



OPPORTUNITIES OF E-RECRUITMENT THROUGH SOCIAL MEDIA PLATFORMS AND ITS DEVELOPMENT IN LITHUANIA

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Abstract

Scientific article is dedicated to the identification of the opportunities of e-recruitment through social media platforms and its future development in Lithuania. The research highlights the concept of e-recruitment, factors that influence e-recruitment through social media platforms. Theoretical aspects of hiring personnel through e-platforms were analyzed: definition of recruitment, channels of hiring personnel and advantages and disadvantages of e-recruitment. The methodology of expert evaluation was used in the paper. The factors influencing e-recruitment through social media platforms were presented and analyzed according to expert evaluation, opportunities of further development were presented as well. After the theoretical, methodological and empirical part conclusions for successful e-recruitment through social media platforms were presented.

KEY WORDS: recruitment, e-recruitment, social media platforms.

Introduction

Recruitment has always been a fundamental function of labor market, it used traditional tools for closing vacancies such as advertising in social media, search through job agencies, labor exchanges or converting to the word of mouth. In the new millennium new technologies have changed the way people get their job done. Internet has opened access to a completely new world: world of information, fast and even instant communication and multimedia content. Social networks made a significant impact in the way recruiters look for new employees, as much as they have dramatically changed the way job seekers find new places of work. Miller et al. (2016) also noted that social media platforms ought to be viewed not only as the platform where people post ideas and information on but also the as one of largest content databases in history. This research concerns the discussion of social media platforms usage in recruitment and employer's image in a corporate environment. Social media and recruitment will be correlated, the need in e-recruitment for business will be explained.

After the scientific literature analysis these directions of the research have been found:

- Flippo (1986), Sivabalan, Yazdanifard and Ismail (2013), Devi and Banu (2014) and others analyzed definition of recruitment personnel.
- Kumar and Gang (2014), Plessis (2007) analyzed traditional channels and methods of hiring personnel.
- Schwabel (2011) and others analyzed innovative channels and methods of hiring personnel.
- Chen and Haymon (2016), Verhoeven and Williams (2008), Ramaabaanu and Saranya

(2014) analyzed advantages and disadvantages of e-recruitment.

Nowadays there is a certain gap in the scientific literature on the subject of e-recruitment due to the certain novelty of it, especially in such small open economies like Lithuania. Due to that fact the scientific research problem can be formulated: can e-recruitment through social media platforms become a substitute for the other ways of recruitment in open small economies and highly developed ICT countries like Lithuania?

Research goal of this scientific article is to present the recommendations for increasing the process of e-recruitment through SMP development after the identification of e-recruitment opportunities in Lithuania.

Research objectives:

1. To analyse theoretical aspects of opportunities of e-recruitment development;
2. To present the methodology of opportunities of e-recruitment development in Lithuania;
3. To identify the opportunities of e-recruitment development in Lithuania.

Comparative and systematic scientific literature review, expert evaluation were chosen as research methods.

Theoretical aspects of hiring personnel through e-platforms

Recruitment personnel is one of the most important and fundamental human resource management function and it can impact crucially on the organization's performance. Gwazzawi et al. (2014) states, that the ability of an organization to stay on top of customer's demand and to grow has always relied heavily on the quality of its people.

According to Edwin B. Flippo (1986), recruitment is nothing but the process of searching the candidates

for employment and then stimulating them for jobs in the organization. Recruitment process links employers and job seekers, thus it is very serious for organization to make the right choice and reduce costs for further search and selection. According Sivabalan et al. (2013), "recruitment is the process of generating a pool of capable people to apply for employment to an organization." (p. 178).

According to Devi and Banu (2014), the process of recruitment begins from new people are being sourced and ends up with their applications being submitted. After that, selection process starts.

Selection is the second stage of hiring process - managers and human resource specialists use specific tools to make the right choice for the vacancy from the list of applicants. They need to choose a person who will most likely to succeed in the job.

Recruitment and selection both form a key process in any business.

According to Garcia-Izquierdo and Vilela (2015), recruitment has changed. Traditional face-to-face interviews are still being used, but the range of assessment processes which inform the candidates regarding the selection is increasingly diverse, taking advantage of new methods and strategies, such as online personality and assessment testings and including in the process more of electronic-based tools.

According to Kaur (2015), "e-recruitment is the process of personnel recruitment using electronic resources, in particular the internet." (p. 3).

