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SOCIAL NETWORKS IMPACT ON STRATEGIC HUMAN RESOURCES MANAGEMENT: CASE OF RECRUITMENT PROCESS IN THE REPUBLIC OF KOSOVO

(CASE STUDY: KOSOVAN ENTERPRISES)

DOCTORAL DISSERTATION

MENTOR:

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DECLARATION

I hereby declare that this thesis is the result of my own investigation, except where otherwise indicated. At no time during the registration for the degree of Doctor of Philosophy has the author been registered for any other University award.

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ABSTRACT

In the modern world information technology especially internet is rapidly changing the way individuals interact in the real world in the labor force market. Social Networks (SN) has invaded our daily lives. Human resources management has also taken its share of these changes. Employers have begun using social networks for getting information about job candidates. Information provided by Social Networks about personal and professional life of potential job candidates made Social Networks as an important tool for recruiters. In the Republic of Kosovo social networks are not an official part of the selection but their influence on the recruitment process is very evident. This study aims to give more light to the use of social networks in recruitment practices. Social Networks can provide a readily available recruitment source for future employers and can be used as a source of recommendation for applicants. This research is focused on how Social Networks affects on Strategic Human Resource Management in the Recruitment Field. In the global aspect but also in Republic of Kosovo, there are ongoing researches for persuading the Recruitment Process.

Keywords: Human Resource Management, Social Networks, Strategic Management, eRecrutiment, Competitive Advantage, Kosovar Enterprises, eBusiness, ICTs.

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ACRONYMS AND ABBREVIATIONS

CV	CURRICULUM VITAE
ER	ELECTRONIC RECRUTIMENT
ERP	EMPLOYEE REFERRAL PROGRAM
EEO	EQUAL EMPLOYMENT OPPORTUNITY
GFK	GROWTH FROM KNOWLEDGE
HR	HUMAN RESOURCES
HRM	HUMAN RESOURCES MANAGEMENT
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
KE	KOSOVAR ENTERPRISE
LA	LARGE ENTERPRISE
LSM	LARGE, SMALL AND MEDIUM ENTERPRISE
QA	QUALITY OF APPLICANTS
SHRM	STRATEGIC HUMAN RESOURCES MANAGEMENT
SM	SOCIAL MEDIA
SN	SOCIAL NETWORKS
SMA	STRATEGIC MANAGEMENT
SME	SMALL AND MEDIUM ENTERPRISES
SNR	SOCIAL NETWORKS RECRUITMENT
SNRS	SOCIAL NETWORKS RECRUITMENT STRATEGIES
SNS	SOCIAL NETWORKING SITES
SPSS	STATISTICAL PACKAGE FOR SOCIAL SCIENCES
TRM	TRADITIONAL RECRUITMENT METHODS

GENERAL INTRODUCTION

1. INTRODUCTION

Recruitment is an integral part of Strategic Human Resource Management (SHRM) planning in the organization. Social networks with the information they provide influence the Strategic Management of Human Resources in the organization. Human capital is defined as the core of an organization growth that has the strategy and vision to be sustainable and survival (Jones & George 2011).

According to Sinha, V.T. (2013) the recruitment process is a vital function of Human Resource Management (HRM) and is defined as the process of seeking the right talent by stimulating them to apply for a job.

Social networks have entered in the world of Strategic Recruitment Management even though SN are in the advanced stage of formulation and adaptation. SN provide an in-depth discussion to understand the views and opinions of both parties in a recruitment process but still cannot fully replace the traditional recruitment process. In their book, Lundy & Cowling (1996) elaborated on static recruitment as a separate and very important segment of the organization's sustainability and perspective. Social Networks Transform HR Management and Advance the Recruitment Process (Davison *et al.* 2012), but Traditional Methods as an official recruitment in the Republic of Kosovo made significant contributions to the managing resources that planned and monitored the recruitment process.

The study focuses on the impact of Social Networks on Strategic Human Resource Management and the Recruitment Process in enterprises of the Republic of Kosovo. Advances in information technology enabled the Recruitment Process to be developed globally, this dynamic environment of Social Networking created sustainable competitive advantages and this facilitated strategic Human Resource Planning. Creator of competitive advantage of any organization is Human Resources (Porter 1985). This is made possible by the recruitment process (Legge 1995).

In this dissertation we compared the advantages and disadvantages of Social Networks on the Recruitment Process and in Human Resource Strategy. These objectives were accomplished by providing theoretical and practical answers to some of the questions arising from the main research question and the main purpose of the study. The role of Social Networks is clear argumentative in international literature and empiric research but also verifiable in practice in my research on this dissertation.

2. REVIEW THE ACHIEVEMENTS OF THE SCIENTIFIC DISCIPLINE RELATED TO THE SUBJECT OF THE RESEARCH

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

Most of the companies in the world, regardless of size, use different recruitment strategies (Marchington - Wilkinson, 2012). This study aims to give practical solution to the use of social networks in recruitment practices in the Republic of Kosovo. A study by Kluemper showed that employers reject job seekers based on what they find about them on social media. Kluemper (2013) found that 35% of employers said that they would reject a job seeker because of information they found on social media. Social network websites screening should be conducted late in the selection process as

is recommended with other kinds of background checks, drug testing, medical screening, and other of a private nature (Gatewood *et al*., 2008).

Job seekers can join the social media platforms of companies and then easily have access to the vacancies companies post. Job seekers can even do this anonymously, which could be an advantage for jobseekers that currently have a job. Plus it helps the recruitment process of the job seeker by making it more responsive (Reiners 2013). Reppler's (2011) research confirmed the importance of personal presentation of candidates on the internet, especially on social networks with following findings related to USA: Recruiters are using social networks to screen job applicants. Facebook and Twitter are being used a lot to screen job applicants. Job seekers are not yet prepared for the new trend. The majority of people who are looking for a new job do not pay appropriate attention to their internet profile (Pavlicek, 2013). When employers are using social media for recruitment they also need to be aware of the risks of negligent hiring. If an employer discovers negative information about a jobseekers using social media sites, but decides to ignore (Davison *et al*., 2012).

The recruitment process is considered key to the success of a company. Social media could be a powerful tool for a company that could be used to advertise jobs and create a competitive advantage since it can reach a greater pool of potential candidates (Deshati, E., 2017). Social networks can provide a readily available recruitment source for future employers and can be used as a source of recommendation for applicants. My research is focused on how social networks affects on strategic human resource management in the recruitment field. In the global aspect but also in the Republic of Kosovo, there are ongoing researches for persuading the recruitment process.

Before starting the formal recruitment process with traditional methods, information from the social networks has just created an impression on the candidate. For starters, employers may look at information that has been provided on social networks in the

wrong way. Negative information that has been retrieved from the jobseekers' personal profile may not be considered in the right context. They could therefore result in a hasty rejection decision (Brown & Vaughn 2011, p.220-221).

Employment interviews are the most common methods of selection (Ryan and Ployhart 2000). They are the best predictors of the candidate's performance. In recruitment process individual interviews where the recruitment equality commission typically did identify best candidates through written tests and Face to Face interviews, commission consists of three interviewers. One who was asking questions, one observing and one recording the information.

The CV based interview verifies what is written in the CV and this can be compared to social media data. A behavioral interview demonstrates the features of the candidate's personality. The interview based on the performance of the candidate informs us of the competences of the candidate for that place of work. References - Recommendations are very important data for the recruiters because it gives valuable information about the candidate. These assessments tend to reveal the knowledge, skills and affiliations associated with the work. Special attention in this research was devoted to communication, interaction and initiative among people as personality traits. Daniel Goleman (2006) noted that the success of an activity depends on the individual's relationship with people, how he communicates or agrees with them. Recruited employees into the employment process come with different mental and spiritual coefficients.

Over 70% of Kosovo's population is under the age of 30, so Kosovo is a digitally "switched on" nation with Internet penetration and usage similar to Europe-wide and global norms [http://www.yenidiplomasi.com/2013/09/digital-kosovo-launches-to-empower.html]. Kosovo has 1,523,373 Internet users, 80.4% penetration rate per GfK (Growth from Knowledge) and 910,000 Facebook users on Dec 31/17. (http://www.internetworldstats.com/stats4.htm). This statistics shows us that Kosovo

has a great potential to work on use social networks for job recruitment and job seeking process through SN. Facebook is the most popular social media platform in Kosovo - used by approximately three-quarters of Kosovo's Internet users. Whilst users can select Kosovo as a location, Facebook has recognized Kosovo as an independent country. According to Bohmova and Malinova (2013) research, 90% of Facebook users have the information about their education publicly accessible. Thousands of local and regional websites, portals and social media tools have not yet included Kosovo as a country in their drop down menus. A number of major websites such as LinkedIn as a social professional network do recognize Kosovo. Facebook recognized Kosovo at the end of 2013 however other major websites have yet to recognize Kosovo as an independent entity. LinkedIn as a social professional network can be used in a whole variety of ways – to identify business contracts, candidates or clients, to canvass opinion on a particular topic, to advertise jobs, to hook back up with a former colleagues or to contact or to advertise your services and credentials or availability for a new job (Thew, 2008). Companies are using Facebook to recruit new workforce. According to a study by software developers for SelectMinds social recruiting, 72% of U.S. firms actively use social networks for recruitment and this figure is growing ["ROI of Social Media in the Enterprise: A Benchmarking Survey" An Oracle White Paper January 2013]. These numbers shows us that there is a big opportunity to develop a new method compare to traditional methods of recruitment where recruiters and job-seekers can use social networks as a tool to make easier and faster the employment process.

3. FIELD OF RESEARCH

The field of research that this doctoral dissertation deals with is: "Social Networks Impact on Strategic Human Resources Management: Case of Recruitment Process in the Republic of Kosovo". It explores the way social networks influences and affects on how traditional methods - interviews, CVs and recommendations are in the recruitment process in the Republic of Kosovo. Their separate but integrated effects increase the quality and potential of the recruitment process to the highest level of decision-making action based on competence and merit.

Our research in this doctoral dissertation compares the influence of social networks or social media with traditional methods - interviews, CVs and practical recommendations, the results of which were both encouraging and surprising. This reflection of the real situation enables us to come to the conclusion in which will determine the very necessary recommendations.

The research field was defined as a method that describes the reality of the recruitment process in the republic of Kosovo. Using quantitative data from questionnaire responses and qualitative data (according to Likert scale 1 through 5), these data will be made with the survey we conduct with 317 managers of different levels especially human resource managers who are responsible for the recruitment process in their companies. The quantitative and qualitative data won't be contradictory but will follow the final results.

4. RESEARCH OBJECTIVES

1. The purpose of this study is to argue theoretically and in practice the impact of information on social networks in the recruitment process.

2. To analyze the policies that monitors the recruitment process by comparing with the advancements of successful states in this field.

3. To analyze the structure of the equal recruitment commission at their level of education and the performance of the human resource managers or managers of different levels and owners who are responsible for managing human resources on their companies.

4. Interpretation of the social networks effect on recruitment process and identify mechanisms of their impact on the recruitment process.

5. And finally, the purpose of this study is to build a reasonable scientific basis that will enable us to provide forecasts and effective recommendations for the recruitment process.

The research questions in the study and the hypotheses are formulated consistent with the study objectives; Sources of Competitive Advantages. Barney (1995) said creating competitive advantages depends on Human Resources and the capabilities of an enterprises, this brings to its competitive environment. People are hard to copy by competitors so they provide a source of sustainable competitive advantage. According to Becker and Gerhart (1996) Human Resources in Enterprises provide sustainable competitive advantage and this affects their performance.

Hypotheses:

Hypothesis 1.

There is no significant difference in the use of Social Networks in Recruitment by small, medium and large enterprises.

Hypothesis 2.

There is no significant difference in the use of Social Networks in Recruitment by age groups.

Hypothesis 3.

There is no significant difference in the use of Social Networks in Recruitment by sectors: commerce, production and service enterprises.

Hypothesis 4.

Social networks use in Recruitment can replace traditional recruitment methods.

Hypothesis 5.

There is no significant difference in the use of Social Networks in Recruitment according to formal education of managers / owners.

Hypothesis 6.

The use of Social Networks in recruitment will not offer competitive advantage.

Hypothesis 7.

There is no significant difference in the use of Social Networks in Recruitment according to occupation.

5. EXPLANATION OF WORK HYPOTHESES AND THESES

The essence of the research in this dissertation is the influence of the social networks on the recruitment process in the Republic of Kosovo on how to use this information. The traditional recruitment methods such as interviews, CVs and recommendations in the recruitment process and information that is taken directly from the candidate are used for decision making. But to compare and verify this information we can use social networks. So they have a distinct but integrated impact on social networks, thus increasing the validity of information.

This research for the first time is treated in this way and will be an important contribution to the human resource strategy dedicated to the recruitment process. The work is the structure in Introduction, four chapters and the fifth completion with recommendations.

In Introduction, the doctoral thesis is fully explored with all the justifications and challenges that follow. The research field reflects the real situation of the specifics being studied. Presentation of the research plan and procedures that reflect in detail the real situation and the methodology that I used in this research gave analytical character and practical verification of the theses that in theory were verified.

The paper will be systematized as follows:

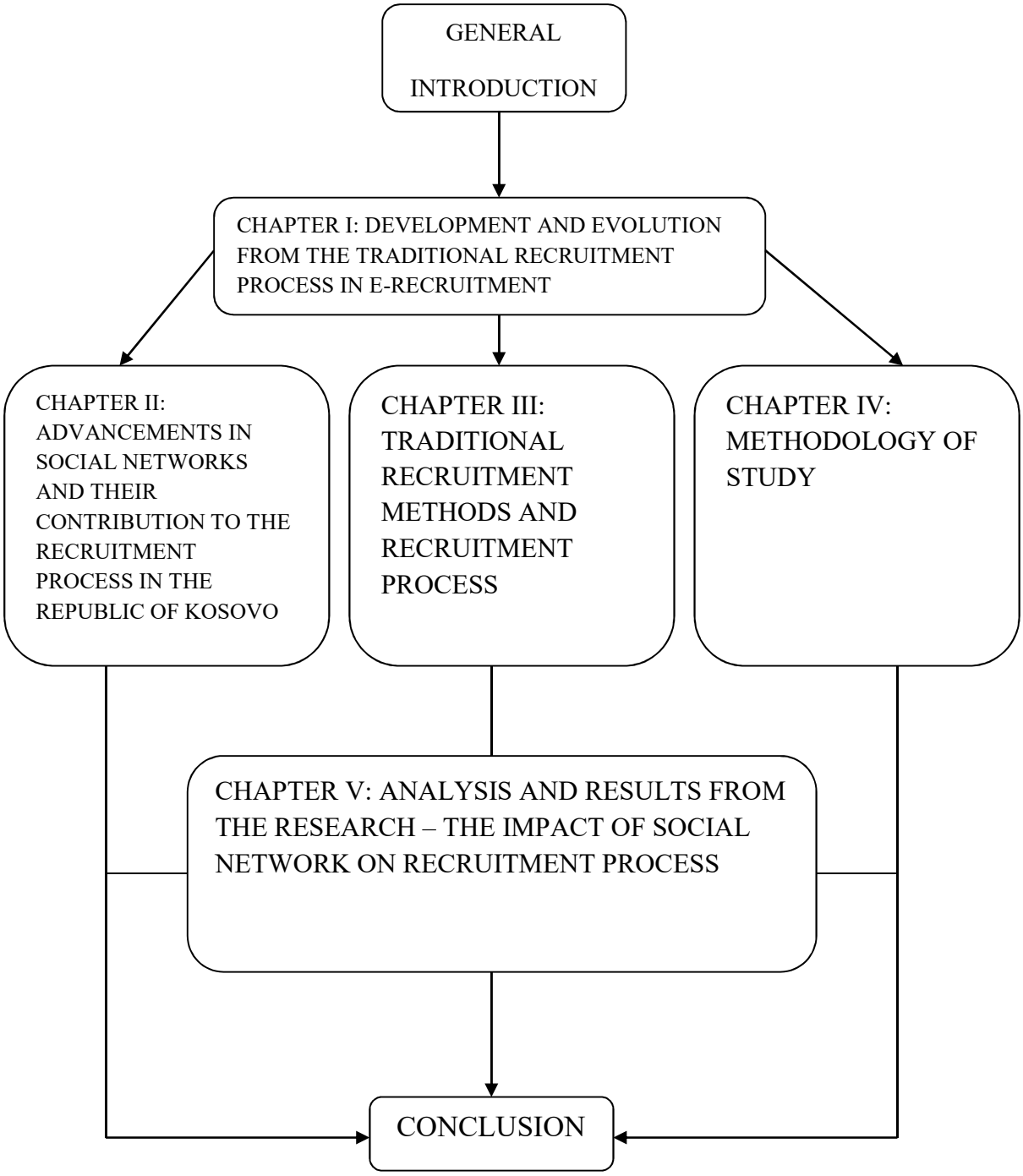

Figure 1.1: The structure of the doctoral dissertation

Chapter I: In this chapter we present development and evolution from the traditional recruitment process in online recruitment. It will be explained in detail the transformation of human resource management form traditional methods to the modern methods by using information technology. This is called electronic recruitment which is effective and efficient compare to traditional recruitment methods and cost benefit.

Chapter II: In this chapter we present the advancements of the social network and their contribution to the recruitment process, the effect of the information content and their impact on decision-making. Advantages of social network recruiting process, social network disadvantages that occur during the recruitment process. Restrictions on applicants and jobseekers. Social network suggestions for recruiting commission and judging them. And respecting the legal issues of using social network in the recruitment process.

Chapter III: In this chapter we present interviews which are the most common and official recruitment methods. They are the best predictors of candidate performance. In this controversy, individual interviews with written tests and face to face interviews showed encouraging results. The interviews were also used to make comparisons of information from the social network and by verifying CV data. Special rankings had a CV of candidates who demonstrated the levels of education they had achieved. Recently Recommendations have a special importance because the Recommendation is given to the leader who best knows the candidate.

Chapter IV: This chapter explores the scientific methods that were used starting from Designing the Study, Selection Patterns, Searching Instruments, Search Reliability, Data Collection Procedures, Questionnaires and Ethical Considerations.

Chapter V: The results were first analyzed and the results of the research were systematized according to the research questions, deep discussions were made on these results and finally I came to the conclusion.

Than we completed the research and based on all the knowledge we received, followed the Recommendations. All chapters were interrelated as a whole with the sole purpose of making the dissertation successful.

6. SCIENTIFIC METHODS TO BE APPLIED

At first, narrative method was used to provide some theoretical information about the field of study. This method is advantageous because it is accompanied by instruments that compare primary and secondary data and this makes the information structured in the outline that the conclusions drawn are as accurate as possible. Primary data was provided by questionnaires and interviews. For secondary information I use various scientific literature, university library scientific references and studies from this field of research.

In this research is used the induction method which starts from a particular case to subsequently perceive the phenomenon (knowledge). Also used is the method of deduction which starts from the general truth to reach specific individual knowledge, has an analytical character because it is commonly used in the particular, was also used to test hypotheses. To describe and explain the reality of the recruitment process, we used empirical analysis based on the quantitative and qualitative data of the questionnaire response.

For data analysis of the collected data I also use statistical analyses methods, such as descriptive statistics, significance tests, while the analysis of the content will be used for qualitative analysis. Based on the results of analytical procedures give synthesized conclusions about the individual subject matter questions. For these analyzes I use the SPSS statistical software (version 20.0). For testing hypothesis I will use a Kruskal Wallis and Pearson Chi Square.

Literature from well-known foreign authors will be used for this doctoral dissertation, but besides books and published publications is also used research on the Internet from the relevant websites.

7. EXPECTED CONTRIBUTION AND APPLICATION OF RESULTS FROM THE RESEARCH

In this dissertation, for the first time, we face the virtual world versus the real world competing for most of the influence of information on the recruiting process. In this dissertation we will demonstrate the power of social networks influence in the recruitment process, even though they are not an official part of this process. Applying the results enables us to demonstrate the power of impact of traditional methods like interviews, CVs and recruitment processes. But I also reveal the integrated impact that significantly advances the recruitment process. Applying research results enables us to identify the differences between the Commerce, Service and production sector.

I

CHAPTER

DEVELOPMENT AND EVOLUTION OF THE TRADITIONAL RECRUITMENT PROCESS IN ELECTRONIC RECRUITMENT

CONTENT

1.1. The emergence and evolution of electronic recruitment

This chapter aims to explore emergence and the evolution of traditional recruitment into electronic recruitment. The Electronic Recruitment Strategy derives from the Human Resources Management in the organization which defines the main goals of the recruitment process. The advancement of electronic recruitment has influenced the transformation of traditional recruitment; the challenges that followed this process were determinants of the development of this sector in the Republic of Kosovo.

The purpose of this research is to examine whether the traditional recruitment process has been reduced due to the impact of electronic Recruitment especially Social Networks. Therefore our research empirically examines the impact of Electronic Recruitment on the quality of applicants, the cost and time consuming for the recruitment process.

In the Republic of Kosovo Traditional Recruitment Methods have been an official part of recruitment for decades and continue to be but there is a place to be improved. Russo *et al.* (1995) stated that after gathering all relevant information, the content of the information should be made available to the job seekers using the Recruitment channels. Lievens and Harris (2003) stated that Electronic Recruitment significantly changed the way in which the entire recruitment process was developed and considered as the last hiring tool (Sharma, 2011). Carl *et al.* 2001 and Noe *et al.* (2007) stated that Internet recruitment has shown steady growth in recent years as all 500 Global Enterprises use some form of Internet recruitment. Kumar (2003) had recruitment declarations practiced as a reactive art. According to Barber (1998) many firms had new and innovative recruitment adapters to draw attention to.

Agarwala (2003) stated that Recruitment is the process of discovering the potential candidate by encouraging qualified candidates to apply. According to Edwards and Rees (2011) Recruitment involves identifying the recruitment needs with respect to the position to be filled by attracting qualified candidates. Conrad and Ashworth

(1986) believed that enterprise sources used formal market intermediaries to determine future workers. Breaugh (2008) also discussed the recruitment process model. Breaugh *et al.* (2000) suggest that before the decision is made, the process of differentiation between applicants will be identified and those most likely to succeed in a job will be identified. Changing the Hiring Process by Auto-Manual Methods saves time and increases productivity by leaving vacancies for shorter periods of time. Heinl, R. (2001) believed that chain management is another logic in Human Resources management. Annappindi (2001) also added that people and products cannot be reconciled. Common adaptation principles can be applied. Smith (1999) had a job by Electronic Recruitment channel and concluded that the Internet helps prospective employees.

Ahmed (2009) identified the significant impact of Electronic Recruitment on Business processes. The following suggestions include cost, shorter cycle and achieving a wider range of applicants (Khan *et al* 2011). Collins and Han (2004) found that organizational advertising was the only predictor that had direct and direct effects on measures of applicant quantity and quality of the applicant. According to Mooney (2002) e-recruitment has become a more effective recruiting tool by creating a way to build relationships between job seekers and the organization. Frost (1997) suggested that the Internet has the potential to bring about rapid change in recruitment for the applicant and facilitates employment.

E-Recruitment is a relatively new phenomenon of the modern recruitment process, which changes the nature of the traditional recruitment process. Electronic recruitment is the present and future of recruitment but some aspects of traditional recruitment are here to stay focused on imposing their values. Therefore we were forced to elaborate on traditional recruitment by transferring it to modern recruitment, because Traditional Recruitment Methods (TRM) such as job panels still remains successful and important for recruitment process. Then word of mouth and references were found

to be successful and ongoing in traditional recruitment. The personal connection between the candidate and the recruiter is still essential to the success of an application.

The digital world has brought a new dimension to recruitment. Internet innovation in Web 2.0 has changed the current recruitment process. This phenomenon is known as, "Electronic recruitment." Electronic recruitment as the most used trend in the recruitment and an excellent method to reach the potential job seeker quickly and significantly advanced the recruitment process. E-recruitment has enjoyed rapid and explosive growth since the late 1990s when the economy created high demand for skilled workers (Thomas and Ray, 2000).

E-recruitment has improved the efficiency and effectiveness of recruitment but the limitation is that it does not allow face-to-face communication. E-recruitment is a good technique for effective use of the Internet, improves recruitment skills by enabling postings and job applications.

Research into the evolution of electronic recruitment systems has clarified many dilemmas that have emerged during implementation.

E-Recruitment has essentially changed the recruitment process from traditional Recruitment which had higher costs, prolonged the recruitment cycle and had low geographical coverage.

E-Recruitment has experienced a high development for a short time. Finding a talented job-fit candidate has always been difficult. In this case, electronic recruitment is a solution for companies trying to find the ideal job candidates. Dhamija (2012): said that Electronic recruitment revolutionized the recruitment process "whereas the internet acts as a link between the job seeker and the employer".

We are particularly focused on the duties and responsibilities of the recruiter that emerge during the development of electronic recruitment.

Prospective candidates must be prepared "for the new era of social recruitment (Faliagka *et al*. 2012); they must have a profile on LinkedIn to invest time in having a long list of contacts; they must also participate in discussions on community-based internet or blogs can give them greater visibility and thus increase job offers.

Electronic recruitment suggests new skills and qualifications for the traditional recruiter that defines the scope, tasks and responsibilities of this new job, with the sole purpose of transforming traditional recruiting from a simple online recruitment function.

E-recruiting is part of a job marketing process in which the job seeker is cast as a potential job consumer and that the recruiting manager's goal is to create within the employer's website a variety of job marketing materials and information designed to influence job consumer decisions and search behavior (Maurer and Liu 2007).

1.2. Defining e-recruitment

Barber (1998) defines e-recruitment as; "recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees"

Maurer *et al.* (1992) defines e-recruitment, how Human Resources manage the external developments and internal resources of qualified applicants.

E-recruitment includes those practices and activities carried on by the organization through internet with the primary purpose of identifying and attracting potential employees. (Online recruitment is another name of e-recruitment).

Deillon (2014) states that E-recruitment is a new technological mean for selecting one of the companies' most crucial resources, i.e. human resource.

According to KeyNote (2012) research 43.9 percent of respondents across UK had used the internet to search for a job whereas in 2006, Chartered Institute of Personnel and Development (CIPD) found 64 percent of the UK organizations used e-recruitment (Parry and Tyson, 2008). Cappelli (2001) with no wonder declares 90 percent of US companies were already doing recruiting by internet then. However most of the data are not updated but it is enough to find out this approach is overwhelmingly being accepted and used by companies. Yet, the proportion is obviously varying in different countries based on the social infrastructure; or in terms of the size and functions of the company this approach may not be favorable.

1.3. Types of e-Recruitment

Companies can leverage their profiles on websites - social networks to attract potential candidates. This is a strategy to preserve the perceptions of current and potential employees (Sullivan, 2004). These types of recruitment have no direct impact on cost.

Recruitment by utilizing job boards on the Internet - external websites or platforms containing candidate data, at the same time allowing job ads for a specific remuneration like they are Kosovars.

And recruiting using professional social networks like LinkedIn enables the company to place ads directly and have instant access to candidate data.

There are three different ways for companies/organizations to attract job seekers for their vacant positions: (1) Posting vacancies on their own websites which could be enabled by intranet or internet (2) Third party websites like job portals which enabled a huge market place for recruitment so-called “Online Recruitment Industry”. International data corporation (IDC) estimates $5.3 billion was generated in the US in 2011 through online recruitment industry and it is roughly increasing by 4 percent until 2015 (Silber, 2012). (3) The use of Social Networking Sites for recruitment is a

new field in Human Resource Management. Profiles in Social Networking Sites allow recruiters to gain information about their education and professional career in general.

