using social media in job recruitment assists a company in identifying unethical and immoral behaviours. From the perspectives of the respondents, 30 (42.8%) agreed and 31 (44.2%) strongly agreed that recruiters' use of social media in job

recruitment assists a company in identifying unethical and immoral behaviour.

The results further show that one (1.4%) respondent disagreed and four (5.7%) strongly disagreed that using social media in job recruitment assists a company in identifying unethical and immoral behaviours. The remaining three (4.2%) respondents were neutral. The results show that respondents agree that using social media in job recruitment assists a company in identifying unethical and immoral behaviour.

Section E: What are the pitfalls of using social media in the South African banking sector job recruitment?

This section provides questions intending to determine the pitfalls of using social media in the South African banking sector in job recruitment.

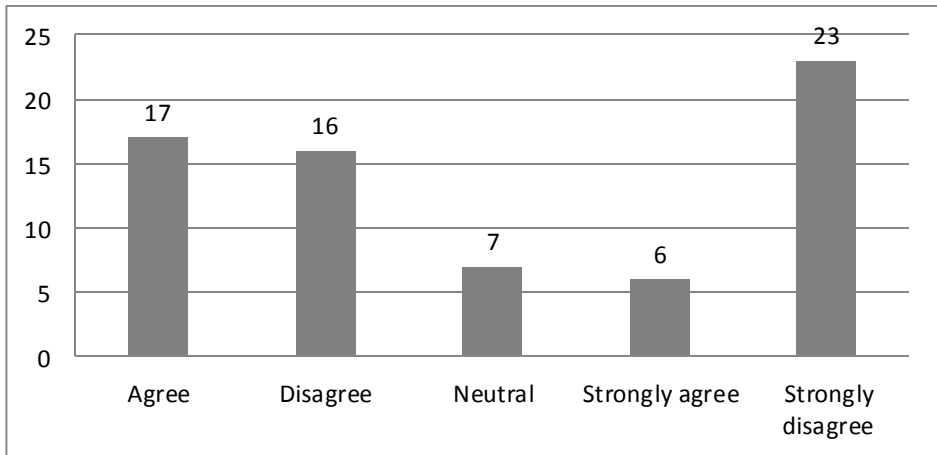


Figure 4: The use of social media prevents a company from understanding the personality of a candidate.

The objective of Figure 4 sought to determine whether the use of social media prevents companies from understanding the personality of a candidate. From the respondents' perspective, 17 (24.2%) agreed and six (8.5%) strongly agreed that the use of social media prevents companies from understanding the personality of a candidate. The results also show that 16 (22.8%) disagreed and 23 (32.8%) strongly disagreed that the use of social media prevents companies from understanding the personality of a candidate while seven (10%) were neutral. The research findings indicate

that participants strongly disagree that social media prevents companies from understanding the personality of a candidate.

The objective of this question was to determine whether a company can wrongly assess a candidate using social media platforms. From the perspective of the respondents, 34 (48.5%) agreed and 27 (33.8%) strongly agreed that a company can wrongly assess a candidate using social media platforms. The results also show that one (1.4%) respondent disagreed that a company can wrongly assess a candidate using social media platforms while the remaining seven (10%) were neutral. The findings indicate that a company can wrongly assess a candidate using social media platforms.

The objective of this question was to find out whether the use of social media creates a loss of productivity. From the respondents' perspectives, 18 (25.7%) agreed and 10 (14.2%) strongly agreed that the use of social media creates a loss of productivity. The results also show that two (2.8%) respondents disagreed and 27 (38.5%) strongly disagreed that the use of social media creates a loss of productivity while the remaining 12 (17%) were neutral. The use of social media creates a loss of productivity, according to the research findings.