According to Sharma (2016), in the process of e-recruitment, job vacancies are usually uploaded on the job portals, where applicants must attach their CV to attract their potential employer. Selection is usually done by inserting the keywords to make the search faster and to get more accurate results as soon as possible. It can be helpful in decreasing the search effort and gives the organization a positive outcome. The selection process usually starts when the analysis on the data or candidate helps in the decision making process. The next method can be online testing, due to which a broad pool of candidates is reduced to a smaller group and candidates having more potential. It helps to assess the candidate's ability, critical thinking as well as its self-assessment of their potential. Subsequently, online interviews are being held in some cases as a method to make the selection easier. The techniques used should be well up to date. An accurate job description and specifications needed should be incorporated in order to reduce a huge amount of ineligible candidates and to hire right talent.

There are four the most common ways to use e-recruitment (Unadkat, 2012):

1. Corporate websites, where the e-recruitment phenomenon appeared;
2. Online recruitment portals, which gather the job advertisements from various companies in one place;
3. Hunting for the candidates over the Internet (head hunting) (this method way is also being used in traditional recruitment);

4. Social media platforms, which is the newest way for e-recruitment.

In conclusion it is needed to say, that recruitment process links employers and employees, after recruitment phase is finished, selection process begins, where companies are determining which person they will hire. E-recruitment is the phenomenon, which appeared with the Internet development, because it is impossible to e-recruitment to exist without using electronic resources.

Channels of hiring personnel

According to Plessis et al. (2007), traditional recruitment process was paper-based and was tied to geographical location of the employer. Usually the companies used also labor exchange offices, recruitment agencies for the recruitment, which can be time consuming. The process included many steps, such as determination of employment needs, choice of advertising source, advertising itself, receiving of responses and dealing with candidates by phone or live before the actual interview, storage of paper CV's. In those conditions the loss of a potential employee was very much possible, because when an HR get a lot of CV's at once, the easiest way was to select only a limited number of them for potential interviews. Thus candidates can make their CVs look outstanding for the selection, but not to have real competencies for the job. The whole process was slow, costly and sometimes ineffective to both employer and job-seeker.

According to Plessis et al. (2007), word of mouth, recommendations and head hunting are also considered as traditional channels of recruitment. These ways are being used nowadays and are not being completely replaced by e-recruitment, because they can guarantee candidate's skills and quality with higher probability, than other ways of recruitment.

E-recruitment channels differ from traditional ones and they all include using Internet while recruitment:

- corporate websites;
- online recruitment platforms (cvonline.lt, cvbankas.lt, etc.);
- professional social media platforms (linkedin.com, xing.com, etc.)
- social media platforms (facebook.com, twitter.com).

In this scientific article it was chosen to consider social media platforms due to the novelty of this channel and lack of scientific literature.

According to Society of Human Resource Management Survey (2018), 95 percent of 541 HR managers and specialists being asked, answered that they used LinkedIn for candidate's research, also:

- 58 percent used Facebook while recruiting;
- 42 percent used Twitter.

According to Schwabel (2011), a lot of organizations believe that the person's profile on LinkedIn will replace usual CV's. But still most use SMP as means of support to traditional ways of recruitment. E-recruitment is the present and the

future, but some aspects of traditional recruitment are here to stay.

According to Broughton et al. (2013), almost 100 per cent of job seekers under the age of twenty five would prefer the communication with employers online and not via phone and/or other sources.

According to Bhupendra and Gairola (2015), social media networks allow users to build online profiles where individuals can communicate via social media tools. Initially social media networks were designed for socializing with family and friends but now these networks have become a real vital professional tool, especially in field of recruitment. Social media networks for jobseekers act as a marketing tool, because they use social networking sites to connect themselves to potential employers and vice versa. Facebook, LinkedIn, Twitter, Instagram etc. are examples of social media networks. They act as a screening tool through which employers can use necessary information, which is available in social media networks. This information is cheap and also it is easy to get a broader opinion of an applicant as compared to traditional recruitment methods.

To conclude, SMP brought a lot of advantages in comparison with traditional channels of recruitment, but a lot of organizations still prefer to use it in combination with traditional ways of recruitment.

Advantages and disadvantages of hiring through social media platforms

According to Chen and Haymon (2016), "Current offline solutions (such as newspaper postings, job boards, recruitment agencies, or simply knocking on doors) are expensive, slow, and often ineffectual" (p. 2). Nowadays people are becoming more and more digitally connected, even older generation is using Internet on daily basis. This creates a very useful advantage for the platforms – accumulation of job seekers' profiles, employers and their job positions in one place in a large database. Also technologies allow people to create personalized and detailed searches, which are aimed only on a person's goal.

After scientific literature analysis (Chen and Haymon (2016), Zide et al. (2014)), the main advantages of e-recruitment have been identified (see Table 1):

- Democratized information.