1.4. The Importance of e-Recruitment

E-Recruitment is one of the most important HRM processes that is an effective solution for the right people at the right place and at the right time. E - Recruitment is not only a function of HRM but it is very important for identifying and attracting potential employees (Barber 1998).

Recruitment has prompted companies to redesign the recruitment process and quickly move Human Resources to the Internet system that provide standardized frameworks for key personnel processes (Cullen 2001).

The main benefits and benefits of e-Recruitment success are: low cost, efficiency and convenience for recruiters and job seekers (Gale, 2001; Miller 2001; Tomlinson 2002).

Electronic recruitment reduces the employment cycle from 90 days to 34 days (Gill, 2001). According to Forrester research (www.forrester.com) the average cost of hiring an employee online is $ 183, while the average cost of hiring an employee by Traditional Method is 1383 dollars.

E-recruiting saves time by quickly processing overwhelming number of applicants, easier recruitment of qualified candidates, improves job image, provides organizational information between job applicant and job applicant, updates job data and applicant and there is an expansion of the geographical scope for applicants and employees.

All companies are using e-recruiting and what are the drivers? In a comprehensive review by Lang *et al*. (2011) you can find 14 important drivers for companies to

implement e-recruitment which were recognized by scholars from 1998 to 2010 which would be listed here: (1) Cost saving (2) Time saving (3) Increased number of applicants (4) Independence of place and time -e.g. company can establish an assessment for applicants easily (5) Recruiting qualified staff more easily (6) Improved employer image (7) Efficient and effective personnel selection –i.e. company needs a suitable method to select (8) Providing additional workplace and organizational information -by employer to applicants (9) Usability (10) Target group orientation –i.e. post job vacancies in the right place (11) Updating of job and applicant data –i.e. possibility to update information even when the position is published (12) Expanding geochartical scope of recruiting measures –i.e. having applicant hundreds miles away (13) Realization of competitive advantage –i.e. through faster and cheaper recruiting process to select more suitable candidates (14) Corporate policy [Lang *et al*.].

1.5. The future and challenges of e-Recruitment

Edgley (1995) stated that the future of the recruitment industry is on the Internet. During 2003-2005, 94% of the largest companies in the world (Global 500) used the Internet to look for a job and have applied e-recruitment (Onrec, 2005). UK companies are now recruiting online.

Pundits face the challenges of Information Technology, providing data to applicants, with privacy, the importance of Internet appeal to attract job seekers (Thompson *et al*. 2008).

“For many job seekers the internet is not yet the first option to use (Galanaki 2002).

One of the most negative consequences of electronic recruitment is the compromise between quantity (growth) and quality (reduction of candidates). The number of applicants will increase, but it includes the highest number of unskilled which can

increase the cost and time. (Pearce and Tuten 2001; Chapman and Webster 2003; Barber 2006)

Stone et al. (2006) E-Recruitment modifies social interactions which make it impossible for the applicant to present himself to the potential.

Pin et al. (2001) Due to the broadband access offered by the Internet that overlaps with the position of the less qualified candidate, at the cost of losing those qualified.

The higher rate of employee turnover (Smith and Rupp 2004) confirm these disadvantages in their studies of the managerial challenges of electronic recruitment as one employee may be interested in another position in another company which is easily accessible through the internet.

Electronic recruitment is unavoidable in the current era of digitalization, but not all of the advantages can be realized since the reduction in time or cost of recruitment may be somewhat offset by the high number of applicants that need to be evaluated.
Over time some disadvantages of this method have been mitigated, such as access to the Internet, access to user-friendly access, high fees for third-party application or data transparency.

II

CHAPTER

ADVANCEMENTS IN SOCIAL NETWORKS AND THEIR CONTRIBUTION TO THE RECRUITMENT PROCESS IN THE REPUBLIC OF KOSOVO

CONTENT

2.1. Literature review

Social networks as web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system (Boyd & Ellison, 2008, p. 211). SM has been defined as websites which allow profile creation and visibility of relationships between users (Boyd & Ellison, 2008); web-based applications which provide functionality for sharing, relationships, group, conversation and profiles (Kietzmann *et al.*, 2011).

The use of Social Networks in the Recruitment Process prior to employment has become commonplace because it is an important source of information for applicants but has potential legal and ethical risks, and there are conflicting views around the use of SN in recruitment. Kilpatrick (2013) says SN do not help recruiters develop their judgment or improve their ratings. They provide the means to manage more numbers of relationships with candidates.

Falcone (2009) & Smith, Butler (2009) claim that nowadays, prospects and managers face ethical dilemmas about whether or not to conduct an online search on SN.

The information provided in SN affects recruiters' decision-making in two ways. The candidate may have competitive advantages due to the content of SN or lose for the same reason.

Another advantage is for companies if they use SN properly, they can save time in the recruitment process. The study made by *workforce* states that online recruitment is 30% faster than other traditional methods of employment (Workforce 2000).

Companies use SN easily and timely verifying information with CV’s filtered or CV’s to evaluate information not mentioned in the Letter of recommendation of the applicant.

Regardless of size, most companies around the world use different recruitment strategies to find applicants who will strengthen their job contingency (Marchington-Wilkinson 2012).

The first organizations that have easier access to the human capital contingent, with different capabilities and competencies, enable recruiting companies to lead their recruitment strategies at a lower cost and shorten the time for information processing by doing so the most efficient process. (Doherty 2010).

Technological advances and the use of the Internet have dramatically changed the recruitment and selection process (Davison *et al.* 2012). Networking is considered a cost-effective job search activity by providing detailed and private information to applicants (Van Hoye, G., & Lievens, F. 2009). Human Resources Use Social Networking Sites and Internet for Disciplinary Recruitment (Davison *et al.* 2011)

With the rapid development of technology, storage and access to information around people is much easier and cheaper (Miller & Weckert 2000). According to (Born and Scholarios, 2005) the estimations used in the selection have good predictive values but problems can arise at the decision-making stage due to factors such as time pressure and information overload.

According to Riinvest Institute's research in the Republic of Kosovo, Organizational Managers stated that the most commonly used method for employment is the recommendation of 33%, while social networks for only 12% and other used methods for employment are; by public announcements 24%, by employee referral program 8%, by family networks 23%. Riinvest (2017).

CareerBuilder's (2016) survey shows that 48% of recruiters found information that forced them to not hire a candidate (Grasz, J., 2016). Sprague (2011) states that 70% of US hiring and recruiting professionals have rejected the candidate based on data found in online.

According to Rozin and Royzman (2001) negative information weight more, this is a psychological phenomenon called negativity bias, (negative potential, negativity increases faster. According to Sowder (1996), Kardes, F. R., Fennis, B. M., Hirt, E. R., Tormala, Z. L., & Bullington, B. (2007) negative bias affects people's judgment and decision making .

Use of information by SN selection is a new and critical trend by a number of scholars (Thackeray, R. and Hunter, M. 2010). But this new trend is growing in popularity (Careerbuilder 2009), (Haefner, R. 2009).

This methodology enables the analysis of person differences so that it not only provides information on individual patterns of decision making but also enables the aggregation of similar individuals (McBride, O., Morgan, K. & McGee 2012).

Melanthiou *et al*. (2015) consider recruiting through social networks as a positive thing, they help companies find and attract applications, while also enabling them to do background checks. However, many companies avoid using SN and those companies fail to capitalize on the opportunities that SN offers for recruitment.

Social networking sites are preferred because they provide useful and fast information to the candidate (Clark & Roberts 2010).

Next, companies are investing in recruiters, consultants and employee testing to get the most accurate information on the candidates to recruit the best candidate.

Witnesses suggest that organizations are using social networking sites like Facebook, Twitter, LinkedIn for information about candidates (Kluemper & Rosen 2009).

2.2. Content of Social Networks information and their impact on the recruitment process

Well-designed content of information by a social media professional enhances the impact on recruiters. This content represents typical candidate performance, and employment is taken as an impact measure.

Reiners (2013) think that the true success of SN recruitment can only be achieved when countries recognize, understand and respect the social rules that influence the content and use of their posting profiles.

Content of SN can change the recruitment process by influencing recruiters, positively or negatively. But this information can often be manipulated.

The main reasons for rejecting applicants are content that may be inappropriate, applicants' communication skills poor, comments being discriminatory, and the postmaster's content.

Recruiters often predict the applicants' future with limited information, so they make decisions with high uncertainty (Highhouse & Hoffman 2001).

Standardization is a key issue for how the Social Network can be used in content preparation. Standardization is the degree to which content validity must be consistent for all candidates.

The level of online content classification is improved and we can easily find the relevant field, but the trace of this problem is still observable (Suvankulov *et al*. 2012).

Guion and Gibson (1988) the recruitment process decides who will be hired and who will be rejected. But selection should be based on different forms of reliability and validity.

SN is a valid and legitimate source of information among candidates. The use of SN content in recruitment is determined by law, but the question arises as to whether the content obtained is legitimate for the recruiters to use in the selection.

2.3. Use of Social Networks in the recruitment process

Recruiters cannot perform effective recruitment without an application on social networks such as LinkedIn which has a huge impact on recruitment. We already see that in the Republic of Kosovo even that Kosovo join lately in LinkedIn.

The use of social networks in the recruitment process has created both opportunities and challenges for prospects. Social networks offer speed (immediate feedback) cost reduction, unified data processing, faster time for efficient work and ability to work. attract special suitable candidates for the recruitment process (Sultana & Sultana 2017).

They can provide an additional source of honest information for the potential job applicant. For potential candidates provide multiple sources of information but also for the prospective, enable contacts with existing employees to obtain a more realistic job survey.

Fountain (2005) argued that "new communication technology" can help people find jobs because they facilitate personal communication between people and the knowledge that often provides additional information about the job.

There is a strong link between the quality of social networks and effective recruitment. The higher the quality of information the higher is the number of online users (Lee-Kozar, 2006).

Hausknecht *et al*. (2004) states that negative selection attitudes are related to the performance of recruitment selection and self-perception procedures.

The process is proactive as both the job seeker and the recruiter are engaged referring to each other while using Social Networks (Nel *et al.* 2012).

The effectiveness of Social Networks in Human Resources and Recruitment is a key strategic factor because it provides competitive advantage in organizations (Lengnick & Lengnick 1988).

Social Networks improve Human Resource Management functionality as it transform rapidly responding to technology advances (Miller-Merrell, J. 2012). Now HR management is able to understand when social networks are useful and ineffective (Miller-Merrell, J. 2012).

In research on recruitment practices and potential problems in the use of social networks HR Managers are careful in making decisions (Van Iddekinge *et al*. 2016).

Social networks speed up the time it takes to recruit, enable HR managers to filter out a large number of applicants and thus simplify the selection process.

2.4. Social Networks advantages in the recruitment process

One of the important advantages is; recruiters can quickly and easily access national and international applicants, then SN they are accessible and therefore costs are lower (Jacobs 2010).

In the Republic of Kosovo social networks use in the recruitment process can be a huge opportunity for youth of Kosovo to seek a job nationally and internationally where there is timeliness and cost benefit.

Social networking sites are preferred because they provide useful and fast information to the candidate (Clark & Roberts 2010). The information provided by social networks can be used for personality assessment, noting the discrepancy between the applicant and the application information. Park *et al*. (2014) shows that the language used in SN

relates to personality and shows how language-based assessments can predict personality validity and reliability. Research by (Chamorro-Premuzic, Tomas & Akhtar, Reece & Winsborough, David & Sherman, Ryne. (2017) shows that profiles of SN not only provide information about the candidate's personality, but provide accurate information about the candidate's attitudes and cognitive abilities. (Black *et al.* 2012) states that reviewing information from the SN can give the typical performance of the individual in the full comfort zone.

(Black *et al.* 2012) indicates "Behavioral behavior is the best predictor of future behavior" Therefore, information around the person, everyday life behavior may be more accurate than the traditional methods used in recruitment.

Cost reduction is a logical reason for companies to use SN in recruitment. Another advantage for companies is if they use Social Networks properly, they will save time in the recruitment process. The study (Glassdoor, 2018) states that 79% of jobseekers state that they use social networks to research future employment, 84% of organizations are using e-recruitment through Social Networks and 9% plan to use the near future (SHRM , 2016).

2.5. Social Networks disadvantages in the recruitment process

Despite the potential advantages of social networks there are some disadvantages of using SN networks as per many employers are using mobile personal devices that enable them to easily get their work done from home (Miller-Merrell, J. 2012).

Employers' use of mobile devices by individuals is also under discussion regarding the privacy of an organization (Gramberg, B.V., Teicher, J., and O'Rourke, A. 2014), as concerns standards and regulations that regulate the use of social networks.

There is very little information about the reliability and validity of social networking information (Madera 2012). There are big differences in information; some candidates

give little information while others do the opposite while others share information with different social networks (Black *et al* 2012).

Comparing all of these candidates is very challenging. The information provided in the profiles of SN neither reflects reality nor their characteristics, people may look worse, charismatic or socially acceptable than they actually are (Smith & Kidder 2010).

Another problem is that people competing for a position can create false profiles for them, with incomprehensible compatible information (Chmiel 2015).

Users restrict access to their profiles, it is not difficult to access the information provided (Brandenburg 2008) According to (Careerbuilder 2016) 41% of participants stated that they are less likely to win a candidate for an interview if they cannot access the profiles of SN to that candidate.

2.6. Social Networks limitations for Jobseekers

The first limitations are applicants do not understand what information about them may be leaked (Modejski 2011) or how a post or comment (Wang *et al.* 2011) can be misunderstood by a potential prospect.

Personal data published online can be found, but an inaccurate prospect may request personal data uploaded online from others (friends, family or institutions). This information may be inaccurate, and may even damage they as individuals (Hesnet 2011). Example when individuals become victims of identity theft (Connerly *et al.* 2001) or when false information is mailed to others on websites i.e. Flagrant information (Davison *et al.* 2012).

One of the limitations in Republic of Kosovo is that use of social networks for jobseeking can be not as much effective cause of that small number of companies are using social networks for recruiting.

Another issue that may be considered negative is that the applicant's available information for some applicants may not be available. There is a possibility that the information on the SN may be incorrect (Sunder 2014).

2.7. Social Networks restrictions for employers

Unfortunately, there are some limitations for recruiters who use SN to initial employers provide information from SN so they can often look at it in the wrong way.

Negative information received from jobseekers from personal profile cannot be considered in the proper dispute. Therefore, it may result in a prompted refusal decision (Brown & Vaughn 2011).

According to Madera (2012) research in the full study presents an organization that uses the sites of SN as a selection tool where was perceived as less fair than a company that did not use SN for recruitment. This study proves that the use of SN for selection purposes has a negative impact on the fairness perceived in the selection process. For this reason organizations should be cautious about encouraging prospective researchers to join their SN as part of the selection process.

The information shared on SNS can also be brought to a view that is viewed as socially desirable. So there is a very real possibility that the information on the SNS may be inaccurate (Sunder 2014).

When employers use SN for recruitment, they should be aware of the dangers of hiring a negligent employee. If a job seeker discloses negative information about a job seeker using the SN but decides to ignore the information and hire the individual, then

the employer can be sued for negligent employment if the employer later damages a third party (Davison *et al.* 2012).

The most important restriction on pundits concerns intimacy have made it very easy for private information to be accessible to the general public and not only to the public that one would choose (Merwake 2010) as family and friends also enabled recruiters to read it. When discussing privacy expectations for a job seeker, some people like Suden say a person loses the right to privacy if he or she posts it on SN sites seeing as public information is not considered private, they make it difficult to argue otherwise.

In the Republic of Kosovo the information that job seekers post on SN can have reliability issues. That's why recruiters must be aware and have a consideration that some of the information on the SNS may be posted by others.

2.8. Recommendations provided through Social Networks and their Judgment

We have many papers that have studied recruitment through Social Networks, but little has been explored in Social Networks ethics in recruitment because it is a valuable way of identifying problems that underpin ethical principles of justice, well-being and respect (Henderson et al. 2013).

Davison *et al.* (2012) recommends potential employers not use the Internet for recruitment due to restrictive guidelines and bad practices. But Davison *et al.* (2012) provided prior guidance and recommended organizations use the Internet.

It is necessary to standardize the use estimates of SN using multiple norms. Davison (2012) recommends verifying the accuracy of information and potential use of SN online screening for recruitment.

Kilpatrick (2013) recommends LinkedIn less than Facebook and Twitter but you need to make sure you have nothing in these places that you won't feel comfortable with when analyzing potential and stay on top of the news. Make personal statements in one sentence to identify what you do to be distinct from your competitors.

Lorenz (2009) recommends preventing you from making a mistake in behavior and destroying online information that may damage your online profile.

The increasing use of SN recruitment has raised serious questions about privacy and identity management. Organizations require their recruiters background information if no other sources are allowed. This is a breach of privacy.

The Government of the Republic of Kosovo is making efforts to address this problem during schooling by giving young people guidance on how to develop the recruitment process in the SN.

Lanze (2014) requires that this be made effective in public services. This may occur when companies decide to apply good and fair recruitment policies and rules through SN.

2.9. Respecting the legal issues of using Social Network during the Recruitment Process

We first need to provide an overview of why SN are now used as a recruiting tool. Then find a comparison of how it differs and whether it is similar to traditional recruiting (H.K. Davison *et al.* 2012).

The laws relevant to the use of SN in recruitment. Under what circumstances is it lawful to use SN in recruitment and could the content of SN to be legally protected. Under current law, the employment manager is not required to notify candidates when

accessing their social networking site, as the information is assumed to be public (Kochman, 2009).

The use of social networks in recruitment seems to be the recipient of the act of posting on their websites (Davidson *et al*. 2011.)

Applicants see the breach of privacy as unfair and often this leads to a negative perception of recruiters (Truxillo *et al.* 2004).

Legal risks are greater than initially assumed (SHRM 2013). 18 states have passed legislation that prohibits applicants from accessing the applicants' SN account while 28 other states are considering this (Wright *et al.* 2014). Currently there is no national legislation that broadly protects the privacy of social network users from the (Wright *et al.* 2014).

The introduction of a new law from May 2018 on the protection of candidate data by the European Union enables companies of the Republic of Kosovo to be subject to this law despite not being EU members.

The use of Social Networks for recruitment is not without risk. Recruiters who use these sites should treat candidates fairly and non-discriminatively (Kluemper, McLarty & Rosen 2013). Appropriate procedures should be used for using Social Networks and implemented in a consistent and non-discriminatory manner (Jackson 2010).

III

CHAPTER

TRADITIONAL RECRUITMENT METHODS AND RECRUITMENT PROCESS

CONTENT

3.1. Introduction

In the Republic of Kosovo the recruitment process is conducted according to Traditional Methods, but they are not sufficient to attract talented employees (Joos 2008).

The reasons are because traditional recruitment focuses on a small, limited group of potential applicants and does not give the organization access to the talent of many passive candidates (Dutta, 2014; Khullar, Pandey & Read, 2017; Singh & Sharma, 2017)

Recruitment and selection procedures in the Republic of Kosovo operate in a highly standardized manner, this standard being set by the law that has been drafted by public services or special regulations of organizations.

Traditional Recruitment The first information a candidate receives prior to interviewing from the internet and social networks is not an official obligation. The survey (SHRM, 2016) states that this information creates the candidate's first impression in the eyes of a traditional recruiter.

Traditionally professional newspapers and magazines have been the first place recruiters place job ads. But internet developments have furthered this approach

Traditional screening in the Republic of Kosovo began to use information from social networks that dominated reliably and value, i.e. the files of applicants submitted to the paper administration of the company were also supplemented by the submission of the application in electronic form which significantly improved this process by increasing efficiency, speed, transparency and reliability.

There is a trend in not getting the application on paper. Many sources indicate that the recruitment process is a replacement from traditional recruitment to electronic recruitment by removing the duplication of application. However, not all researchers agreed.

But certain segments of Traditional Methods - job fairs still remain successful and irrelevant in the recruitment process. The personal connection between the candidate and the recruiter is essential to the success of an application of special importance.

The hypothesis that I present in this research proves that social networks cannot replace traditional recruitment, but they can assist in this process in different ways.

3.2. History of Interviews

Interviewing is one of the primary means of collecting primary data. It is a conversation based on a specific purpose.

Interviews are used to gather authentic parallel information to verify data that are obtainable by other methods. It explores social phenomena that cannot be detected by other methods.

Interviews usually take place face-to-face between the interviewer and the interviewer, but telephone interviews are also widely practiced, with the interviewer telephoning at home.

Recently computer use is especially practiced in structured and telephone interviews because the interviewer reads the video questions directly and prints the answers, then the data is entered and processed directly.

The first foundations of the interviews were laid by world-renowned innovator Thomas Edison. This innovator was tasked with inventing the job interview and he compiled a 146-question interview. It is still used today as a valuable sample in traditional recruitment.

Job interviews are the most common selection methods; they are the best predictor of a candidate's performance (Ryan and Ployhart, 2000).

But even (Berry, C., & Sackett, P. & Wiemann, S. (2007) shows that the traditional methods used in recruitment as interviews provide more information about the candidates' maximum performance, rather than their typical performance.

Schmidt, Thomas & Wolff, Christian. (2016) in the full study shows that besides interviews the best predictors of performance are CV's, recommendation letters, working sample tests and job knowledge tests.

To make the recruitment more traditional, prior to making the hiring decision, information is gathered around the candidate from a variety of tools such as: tests, interviews, reference check and SN profiles (Chamory, Sherman, Hagen 2016).

3.3. The Importance of the Selection Process

There is a great competition in the organization and a strong rivalry to win the best candidate (Woodruffe 1999, Johnson 2001 and Ahlrichs 2000).

Selection is a special process where certain criteria are applied to select the best candidate for the tasks assigned (John Braton & Jeffry Gold, Human Resource Management: Theory and Practice 2003).

Personnel selection is defined as the recruitment process where the potential decision makers are recruited by a group of applicants. (Farr and Tippins 2010)

Selection is the last stage of the recruitment process which ends with the decision-making of the applicant (Armstrong, M. (2009) *Human Resource Management in practice*).

For organizations of the Republic of Kosovo, selection is of particular importance because a feasible selection will not increase the cost and reduce the overall level of competence of the organization (Koli, Z., Llaci, Sh. (2005) *Human Resources Management, Tirana)*. Or according to (R. Wayne, Mondy. Noe, N. M. R. (2005)

Human Resource Management) wrong selection can cost from two to five times as much as an employee's annual salary.

The most important in the selection process are the aptitudes and personality characteristics that can be measured by Psychometric tests including the aptitude, personality and performance tests (Ed Lester. Character, personality and psychometric tests. University of Nottingham) can be done online at any time (James Manketlow, Psychometric tests).

The test as a selection tool includes important information for the candidate: Individual characteristics, aptitude skills, aptitudes, interest and personality characteristics. Commonly used are the aptitude tests, intelligence tests and specific aptitude tests.

Numerous studies believe that the strongest indicator of performance at work are aptitude tests (Hunter 1986, Ghiselli 1973).

3.4. Strategic management of the recruitment process

The strategic planning contribution of traditional recruitment to organizations has always been evidenced. But (Davidson *et. al.* 2011) says that Social Networks transforming HRM with their effects on recruitment and selection process significantly advanced this management.

The performance of strategic planning and recruitment performance are directly correlated.

Human capital is defined as the essence of a growing organization, which has the vision to be sustainable and survive (Jones & George 2011).

Advances in information technology made rapid changes that required HR to adapt to these changes (Davidson 2012). Organizations are investing in adapting these changes to gain advantage (Alison Thomson 2015).

3.5. Importance of CV's in the recruitment process

The importance of the CV's lies in the fact that the recruitment process provides a detailed document on the candidate's professional and academic life, which presents personal information on achievements, work experience, awards, scholarships or grants, research projects, and details on the recruitment process about education.

The first information that recruiters consider is data from CV's and on the basis of this data the recruiters decide whether or not the applicant will be interviewed.

The other important point is that during the interview the conformity of the information from CV's with that in the interview will be verified by the applicant before the independent recruitment committee.

In this way the character of the applicant and the credibility of the applicant are analyzed.

3.6. Comparison of information obtained from CV's with Interviews

Comparison of information obtained from CV's and confrontation with the information obtained during the interview are an important element in determining the applicant's personality, thus directly addressing the data that is crucial for recruiters to make.

The other possibility is to compare the information obtained from social networks which is verified during the interview with the applicant in this district and also to

compare with the information from CV. This increases the credibility of the information presented. Here the value of Interviews in traditional recruitment is irrelevant.

3.7. Importance of references - recommendations in the recruitment process

The importance of the Reference-Recommendation in the recruitment process lies in the fact that the person recommending the candidate provides information on the applicant's skills and values, explaining the link between how the applicant's skills fit into the job process for which he is applying.

Explains that he/she knows the person close to him/her and reports on the position - the qualification that entitles him to write this recommendation.

The information given is specific to the applicant, what contribution can he make to this job.

In recent years the recommendation has been given special importance because the information received from the recruiter has been verified as reliable and very useful for the recruiters' decisions, with them we could verify the qualification and experience of the candidate, and other relevant skills for those jobs.

Verification of recommendations can be done by telephone by contacting the institution and the person who made the recommendation.

According to the results of the research we conclude that not only in the world but also in the use of Recommendations has shown high values in determining decision making in traditional recruitment.

At Riinvest Institute’s research, Organizational Managers stated that the most commonly used method for employment is the recommendation of 33%, while social

networks for only 12% and other used methods for employment are; by public announcements 24%, by employee referral program 8%, by family networks 23%. Riinvest (2017).

IV

CHAPTER

METHODOLOGY OF STUDY

CONTENT

4.1. The nature of Study

The purpose of this study is to understand the nature of the entities where they operate, and to explain those processes. (Bickman 2008).

Hoskisson *et al*. (1999), Gauri & Gronhaug (2005) defined the quantitative method as a method that involves numerical analysis of data and enables statistical procedures to be used to answer research questions about the ratios and differences between the measured variables. But these statistical indicators cannot study the phenomena of the recruitment process without qualitative analysis. Therefore the primary research of this study will be of a qualitative nature.

Maxwell (2005) states that the central element of qualitative methods is research questions which must be in function of meeting the purpose of the study.

Likert scales are more reliable and provide a larger volume of data. The use of Likert scales facilitates the measurement of variables and at the same time enables the measurement of direction (i.e. / number of degrees) and the intensity of responses (i.e. completely or slightly disagree). In this paper, the five-point scale is used because of its balancing character. The Likert scale is the best method for qualitative analysis because it measures individual perceptions. It is the most commonly used form of questionnaire types, where attitudes are expressed through statements and genuine questions. Using the Likert scale gives participants the opportunity to tell what they think about the different facts expressed through declarative questions as well as to help distinguish between answering the data. The Likert scale consists of a series of affirmations that express either favorable or unfavorable attitudes towards the concept under study, most commonly used to measure attitudes where the level of acceptance or rejection is required for each statement.

The respondent is given a numerical tab to indicate whether or not the position is favorable to any assertion. Then points are collected to measure the overall attitude, of the scale of 1-5.

Position "neutral" is to give someone who has no idea how to answer that question but on the other hand that option is set to give someone who is indifferent or neutral to that particular question. In some categories of questions there are control questions that attempt to investigate the accuracy and attention of the interviewer, for example in the recruitment category, questions 19 and 28 play a role and is invalid for reference.

In order to present the nature of the study more clearly and better, the following "onion" of research, which consists of six layers is presented by Saunders *et al*. (2009). Each layer presents important parts of the research methodology. More broadly, the following figure summarizes the selections or definitions for this empirical research in each layer.