The objective of this question was to determine whether the use of social media distracts interaction in the workplace. Subsequently, 24 (34.2%) respondents agreed and 24 (34.2%) strongly agreed that the use of social media distracts interaction in the workplace. The results also show that 4 (5.7%) disagreed and the other 4 (5.7%) strongly disagreed that the use of social media distracts interaction in the workplace while the remaining 13 (18.5%) were neutral. The findings indicate that the use of social media distracts interaction in the workplace.

The researchers asked a question with the objective of understanding if the use of social media involves privacy issues. The study found that 30 (42.8%) respondents agreed and 21 (30%) strongly agreed that the use of social media involves privacy issues. The results also show that three (4.2%) respondents disagreed and five (7.1%) strongly disagreed that the use of social media involves privacy issues while the remaining 10 (14.2%) were neutral. The study implies that the use of social media involves privacy issues.

The objective of this question was to identify if the use of social media limits team engagement and collaboration. The results show that 30 (42.8%) respondents agreed and 15 (21.4%) strongly agreed that the use of social media limits team engagement and collaboration. The results also show that six (8.5%) respondents disagreed and 9 (12.8%) strongly disagreed that the use of social media limits team engagement and

collaboration. Only six (12.8%) respondents were neutral. The results show that the use of social media limits team engagement and collaboration.

Section F: How can companies and candidates be educated and aware of using social media in job recruitment?

The researchers tried to determine how companies and candidates are educated and aware of using social media in job recruitment. The objective of this question sought to determine whether broadcasting the benefits of television and radio stations will create awareness and educate companies and candidates on using social media for job recruitment. The results show that 34 (48.5%) respondents agreed and the other 34 (48.5%) strongly agreed that broadcasting the benefits on television and radio stations will create awareness and educate companies and candidates on using social media for job recruitment. Only one (1.4%) respondent was neutral.

The objective of this question was to determine whether attending seminars about the impact of social media on recruiting will create awareness and educate companies and candidates on using social media in job recruitment. Of the respondents, 36 (51.4%) agreed, while 32 (45.7%) strongly agreed that attending seminars will create awareness and educate companies and candidates on using social media for job recruitment on job recruitment; only one (1.4%) respondent was neutral.

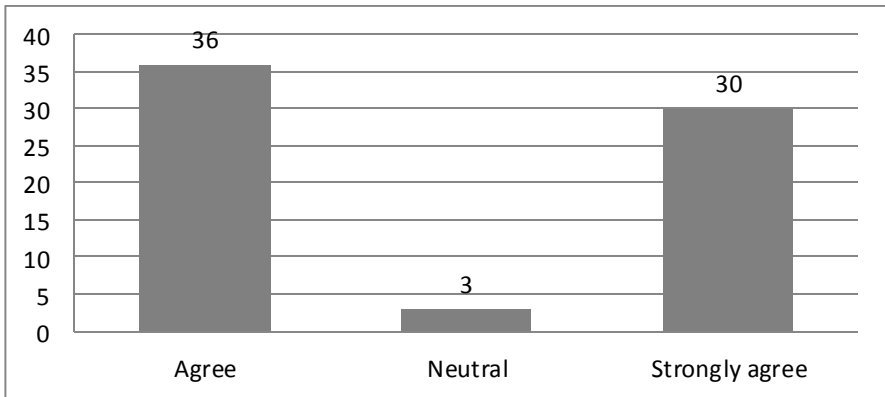


Figure 5: Candidates should avoid inappropriate information published in their profiles

The objective of the graph results in Figure 5 was to determine and identify whether candidates should avoid inappropriate information

published in their profiles when using social media for job recruitment. From the findings, 36 (51.4%) respondents agreed and 30 (42.4%) strongly agreed that candidates should avoid inappropriate information published in their profiles when using social media for recruitment; only three (4.2%) respondents were neutral.

The objective of this question was to find whether companies should create social media business accounts like Facebook account and employ skilled individuals to raise awareness. Of 70 respondents, 34 (48.5%) agreed and 35 (50%) strongly agreed that companies must create business Facebook accounts and employ skilled individuals to raise awareness. The study found that companies can create social media business accounts like Facebook accounts and employ skilled individuals to raise awareness of the use of social media in advancing job recruitment.