Due to open sources and easy access, people can easily know about company's reputation and job conditions, which make employer to maintain their brand as an attractive company for best talents. Also this easy access closes the gap between applicants who had greater connections in comparison with ordinary specialists. This increases chances for employee to be hired and for employer to hire the most suitable worker.

- Expenditure for job search is much lower.

If to compare with traditional channels of recruitment, platforms dramatically reduce time and money for job seeker and employer. Digital space suggests faster communication, easier assessment,

screening and matching. Huge databases allow a more qualitative search for their needs. Employers and job seekers can stop spending their money for the access to agencies' databases.

- More possibilities for job seeker to show its skills.

According to Chen and Hayman (2016), "job seekers can showcase their skills, experience, references, and other traits (e.g., soft skills, digital badges that validate a specific skill) to a wide set of potential employers, and freelancers can display their work and provide recommendations." (p. 4). For instance, in LinkedIn a person can verify the skills, which are indicated on a person's profile, Xing also has tools to prove competencies.

- Wiping the geographical borders.

Now it is not necessary that a company can only hire a local required specialist. By using job seeking platforms and modern means of communication, employer can assess a person online and send him a job offer. It stimulates employees to have better skills and competencies, by knowing that they can be relocated anywhere in case of enough experience.

Bhupendra and Gairola (2015) adduce similar list of main advantages of using social media networks:

- Applicants can be found across various locations and with better accuracy than before.
- Vacant positions can be filled within less time than in case of traditional recruitment because of the fact that social media networks are used by people more often than any other means of media and it leads to faster responses from the candidates.
- Social media networks make recruitment much cheaper.
- Social media platforms became very trendy younger population which makes them best solution for hiring fresh talents.
- Social media platforms enhance the employer's brand visibility online and establish a cutting edge image for the brand.
- Positions can be viewed by a larger number of candidates due to a broader coverage of social media networks around the world, which allows hiring and applying even outside the country.

According to Verhoeven and Williams (2008), despite the e-recruitment's positivity, there are also disadvantages (see Table 2):

- Lack of privacy

Since the development of social networks, recruiters can check applicant's profiles not only on professional platforms, but also on Facebook, Instagram and other websites. Matching candidate's personal professional lives can create a wrong image of a person, which will bring forward a possible loss for the firm.

- The choice can become too wide.

This factor from an advantage can become a disadvantage if an unexperienced specialist will search for a perfect candidate. Screening CV's and

checking their profiles in social networks can be time consuming for an organization.

- High volume responses from low-qualified job seekers.

Because of a high accessibility of the Internet, everybody who saw an advertisement can easily apply for it just in one click. Not to miss a great candidate responsible specialist will spend a lot of time for the review.

- False profile keywords.

According to Ramaabaanu and Saranya (2014), employers mostly rely on keywords while searching for candidates, but often job seekers add some skills to profiles for the appearance of the CV in the search. Therefore, recruiters have to call the candidates, which do not meet necessary job requirements.

- Website malfunctions.

Due to technical errors, applicants sometimes can't reach employers through online job applications. People apply once, if the system denied, they can try second time, but after a significant part of candidates will stop attempts. Eventually the company can lose a potential winner for the company.

- E-recruitment can be too impersonal.

By emails, phone calls and Skype interviews a company can assess a job seeker's adequacy, literacy of speech and grammar and his "hard" skills. But it is impossible to feel what kind of person the applicant is, to "feel" him, what would be possible during a personal meeting. According to Jobvite, (2016) "60% of recruiters believe culture fit is of highest importance when making a decision whether to hire or not.", which proves the problem during online interviews.

- Legal issues.

According to Chen and Haymon (2016), certain regulations, which forbid any kind of racism can be dangerous for the employers, in case the job seeker will find out that the reason of denial was checking his/her page in SMP.

Table 1. Advantages of e-recruitment through social media platforms

Author, year	Advantages of e-recruitment
Chen and Haymon, 2016	Democratized information
Chen and Haymon, 2016	Expenditure for job search are much lower
Zide et al., 2014	More possibilities for job seeker to show its skills
Chen and Haymon, 2016	Wiping the geographical borders
Bhupendra and Gairola, 2015	Vacant positions can be filled within less time than in case of traditional recruitment
Bhupendra and Gairola, 2015	Social media networks enhance the employer's brand visibility online

Bhupendra and Gairola, 2015	Positions can be viewed by a larger number of candidates due to a broader coverage of SMP
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Table 2. Disadvantages of e-recruitment through social media platforms

Author, year	Disdvantages of e-recruitment
Verhoeven and Williams, 2008	Lack of privacy
Verhoeven and Williams, 2008	The choice can become too wide
Verhoeven and Williams, 2008	High volume responses from low-qualified job seekers
Verhoeven and Williams, 2008	False profile keywords
Verhoeven and Williams, 2008	Website malfunctions
Verhoeven and Williams, 2008	E-recruitment can be too impersonal
Chen and Haymon, 2016	Legal issues

In conclusion it is needed to say, that like all other methods e-recruitment through SMP has its own advantages and disadvantages, but still many authors consider e-recruitment through SMP more perspective than other ways of recruitment.