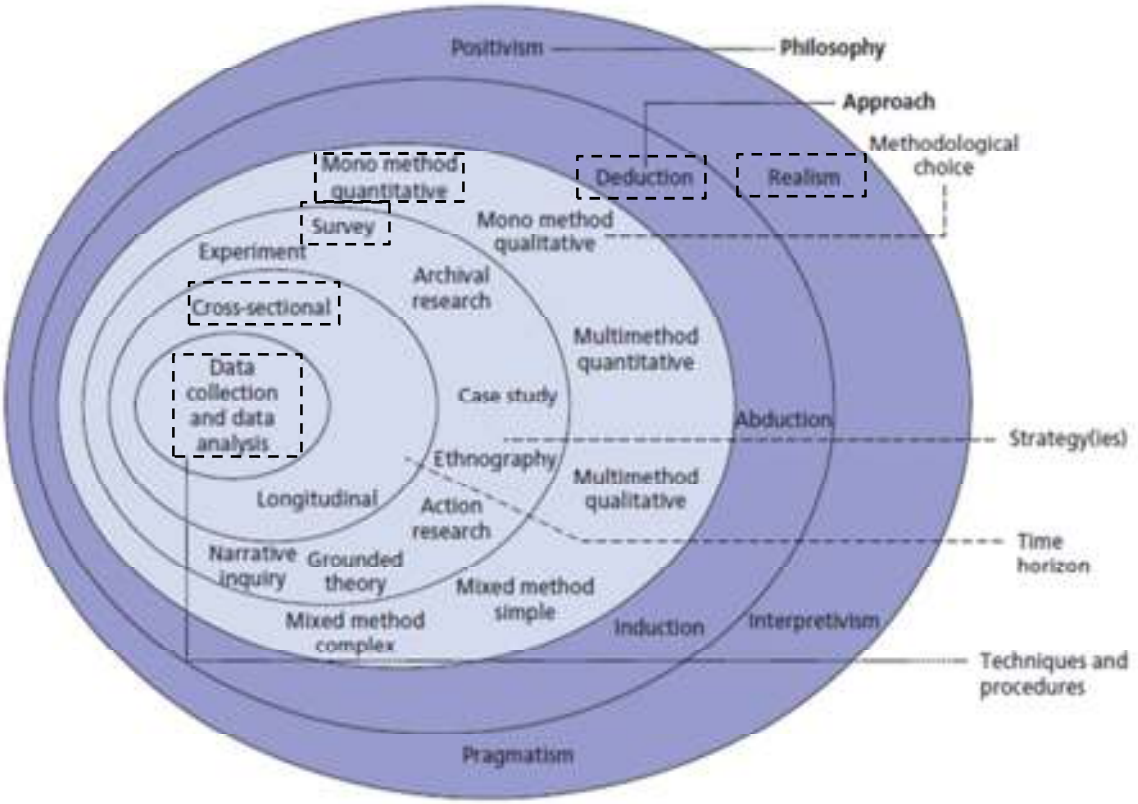

Figure 2.1. Research Onion

Source: Saunders *et al*. (2009). Research Methods for Business Students (5thed.). Harlow, Essex CM20 2JE: Pearson Hall Financial Times, page. 108.

The basic philosophy selected for this study is the implementation philosophy, as it is recommended to be used in research in the field of strategic human resource management (Godfrey & Hill, 1995; Miller & Tsang, 2011).

4.2. Selected template

Survey conducted with Low-level managers, Middle-level managers, Senior-level managers and Owners of a company who lead and monitor the recruitment process in the organization. The first contact was conducted with one of the telephones

explaining the purpose of the research which followed with direct interview and questionnaire completion.

We did not use e-mail surveying even though it had lower costs and was more easily administered by Hansen & Hurwitz (1946) cited negative and factual reasons that this is a high rate of non-response, thus ensuring a high rate of return. The method of providing information through face-to-face surveys was used.

The survey was conducted in the main cities of the Republic of Kosovo which are: Prishtina, Mitrovica, Peja, Gjakova, Prizren, Gjilan, Ferizaj.

In this survey by telephone we surveyed 604 organizations, 328 of which agreed to be interviewed and to complete the questionnaire face to face. 11 Questionnaires of those were classified as unusable and 317 remained for analysis

Table 1.1. Calculation of random sample for Size of the Enterprise

Enterprise Size	**(Total sample size / Sample Population) x Size of the layer**	**Sample size per layer**
Small Enterprise	(604 / 1.685) x 1.406	504
Medium Enterprise	(604 / 1685) x 221	79
Large Enterprise	(604 / 1 685) x 58	21
Total		604

The questionnaire was designed on the basis of structured and closed-ended questions according to the recommendations of Hair *et al* (2003).

The main purpose was to collect data on the interviewees' ideas, values, opinions, attitudes and perceptions.

4.3. Measurement of variables

Kerlinger, (1986) says that an independent variable is the presumed cause of the dependent variable, the presumed effect. The independent variable is the antecedent; the dependent is the consequent. The study also presents the mediating variable which has the mediating role between the two variables.

Cooper & Schindler (2014) A large number of variables have little or no effect in a given situation. Most can be safely ignored because their impact occurs in such a way that they have little effect. Others may affect the dependent variable, but their effect is not a key problem we investigate.

But we care if our results are influenced by them. Next we include them as control variables in our research to make sure our results are not unimportant by not including them.

Our research is based on existing measurement scales, previously tested by renowned authors.

1. Impact of Independent Variables Social Networks on the Variable Dependent Recruitment Process.

2. Impact of Independent Variables Traditional methods on the dependent variable of the recruitment process.

3. Impact of Independent Variables electronic Recruitment on the dependent variable of the recruitment process.

Hypotheses test the links between Social Networks and the Recruitment Process and test the Impact of Social Networks on the recruitment process.

In this study, hypotheses are tested on the basis of individual perceptions of respondents about issues and problems.

Size of the enterprise - The number of employees is the only criterion for classifying the organizations in Republic of Kosovo which is the same as that of the European Commission.

The size of the organization as a variable was measured based on the number of employees like other authors Glaister, Dincer, Tatoglu, Demirbag & Zaim (2008).

Table 1.2. Enterprise Size (Measuring Unit)

Enterprise Size	**Number of Employees**
Small Enterprise	10 – 49
Medium Enterprise	50 – 249
Large Enterprise	Over 250

The sector as a variable is present in most studies and these three variables are: Trade, production, services.

4.4. Instruments and tools for statistical analyses of data

After collecting primary data, their classification was done to ensure consistency of the interviewers and to identify errors.

Data analysis involves reducing the aggregated data to a manageable size for the application of statistical techniques. For the data processing was used Excel, statistical programs Stat Soft STATISTICA 10.0 and SPSS 20.0 software version were used for the statistical analysis; collected data was processed using the following statistical methods:

Database was formed by using specific computer software and was processed by using standard descriptive and analytical methods. Attribute statistical data were analyzed

by determination of rates and odds ratio and statistical significance between detected difference – Difference test. Quantitative data were analyzed by measuring the central tendency and probability distribution (mean and standard deviation).

Pearson chi-squared test was used for testing hypothesis to determine the associative relations. The values of this test range from 0 to 1 and try to correct the chi-square (*x*) proportionally to *N*. This test is commonly used for 2x2 tables with nominal data. That's why, according to Hair et al. (2003) Chi-square test can also be applied to ordinary data. The formula for calculating the Phi (ϕ) test is as follows:

$$\phi = \sqrt{\frac{\chi^2}{N}}$$

Where, χ^2=Chi-square and N=number of cases.

Kruskal-Wallis test was used for testing hypothesis to determine the significance of the difference found between quantitative data more than two variables as nonparametric test. According to Cooper & Schindler (2014), this test is a generalized version of the Mann Whitney U test and is used to determine whether there are statistically significant differences between two or more groups of independent variables. If the test results in a value (*p*) that is equal to or less than 0.05, the result turns out to be significant and shows statistically significant differences between the categories. If the value (*p*) is greater than 0.05, there is no significant difference between the categories. The formula for calculating the Kruskal Wallis test is as follows:

$$H = \left[\frac{12}{n(n+1)}\sum_{j=1}^{c}\frac{T_j^2}{n_j}\right] - 3(n+1)$$

Where:

n = sum of sample sizes for all samples,

c = number of samples,

T_j = sum of ranks in the j^{th} sample,

n_j = size of the j^{th} sample.

Mann-Whitney U Test was used to determine the significance of the difference found between quantitative data as nonparametric test (where there is a deviation from the normal distribution). The formula for calculating the Mann-Whitney U test is as follows:

$$U_1 = R_1 - \frac{n_1(n_1) + 1}{2}$$

or

$$U_2 = R_2 - \frac{n_2(n_2) + 1}{2}$$

Where, either of these two formulas are valid for the Mann Whitney U Test. R is the sum of ranks in the sample, and n is the number of items in the sample.

Shapiro-Wilk's test tested the normality of distribution of variables. For CI (confidence interval ± 95% CI) was defined statistical significance at level of standard error less than 0.05 (p). The formula for calculating the Shapiro-Wilk test is as follows:

$$W = \frac{\left(\sum_{i=1}^{n} a_i x_{(i)}\right)}{\sum_{i=1}^{n}(x_i - \bar{x})^2}$$

where:

xi are the ordered random sample values

ai are constants generated from the covariance's, variances and means of the sample (size n) from a normally distributed sample.

The test has limitations, most importantly that the test has a bias by sample size. The larger the sample, the more likely you'll get a statistically significant result.

Also **Multiple Comparisons p values (2-tailed)** test was used in the study, in order to find out which difference (among most variables) is credited for the overall statistically significant result.

$$P_{(k)} > \frac{\alpha}{m+1-k}$$

This study included univariate analyzes (analysis of one variable) bivariate analysis (analysis of two variables) and multivariate analyzes (analysis of multiple variables). Cooper & Schindler (2014)

Descriptive statistics are used at the beginning of the analysis phase in order to provide initial analysis, percentages, minimum, maximum, average sum and chartical representation.

For testing the level of reliability of measurements is used Cronbach's alpha. According to Gliem and Gliem (2003) this coefficient normally has a value between 0 and 1 as close to 1 as this coefficient of consistency is great.

It should be emphasized that even Likert scale variables are tested for reliability through this coefficient and referring to Gliem and Gliem's (2003) guidelines.

When using Likert scale scales it is necessary to calculate and report the Cronbach's alpha coefficient for internal consistency and reliability for any scale or scale that anyone may be using.

Data analysis should use these scales or sub-scales collected rather than individual units.

4.5. Reliability of research

Reliability relates to the degree to which data collection techniques or analysis procedures will yield consistent findings (Saunders *et al*, 2009).

There are several concepts that help the researcher to ensure that their research meets the quality standards expected of other researchers.

Matthews & Ross (2010) mention four concepts: Reliability or dependability, Validity and credibility, Generalizability and transferability and practical ethics.

Matthews & Ross 2010 point out that the basic question to be asked for research is: Can my results be replicated by other researchers using the same methods?

Robson (2002) claims that there may be four threats to the seriousness and those are: 1. Error of subject or participant, 2. Prejudice of the subject or participant, 3. Error of the observer, 4. Observer bias. The concept of security relates to consistency in research practice, ensuring that all data are included, no data lost during the process.

The Cronbach's Alpha coefficient (a) Cronbach, (1951) is used to test the level of reliability of measurements. The Formula for Cronbach's alpha is;

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:

N = the number of items.

$\bar{c}$ = average covariance between item-pairs.

$\bar{v}$ = average variance.

A Cronbach's alpha coefficient value of (a) of 0.70 or higher is considered "acceptable" in most social science research situations. At our research we have Cronbach's alpha coefficient 0.72, suggesting that the items have relatively acceptable internal consistency.

4.6. Data collection procedure

Kozlowski & Klain (2000) suggest that if the target of the research is organizations, it is suggested that those who provide the most accurate and responsible information be used as the source of information.

Rausscan (1985) also suggests that data at the organizational level tend to be more precise and clearer related to the effect of performance thus avoiding the errors that may arise from the origin of some data when the research subject is individuals.

Completion of the questionnaire is done by the responsible HR persons in the organization.

Primary data collection - random sampling is performed in the three main sectors in R. Kosovo (trade, service and production) to compare them with the findings from the literature. Polkinghorne (2005) suggests that participants have rich experience rather than choose at random. Eye-to-eye survey of key owners, senior manager, middle manager and lower manager.

4.7. Designing the research

One of the most important issues in designing a study is the restructuring. This approach creates the possibility of comparing data from different subjects and provides a basis for explaining the reasons for these differences. Bickman (2008). On the other hand, Miles & Huberman (1994). It emphasizes that restructuring serves as a

preliminary analysis and reduces the amount of information gathered and simplifies data processing. Therefore the pre-structuring of this primary research was carried out through the development of a questionnaire in advance to the organization involved in the study Creswell (2008). The approach considers the questionnaire in the qualitative research category as the most structured variant of the intervention that is suggested to be used as a complementary tool for collecting information and processing it together with information and collected through live interviews Yin (2003).

4.8. Questionnaire

Ghauri and Gronhaug (2005) recommended that the pilot test be tested with true responders usually 3-5. In order to control the wording of the questionnaire in general, such as the willingness of respondents to answer sensitive questions to evaluated and tested in addition to expectations.

The data collection involved 7 professional interviewers who were previously trainers on the basic concepts included in the questionnaire. At the end of the training, each interviewer completed a self-administered questionnaire and all non-interviewers were clarified during the training.

Respondents were given a letter of evidence as evidence that the data collected would be used only for study purposes with high confidentiality assurance.

Table 1.3. Description of the activities during the preparation of the questionnaire

Activity	Number of units
Sample design	2
Compilation of the questionnaire	4
Questionnaire testing	10
Finalizing the questionnaire	1
Training of enumerators	1
Conducting surveys	317
Survey control (check)	100
Cleaning the dataset	1
Data analysis	4
Writing the Results	5

The goal is to facilitate the data collection process and to motivate respondents to collaborate with the interviewer.

The main purpose of the questionnaire is to collect data to identify competitive advantages and evaluate the performance of recruiters.

Cooper and Schindler (2014) point out that there are two types of measurement questions, previously designed and tested by other researchers that are considered more valuable. And the questions designed specifically for this research.

Our questionnaire mainly consists of previously designed measurement questions and fewer specific questions formulated specifically for this study. Questionnaire is

formulated by using different sources and authors questionnaires that are used before for research purposes.

According to Kinnear and Taylor (1996) design questionnaire at certain sequences to create a clarity of thought so that the respondent can answer general questions.

The first questions are the impact of social networks on the strategic management of human resources.

Second questions Impact of social networks on competitive advantage?

4.9. Conscientious ethics

Cooper and Schindler (2014) define ethics as norms or standards of behavior that influence the moral choice of our behavior and our relationships with others. full attention to how we behave as researchers with other human beings that are involved in my research?

It has been taken into account the questions posed by Matthews and Ross (2010) that research meets quality standards. Research is planned to minimize the possibility of false results.

Confidentiality is of particular importance for access to organizations and individuals for the conduct of the study. Cooper & Schindler (2014) states need confidentiality guarantor through data storage. For this reason, the names of the respondents and the organization are not disclosed.

V

CHAPTER

ANALYSIS AND RESULTS FROM THE RESEARCH – THE IMPACT OF SOCIAL NETWORKS ON RECRUITMENT PROCESS

CONTENT

5.1. Introduction

This chapter describes the results of the empirical study for testing the conceptual framework and hypotheses based on the methods mentioned in the previous chapter. Section 5.2. presents descriptive statistics. Section 5.3. Findings of research on the impact of traditional recruitment methods on the recruitment process. Section 5.4. Findings of research on the impact of Electronic Recruitment on Recruitment process. Section 5.5. Findings of research on the impact of Social Network on Recruitment process. The hypotheses are tested with univariate, bivariate and multivariate analyzes are also presented. Finally, the results of statistical analyzes after hypothesis testing are reviewed. Summary analyzes of hypothesis testing results are made in section 5.6. Finally, Section 5.7. Discusses the results of the empirical study of Kosovar enterprises compared to the relevant empirical literature.

5.2. Descriptive Statistics

The techniques used in the quantitative paradigm are descriptive statistics and inferential statistics (Dyer 1995). Descriptive statistics reduces a large quantity of data into information that is more comprehended (Goodwin, 2008). In order to explain the descriptive statistics of each variable and to explain the survey explanatory analysis, separate sections of the questionnaire related to the research hypotheses are presented. Also, descriptive statistics have been used to check initial data for any alleged violation of statistical techniques used for hypothesis testing.

Cross-tabulation techniques have also been used in this study as empirical data analysis techniques. The cross-tabulation is the first step in identifying the relationships between variables (Cooper & Schindler, 2014). The following are some illustrated diagrams for easy and quick understanding. Table 2.1. presents the position

of respondents by size of enterprises, while Table 2.2. presents the position of respondents according to the sector operating the enterprises.

Table 2.1. Cross tabs: Enterprise size - Occupation

			Occupation				
			Owner	Senior Manager	Middle Manager	Low Manager	**Total**
Enterprise Size	Small Enterprise	Frequency	20	9	51	12	**92**
		%	21.7%	9.7%	55.4%	13.0%	**100.0%**
	Medium Enterprise	Frequency	44	28	112	31	**215**
		%	20.4%	13.0%	52.0%	14.4%	**100.0%**
	Large Enterprise	Frequency	2	1	5	2	**10**
		%	20.0%	10.0%	50.0%	20.0%	**100.0%**
Total		Frequency	66	38	168	43	**317**
		%	**20.8%**	**11.9%**	**53.0%**	**14.2 %**	**100.0%**

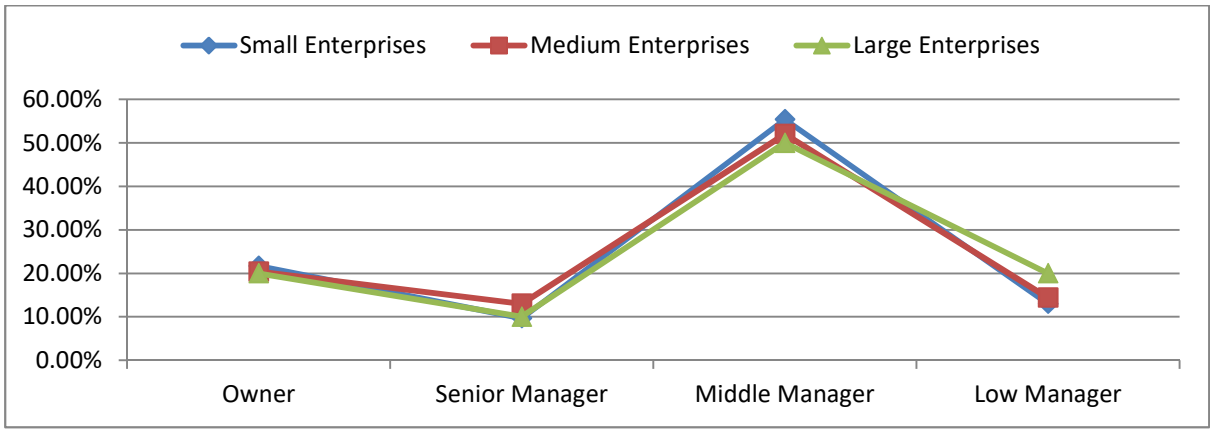

Chart 2.1. Occupation by Enterprise Size

Table 2.2. Cross Tabs: Sector operates Enterprise – Occupation in Enterprise

			Occupation				
			Owner	Senior Manager	Middle Manager	Low Manager	**Total**
Sectors	Commerce	Frequency	26	25	80	25	**156**
		%	16.6%	16.0%	51.2%	15.9%	**100.0%**
	Production	Frequency	8	4	26	4	**42**
		%	19.0%	9.5%	61.9%	9.5%	**100.0%**
	Service	Frequency	32	9	62	16	**119**
		%	26.8%	7.5%	52.1%	13.4%	**100.0%**
Total		Frequency	66	38	168	43	**317**
		%	**20.8** %	**11.9** %	**53.0** %	**14.1** %	**100.0%**

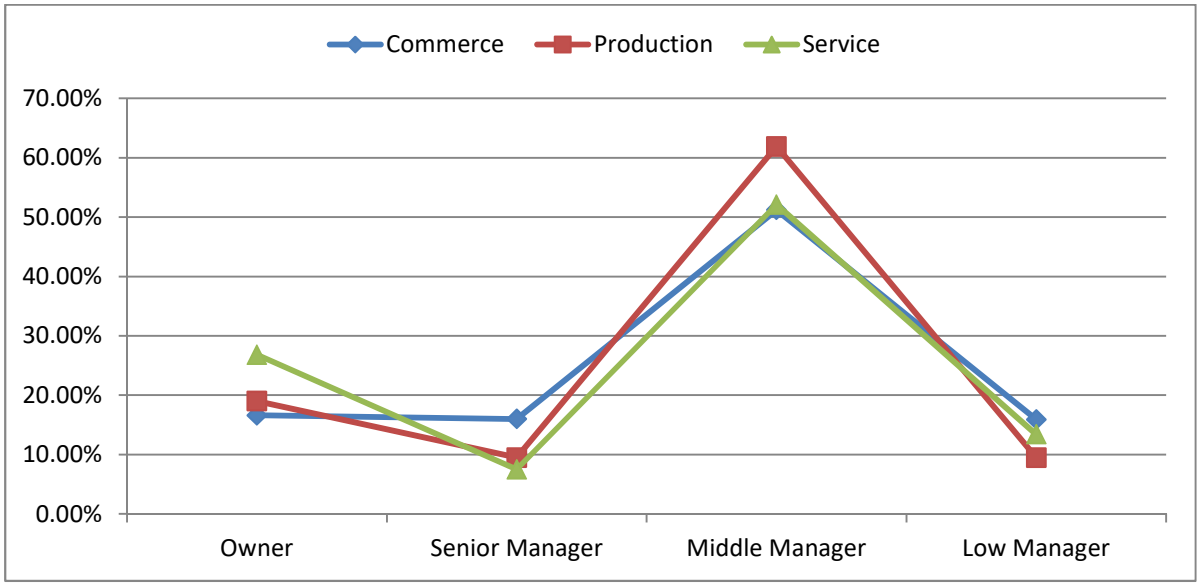

Chart 2.2. Occupation by Sector of Enterprise

In table 2.3. and 2.4. The educational background of the respondents according to the size of the enterprises and the sector they operate is presented. It is noted that the majority of respondents from small enterprises had bachelor's degree (51.0%).

Similarly, the results are similar for medium enterprises (46.5%). However, the majority of respondents from large enterprises has bachelor's degree (30.0%) and master's degree (50.0%).

Table 2.3. Cross Tabs: Enterprise Size - Education

			Education				Total
			High School	Bachelor's Degree	Master's Degree	Doctorate	
Enterprise Size	Small Enterprises	Frequency	7	47	38	0	**92**
		%	7.6%	51.0%	41.3%	0.0%	**100.0%**
	Medium Enterprises	Frequency	35	100	77	3	**215**
		%	16.2%	46.5%	35.8%	1.4%	**100.0%**
	Large Enterprises	Frequency	2	3	5	0	**10**
		%	20.0%	30.0%	50.0%	0.0%	**100.0%**
Total		Frequency	44	150	120	3	**317**
		%	**13.8%**	**47.3%**	**37.8%**	**0.9%**	**100.0%**

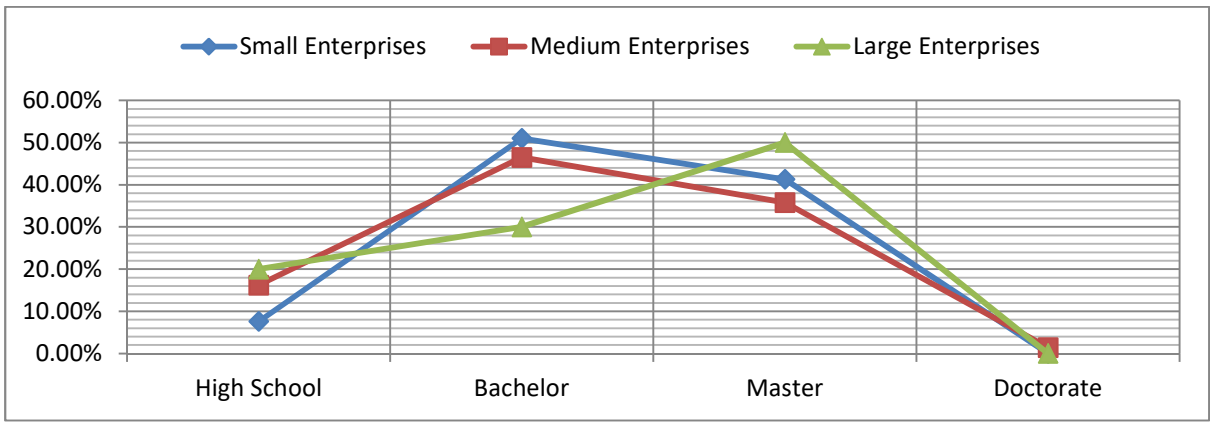

Chart 2.3. Formal Education by Enterprise Size

There is almost no difference in the educational background of the respondents in the production, trade and service sectors. Excluding respondents form production sector with master's degree (23.8%).

Table 2.4. Cross Tabs: Sector of Enterprise - Education

			Education				Total
			High School	Bachelor's Degree	Master's Degree	Doctorate	
Sectors	Commerce	Frequency	20	71	63	2	**156**
		%	12.8%	45.5%	40.3%	1.3%	**100.0%**
	Production	Frequency	7	25	10	0	**42**
		%	16.6%	59.5%	23.8%	0.0%	**100.0%**
	Service	Frequency	17	54	47	1	**119**
		%	14.3%	45.3%	39.5%	0.8%	**100.0%**
Total		Frequency	44	150	120	3	**317**
		%	**13.9%**	**47.3%**	**37.8%**	**0.9%**	**100.0%**

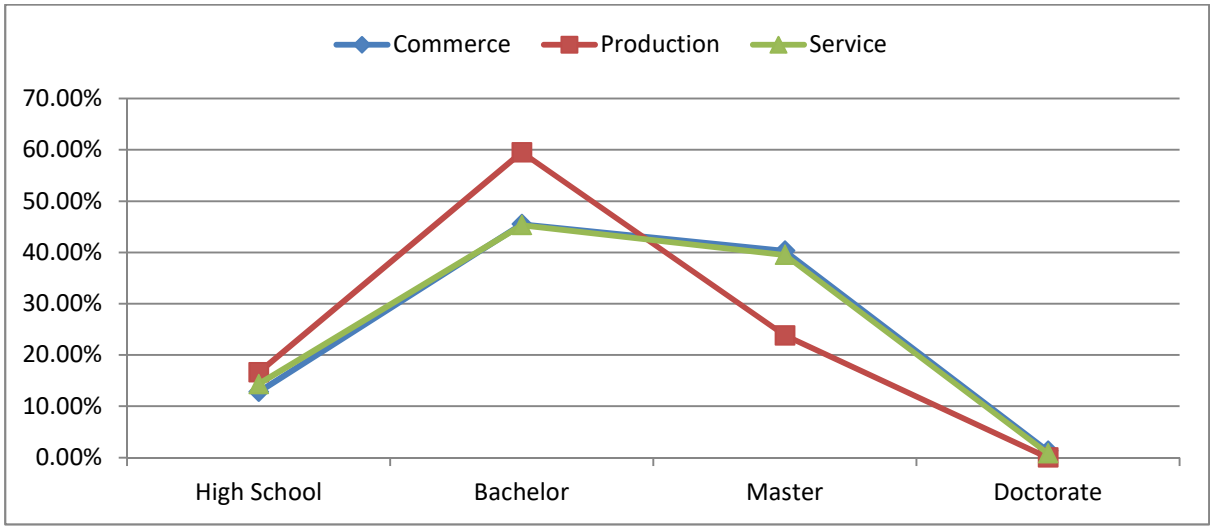

Chart 2.4. Formal Education by Sector of Enterprises

The study involved 317 participants. Their average age is 41.8 ± 9.0y in the range of 21 to 64y (table 3.1. and figure 3.).