Contribution and Significance of the Study

Many organisations have adopted the approach of using external recruiters as their consultants to identify and source potential external candidates (Koch et al., 2018). Recruiters are using appropriate processes and technologies that have become an important feature of the recruitment strategies and plans of different recruitment consultants (Koch et al., 2018). For the above-mentioned reason, it is important to understand how banking recruiters use technologies such as social media to better understand the use and value of social media (Koch et al., 2018). There is little or no attention given by South African researchers to how social media has changed the recruitment processes employed by recruiters and the ability to use social media to attract talent (Koch et al., 2018).

Many organisations are still facing the issues of attracting and retaining talent in talent management (Koch et al., 2018). Organisations are required to have effective recruitment and selection processes to find, attract and keep the right calibre of people for the organisations' needs and use the best tools at their disposal. Social media and electronics are being used as a tools to find the best candidates for an organisation at a fast pace and cheaper (Koch et al., 2018). Organisations have recognised the potential of using social media, starting from marketing, recruiting and relations; and the most successful organisations are the ones using social media (Dlamini & Johnston, 2018).

South African organisations are having an issue when it comes to balancing the social media used for the recruitment process (Koch et al., 2018). Only a few South African organisations use social media to attract potential employees. Most organisations use social media to get more

customers and to attract investors and sponsors (Dlamini & Johnston, 2018). Thus, many South African organisations still lack knowledge of how to use social media in the recruitment process (Dlamini & Johnston, 2018; Koch et al., 2018).

Organisations hire external recruiters as consultants to identify and source potential candidates for them, and this is the most common approach used (Koch et al., 2018). Recruiters use every possible platform to get talent for employment (Ruparel et al., 2020). In the current business world, social media has transformed into a recruitment tool (Williams et al., 2021). The recruitment plan and strategies of various recruitment consultants have shown that the use of technologies and appropriate processes becomes an important aspect (Williams et al., 2021; Koch et al., 2018). Therefore, it is important to conduct a study on how recruiters use technologies such as social media to better understand their importance, how are used, and their value. The findings from this study have shown that social media promotes an effective, quick, and cost-cutting platform for the recruitment of job seekers using social media platforms.

Recommendations

Based on the results, it would be recommended that companies use social media effectively in advertising their job opportunities because the candidates have knowledge of social media and its effects on the job recruitment process. Companies should consider increasing the training of their human resource personnel on how to use social media in job recruitment candidates. It would be recommended that the companies encourage candidates to use the social media recruitment platforms available which would benefit both the company and the candidates financially, as the candidates need to alert the company about social media on job recruitment features which may save time and costs.

Also, the majority of the respondents agree that social media on job recruitment is helpful; it can benefit both the company and the candidates. Then, companies, job recruitment agencies, and job seekers in South Africa should be more intentional in the use of social media in the recruitment process. Job seekers should have a good social media presence which markets them in a positive light.

Conclusion

This study is an attempt to determine the impact of social media on job recruitment in the South African banking sector. The study has revealed the application of social media by companies, job recruitment agencies, and job seekers in highlighting the need for anyone or company who intends to use social media job recruitment process to make it intentional because of its good potential. However, for an organisation to use social media for job recruitment, it must give adequate training and understand the users' attitudes toward the system. To ensure that the system being installed does not have a negative impact on the organization's day-to-day operations, the company policy must be integrated with the IT policy.

The research findings are presented above with a clear view of the impact of social media in job recruitment, especially in the banking sector. Going forward, the application of social media in job recruitment should be done intentionally and job seekers should be mindful of the content they upload on their social media account/s. Moreover, researchers should investigate further the implications of social media on job recruitment with a focus on the level of awareness by users in the use of social media by job recruiters in job recruitment.

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