The methodology of expert evaluation

According to Benini et al. (2017), the method of expert evaluation is considered as one of the most common insights methods that are being used to help to close the determined knowledge gap. According to Burinskiene and Rudzikiene (2009), the goal of experts' evaluation is "getting, encoding, structural processing and interpretation of knowledge of an expert".

An expert (lat. expertus – experienced) basically means a specialist with experience in particular field. In order to make a qualified decision to a specific problem, it is dramatically important to consider the professional's opinion, which is called expert's expertise (Remeikiene and Gaspareniene, 2017). Experts' estimation shows a combination of various opinions of individual experts, which eventually allows to formulate a joint solution. There are several presumptions, on which the methodology of experts' evaluation is grounded:

- A big amount of rationally processed information has been accumulated by the expert, that is why the expert can be considered as a source of quality information;
- The opinion, which has been expressed by the group of experts, is not differs much from the solution of the problem in reality.

According to Libby and Blashfield (1978), the higher number of accuracy of the opinion, made by

the experts, can happen in case of asking from 5 to 9 experts. If the accuracy of the results produced by the experts is not adequate, it is advised to improve the experts' competency, but not to increase the number of experts.

The impact of the number of experts on authenticity of evaluation is shown on Figure 1.

Reliability solution

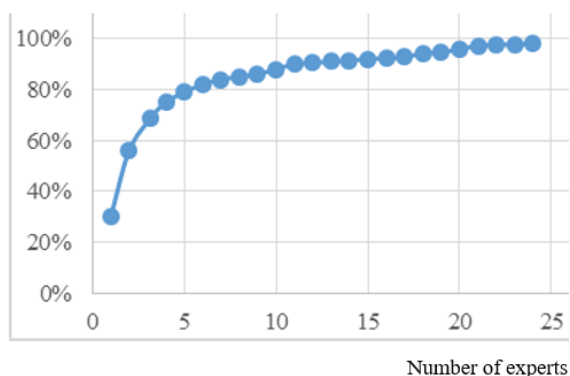


Fig. 1. Reliability solution (percentage). Source: created by the author, based on Libby and Blashfield, (1978)

Figure 1 shows that starting from 5 experts, the reliability of experts' solution is higher than 75%. It is recommended to include at least 5 experts into the experts' group in order to have accurate and reliable results.

According to scientific literature (Libby and Blashfield, 1978), the professionalism of the experts plays a key role on the reliability of the final results, which is why the attention in this research was focused not on the amount of the experts, but on their experience in HR sphere. Taking into account the abovementioned standards, 6 people were included into the expert group. The accurate criteria for the experts was defined:

- An expert can represent the HR sphere, which specifically means that he/she has necessary knowledge about recruitment and e-recruitment;
- An expert's current experience must be no less than 5 years;
- An expert must currently work in Lithuania.

Survey questionnaire was sent by email, messages in SMP (LinkedIn and Facebook) and were performed indirectly. Survey questionnaire was prepared in advance (see Appendix 1) and scripted in surveygizmo.com.

The website had been used because it allows to export gathered data from the survey to Excel and SPSS. Also this website is used by professionals for conducting surveys in market research sphere. This website is device agnostic, which means that the survey can be made using phones, tablets and computers.

The experts' questionnaire consists of three parts. The aim of the **first part** was created to gather general information about the experts.

In the first question (closed question) experts were asked to provide their professional experience in HR sphere. The question is considered to be relevant because the appropriate level of experience is necessary to receive the trusted results.

In the second question (closed question) experts were asked to indicate the size of the company they work in at the current moment. This question was asked in order to understand the influence of the size of the company on e-recruitment through SMP and to provide the recommendations accordingly.

In the third question (closed question) experts were asked to provide business sector, where they are currently working to find out whether there is dependence of business sector and e-recruitment through SMP. Also as the experts were found through different business sectors, and in case the experts are different, common recommendations can be provided, whereas the experts would be from one business sectors.