39.7% of participants were in groups between 40-49y, after that were the participants- 34.7% in the age group between 30-39y (table 3.2. and chart 3.1.)

71.0% are men and 29.0% are women (table 3.3. and chart 3.2.).

Table 3.1. A view of the average age of the study participants

	Valid N	Mean	Minimum	Maximum	Std.Dev.
Age	317	41.8	21.0	64.0	9.028926

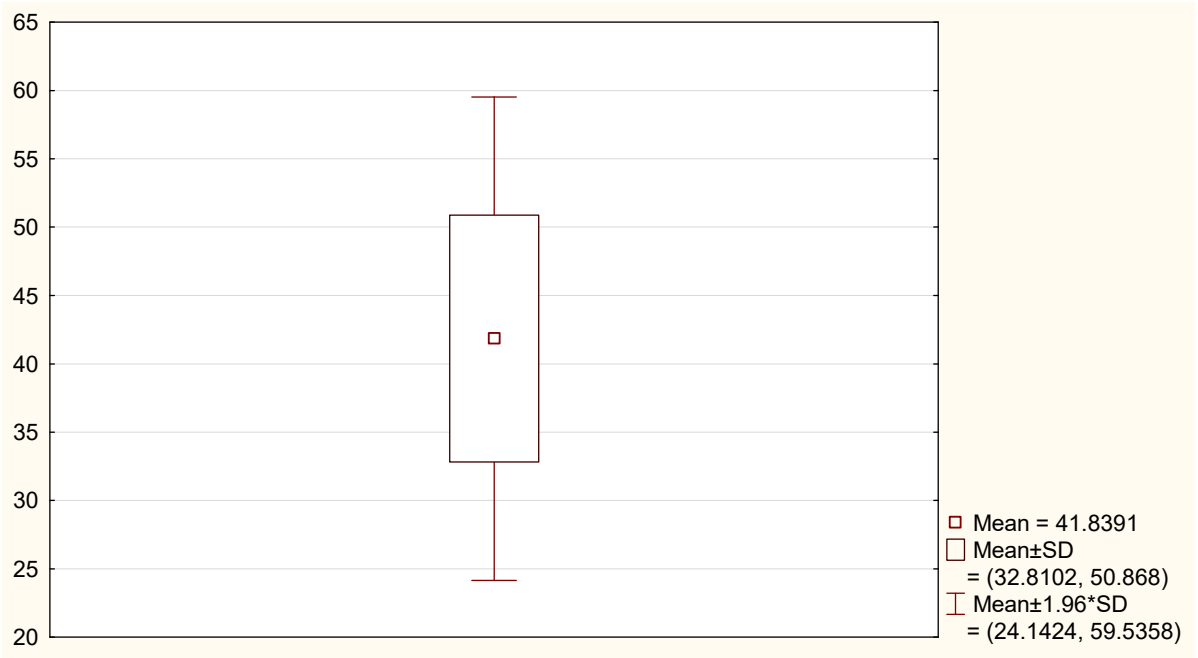

Figure 3. A view of the average age of the study participants

Table 3.2. Distribution of study participants by age groups

Age	Count	Percent
<=29	21	6.6
30-39	110	34.7
40-49	126	39.7
>=50	60	18.9
Total	317	100.0

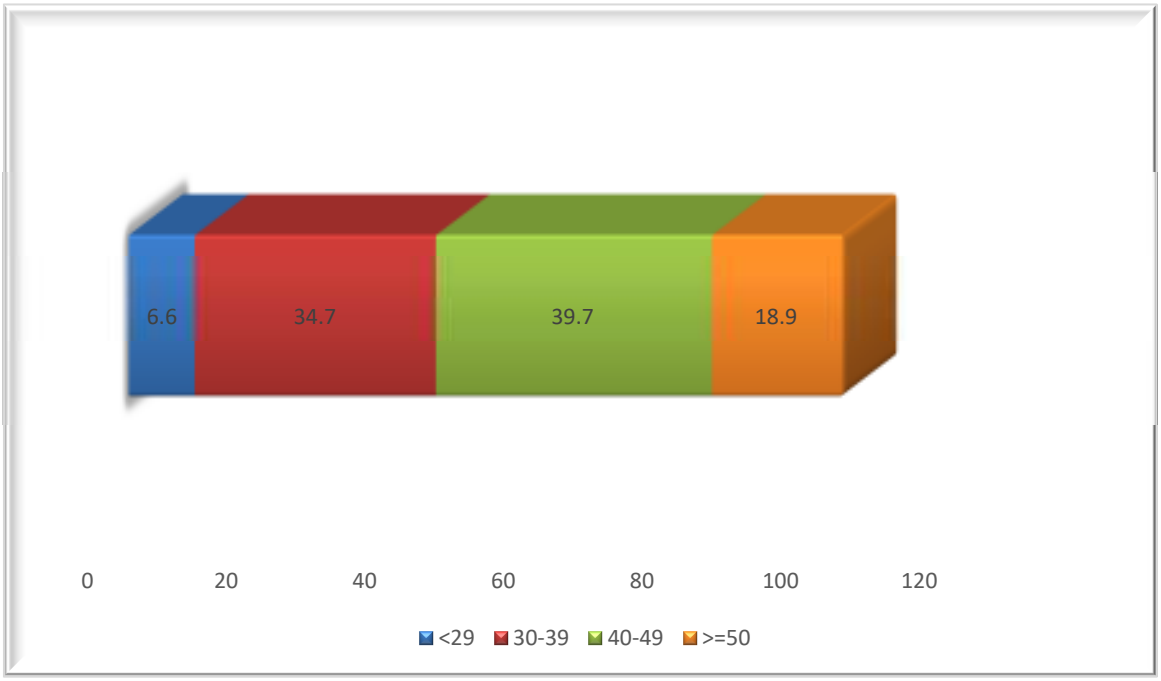

Chart 3.1. Distribution of study participants by age groups

Table 3.3. Distribution of study participants by gender

Gender	Count	Percent
Male	225	71.0
Female	92	29.0
Total	317	100.0

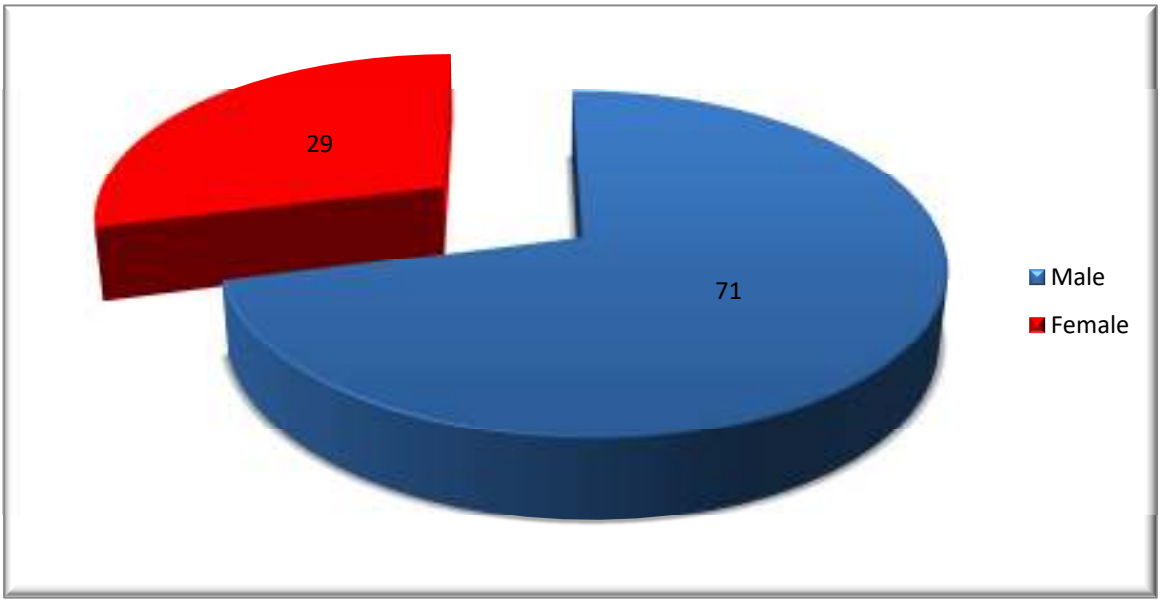

Chart 3.2. Distribution of study participants by gender

Most of the participant in study 47.3% were with Bachelor's Degree, 37.9% were with Master's Degree, 13.9% were with High School, and only 0.9% were with PhD Degree (table 3.3. and chart 3.2.).

Table 3.4. Distribution of study participants according education

Education	Count	Percent
High School	44	13.9
Bachelor's Degree	150	47.3
Master's Degree	120	37.9
PhD Degree	3	0.9
Total	317	100.0

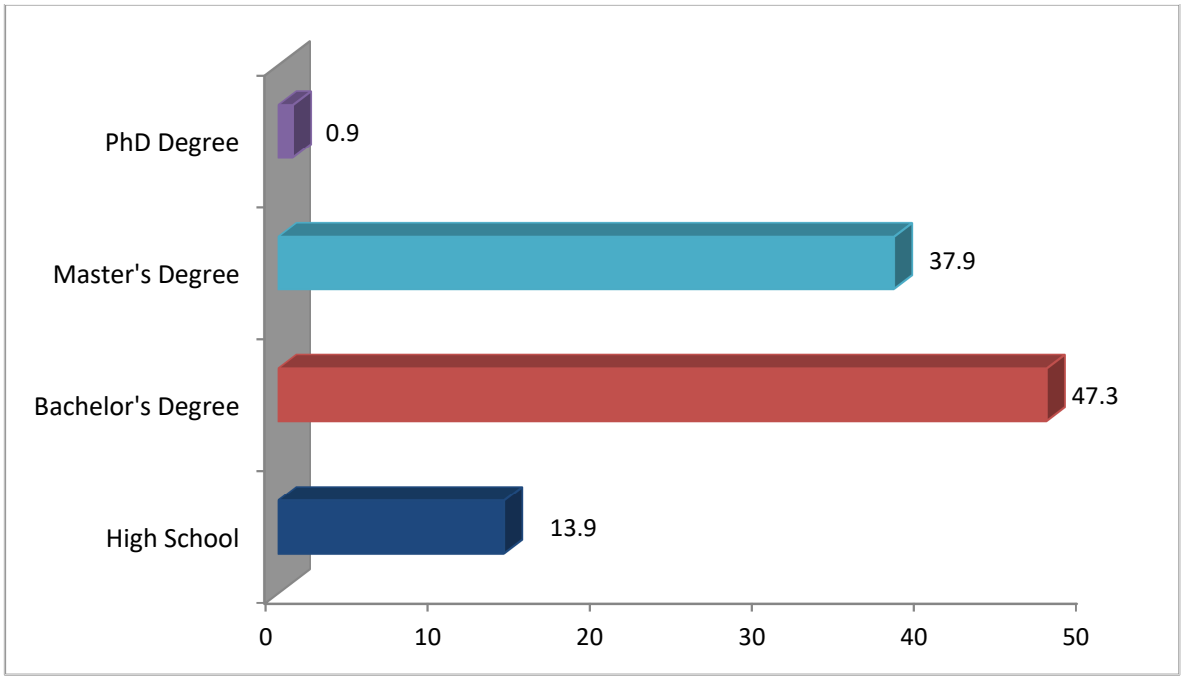

Chart 3.3. Distribution of study participants according education

Most of the participant in study 53.0% were Middle-Level Manager, 20.8% were Owner, 13.6% were Low-Level Manager, and 12.0% were Senior-Level Manager (table 3.5. and chart 3.4.).

Table 3.5. Distribution of study participants according occupation

Occupation	Count	Percent
Senior-Level Manager	38	12.0
Middle-Level Manager	168	53.0
Low-Level Manager	45	14.2
Owner	66	20.8
Total	317	100.0

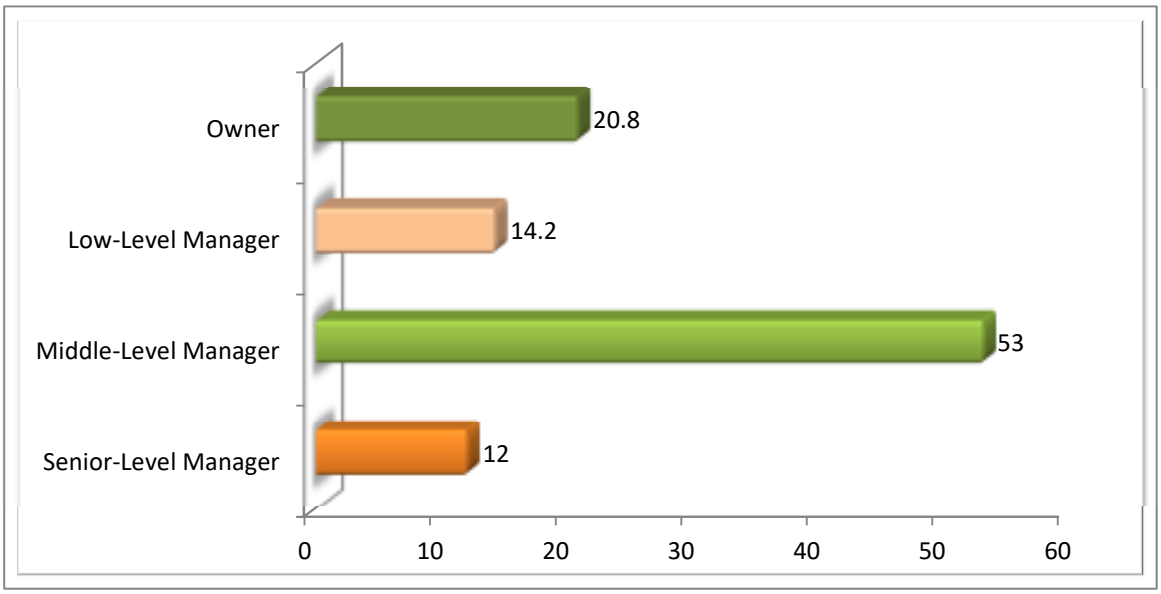

Chart 3.4. Distribution of study participants according occupation

Participants in the study by company location are from the major cities of Kosovo, 27.4% from Prishtina to 7.3% from Mitrovica (table 3.6. and chart 3.5.).

Table 3.6. Distribution of study participants according location of enterprise (company)

Location	Count	Percent
Peja	42	13.2
Prishtina	87	27.4
Gjilan	46	14.5
Prizren	43	13.6
Ferizaj	39	12.3
Gjakova	37	11.7
Mitrovica	23	7.3
Total	317	100.0

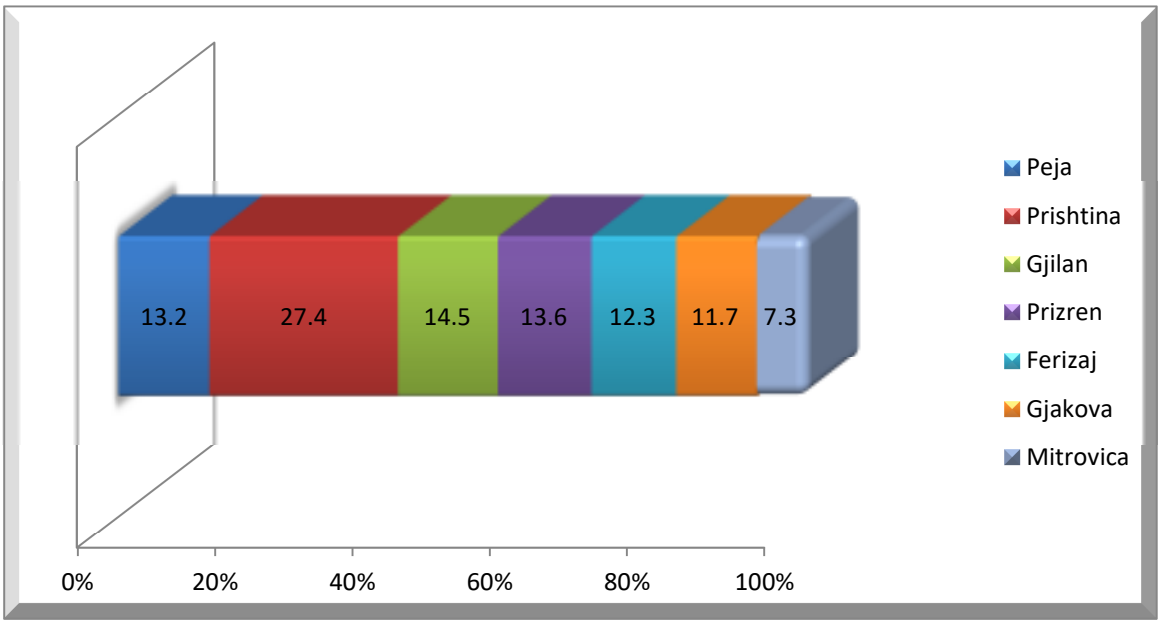

Chart 3.5. Distribution of study participants according location of enterprise (company)

According how many people are employed within enterprise (company), the enterprises were divided in 4 groups. In our study we registered only 3 kind of company 29.0% were small enterprise (10-49 employees), 67.8% were medium-sized enterprise (50-249 employees) and 3.2% large enterprise (over 250 employees) (table 3.7.and chart 3.6.).

Table 3.7. Distribution of study participants according how many people are employed within enterprise (company)

Enterprise	Count	Percent
Small	92	29.0
Medium-sized	215	67.8
Large	10	3.2
Total	317	100.0

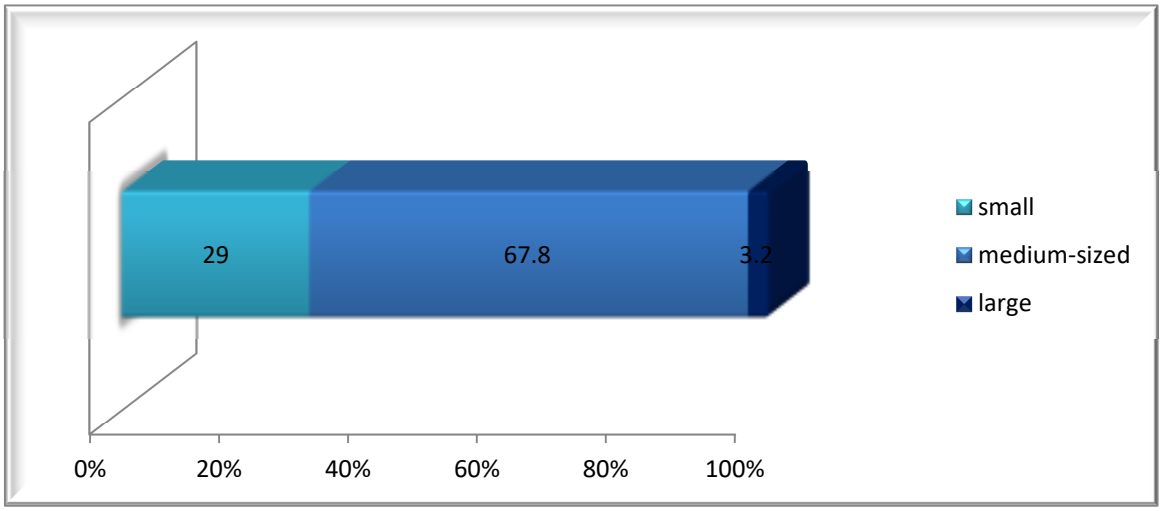

Chart 3.6. Distribution of study participants according how many people are employed within enterprise (company)

Close to half of the participants in study 49.2% are working in the sector commerce, 37.5% are working in the service sector and 13.3% working in production sector (table 3.8. and chart 3.7.).

Table 3.8. Distribution of study participants according the most accurate description of the business, with respect to their enterprise (company)

Sector	Count	Percent
Commerce	156	49.2
Service	119	37.5
Production	42	13.3
Total	317	100.0

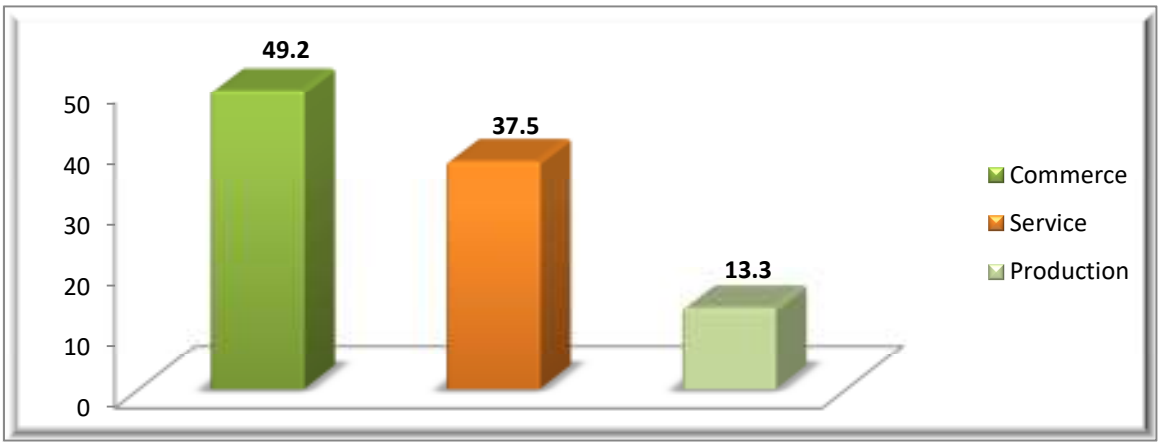

Chart 3.7. Distribution of study participants according the most accurate description of the business, with respect to their enterprise (company)

5.3. Findings of research on the Traditional Recruitment Methods (TRM)

The expression among study participants for each question score individually ranges from 2.2- *Disagree* (the lowest) and 4.1- *Agree* (the highest), for ***Traditional Recruitment Methods***.

Only in Q1, 83.9% of participants *Disagree* that HRM at their companies has long-term employee recruitment strategy, the percentage difference between to the other scores are statistically significant for $p<0.05$(Difference test)

With the traditional methods in the recruitment process participants in the study expressing *agree* (total, male and female). There are no statistical significant difference between gender and average scores for $p>0.05$ (Mann-Whitney U Test) (table 4.1. and figure 4.1., table 4.1a.).

Table 4.1. Average score of study participants according the gender/ Traditional Recruitment Methods

Traditional Recruitment Methods	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q1-19	3,586	3,594	225	92	0,228394	0,202799
	mean total		Valid N		Std.Dev.	
	3,6		317		0,157049	

Figure 4.1. Average score of study participants according the gender/ Traditional Recruitment Methods

Table 4.1a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
1-19	35608.00	14795.00	10183.00	-0.224805	0.822131

The expression among study participants for each questions score individually ranges from 2.4- *Disagree* (the lowest) and 3.8- *Agree* (the highest) for **Cost involved in recruiting.**

Only in Q3, more than half of the participants - 55.5% *Disagree* that the company reimburse the traveling cost incurred by the candidate for appearing in the interview , the percentage difference between to the other scores is statistically significant for $p<0.05$(Difference test)

With the traditional methods in the recruitment process - Cost involved in recruiting participants in the study expressing *Neither / Nor agree* (total, male and female)**,** there is no statistical significant difference between gender and scores for $p>0.05$(Mann-Whitney U Test) (table 4.2. and figure 4.2., table 4.2a.).

Table 4.2. Average score of study participants according the gender/ Traditional Recruitment Methods- Cost involved in recruiting

Cost involved in recruiting	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q20-22	3,269630	3,253623	225	92	0,554912	0,577074
	mean total		Valid N		Std.Dev.	
	3,3		317		0.560563	

Figure 4.2. Average score of study participants according the gender/ Traditional Recruitment Methods- Cost involved in recruiting

Table 4.2a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
20-22	35894.00	14509.00	10231.00	0.159996	0.872884

The expression among study participants for each question individually ranges from 3.4- *Neither/Nor agree* (the lowest) and 4.2- *Agree* (the highest) for **Quality of applicants.**

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$(Difference test)

With the traditional methods in the recruitment process - Quality of applicants participants in the study expressing *agree* (total, male and female), there are no

statistical significant difference between gender and average score for p>0.05 (Mann-Whitney U Test) (table 4.3. and figure 4.3., table 4.3a.).

Table 4.3. Average score of study participants according the gender / Traditional Recruitment Methods - Quality of applicants

Quality of applicants	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q23-28	3.815556	3.858696	225	92	0.365189	0.393735
	mean total		Valid N		Std.Dev.	
	3,8		317		0.373583	

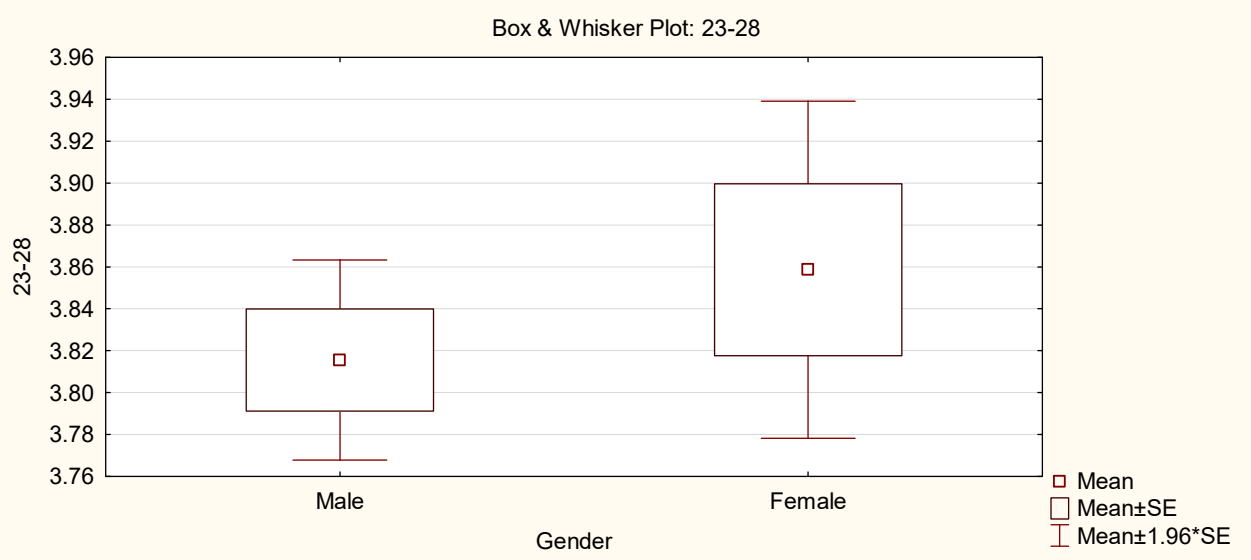

Figure 4.3. Average score of study participants according the gender / Traditional Recruitment Methods - Quality of applicants

Table 4.3a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
23-28	35088.50	15314.50	9663.500	-0.926224	0.354330

The expression among study participants for each questions score individually ranges from 2.3- *Disagree* (the lowest) and 4.1- *Agree* (the highest) for **Wider choice of candidates**.

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test).

Only in Q2, most of the participants *Strongly Disagree* with questions C*urrent practices effectively help in reducing the gap between available supply against the forecasted demand* - 69.4%, the percentage difference between to the other scores are statistically significant for $p<0.05$(Difference test).

With the traditional methods in the recruitment process - Wider choice of candidates, participants in the study expressing Neither/Nor agree (total, male and female), there are no statistical significant difference between gender and average score for $p>0.05$(Mann-Whitney U Test) (table 4.4. and Figure 4.4., table 4.4a.).

Table 4.4. Average score of study participants according the gender/ Traditional Recruitment Methods- Wider choice of candidates

Wider choice of candidates	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q 29-33	3.426667	3.416527	225	92	0.321825	0.348445
	mean total		Valid N		Std.Dev.	
	3,4		317		0.329680	

Figure 4.4. Average score of study participants according the gender/ Traditional Recruitment Methods- Wider choice of candidates

Table 4.4a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
29-33	35078.00	15325.00	9653.000	-0.940401	0.347013

The expression among study participants for each question individually ranges from 3.3 - *Neither / Nor agree* (the lowest) and 3.8- *Agree* (the highest) for **Time involved in recruiting**.

Most of the participants *Agree* with questions, the percentage difference between to the other scores is statistically significant for $p<0.05$ (Difference test).

With the traditional methods in the recruitment process - Time involved in recruiting, participants in the study expressing *agree* (total, male and female), there are no statistical significant difference between gender and scores $p>0.05$(Mann-Whitney U Test) (table 4.5. and Figure 4.5., table 4.5a.).

Table 4.5. Average score of study participants according the gender / Traditional Recruitment Methods- Time involved in recruiting

Time involved in recruiting	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q 34-36	3.622222	3.630435	225	92	0.680657	0.667502
	mean total		Valid N		Std.Dev.	
	3,6		317		0.675821	

Figure 4.5. Average score of study participants according the gender / Traditional Recruitment Methods - Time involved in recruiting

Table 4.5a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
34-36	35078.00	15325.00	9653.000	-0.940401	0.347013

With the traditional methods in the recruitment process participants in the study expressing *agree,* according age group (table 4.6. and figure 4.6.). There is no statistical significant difference between the age groups (Kruskal-Wallis test: H (3, N= 317) =2.699487 p =.4403), there is no association (Chi-Square = .1312041 df = 3 p = .9878).

Table 4.6. Average score of study participants according the age groups/ Traditional Recruitment Methods

Age	Means	N	Std.Dev.
<=29	3.616541	21	0.251941
30-39	3.578469	110	0.201332
40-49	3.611111	126	0.217054
>=50	3.551754	60	0.249793

With the traditional methods in the recruitment process - **Cost involved in recruiting** participants in the study expressing *Neither / Nor agree* (table 4.7. and figure 4.6.). There is no statistical difference between the age group for p>0.05 (H (3, N= 317) =1.529906 p =.6754). There is no statistical significant association between age groups and score (Chi-Square = .4949604 df = 3 p = .9200).

Table 4.7. Average score of study participants according the age groups / Traditional Recruitment Methods- Cost involved in recruiting

Age	Means	N	Std.Dev.
<=29	3.222222	21	0.590041
30-39	3.312121	110	0.515365
40-49	3.232804	126	0.513411
>=50	3.261111	60	0.713316

With the traditional methods in the recruitment process- **Quality of applicants** participants in the study expressing *agree* (table 4.8. and figure 4.6.). There is nostatistical significant difference between the age groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =1.966224 p =.5794). There is no statistical significant association between age groups and score (Chi-Square = .6845971 df = 3 p = .8768).

Table 4.8. Average score of study participants according the age groups / Traditional Recruitment Methods- Quality of applicants

Age	Means	N	Std.Dev.
<=29	3.714286	21	0.422107
30-39	3.862121	110	0.372239
40-49	3.817460	126	0.356170
>=50	3.827778	60	0.394127

With the traditional methods in the recruitment process- **Wider choice of candidates**, participants in the study expressing *Neither / Nor agree* (table 4.9. and figure 4.6.). There is no statistical significant difference between the age groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =.3922420 p =.9418). There is no statistical significant association between age groups and score (Chi-Square = 4466599 df = 3 p = .9304).

Table 4.9. Average score of study participants according the age groups / Traditional Recruitment Methods- Wider choice of candidates

Age	Means	N	Std.Dev.
<=29	3.447619	21	0.309223
30-39	3.420000	110	0.289194
40-49	3.438095	126	0.335346
>=50	3.466667	60	0.394310

With the traditional methods in the recruitment process - **Time involved in recruiting**, participants in the study expressing *agree* (table 4.10. and figure 4.6.). There is no statistical significant difference between the age group groups for $p>0.05$ (H (3, N= 317) =.9241206 p =.8196). There is no statistical significant association between age groups and score (Chi-Square = .9134831 df = 3 p = .8222).

Table 4.10. Average score of study participants according the age groups / Traditional Recruitment Methods- Time involved in recruiting

Age	Means	N	Std.Dev.
<=29	3.555556	21	0.805076
30-39	3.590909	110	0.710571
40-49	3.632275	126	0.622296
>=50	3.694444	60	0.681451

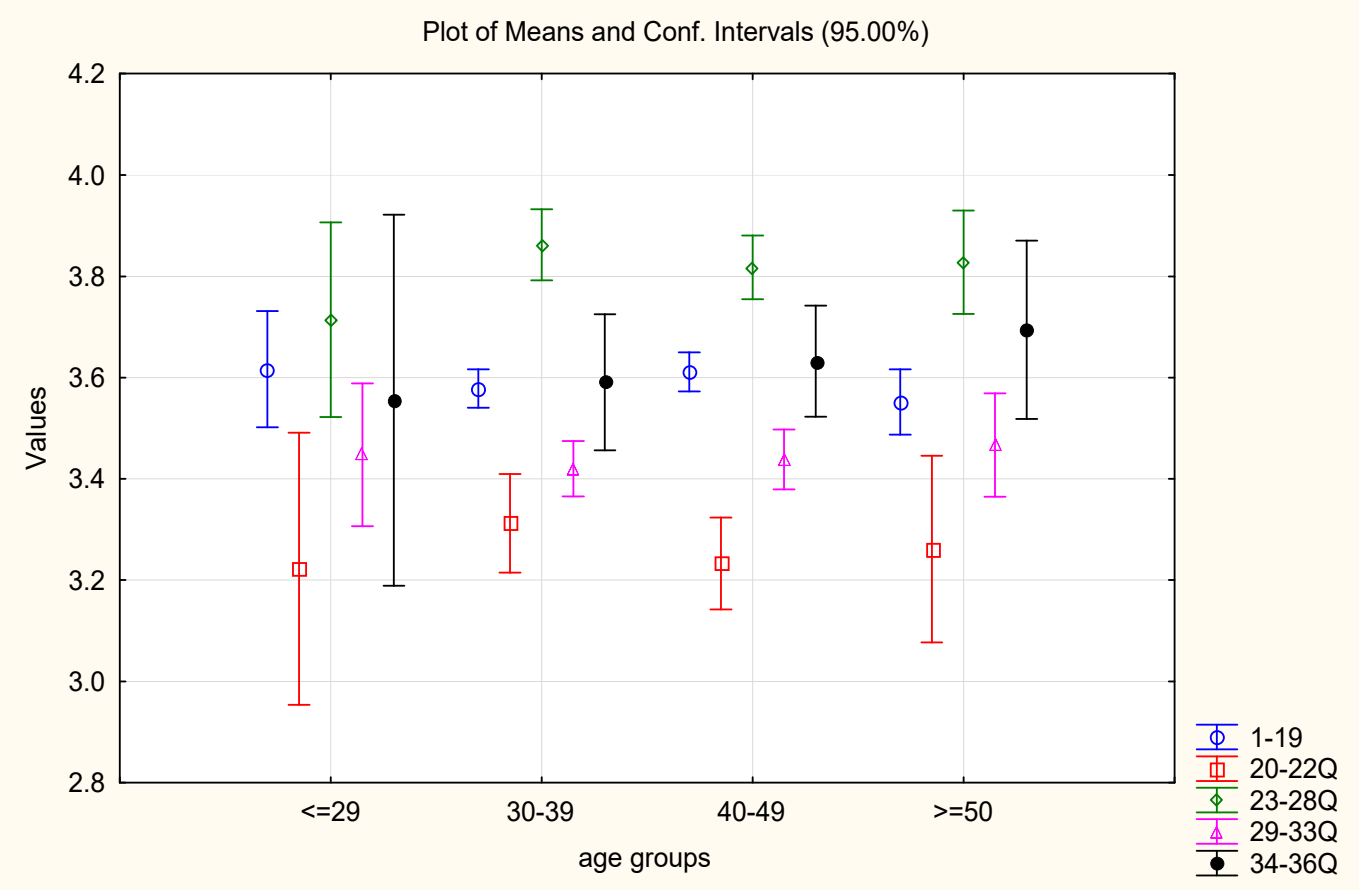

Figure 4.6. Average score of study participants according the age groups / Traditional Recruitment Methods(1-19Q), Cost involved in recruiting(20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

Table 4.11. Average score of study participants according the education/ Traditional Recruitment Methods

Education	Means	N	Std.Dev.
Master's Degree	3.591228	120	0.220858
Bachelor's Degree	3.594035	150	0.219716
High School	3.575359	44	0.233837
PhD Degree	3.438596	3	0.030387

With the **traditional methods in the recruitment** process participants in the study expressing *agree* (table 4.12. and figure 4.7.)**,** there is no statistical significant difference between the education groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =2.675576 p =.4444). There is no statistical significant association between education and score (Chi-Square = 4.263952 df = 3 p = .2343).

With the traditional methods in the recruitment process - **Cost involved in recruiting** participants in the study expressing *Neither / Nor agree* (table 4.12. and Figure 4.7.)**.** There is no statistical significant difference between the education groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =4.460088 p =.2159). There is no statistical significant association between education and score (Chi-Square = 5.058031 df = 3 p = .1676).

Table 4.12. Average score of study participants according the education / Traditional Recruitment Methods- Cost involved in recruiting

Education	Means	N	Std.Dev.
Master's Degree	3.313889	120	0.522680
Bachelor's Degree	3.280000	150	0.550344
High School	3.075758	44	0.666138
PhD Degree	3.333333	3	0.577350

With the traditional methods in the recruitment process - **Quality of applicants** participants in the study expressing *agree* (table 4.13. and Figure 4.7.). There is no statistical significant difference between education groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =2.520401 p =.4716. There is no statistical significant association between education groups and score (Chi-Square = 1.428183 df = 3 p = .6989).

Table 4.13. Average score of study participants according the education / Traditional Recruitment Methods- Quality of applicants

Education	Means	N	Std.Dev.
Master's Degree	3.840278	120	0.351332
Bachelor's Degree	3.797778	150	0.394588
High School	3.897727	44	0.345170
PhD Degree	3.833333	3	0.600925

With the traditional methods in the recruitment process - **Wider choice of candidates**, participants in the study expressing *Neither / Nor agree* (table 4.14. and Figure 4.7.)**.** There is no statistical significant difference between the education groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =.1439331 p =.9861). There is no statistical significant association between education and score (Chi-Square = .3670276 df = 3 p = .9470).

Table 4.14. Average score of study participants according the education / Traditional Recruitment Methods- Wider choice of candidates

Education	Means	N	Std.Dev.
Master's Degree	3.438333	120	0.333352
Bachelor's Degree	3.440000	150	0.327693
High School	3.431818	44	0.333949
PhD Degree	3.400000	3	0.400000

With the traditional methods in the recruitment process - **Time involved in recruiting**, participants in the study expressing *agree* (table 4.15. and Figure 4.7.)**.** There is no statistical significant difference between the education groups (Kruskal-

Wallis test: H (3, N= 317) =.9198954 p =.8206). There is no statistical significant association between education and score (Chi-Square = 1.658240 df = 3 p = .6463).

Table 4.15. Average score of study participants according the education / Traditional Recruitment Methods - Time involved in recruiting

Education	Means	N	Std.Dev.
Master's Degree	3.583333	120	0.671203
Bachelor's Degree	3.642222	150	0.684435
High School	3.666667	44	0.681994
PhD Degree	3.777778	3	0.509175

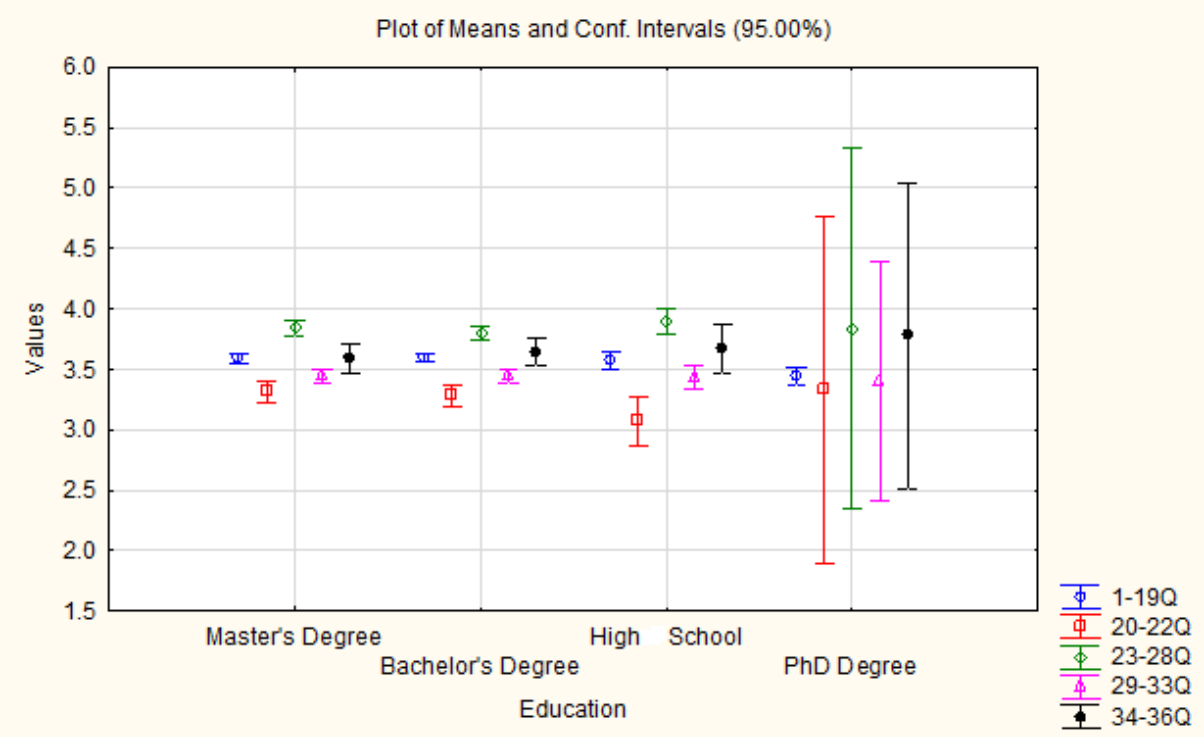

Figure 4.7. Average score of study participants according the education / Traditional Recruitment Methods(1-19Q), Cost involved in recruiting(20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

Table 4.16. Average score of study participants according the sector of enterprise/ Traditional Recruitment Methods(1-19Q), Cost involved in recruiting(20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

Traditional Recruitment Methods(1-19Q)/ sector	Means	N	Std.Dev.
Commerce	3.594130	156	0.210442
Service	3.586908	119	0.223469
Production	3.575188	42	0.254781
Cost involved in recruiting(20-22Q)			
Commerce	3.322650	156	0.554447
Service	3.229692	119	0.538093
Production	3.150794	42	0.629890
Quality of applicants(23-28Q)			
Commerce	3.785256	156	0.368086
Service	3.903361	119	0.395059
Production	3.773810	42	0.296368
Wider choice of candidates(29-33Q)			
Commerce	3.425641	156	0.344331
Service	3.467227	119	0.315989
Production	3.400000	42	0.312348
Time involved in recruiting(34-36Q)			
Commerce	3.645299	156	0.630957
Service	3.568627	119	0.740734
Production	3.706349	42	0.646870

Table 4.16a. Multiple Comparisons p values (2-tailed)

	Commerce - R:147.85	Service - R:180.00	Production - R:140.93
Commerce		0.011841	1.000000
Service	0.011841		0.052625
Production	1.000000	0.052625	

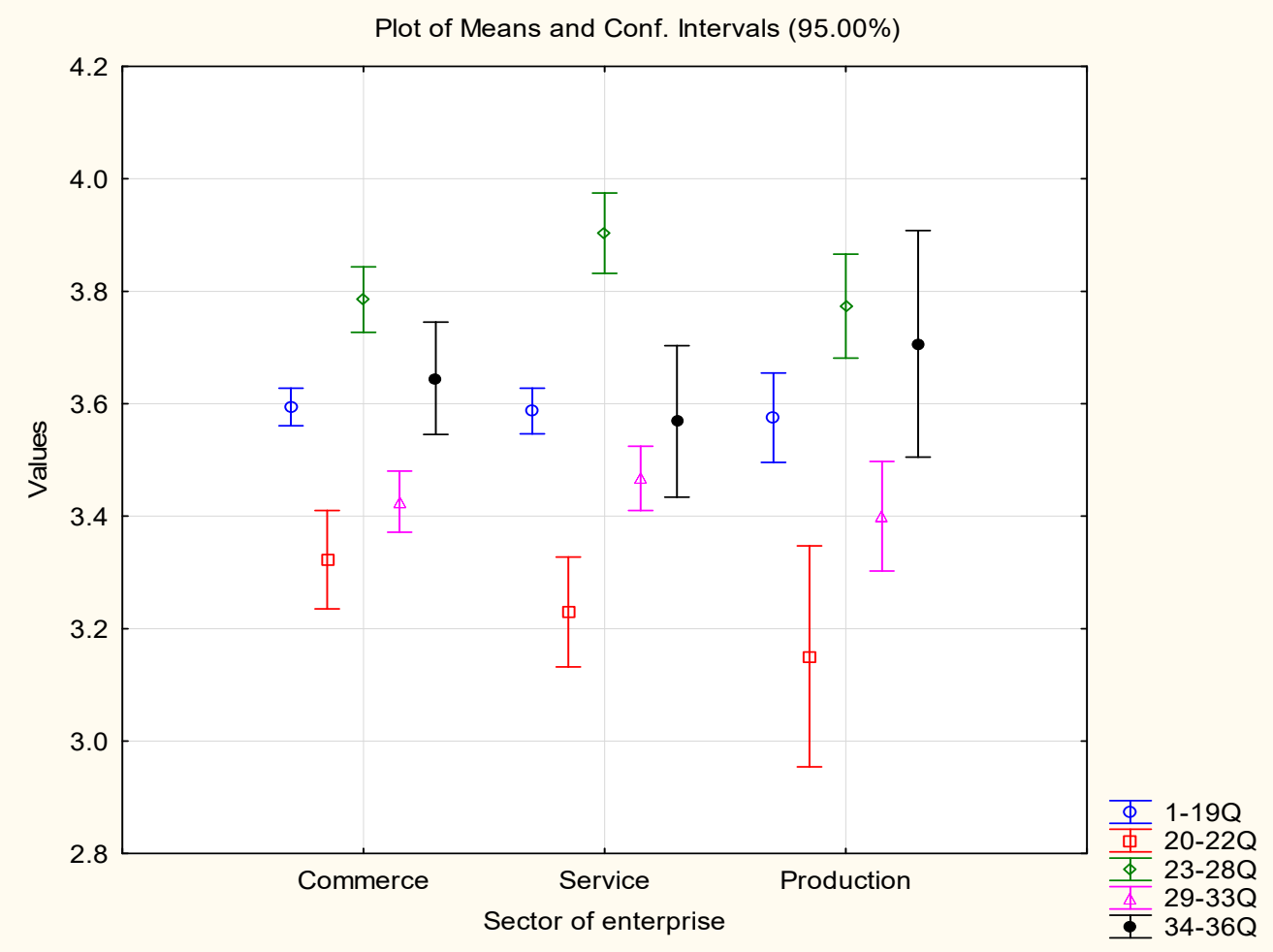

Figure 4.8. Average score of study participants according the sector of enterprise / Traditional Recruitment Methods(1-19Q), Cost involved in recruiting(20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

With the **traditional methods** in the recruitment process participants in the study expressing *Neither / Nor agree* (table 4.16. and Figure 4.8.)**,** there is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.2631554 p =.8767). There is no statistical significant association between sector of enterprise and score (Chi-Square = .8481685 df = 2 p = .6544)

With the traditional methods in the recruitment process - **Cost involved in recruiting** participants in the study expressing *Neither/Nor agree* (table 4.16. and Figure 4.8.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =3.856410 p =.1454). There is no statistical significant association between sector of enterprise and score (Chi-Square = 1.643993 df = 2 p = .4396)

With the traditional methods in the recruitment process - **Quality of applicants** participants in the study expressing *agree* (table 4.16. and Figure 4.8.). There is statistical significant difference between the sector of enterprise for p<0.05 (Kruskal-Wallis test: H (2, N= 317) =10.40917 p =**.0055**), according to the Multiple Comparisons p values (2-tailed),the difference is due to the statistically significant difference between the Commerce versus Service (p = **0.011841**) (tab 4.16a.) <u>There is statistical significant association between sector of enterprise and score</u> (Chi-Square = 9.715189 df = 2 p = **.0078**)

With the traditional methods in the recruitment process - **Wider choice of candidates**, participants in the study expressing *Neither / Nor agree* (table 4.16. and Figure 4.8.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.8645493 p =.6490). There is no statistical significant association between sector of enterprise and score (Chi-Square = .0555612 df = 2 p = .9726)

With the traditional methods in the recruitment process- **Time involved** in recruiting, participants in the study expressing *agree* (Table 4.16. and Figure 4.8.)**.** There is no

statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =1.460959 p =.4817). There is no statistical significant association between sector of enterprise and score (Chi-Square = 2.483032 df = 2 p = .2889)

With the **traditional methods** in the recruitment process participants in the study expressing *agree* (table 4.17. and figure 4.9.)**,** there is no statistical significant difference between the type of enterprise (Kruskal-Wallis test: H (2, N= 317) =.6503266 p =.7224). There is no statistical significant association between the type of of enterprise and score (Chi-Square = .3241999 df = 2 p = .8504)

With the traditional methods in the recruitment process - **Cost involved in recruiting** participants in the study expressing *Neither / Nor agree* (table 4.17. and figure 4.9.)**.** There is no statistical significant difference between the type of enterprise (Kruskal-Wallis test: H (2, N= 317) =.1465640 p =.9293). There is no statistical significant association between the type of enterprise and score (Chi-Square = 1.206750 df = 2 p = .5470)

With the traditional methods in the recruitment process - **Quality of applicants** participants in the study expressing *agree* (table 4.17. and figure 4.9.). There is no statistical significant difference between the type of enterprise (Kruskal-Wallis test: H (2, N= 317) =.1746469 p =.9164). There is no statistical significant association between the type of enterprise and score (Chi-Square = .1649072 df = 2 p = .9209)

With the traditional methods in the recruitment process - **Wider choice of candidates**, participants in the study expressing *Neither / Nor agree* (table 4.17. and figure 4.9.)**.** There is no statistical significant difference between the type of enterprise (Kruskal-Wallis test: H (2, N= 317) =1.758085 p =.4152). There is no statistical significant association between the type of f enterprise and score (Chi-Square = 4.435858 df = 2 p = .1088)

With the traditional methods in the recruitment process - **Time involved in recruiting**, participants in the study expressing *agree* (table 4.17. and figure 4.9.)**.** There is no statistical significant difference between the type of enterprise (Kruskal-Wallis test: H (2, N= 317) =.3106660 p =.8561). There is no statistical significant association between the type of enterprise and score (Chi-Square = .0076955 df = 2 p = .9962)

Table 4.17. Average score of study participants according how many people are employed within enterprise / Traditional Recruitment Methods(1-19Q), Cost involved in recruiting(20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

Traditional Recruitment Methods(1-19Q)/ size	Means	N	Std.Dev.
Medium enterprise	3.582864	215	0.220931
Small enterprise	3.596110	92	0.223992
Large enterprise	3.652632	10	0.201869
Cost involved in recruiting (20-22Q)			
Medium enterprise	3.263566	215	0.578061
Small enterprise	3.271739	92	0.527462
Large enterprise	3.233333	10	0.522340
Quality of applicants (23-28Q)			
Medium enterprise	3.837984	215	0.360611
Small enterprise	3.807971	92	0.411922
Large enterprise	3.800000	10	0.291865
Wider choice of candidates (29-33Q)			
Medium enterprise	3.446512	215	0.323639

Small enterprise	3.410870	92	0.344966
Large enterprise	3.500000	10	0.329983
Time involved in recruiting (34-36Q)			
Medium enterprise	3.613953	215	0.683063
Small enterprise	3.648551	92	0.676420
Large enterprise	3.633333	10	0.554443

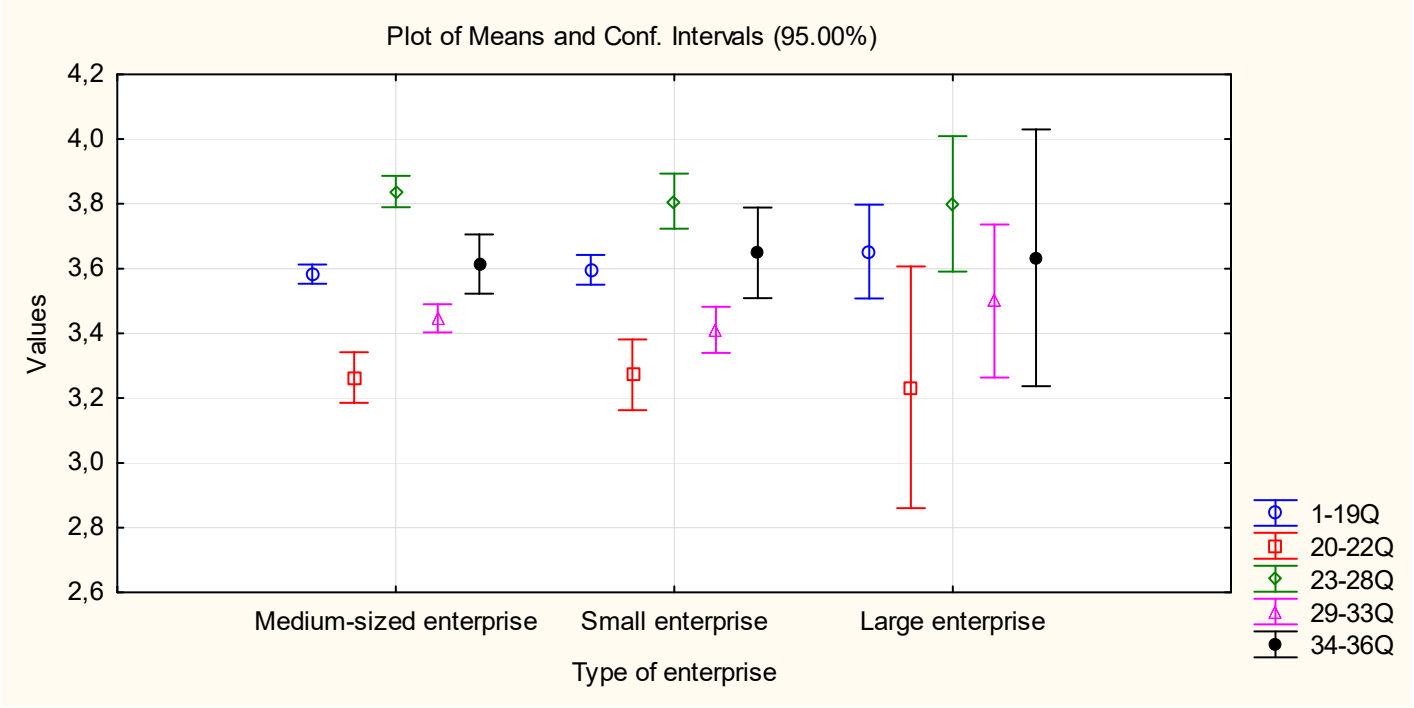

Figure 4.9. Average score of study participants according how many people are employed within enterprise / Traditional Recruitment Methods(1-19Q), Cost involved in recruiting (20-22Q), Quality of applicants(23-28Q), Wider choice of candidates(29-33Q), Time involved in recruiting(34-36Q)

5.4. Findings of research on the Electronic Recruitment

The expression among study participants for each question individually ranges from 2.2- *Disagree* (the lowest) and 4.0- *Agree* (the highest) in the **e-Recruitment process**.