In the fourth question (closed multiple-choice question) experts were asked which of the proposed SMP they use for recruitment. The question is considered to be important, as it will help to find out the most popular SMP for recruitment.

In the second part of the questionnaire experts were asked to identify the popularity of SMP for recruitment. The questions were formed after careful literature review. In this part it was important to define the advantages of SMP over other ways of recruitment and also to define whether SMP can be used to hire general population of Lithuania.

The first question (closed question) was dedicated to understand the popularity of various ways of recruitment, which experts might use for recruitment. The experts were asked to evaluate ten ways of recruitment (traditional and innovative altogether) in order to reveal the current trends in recruitment in Lithuania.

For evaluating the factors radio button grid had been chosen and the selected factors had to evaluate all factors from 1 to 5 (numerical value 1 – "Completely disagree", numerical value 5 – "Totally agree"). Also depending on the strength of the experts' opinion, they could choose the intermediate values (2 – "Disagree", 3 – "I do not have an opinion", 4 – "Agree").

In the second question (closed question) experts were asked to evaluate seven statements that compare recruitment through SMP and traditional ways of recruitment. This question was asked in order to understand the advantages of SMP over traditional ways of recruitment.

Radio button grid had been used as well and the same evaluation system as in question 1 had been applied.

In the third question (closed question) the experts were asked to evaluate fourteen demographical statements, which can help to define the portrait of the person, who can be hired through SMP. This question had been included in order to understand whether general population of Lithuania can be covered for

recruitment by SMP – it is important to know whether age, gender and candidate’s location can influence e-recruitment.

Radio button grid had been used as well and the same evaluation system as in question 1 had been applied.

In the third part experts were asked to identify the main twelve characteristics of a candidate and main factors and of SMP, which influence successful selection of a person. This part leads to the conclusions about what should be improved in the process of recruitment through SMP, what recommendations can be also provided to general population of Lithuania, when people are trying to find a new job, as the experts were asked regarding the main factors, which influence successful recruitment in order to correlate these factors with SMP features. Also the recommendations for successful e-recruitment through SMP from the experts were gathered.

In the first question (closed question) experts were asked to estimate the importance of twelve characteristics, which influence the final decision. The characteristics were taken not only related to e-recruitment, but in general.

Radio button grid had been used as well and the same evaluation system as in question 1 (part II) had been applied. The experts had a possibility to write-in their own option.

In the second question (closed question) the experts were asked to estimate eight features of SMP, which can influence on the selection. This question has been asked in order to understand what importance has every of those features for the experts. Radio button grid had been used as well and the same evaluation system as in question 1 (part II) had been applied. The experts had a possibility to write-in their own option.

In the third question (closed question) the experts needed to evaluate five statements regarding the main drawbacks of e-recruitment through SMP. The options proposed were gathered carefully from different sources to reveal the most important drawbacks.

Radio button grid had been used as well and the same evaluation system as in question 1 (part II) had been applied. The experts had a possibility to write-in their own option.

In the fourth question (closed question) experts were asked to provide their own opinion about the future replacement of other ways of recruitment by SMP. This question was included to be estimate whether there is potential in further development of e-recruitment through SMP in Lithuania.

In the fifth question (closed multiple-choice question) has been designed to figure out the experts’ recommendations for the successful e-recruitment through SMP. The recommendations can be significantly valuable for further development in Lithuania.

The experts were suggested four recommendations and also a write-in option.

The gathered data had been analysed and calculated using statistical program SPSS and Microsoft Excel software package. The evaluated numerical values are listed in a table (see Table 3).

Table 3. The matrix of the results of expert’s evaluation

Experts	Factors (V)					
	1	2	...	i	...	N
1	V ₁₁	V ₁₂		V _{1i}		V _{1n}
2	V ₂₁	V ₂₂		V _{2i}		V _{2n}
...						
J	V _{j1}	V _{j2}		V _{ji}		V _{jn}
...						
M	V _{m1}	V _{m2}		V _{mi}		V _{mn}
Sum						
Cronbach’s Alpha	For the whole questionnaire					
Kendall’s coefficient of concordance, W	For the whole questionnaire					
p-value	V _{p1}	V _{p2}	...	V _{pi}	...	V _{pn}
Indication frequency						

In Table 3, V_{jn} shows what level of importance was assigned by the j-th expert to the n-th statement in the survey. V_{mn} represents the indication of the n-th factor in the survey, V_{pn} – the significance of n-th factor.

For performing the results of the expert questionnaire it is important to focus the attention on interpretation of Cronbach’s alpha coefficient. This coefficient determines whether the questionnaire reflects the research topic precisely. There are arguments among the scientists regarding Cronbach alpha coefficient: according to Nunnally and Bernstein (1994), this coefficient should be no lower than 0.7, while Malhotra and Birks (2003) write that the critical value of the coefficient is 0.6. So the choice of the value becomes a subjective matter, and the specifics of the study can be taken into account while choosing the limit. 0.6 was chosen as the lowest value of Cronbach alpha coefficient has been selected for this empirical study.

Kendall’s coefficient of concordance (W) reflects the statements’ concordance and importance of the expert’s opinions, it had been determined in the scientific article. This coefficient may vary in the range of 0 ≤ W ≤ 1. If the ratio is closer to 1, it indicates that there are more opinions of the experts coincide. If the ratio is ≤ 0.6, it can be considered, that the experts’ evaluation is not reliable.

For hypothesis testing, 0.05 was selected as the level of significance. Indicator distinctions were taken statistically significant if $p < 0.05$.

The final stage of empirical study consists of confirmation or rejection of the hypothesis and development of conclusions. The accuracy depends on the quality previous steps have been done. It is obvious that wrong conduct of empirical studies or mistakes in calculations may become a reason of false hypothesis results, as the same time improperly formulated hypothesis can create irrelevance of conclusions.

Overall, experts' evaluation method has been chosen to understand the main trends in current recruitment, to evaluate the popularity of SMP for e-recruitment and its rate of success, also to define whether all the general population can be employed by using SMP only. The main drawbacks and recommendations for the successful recruitment had been defined in second and third parts, which can help to provide recommendations for the future development on e-recruitment through SMP. Questionnaire results were processed by SPSS and Excel programs.

The results of expert's evaluation

Cronbach's Alpha for the whole survey had been calculated, the result, which was obtained, showed that Cronbach alpha = 0,6595, which means the questionnaire reflects the researched object as according to Malhotra and Birks (2003), the critical value of the coefficient is 0.6.

The first part of the questionnaire has been designed to collect general information about the experts. The main idea was to have the answers from the experts, who are proficient in HR sphere, especially in recruitment. The minimum experience of five years for the participation was set. 12.5% are having experience in HR from 10 to 15 years.

Defining the size of the company, where expert currently operates, has been also considered as an important information in order to follow the trends in various-size organizations. 12.5% of experts are working in a large company, 37.5% are working in a medium-sized, 37.5% - small and 12.5% are working in a micro company.

Third question of the first part of the questionnaire has been dedicated for defining the business sector, in which experts work. 12.5% specified, that they work in accommodation services, 37.5% specified, that they work in legal services, 12.5% are working in IT, 25% are working in banking services, 12.5% marked "other" and specified, that they work in telecommunications.

In the last question of the first part experts were asked to answer which of the suggested SMP their organization uses for recruitment. 100% of the experts answer, that they usually use LinkedIn, 71.4% answer that they use Facebook, and 14.3% specified, that they use MeetFrank (see Figure 2). According to meetfrank.com, it is an app, where organizations and job seekers can anonymously register and get job offers directly, by specifying their relevant experience only. This can not be considered as a SMP, because the users are using it only for one goal – job seeking and are not able to communicate with each other. Also it was noticed, that nobody from the experts had marked the options "Xing" and "Twitter", which means, that these SMP are not popular for recruitment in Lithuania.

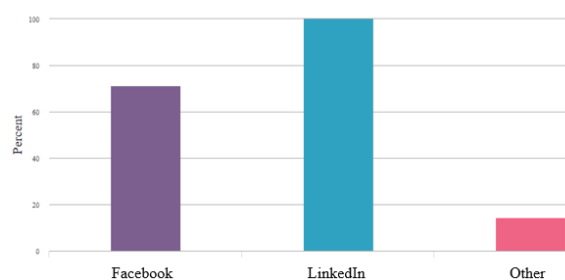


Fig. 2. Most popular SMP, which are used by the experts for recruitment (percentage). Source: created by the author, based on the results of the experts' evaluation

The second part of the experts' evaluation was dedicated to identification of the popularity of SMP for recruitment.

In the first question experts were asked evaluate the popularity of traditional and innovative ways of recruitment (see Table 4).