Only in Q1, 77.0% of participants *Disagree* with questions *Our organization uses Internet sources for recruiting*, the percentage difference between to the other scores are statistically significant for $p<0.05$(Difference test).

With Q4- *E-recruitment facilitates ease in building and managing database of received applications*, 45.1% of the participants *Strongly Agree* and 38.2% *Agree,* the percentage difference between to the other **scores are statistically significant for $p<0.05$ (Difference test).**

With the e-Recruitment process participants in the study expressing Neither / Nor agree (total, male and female) (table 5.1. and figure 5.1a.), there are no statistical significant difference between gender for $p>0.05$ (Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part ***Company's Website used for recruiting*** , individually ranges from 2.8- *Neither / Nor agree* (the lowest) and 4.0- *Agree* (the highest).

Most of the participants *Agree* with questions. The percentage difference between to the other scores is statistically significant for $p<0.05$ (Difference test).

Only in Q3, 42.9% of the participants *Disagree* with questions *Our company's website deals with the employment related inquiries of the Candidates* , the percentage difference between to the other **scores are statistically significant** for $p<0.05$(Difference test).

With Q2- Our company regularly updates the website, 38.2% of the participants *Strongly Agree* and 40.4% *Agree,* the percentage difference between to the other scores are statistically significant for $p<0.05$(Difference test).

With the Company's Website used for recruiting process participants in the study expressing agree (total, male and female) (table 5.1. and figure 5.1b.), there are no statistical significant difference between gender for $p>0.05$ (Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part **Job portals used for recruiting** individually ranges from 2.1- *Disagree* (the lowest) and 3.9- *Agree* (the highest).

With the Job portals used for recruiting, participants in the study expressing *Neither / nor agree* (total, male and female) (table 5.1. and figure 5.1c.), there are no statistical significant difference between gender for $p>0.05$ (Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part **Quality of applicants** supplied through E-recruitment individually ranges from 2.4- Disagree (the lowest) and 3.7- Agree (the highest).

Most of the participants *Agree* with questions.

Most of the participants-70.0% Disa*gree* with questions Q2, the percentage difference between to the other scores is statistically significant for $p<0.05$.

With the Quality of applicants supplied through E-recruitment process participants in the study expressing *Neither / Nor agree* (total, male and female) (table 5.1. and figure 5.1d.), there are no statistical significant difference between gender for $p>0.05$(Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part **Wider choice of candidates supplied** through E-recruitment individually ranges are from 2.3- *Disagree* (the lowest) and 4.2- *Agree* (the highest)

With the Quality of applicants supplied through E-recruitment process participants in the study expressing *Neither / Nor agree* (total, male and female-average) (table 5.1.

and figure 5.1e.), there are no statistical significant difference between gender for p>0.05 (Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part **Cost involved in recruiting** individually average score ranges are from 3.0 (the lowest) and 3.5- *Neither Low / Nor High* (the highest). Most of the participants expressing *High.*

With question Q6- *Return on investment through E-recruitment is*, 39.7% of the participants expressing with *Low* and 45.7% *High,* the percentage difference between to the other scores are statistically significant for p<0.05 (Difference test).

With question Q8 - *Ongoing promotional costs of vacancies through E-recruitment is* , 41.0% of the participants expressing with *Low* and 35.0% *High,* the percentage difference between to the other scores are statistically significant for p<0.05 (Difference test).

With the Cost involved in recruiting participants in the study expressing *Neither Low/Nor High* (total, male and female) (table 5.1. and figure 5.1f.), there are no statistical significant difference between gender for p>0.05 (Mann-Whitney U Test - table 5.1a.).

The expression among study participants for each question in part **Time involved in recruiting** individually ranges score are from 3.0-(the lowest) and 3.5- *Neither Low/Nor High* (the highest). Most of the participants expressing *High*.

With question Q5- *Time taken for communication between job seeker and provider through E-recruitment i*s, 36.0% of the participants expressing with *Low* and 37.5% *High,* the percentage difference between to the other scores are statistically significant for p<0.05(Difference test).

With the Time involved in recruiting participants in the study expressing *Neither Low / Nor High* (total, male and female) (table 5.1. and figure 5.1g.), there are no statistical

significant difference between gender for p>0.05 (Mann-Whitney U Test - table 5.1a.).

Table 5.1. Average score of study participants according the gender/ e-Recruitment, Company's Website used for recruiting, Job portals used for recruiting, Quality of applicants supplied through E-recruitment, Wider choice of candidates supplied through E-recruitment, Cost involved in recruiting and Time involved in recruiting

e-Recruitment	Mean – Male	Mean – Female	Valid N – Male	Valid N – Female	Std.Dev. – Male	Std.Dev. – Female
Q37-42	3.309630	3.333333	225	92	0.457717	0.418585
	mean total		Valid N		Std.Dev.	
	3,3		317		0,446187	
Company's Website	Mean – Male	Mean – Female	Valid N – Male	Valid N – Female	Std.Dev. – Male	Std.Dev. – Female
Q43-48	3.548889	3.576087	225	92	0.434819	0.397960
	mean total		Valid N		Std.Dev.	
	3,6		317		0,424008	
Job portals used for recruiting	Mean – Male	Mean – Female	Valid N – Male	Valid N – Female	Std.Dev. – Male	Std.Dev. – Female
Q49-61	2.771282	2.729933	225	92	0.284489	0.272620
	mean total		Valid N		Std.Dev.	
	2,8		317		0,281295	
Quality of applicants supplied through E-recruitment	Mean – Male	Mean – Female	Valid N – Male	Valid N – Female	Std.Dev. – Male	Std.Dev. – Female
Q62-70	3.342716	3.309179	225	92	0.335755	0.361574

	mean total		Valid N		Std.Dev.	
	3,3		317		0,343208	
Wider choice of candidates supplied through E-recruitment	Mean – Male	Mean – Female	Valid N – Male	Valid N – Female	Std.Dev. – Male	Std.Dev. – Female
Q71-85	3.269333	3.265217	225	92	0.263171	0.254095
	mean total		Valid N		Std.Dev.	
	3,3		317		0,260175	
Cost involved in recruiting	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q86-94	3.268148	3.225845	225	92	0.328383	0.327979
	mean total		Valid N		Std.Dev.	
	3,2		317		0.328310	
Time involved in recruiting	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q95-100	3.332593	3.376812	225	92	0.447241	0.391352
	mean total		Valid N		Std.Dev.	
	3,3		317		0.431623	

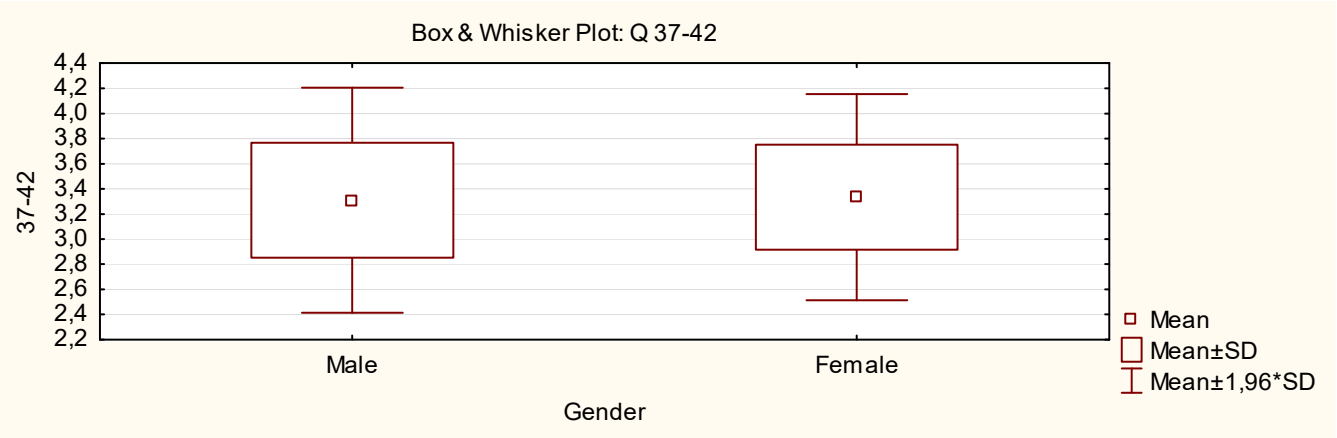

Figure 5.1a. Average score of study participants according the gender on e-Recruitment

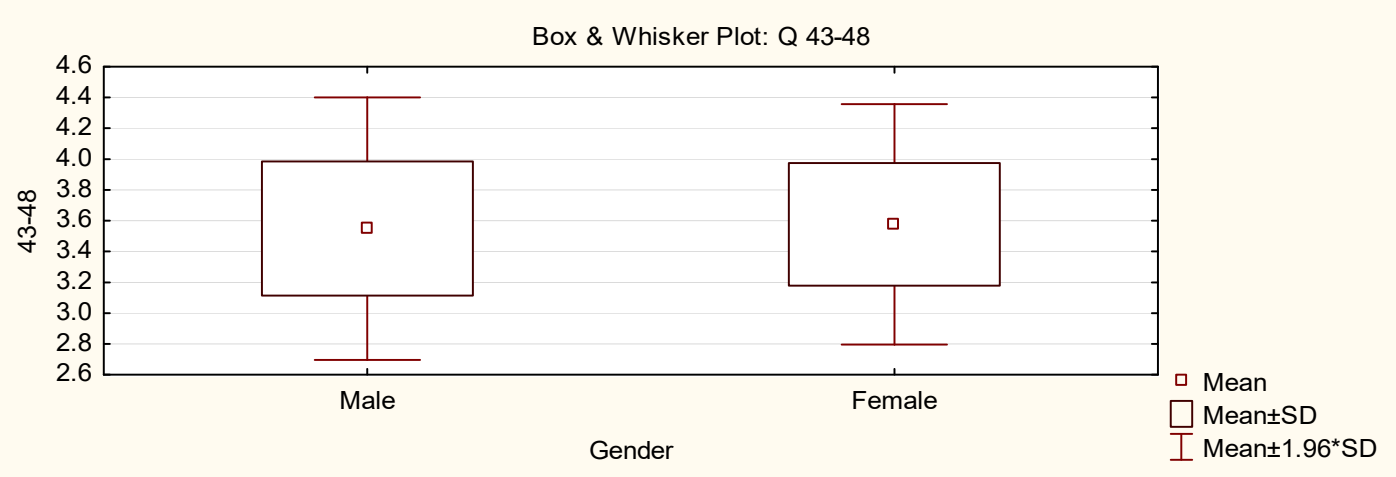

Figure 5.1b. Average score of study participants according the gender on Company's Website used for recruiting

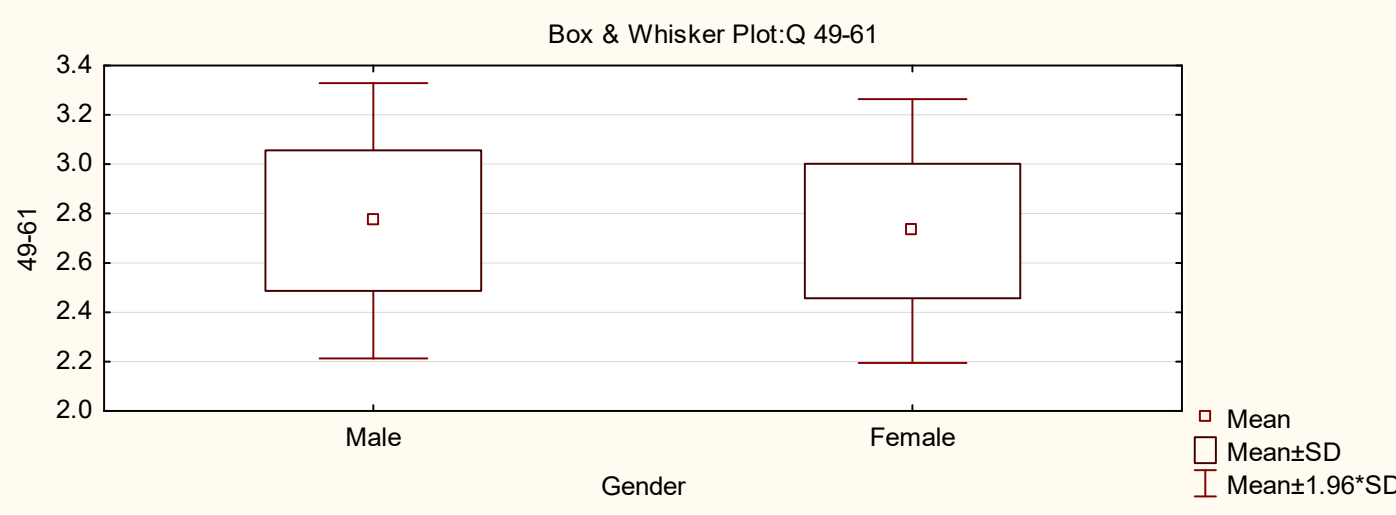

Figure 5.1c. Average score of study participants according the gender on Job portals used for recruiting

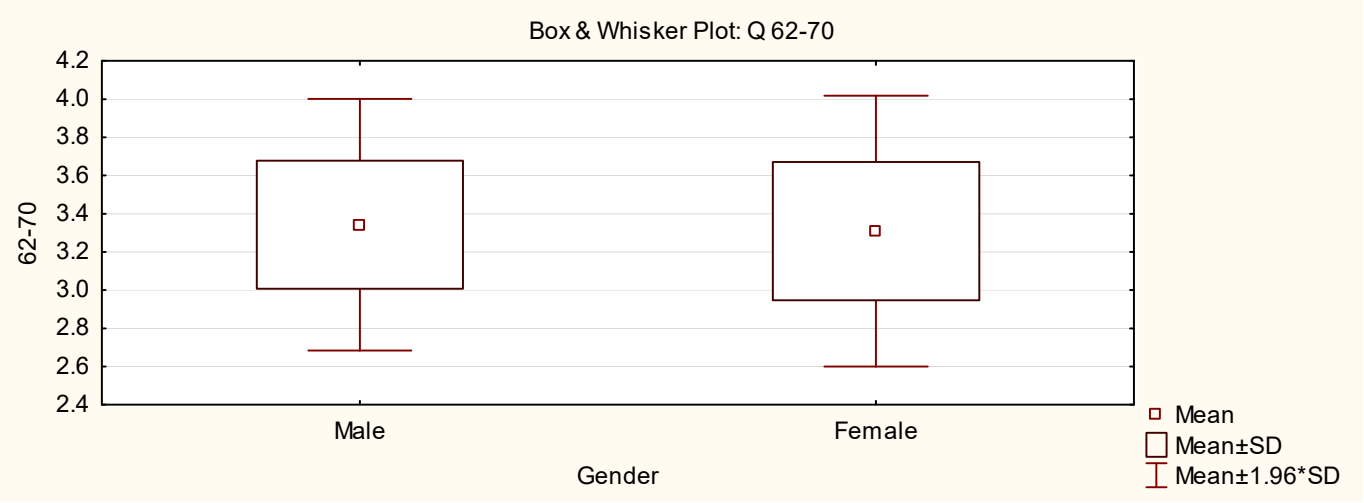

Figure 5.1d. Average score of study participants according the gender on Quality of applicants supplied through E-recruitment

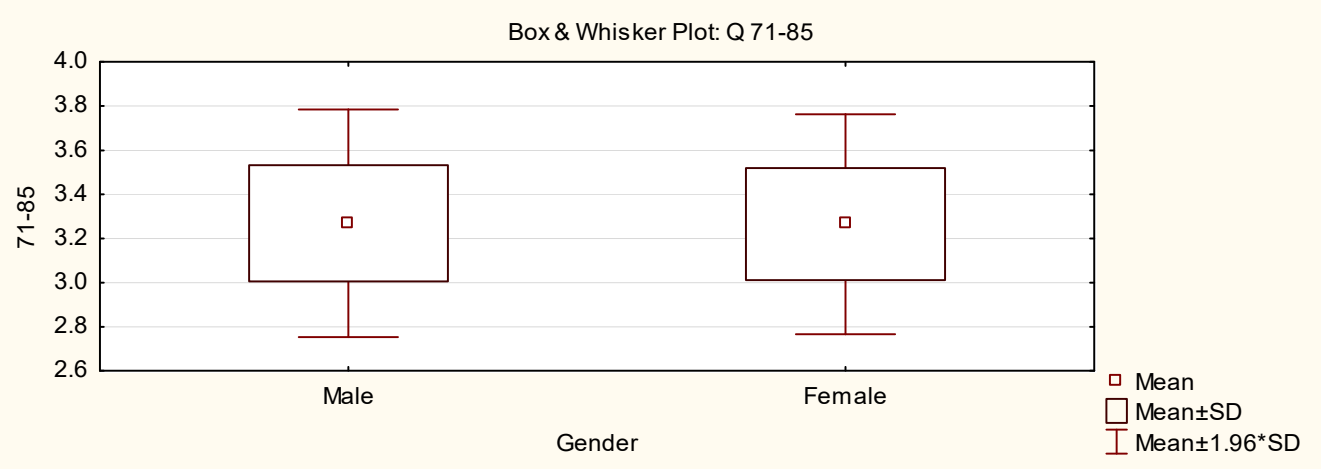

Figure 5.1e. Average score of study participants according the gender on Wider choice of candidates supplied through E-recruitment

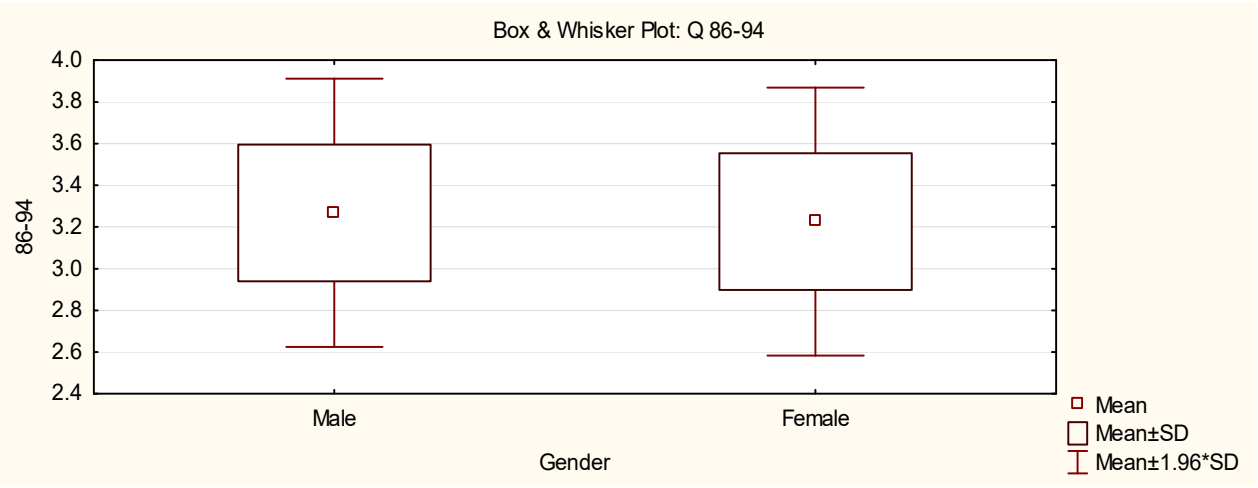

Figure 5.1f. Average score of study participants according the gender on Cost involved in recruiting

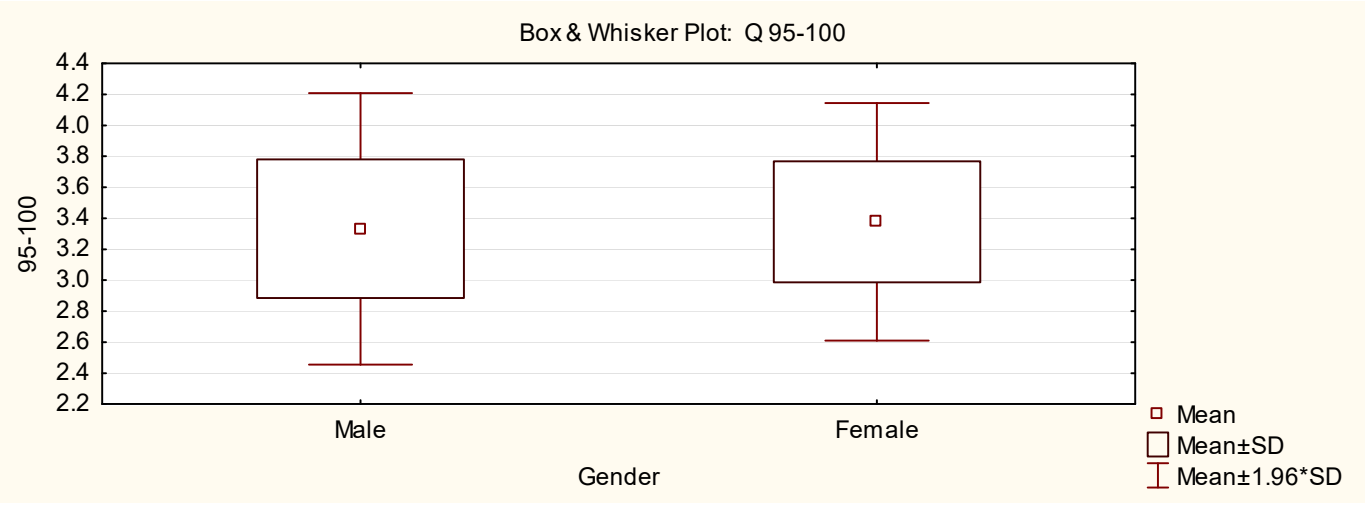

Figure 5.1g. Average score of study participants according the gender on Time involved in recruiting

Table 5.1a. Mann-Whitney U Test

Q	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
37-42	35421.50	14981.50	9996.50	-0.476614	0.633637
43-48	35630.00	14773.00	10205.00	-0.195101	0.845314
49-61	36689.50	13713.50	9435.50	1.234065	0.217180
62-70	36398.00	14005.00	9727.00	0.840487	0.400636
71-85	35935.00	14468.00	10190.00	0.215354	0.829492
86-94	36464.50	13938.50	9660.50	0.930274	0.352230
95-100	35498.50	14904.50	10073.50	-0.372650	0.709409

Table 5.2.Average score of study participants according the age groups/ e-Recruitment, Company's Website used for recruiting, Job portals used for recruiting, Quality of applicants supplied through E-recruitment, Wider choice of candidates supplied through E-recruitment, Cost involved in recruiting and Time involved in recruiting

Age groups	*e-Recruitment*			*Company's Website*		
	Means	N	Std.Dev.	Means	N	Std.Dev.
<=29	3.222222	21	0.498145	3.563492	21	0.463909
30-39	3.339394	110	0.418682	3.583333	110	0.403065
40-49	3.318783	126	0.465245	3.546296	126	0.435451
>=50	3.302778	60	0.442016	3.527778	60	0.430878
Age groups	*Job portals used*			*Quality of applicants supplied*		
	Means	N	Std.Dev.	Means	N	Std.Dev.
<=29	2.608059	21	0.293827	3.291005	21	0.305255
30-39	2.792308	110	0.265561	3.365657	110	0.340343
40-49	2.721612	126	0.285650	3.299824	126	0.351159
>=50	2.830769	60	0.270133	3.357407	60	0.344199
Age groups	*Wider choice of candidates*			*Cost involved*		
	Means	N	Std.Dev.	Means	N	Std.Dev.
<=29	3.222222	21	0.170403	3.216931	21	0.377575
30-39	3.328485	110	0.275349	3.281818	110	0.321283
40-49	3.247090	126	0.251158	3.265432	126	0.348534
>=50	3.217778	60	0.260628	3.201852	60	0.275597
Age groups	Time involved					
	Means	N	Std.Dev.			

<=29	3.460317	21	0.376035
30-39	3.345455	110	0.420371
40-49	3.306878	126	0.456271
>=50	3.386111	60	0.415667

Table 5.2a.Multiple Comparisons p values (2-tailed)

	1 - R:108.55	2 - R:171.22	3 - R:146.37	4 - R:180.77
<=29 {1}		**0.024510**	0.479755	**0.011312**
30-39 {2}	**0.024510**		0.226391	1.000000
40-49 {3}	0.479755	0.226391		0.100437
>=50 {4}	**0.011312**	1.000000	0.100437	

Table 5.2b.Multiple Comparisons p values (2-tailed)

	1 - R:135.31	2 - R:179.72	3 - R:152.02	4 - R:143.96
<=29 {1}		**0.046120**	1.000000	1.000000
30-39 {2}	**0.046120**		0.123246	0.090258
40-49 {3}	1.000000	0.123246		1.000000
>=50 {4}	1.000000	0.090258	1.000000	

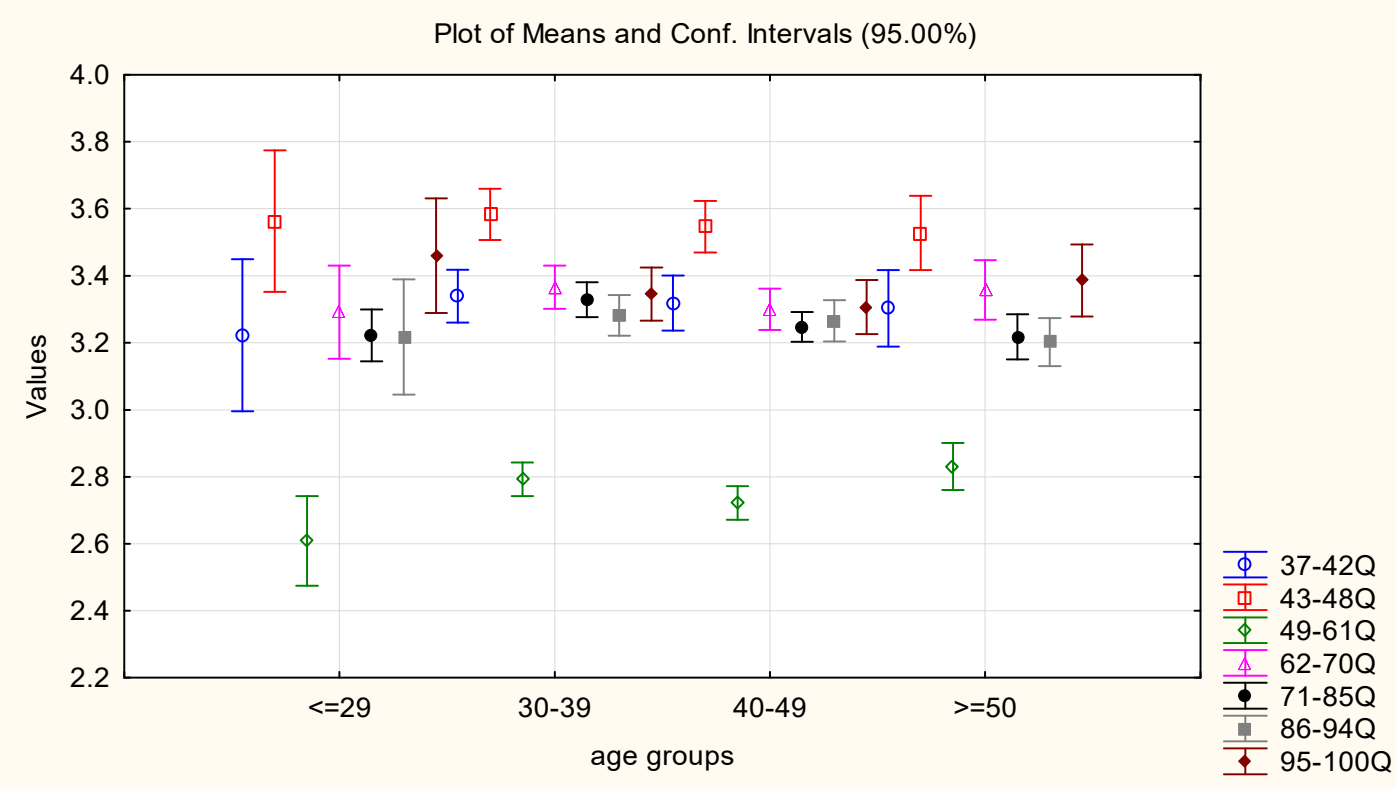

Figure 5.2. Average score of study participants according the age groups/ e-Recruitment, Company's Website used for recruiting, Job portals used for recruiting, Quality of applicants supplied through E-recruitment, Wider choice of candidates supplied through E-recruitment, Cost involved in recruiting and Time involved in recruiting

With the ***e-Recruitment*** **in the process**, participants in the study expressing *Neither / Nor agree* (table 5.2. and figure 5.2.). There is no statistical significant difference between the age group for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =1.661219 p =.6456). There is no statistical significant association between the age group and score (Chi-Square = 1,377826 df = 3 p =,7107)

With the ***Company's Website used for recruiting*** **in the process**, participants in the study expressing *agree* (table 5.2. and figure 5.2.). There is no statistical difference between the age group for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =.7728228 p

=.8560). There is no statistical significant association between the age group and score (Chi-Square = 2,258511 df = 3 p = ,5205).