According to Remeikiene & Gaspareniene (2017), if the mean value equals to 3.5 and less, it is considered that the factor is not important. If the mean value is equal to 3.51 or more - the suggested statement is confirmed. The answers are relevant, although experts' opinions' concordance is weak (Kendall's W = 0,457). Factors three, four, five, six, seven, nine and ten gathered high score: usage of word of mouth for recruitment has mean value of 3.83; online recruitment platforms – 4,67; professional social media platforms for recruitment – 4,83; social media platforms for recruitment – 4; internal recruitment within the organization – 4,50; head hunting – 3,67; recommendations from other people – 4,67. The high p values for factors three, four, five, seven and ten are emphasizing their significance, but factors six, eight and nine are not statistically significant. The rest of the factors marked by number one, two and eight had weak mean values and factors number two and eight are not statistically significant, while factor number one has a high p value.

Table 4. Popularity of various ways of recruitment

Factor	Kendall's W = 0,457		
	Mean rank	Mean value	p value
You use newspapers, magazines, paper-based advertisements for recruitment.	2,1	1,7	0,04
You use labor exchange office for recruitment.	3,3	2,2	0,31
You rely on word of mouth when recruiting new people.	4,8	3,8	0,09
You use online recruitment platforms (cvonline.lt, cvbankas.lt, etc.).	7,2	4,7	0,00
You use professional social media platforms for recruitment (linkedin.com, xing.com, etc.).	7,8	4,8	0,00
You use social media platforms for recruitment (facebook.com, twitter.com, etc.).	6,3	4,0	0,17
You look for the employee from the current employees internally.	6,7	4,5	0,00
You use recruitment agencies.	4,3	3,3	0,61
You use head hunting.	5,5	3,7	0,39
You use recommendations from your colleagues, friends, family.	7,1	4,8	0,00

In the second question of the second part of the questionnaire, experts were asked to evaluate the statements, that compared hiring through SMP and traditional ways of recruitment.

The answers are relevant, although experts' opinions' concordance is weak (Kendall's W = 0,366). All of the factors from one to six gathered high score: SMP are faster for recruitment – 3,83; SMP are cheaper for recruitment – 4,17; hiring through SMP is more efficient – 4,33; opportunity to know the candidate better through SMP – 4,17; wider choice of applicants in SMP – 4,17; better allowance of presenting company's values – 4,67, more trustability – 3,50. The high p values for factors one, four, five are emphasizing their significance, while factors number two, three and six are not statistically significance. Factor number seven has weak mean value, but high p value.

In the third question had to help in defining the portrait of the person, who can be hired through SMP. The answers are relevant, although experts' opinions' concordance is weak (Kendall's W = 0,403). All of the factors from one to six, eight, nine, ten, twelve, thirteen and fourteen gathered high score: SMP can be used to hire males – 3,83; SMP can be used to hire females – 3,83; SMP can be used for firing people of 18-65 y.o. – 3,50; 18-29 y.o. – 4,83; 30-39 y.o. – 4,50; 40-49 – 4,33; SMP can be used for firing people outside Lithuania (worldwide) – 4,67; hiring through SMP can be used to hire people from all of counties in Lithuania – 4,50; only from big cities – 3,67; secondary education – 3,83; secondary vocational (professional) education – 4; people with higher education – 4,67. The high p values for factors number four, five, six, eight, nine, thirteen and fourteen are emphasizing their significance, while

one, two, three, ten, twelve are not statistically significant. Factors number seven and eleven have both weak mean values and too low p values.

In the third part of the questionnaire experts were offered to identify the main characteristics of a

candidate and main factors and drawbacks of SMP, which influence the successful selection of the candidate.

In the first question experts had to define the characteristics, which influence taking final decision regarding the candidate.

The answers can be accepted as relevant, because experts' opinions' concordance is strong enough (Kendall's W = 0,678). Factors three, four, five, six, seven, eight, nine, ten gathered high score: education – 4,33; previous working experience – 4,83; relationship with previous employer – 3,67; background – 3,67; appearance – 3,83; behavior – 4,83; conversational skills – 4,67, proof of skills – 4,33. The high p values for these factors number three, four, six, seven, eight, nine are emphasizing their significance, while factors number five, ten, are not statistically significant. Factors number one and two, eleven and twelve have both weak mean values, although factor number two is statistically significant.

In the second question experts had to answer what features of SMP are helpful for selection process.

The answers can not be accepted as relevant, because experts' opinions' concordance is weak (Kendall's W = 0,540). Factors one, two, five and six gathered sufficient mean value score: photos – 3,50; information about the education/skills – 4,33; information about previous work experience – 4,83. The high p values for factors number two, five, six are emphasizing their significance, while factor number one is not statistically significant. Factors number

three, four, seven and eight have a low mean value, while factor number four is statistically significant.

In the third question experts had to evaluate the statements, regarding the main drawbacks of e-recruitment.

The answers can be accepted as relevant, because experts' opinions' concordance is strong enough (Kendall's $W = 0,657$), which means that question reflects the researched object. Factors from one to three gathered high score: privacy settings – 4; accuracy of online information used in HR decisions – 3,50; incomplete candidate's pool coverage (there are candidates who are not using social media) – 3,58. The low p value for factors two and three is emphasizing its insignificance, while factor number one is statistically significant. Factors number four, five have both weak mean values and too low P-values.

In the fourth question of the third part, experts were asked to provide their opinion whether SMP can replace all other ways of recruitment. 66.7% of experts answered, that it would be possible for SMP to replace all other ways of recruitment, 16.7% answered, that it would not be possible, 16.7% clicked "other" and specified, that to some extent it is possible

In the fifth question experts were asked to mark the recommendations for the successful hire through social media platforms. All the options, provided to the experts, were taken from the scientific literature. 83.3% marked that it is necessary to increase a social media presence of the company. 50% of the experts agreed, that it is necessary to verify the accuracy of the information regarding the candidates. 50% marked that it is important to compare assessment of social media pages with alternatives like personality tests.

Explanation of the recommendations:

- According to the Davison et al. (2012), an organisation could verify the accuracy of the information, stated by the candidate, by incorporating social screening policies.
- According to Kroeze (2015), establishing criterion-related validity could prevent the organisation could prevent discrimination, inaccuracy, inconsistency.
- Davidson et al. (2016), offers to invent alternative predictors as a recommendation for successful recruitment.
- Masa'd (2015), states, that social media presence of the company can bring more niche candidates to the social media.

Summing up the results of the experts' evaluation, the following conclusions can be made:

- All experts were competent enough to represent HR sphere.
- The experts are operating in various sized companies and in various business sectors, which is why the general recommendations for all companies can be provided in this research paper;
- Although the value of concordance is weak for questions one, two, three in the second

part of the questionnaire, for question two in the third part of the questionnaire, Cronbach's alpha coefficient for the survey is strong, which means that it reflects the topic precisely. Also p-value is significant, which means that the experts have different opinions, but the answers are reliable.

- LinkedIn and Facebook are the most popular SMP, which are used by the experts for recruitment;
- Online recruitment platforms, professional SMP and recommendations from other people are the most popular ways of recruitment.
- Experts believe, that SMP help to present company's culture and values better, than traditional ways of recruitment.
- Both males and females aged 18-49 can be hired through SMP. Also experts stated, that people from all over the world and all of the counties of Lithuania can be hired through SMP. Experts also believe that people with higher or secondary education can be hired using SMP.
- Candidate's behavior, previous working experience and conversational skills play the most important role in taking the final decision regarding the candidate.
- Information about previous working experience, publications in the news feed and information about a person's education/skills are the most important features of SMP, which are helpful for selection.
- Privacy settings is the main drawback of hiring through SMP.
- The majority of the experts think that SMP can replace all other ways of recruitment.
- Experts mostly recommend to increase a social media presence (83.3%) of the company in SMP for successful recruitment. However, they also put comparing assessment of social media pages (50%) with other alternatives and verification of the information regarding the candidate (50%) also high.

Conclusions

After scientific literature review and empirical research the main advantages (allowance to present company's culture and values, it is cheaper and faster) and disadvantages (privacy settings, incomplete candidate's pool coverage) of e-recruitment were revealed.

The methodology of the opportunities of e-recruitment through SMP had been presented and expert evaluation was used for the empirical research.

It was identified from the survey for experts that traditional ways of recruitment are not popular anymore, except recommendations from other people, innovative ways of recruitment took the first plan in HR. Experts decided that Facebook and LinkedIn became the leaders for recruitment. It was revealed,

that the main concern regarding the e-recruitment through SMP is incomplete candidates' pool coverage. Also in is not so easy to target candidate of over 30 years old not from big cities and employed by the public companies or having their own business with secondary education. Online recruitment platforms can be not that efficient in case of hiring people outside Lithuania, because the foreigners can be not aware of the existence of certain website, while Facebook makes it easier with the possibilities of groups and communities and "sharing" among followers and friends.

Answering the scientific research problem, in future SMP can replace and become a substitute for all other ways of recruitment in Lithuania due to many factors, but especially their internationality and efficiency. It is not needed to pay as much, as for online recruitment platforms for posting the advertisement and the most narrow specialists and professions can be found there.

The research has a practical value and can be used for business, as human resource managers and business owners can see the situation and current trends on labor market. Also in the future study the survey can be made for other countries, such as Estonia and Latvia in order to cover Baltic region, after which the business model of e-recruitment channels and peculiarities can be created.

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