With the ***Job portals used for recruiting*** in the process, participants in the study expressing Dis*agree* (table 5.2. and figure 5.2.). There is difference between the age group for p<0.05 (H (3, N= 317) =14.20016 p =**.0026**), according to the Multiple Comparisons p values (2-tailed), the difference is due to the statistically significant difference between the age group <=29y versus age groups 30-39y and >=50 (table 5.2a.). **There is statistical significant association between the age group and score** (Chi-Square = = 10,93420 df = 3 p = ,0121).

With the ***Quality of applicants supplied through E-recruitment*** in the process, participants in the study expressing *Neither/Nor agree* (table 5.2. and figure 5.2.). There is no statistical significant difference between the age group (Kruskal-Wallis test: H (3, N= 317) =2.120557 p =.5478). There is no statistical significant association between the age group and score (Chi-Square = ,9916661 df = 3 p = ,8033).

With the ***Wider choice of candidates supplied through E-recruitment*** in the process, participants in the study expressing *Neither/Nor agree* (table 5.2. and figure 5.2.). There is statistical significant difference between the age group for p<0.05 Kruskal-Wallis test: H (3, N= 317) =9.435695 p =**.0240**)According to the Multiple Comparisons p values (2-tailed),the difference is due to the statistically significant difference between the age group <=29y versus age groups 30-39y and >=50 (table 5.2a.). There is statistical significant association between the age group and score (Chi-Square = 8,698048 df = 3 p = **,0336**).

With the ***Cost involved in recruiting*** **in the process**, participants in the study expressing *Neither / Nor agree* (table 5.2. and figure 5.2.). There is no statistical significant difference between the age group (Kruskal-Wallis test: H (3, N= 317)

=2.403234 p =.4930). There is no statistical significant association between the age group and score (Chi-Square = 1,146749 df = 3 p = ,7658).

With the ***Time involved in recruiting*** **in the process**, participants in the study expressing *Neither / Nor agree* (table 5.2. and figure 5.2.). There is no statistical significant difference between the age group (Kruskal-Wallis test: H (3, N= 317) =2.969358 p =.39642). There is no statistical significant association between the age group and score (Chi-Square = 2,439804 df = 3 p = ,4863).

Table 5.3. Average score of study participants according the education/ *e-Recruitment*

Education	Means	N	Std.Dev.
Master's Degree	3.379167	120	0.404781
Bachelor's Degree	3.291111	150	0.443356
High School	3.227273	44	0.546413
PhD Degree	3.388889	3	0.419435

With the *e-Recruitment* process participants in the study expressing *Neither / Nor agree* (table 5.3. and figure 5.3.)**,** there is no statistical significant difference between the education groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =3.409010 p =.3328). There is no statistical significant association between the education groups and score (Chi-Square = 2,127552 df = 3 p = ,5464).

With the traditional methods in the *Company's Website used for recruiting* participants in the study expressing *agree* (table 5.4. and figure 5.3.)**.** There is no statistical significant difference between the education groups (Kruskal-Wallis test: H (3, N= 317) =3.322144 p =.3446). There is no statistical significant association between the education groups and score (Chi-Square = 3,148021 df = 3 p = ,3694).

Table 5.4. Average score of study participants according the education / *Company's Website used for recruiting*

Education	Means	N	Std.Dev.
Master's Degree	3.561111	120	0.426663
Bachelor's Degree	3.572222	150	0.439653
High School	3.511364	44	0.372501
PhD Degree	3.277778	3	0.096225

With the *Job portals used for recruiting* participants in the study expressing *Neither / Nor agree* (table 5.5. and figure 5.3.). There is no statistical significant difference between education groups (Kruskal-Wallis test: H (3, N= 317) =7.183933 p =.0663). There is no statistical significant association between the education groups and score (Chi-Square = 6,141382 df = 3 p = ,1049).

Table 5.5. Average score of study participants according the education / *Job portals used for recruiting*

Education	Means	N	Std.Dev.
Master's Degree	2.794231	120	0.268359
Bachelor's Degree	2.720000	150	0.271237
High School	2.790210	44	0.340538
PhD Degree	2.871795	3	0.117502

With the *Quality of applicants supplied through E-recruitment*, participants in the study expressing *Neither / Nor agree* (table 5.6. and figure 5.3.)**.** There is no statistical significant difference between the education groups (Kruskal-Wallis test: H (3, N=

317) =3.116507 p =.3740). There is no statistical significant association between the education groups and score (Chi-Square = 3,681450 df = 3 p = ,2980).

Table 5.6. Average score of study participants according the education / *Quality of applicants supplied through E-recruitment*

Education	Means	N	Std.Dev.
Master's Degree	3.314815	120	0.332346
Bachelor's Degree	3.340741	150	0.341963
High School	3.335859	44	0.380767
PhD Degree	3.629630	3	0.231296

With the Wider choice of candidates supplied through E-recruitment, participants in the study expressing *Neither/Nor agree* (table 5.7. and figure 5.3.). There is no statistical significant difference between the education groups (Kruskal-Wallis test: H (3, N= 317) =.6065746 p =.8949). There is no statistical significant association between the education groups and score (Chi-Square = = ,9809833 df = 3 p = ,8059).

Table 5.7. Average score of study participants according the education / Wider choice of candidates supplied through E-recruitment

Education	Means	N	Std.Dev.
Master's Degree	3.281667	120	0.252932
Bachelor's Degree	3.256889	150	0.255164
High School	3.268182	44	0.300727
PhD Degree	3.288889	3	0.269430

With the Cost involved in recruiting, participants in the study expressing *Neither Low/Nor High* (table 5.8. and figure 5.3.). There is no statistical significant difference between the education groups (Kruskal-Wallis test: H (3, N= 317) =2.535468 p =.4689). There is no statistical significant association between the education groups and score (Chi-Square = 3,094804 df = 3 p = ,3772).

Table 5.8. Average score of study participants according the education / Cost involved in recruiting

Education	Means	N	Std.Dev.
Master's Degree	3.240741	120	0.319941
Bachelor's Degree	3.268889	150	0.341624
High School	3.267677	44	0.309963
PhD Degree	3.037037	3	0.279623

Table 5.9. Average score of study participants according the education / *Time involved in recruiting*

Education	Means	N	Std.Dev.
Master's Degree	3.329167	120	0.398680
Bachelor's Degree	3.348889	150	0.474694
High School	3.371212	44	0.381862
PhD Degree	3.444444	3	0.096225

With the *Time involved in recruiting*, participants in the study expressing *Neither Low / Nor High* (table 5.9. and figure 5.3.). There is no statistical significant difference between the education groups (Kruskal-Wallis test: H (3, N= 317) =.7581873

p=.8594). There is no statistical significant association between the education groups and score (Chi-Square = ,9313141 df = 3 p = ,8179).

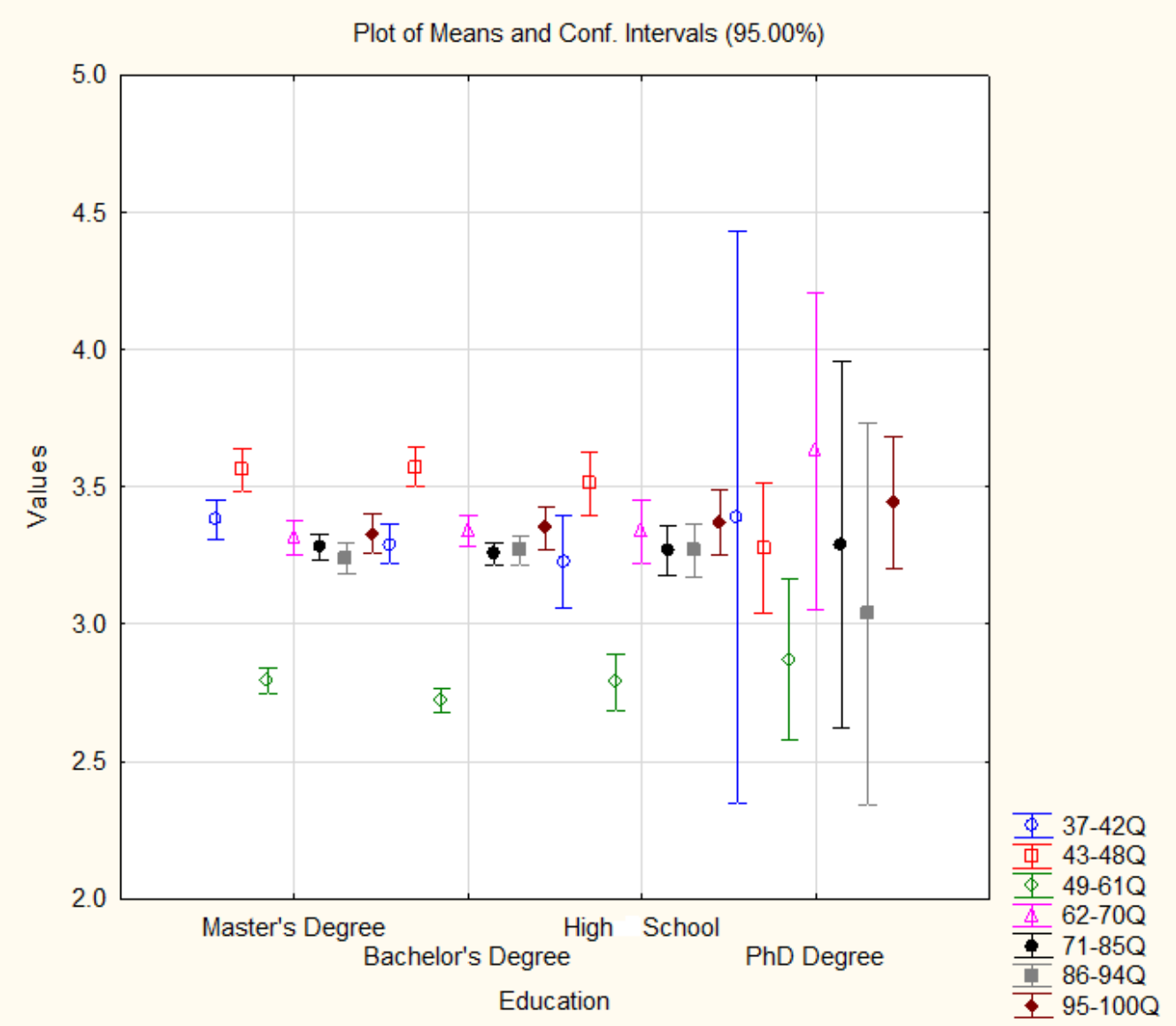

Figure 5.3.Average score of study participants according the education / *e-Recruitment*

Table 5.10. Average score of study participants according the sector of enterprise/ *e-Recruitment* (37-42Q), *Company's Website used for recruiting* (43-48Q), *Job portals used for recruiting* (49-61Q), *Quality of applicants supplied through E-recruitment* (629-70Q), Wider choice of candidates supplied through E-recruitment (71-85Q), Cost involved in recruiting(86-94Q) and *Time involved in recruiting(95-100Q)*

e-Recruitment (37-42Q)/ sector	Means	N	Std.Dev.
Commerce	3.346154	156	0.420163
Service	3.287115	119	0.459225
Production	3.289683	42	0.503456
Company's Website used for recruiting (43-48Q)			
Commerce	3.582265	156	0.390063
Service	3.508403	119	0.453511
Production	3.599206	42	0.455409
Job portals used for recruiting (49-61Q)			
Commerce	2.746055	156	0.280079
Service	2.778927	119	0.269008
Production	2.752747	42	0.321247
Quality of applicants supplied through E-recruitment (62-70Q)			
Commerce	3.333333	156	0.367973
Service	3.339869	119	0.318993
Production	3.312169	42	0.320191
Wider choice of candidates supplied through E-recruitment (71-85Q)			
Commerce	3.273932	156	0.264786

Service	3.282913	119	0.259794
Production	3.204762	42	0.239870
Cost involved in recruiting(Q 86-94)			
Commerce	3.240741	156	0.348824
Service	3.277311	119	0.302003
Production	3.251323	42	0.325619
Time involved in recruiting(Q95-100)			
Commerce	3.347222	156	0.405587
Service	3.365546	119	0.440573
Production	3.281746	42	0.499984

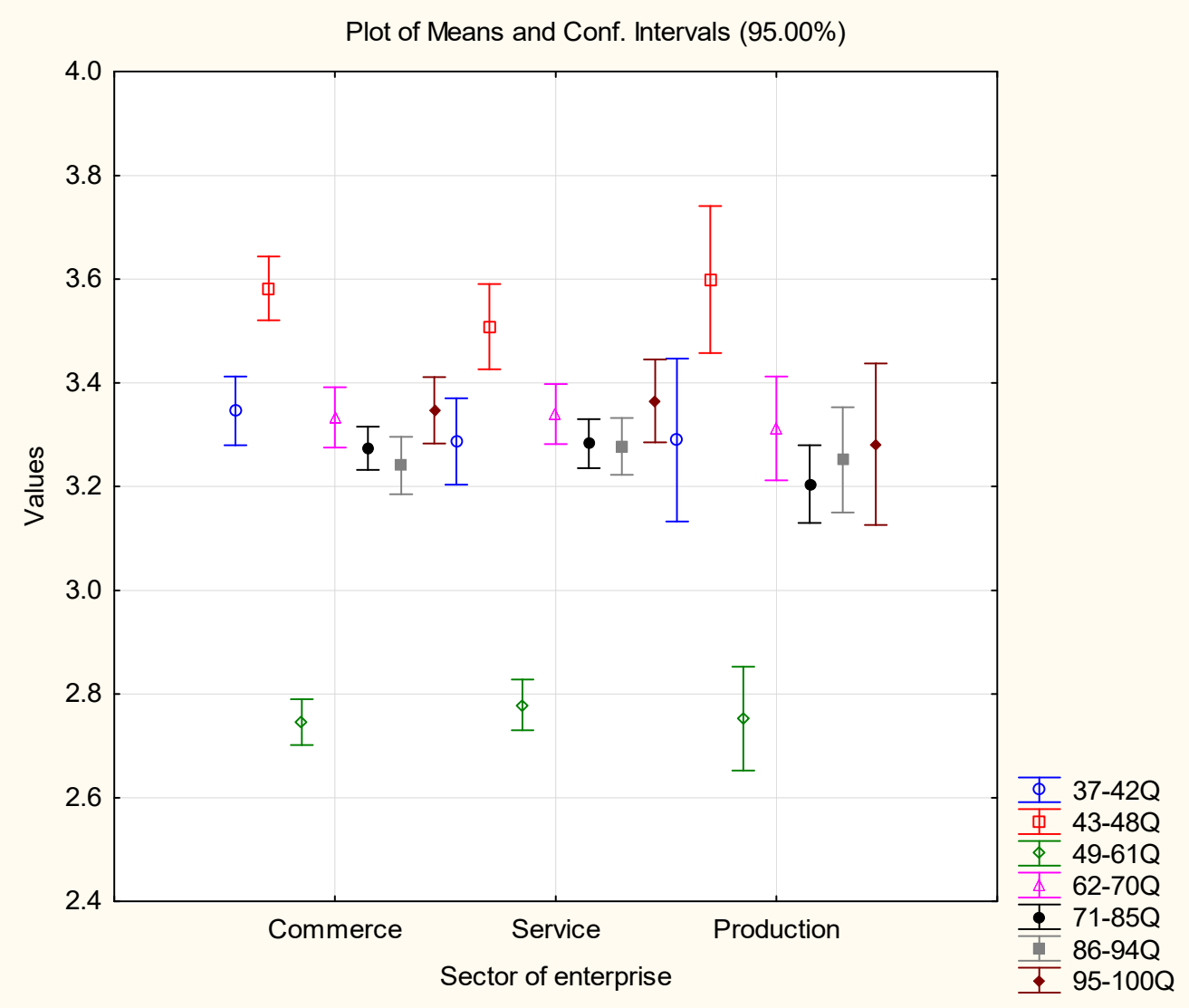

Figure 5.4. Average score of study participants according the sector of enterprise / *e-Recruitment* (37-42Q), *Company's Website used for recruiting* (43-48Q), *Job portals used for recruiting* (49-61Q), *Quality of applicants supplied through E-recruitment* (629-70Q), Wider choice of candidates supplied through E-recruitment (71-85Q) , Cost involved in recruiting(86-94Q) and *Time involved in recruiting(95-100Q)*

With the *e-Recruitment* process participants in the study expressing *Neither / Nor agree* (table 5.10 and figure 5.4.), there is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.4251933 p

=.8085). There is no statistical significant association between the sector of enterprise and score (Chi-Square = 1,958453 df = 2 p = ,3756).

With the ***Company's Website used for recruitment*** participants in the study expressing *agree* (table 5.10 and figure 5.4.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05(Kruskal-Wallis test: H (2, N= 317) =2.806544 p =.2458). There is no statistical significant association between the sector of enterprise and score (Chi-Square = 2,772728 df = 2 p = ,2500).

With the ***Job portals used for recruiting*** participants in the study expressing *Neither / Nor agree* (table 5.10 and figure 5.4.). There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =1.189984 p =.5516). There is no statistical significant association between the sector of enterprise and score (Chi-Square = 2,458106 df = 2 p = ,2926).

With the ***Quality of applicants supplied through E-recruitment***, participants in the study expressing *Neither / Nor agree*(table 5.10 and figure 5.4.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.1601292 p =.9231). There is no statistical significant association between the sector of enterprise and score (Chi-Square = ,1452452 df = 2 p = ,9300).

With **Wider choice of candidates** supplied through E-recruitment, participants in the study expressing *Neither / Nor agree* (table 5.10 and figure 5.4.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =3.305528 p =.1915). There is no statistical significant association between the sector of enterprise and score (Chi-Square = 4,819552 df = 2 p = ,0898).

With the **Cost involved in recruiting**, participants in the study expressing *Neither low / Nor high* (table 5.10 and figure 5.4.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N=

317) =.7609587 p =.6835). There is no statistical significant association between the sector of enterprise and score (Chi-Square = ,7362114 df = 2 p = ,6920).

With ***Time involved in recruiting***, participants in the study expressing *Neither low / Nor high* (table 5.10 and figure 5.4.)**.** There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =1.634457 p =.4417). There is no statistical significant association between the sector of enterprise and score (Chi-Square = Chi-Square = 3,322566 df = 2 p = ,1899).

Table 5.11. Average score of study participants according how many people are employed within enterprise / *e-Recruitment* (37-42Q), *Company's Website used for recruiting* (43-48Q), *Job portals used for recruiting* (49-61Q), *Quality of applicants supplied through E-recruitment* (629-70Q), Wider choice of candidates supplied through E-recruitment (71-85Q) , Cost involved in recruiting(86-94Q) and *Time involved in recruiting(95-100Q)*

e-Recruitment (37-42Q)*/ size*	Means	N	Std.Dev.
Medium enterprise	3.339535	215	0.464987
Small enterprise	3.268116	92	0.403704
Large enterprise	3.266667	10	0.402155
Company's Website used for recruiting (43-48Q)			
Medium enterprise	3.540310	215	0.439694
Small enterprise	3.590580	92	0.377490
Large enterprise	3.600000	10	0.504302
Job portals used for recruiting (49-61Q)			
Medium enterprise	2.761717	215	0.281749
Small enterprise	2.760870	92	0.275694
Large enterprise	2.692308	10	0.342094

Quality of applicants supplied through E-recruitment (629-70Q)			
Medium enterprise	3.326615	215	0.343243
Small enterprise	3.349034	92	0.343785
Large enterprise	3.322222	10	0.368328
Wider choice of candidates supplied through E-recruitment (71-85Q)			
Medium enterprise	3.261085	215	0.266764
Small enterprise	3.271014	92	0.234467
Large enterprise	3.393333	10	0.331774
Cost involved in recruiting(86-94Q)			
Medium enterprise	3.254264	215	0.329514
Small enterprise	3.259662	92	0.334056
Large enterprise	3.255556	10	0.272417
Time involved in recruiting(95-100Q)			
Medium enterprise	3.362791	215	0.451903
Small enterprise	3.297101	92	0.387398
Large enterprise	3.416667	10	0.362178

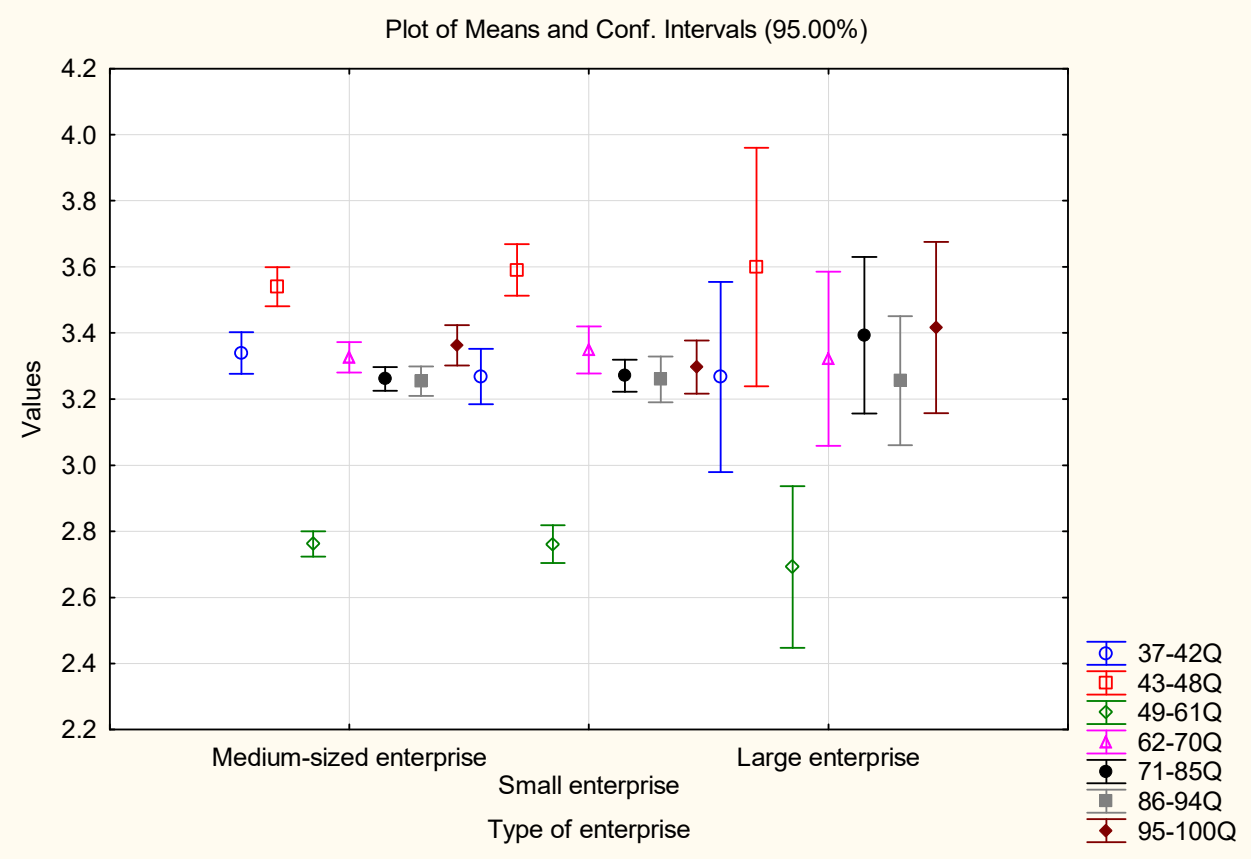

Figure 5.5. Average score of study participants according how many people are employed within enterprise / *e-Recruitment* (37-42Q), *Company's Website used for recruiting* (43-48Q), *Job portals used for recruiting* (49-61Q), *Quality of applicants supplied through E-recruitment* (629-70Q), Wider choice of candidates supplied through E-recruitment (71-85Q), Cost involved in recruiting (86-94Q) and *Time involved in recruiting(95-100Q)*

With the ***e-Recruitment***, participants in the study expressing *Neither / Nor agree* (table 5.11. and figure 5.5.)**,** there is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =3.159230 p =.2061). There is no statistical significant association between the type of of enterprise and score (Chi-Square = 2.416716 df = 2 p = .2987).

With the ***Company's Website used for recruiting*** participants in the study expressing agree (table 5.11. and figure 5.5.)**.** There is no statistical significant difference

between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.6591672 p =.7192). There is no statistical significant association between the type of enterprise and score (Chi-Square = .2642682 df = 2 p = .8762).

With the ***Job portals used for recruiting*** participants in the study expressing *neither/nor agree* (table 5.11. and figure 5.5.). There is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.5984439 p =.7414). There is no statistical significant association between the type of enterprise and score (Chi-Square = .4571410 df = 2 p = .7957).

With the ***Quality of applicants supplied through E-recruitment***, participants in the study expressing *neither/nor agree* (table 5.11. and figure 5.5.)**.** There is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.2236641 p =.8942). There is no statistical significant association between the type of of enterprise and score (Chi-Square = .1910694 df = 2 p = .9089).

With the **Wider choice of candidates** supplied through E-recruitment, participants in the study expressing *neither/Nor agree* (table 5.11. and figure 5.5.)**.** There is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =1.688594 p =.4299). There is no statistical significant association between the type of enterprise and score (Chi-Square = 1.176423 df = 2 p = .5553).

With the **Cost involved in recruiting**, participants in the study expressing *Neither Low/Nor High* (table 5.11. and figure 5.5.)**.** There is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.0017883 p =.9991). There is no statistical significant association between the type of enterprise and score (Chi-Square = .2571161 df = 2 p = .8794).

With the ***Time involved in recruiting***, participants in the study expressing *Neither Low/nor High* (table 5.11. and figure 5.5.)**.** There is no statistical significant

difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =2.103765 p =.3493). There is no statistical significant association between the type of of enterprise and score (Chi-Square = .2354920 df = 2 p = .8889).

5.5. Findings of research on the impact of Social Networks on Recruitment process

The expression among study participants for each question score for *Recruitment supported by Social Networks* individually ranges from 2.2- *Disagree* (the lowest) and 4.0- *Agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for p<0.05 (Difference test).

In question Q101 (*Our company uses information from social networking sites for recruitment purposes*) -82.0% of participants, and in Q105 (*Our company make use of Social Networks for Strategic Human Resource Management)* -86.8% of participants and in Q109 (*Social networks as a strategic tool are related to an effective and efficient recruitment process)- 66.6%* of participants *Disagree*, the percentage difference between to the other scores are statistically significant for p<0.05 (Difference test).

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither / Nor agree* (total, male and female) (table 6.1. and figure 6.1a.), there are no statistical significant difference between gender for p>0.05(Mann-Whitney U Test - table 6.1a.).

The expression among study participants for each question score for *Information quality about applicants* individually ranges from 2.2- *Disagree* (the lowest) and 4.3- *Agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test).

With the *Information quality about applicant* participants in the study expressing *Neither / Nor agree* (total, male and female) (table 6.1. and figure 6.1b.), there are no statistical significant difference between gender for $p>0.05$(Mann-Whitney U Test - table 37a).

Table 6.1. Average score of study participants according gender / *Recruitment supported by Social Networks and Information quality about applicants*

Recruitment supported by Social Networks	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q101-110	3.01422	3.044565	225	92	0.295158	0.350937
	mean total		Valid N		Std.Dev.	
	3,0		317		0.312107	
Information quality about applicants	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q111-116	3.48296	3.440217	225	92	0.433392	0.424797
	mean total		Valid N		Std.Dev.	
	3,5		317		0.430683	

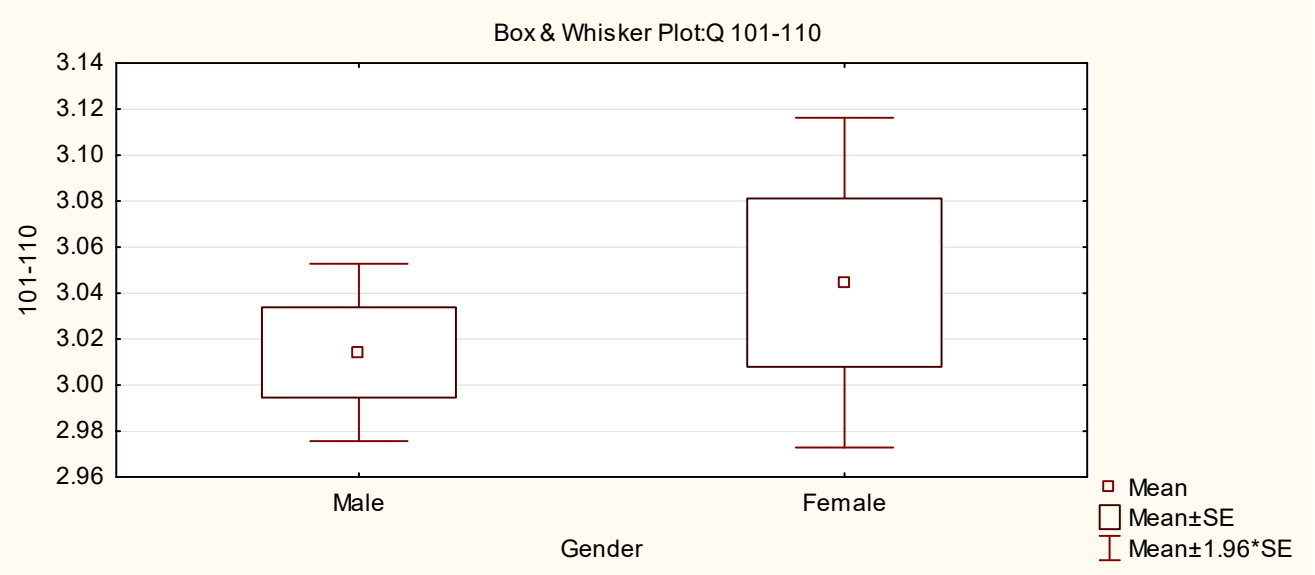

Figure 6.1a. Average score of study participants according gender / *Recruitment supported by Social Networks*

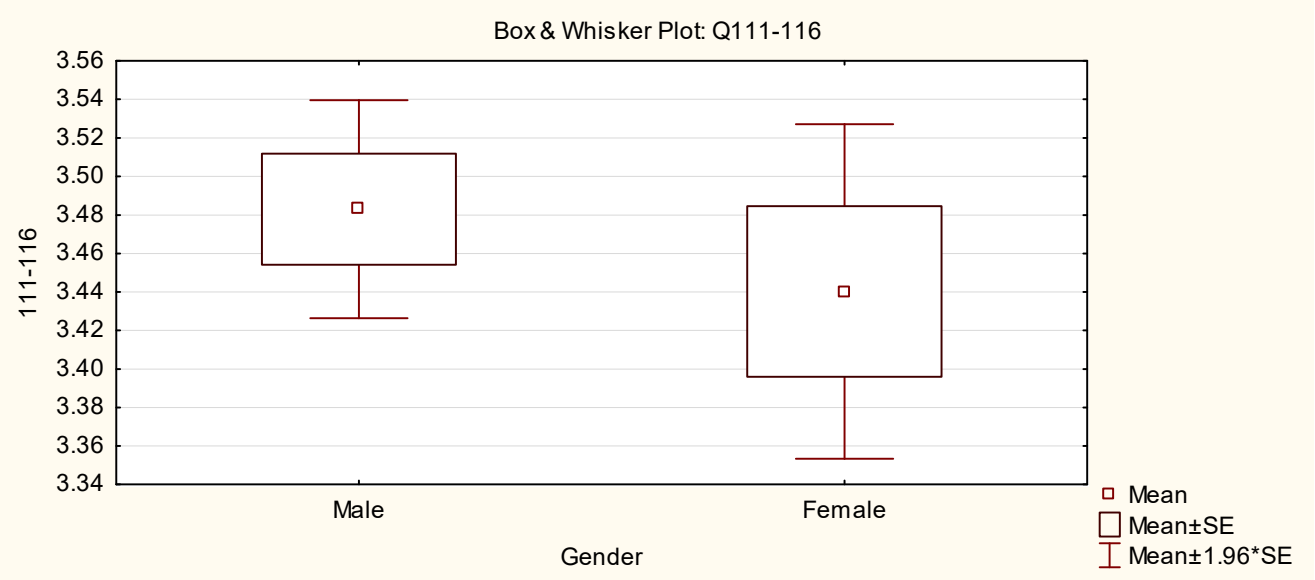

Figure 6.1b. Average score of study participants according gender / *Information quality about applicants*

Table 6.1a. Mann-Whitney U Test

Q	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
101-110	35069,50	15333,50	9644,500	-0,952552	0,340818
111-116	36440,00	13963,00	9685,000	0,897870	0,369255

Table 6.2. Average score of study participants according the age groups/ *Recruitment supported by Social Networks and Information quality about applicants*

Age groups	*Recruitment supported by Social Networks*		
	Means	N	Std.Dev.
<=29	2.6	21	0.313050
30-39	2.940909	110	0.331052
40-49	3.324603	126	0.326113
>=50	3.438333	60	0.323168
Age groups	*Information quality about applicants*		
	Means	N	Std.Dev.
<=29	3.907937	21	0.413240
30-39	3.865152	110	0.444181
40-49	3.069577	126	0.444423
>=50	2.869444	60	0.389953

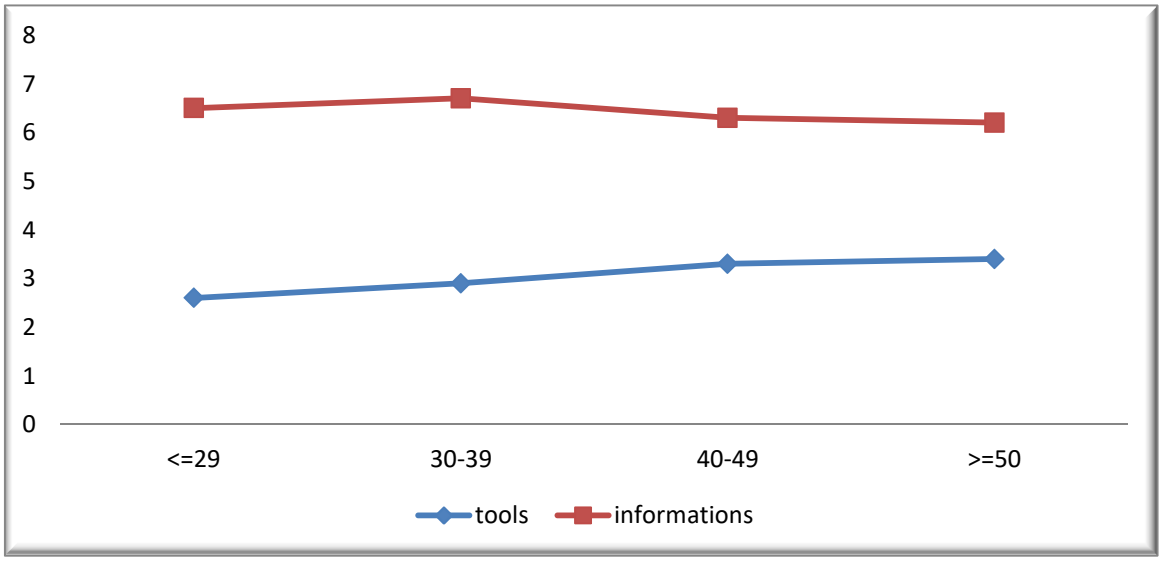

Figure 6.2. Average score of study participants according the age groups/ *Recruitment supported by Social Networks and Information quality about applicants*

Table 6.2a. Multiple Comparisons p values (2-tailed) test

SNR	{1} **R:147.67**	{2} **R:155.18**	{3} **R:159.52**	{4} - **R:159.52**
<=29 {1}		**0.0174**	**0.0098**	**0.0098**
30-39 {2}	**0.0174**		0.201505	0.245760
40-49 {3}	**0.0098**	0.201505		0.993263
>=50 {4}	**0.0098**	**0.005760**	0.993263	

Table 6.2b. Multiple Comparisons p values (2-tailed) test

SNR	{1} **R:** 164.52	{2} **R:** 157.36	{3} **R:** 161.16	{4} - **R:** 155.53
<=29 {1}		0.306175	**0.036771**	**0.03988**
30-39 {2}	0.306175		**0.042728**	**0.037004**
40-49 {3}	**0.036771**	**0.042728**		0.886729
>=50 {4}	**0.03988**	**0.037004**	0.886729	

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither/Nor agree* (table 6.2. and figure 6.2.), there are statistical significant difference between age groups for p>0.05 (Kruskal-Wallis test: H (3, N= 317) =2.227670 p =.0064) . According to the Multiple Comparisons p values (2-tailed) test the difference is due to the statistically significant difference between the age group-<=29.0 versus age group >=50, 40-49 and 30-39 (p = 0.0174; p = 0.0098) and age group 30-39 versus age group >=50 (p = 0.005760) (table 38a). There is statistical significant association between the age groups and score for p>0.05 (Chi-Square =6 .2354920 df = 2 p = .0089).

With the *Information quality about applicant* participants in the study expressing *Neither/Nor agree* and *agree*, there are statistical significant difference between age groups for p>0.05 (H (3, N= 317) =2.2718806 p =.0052) (table 6.2. and figure 6.2.). According to the Multiple Comparisons p values (2-tailed) test the difference is due to the statistically significant difference between the age group-<=29.0 versus age group >=50 and 40-49 (p = 0.03988; p = 0.036771) and age group 30-39 versus age group >=50 and 40-49 (p = 0.0037004; p = 0.042728) (table 6.2b.**).** There is statistical significant association between the age groups and score for p>0.05 (Chi-Square =5 .325481 df = 2 p = .0189).

Table 6.3. Average score of study participants according the education/ *Recruitment supported by Social Networks and Information quality about applicants*

Recruitment supported by Social Networks			
Education	Means	N	Std.Dev.
Master's Degree	3.031667	120	0.317020
Bachelor's Degree	2.998000	150	0.295258
High School	3.061364	44	0.350558

PhD Degree	3.366667	3	0.115470
Information quality about applicants			
Education	Means	N	Std.Dev.
Master's Degree	3.426389	120	0.428227
Bachelor's Degree	3.496667	150	0.447243
High School	3.503788	44	0.381227
PhD Degree	3.444444	3	0.419435

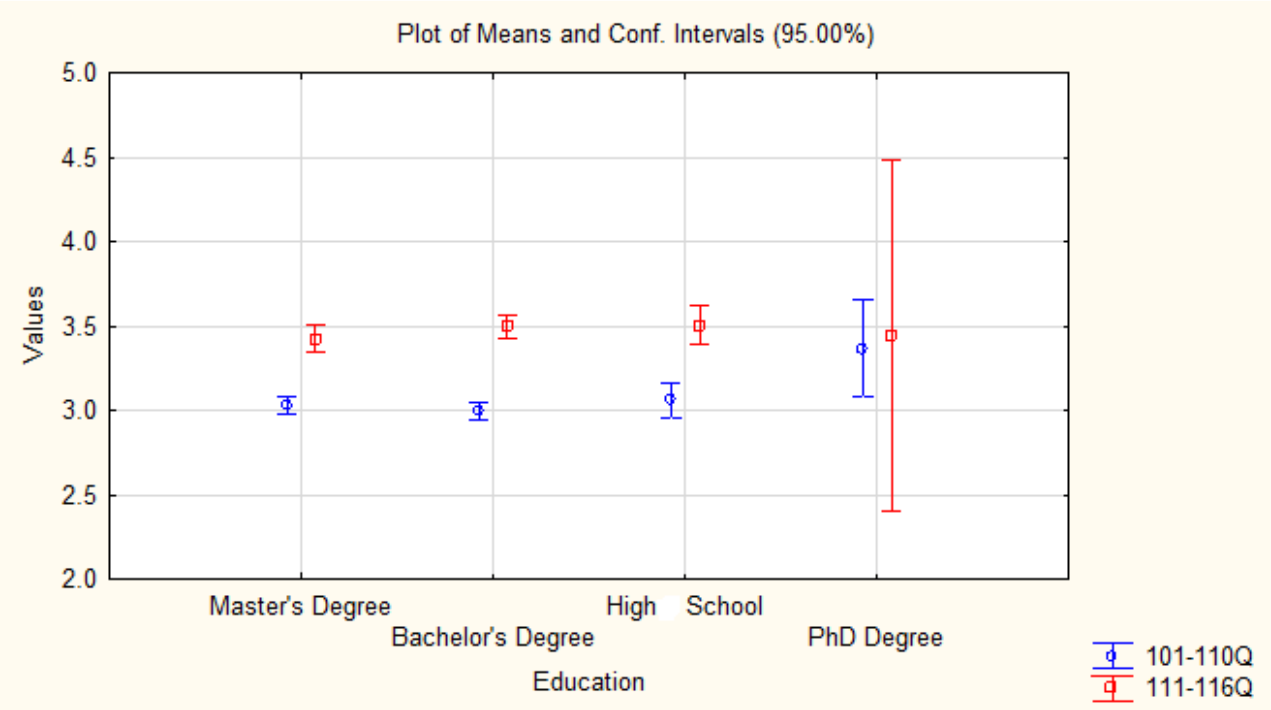

Figure 6.3. Average score of study participants according the education/ *Recruitment supported by Social Networks and Information quality about applicants*

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither / Nor agree* (table 6.3. and figure 6.3.). There is no statistical significant difference between education groups (Kruskal-Wallis test: H (3, N= 317)

=6.729430 p =.0810). There is no statistical significant association between the education groups and score for p>0.05 (Chi-Square = 4.769241 df = 3 p = .1895).

With the *Information quality about applicant* participants in the study expressing *Neither/Nor agree* and *agree* (table 6.3. and figure 6.3.), there are no statistical significant difference between education groups (H (3, N= 317) =3.250242 p =.3546). There is no statistical significant association between the education groups and score for p>0.05 (Chi-Square = 7.063084 df = 3 p = .0699).

Table 6.4. Average score of study participants according the sector of enterprise/ *Recruitment supported by Social Networks and Information quality about applicants*

Recruitment supported by Social Networks / sector	Means	N	Std.Dev.
Commerce	3.017308	156	0.340050
Service	3.025210	119	0.281105
Production	3.038095	42	0.292968
Information quality about applicants			
Commerce	3.492521	156	0.440488
Service	3.448179	119	0.427265
Production	3.452381	42	0.408722

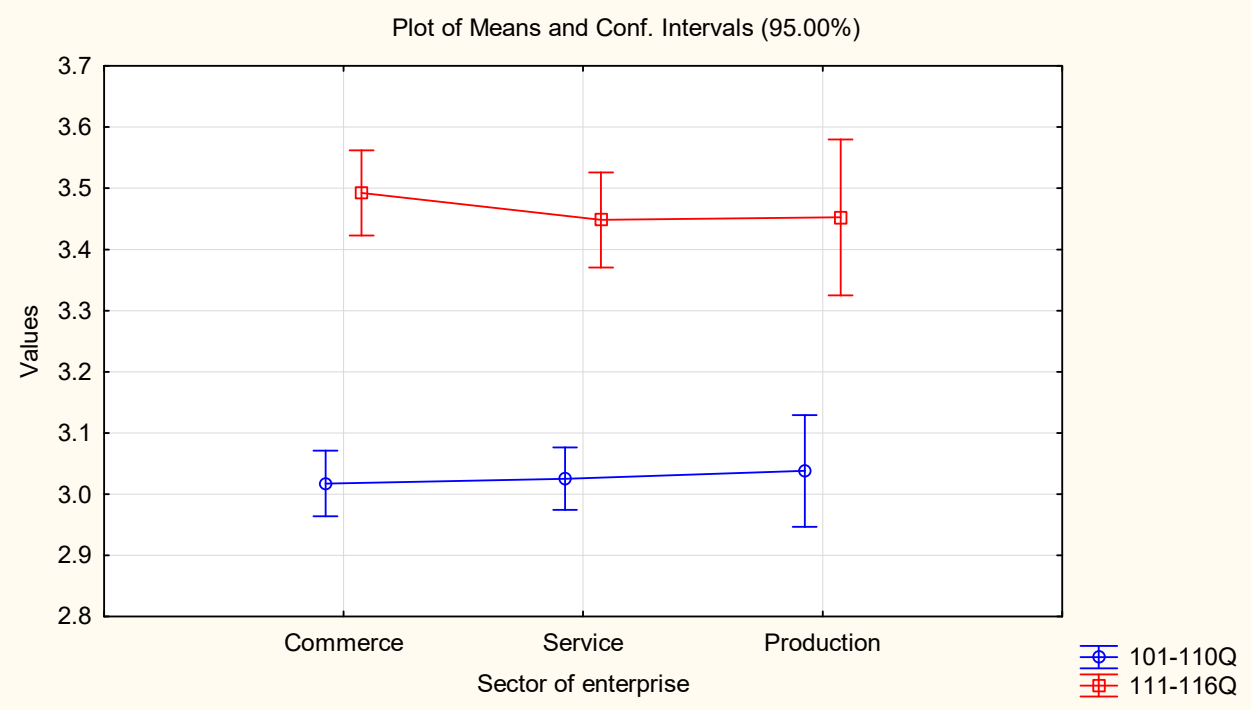

Figure 6.4. Average score of study participants according the sector of enterprise/ *Recruitment supported by Social Networks and Information quality about applicants*

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither / Nor agree* (table 6.4. and figure 6.4.). There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.1435209 p =.9308). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = .0092604 df = 2 p = .9954).

With the *Information quality about applicant* participants in the study expressing *Neither/Nor agree* and *agree* (table 6.4. and figure 6.4.). There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.9574615 p =.6196). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = .5161581 df = 2 p = .7725).

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither/Nor agree* (table 6.5. and figure 6.5.). There is no statistical significant difference between the type of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.9054486 p =.6359). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 4.113996 df = 2 p = .1278).

With the *Information quality about applicant* participants in the study expressing *Neither / Nor agree* and *agree* (table 6.5. and figure 6.5.). There is no statistical significant difference between the sector of enterprise for p>0.05 (Kruskal-Wallis test: H (2, N= 317) =.0271983 p =.9865). There is no statistical significant association between the type of enterprise and score for p>0.05 (Chi-Square = .6690841 df = 2 p = .7157).

Table 6.5. Average score of study participants according how many people are employed within enterprise / *Recruitment supported by Social Networks and Information quality about applicants*

Recruitment supported by Social Networks / enterprise size	Means	N	Std.Dev.
Medium enterprise	3.030233	215	0.313955
Small enterprise	3.006522	92	0.312313
Large enterprise	3.020000	10	0.293636
Information quality about applicants/ enterprise size			
Medium enterprise	3.467442	215	3.467442
Small enterprise	3.478261	92	3.478261
Large enterprise	3.466667	10	3.466667

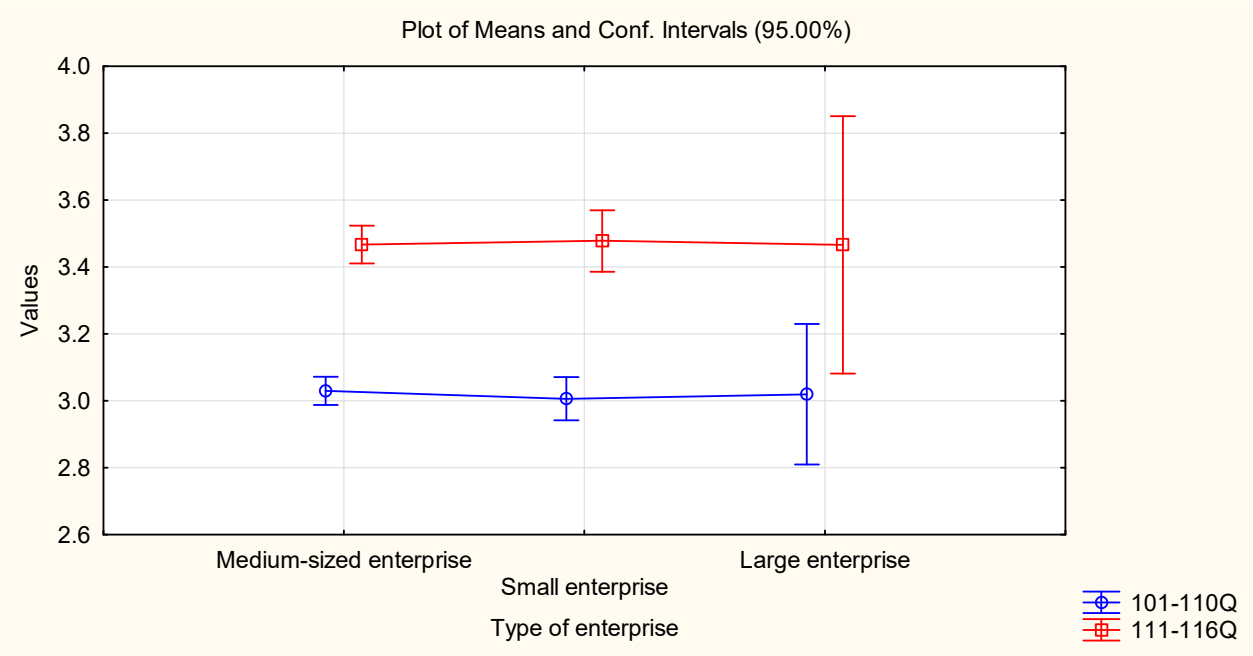

Figure 6.5. Average score of study participants according how many people are employed within enterprise / *Recruitment supported by Social Networks and Information quality about applicants*

The expression among study participants for each question score for *Quality of applicants/applications* individually ranges from 2.6- *Neither / Nor agree* (the lowest) and 4.6- *Strongly agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test).

With the *Quality of applicants/applications* participants in the study expressing *agree* (total, male and female) (table 6.6. and figure 6.6.) there are no statistical significant difference between gender for $p>0.05$(Mann-Whitney U Test - table 6.6a.).

Table 6.6. Average score of study participants according gender / *Quality of applicants/applications*

Quality of applicants/ application	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q117-125	3.766420	3.809179	225	92	0.305073	0.307429
	mean total		Valid N		Std.Dev.	
	3,8		317		0.305889	

Table 6.6a. Mann-Whitney U Test

Q	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
117-125	34512.50	15890.50	9087.500	-1.70393	0.088396

Figure 6.6. Average score of study participants according gender / *Quality of applicants/applications*

The expression among study participants for each question score for *Cost-benefit* individually ranges from 1.7- *disagree*(the lowest) and 4.7- *Strongly Agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test.)

With the *Cost-benefit* participants in the study expressing *agree* (total, male and female) (table 6.7. and figure 6.7a.), there are no statistical significant difference between gender for $p>0.05$(Mann-Whitney U Test - table 6.7a.).

The expression among study participants for each question scores for *Time,* individually ranges from 1.7- *Disagree* (the lowest) and 4.3- *Agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test.)

With the *Time* participants in the study expressing *agree* (total, male and female) (table 6.7. and figure 6.7b.), there are no statistical significant difference between gender for $p>0.05$ (Mann-Whitney U Test - table 6.7a.).

The expression among study participants for each question score for *Target group orientation* individually ranges from 2.0 - *Disagree* (the lowest) and 4.3- *Agree* (the highest).

Most of the participants *Agree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test.)

With the *Target group orientation,* participants in the study expressing between Neither / Nor agree and *agree* (total, male and female) (table 6.7. and figure 6.7c.), there are no statistical significant difference between gender for $p>0.05$ (Mann-Whitney U Test - table 6.7a.).

The expression among study participants for each question score for *Social Networks replace Traditional Recruitment Methods* individually ranges from 1.25-*strongly disagree* (the lowest) and 3.25- Neither/Nor agree (the highest).

Most of the participants *disagree* with questions, the percentage difference between to the other scores are statistically significant for $p<0.05$ (Difference test.)

With the *Social Networks replace Traditional Recruitment Methods* participants in the study expressing *disagree* (total, male and female) (table 6.7. and figure 6.7d.), there are no statistical significant difference between gender for $p>0.05$(Mann-Whitney U Test - table 6.7a.).

Table 6.7. Average score of study participants according gender / *Cost-benefit, Time, Target group orientation and Social Networks replace Traditional Recruitment Methods*

Cost-benefit	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q126-128	3.650370	3.735507	225	92	0.525379	0.558075
	mean total		Valid N		Std.Dev.	
	3,7		317		0.535583	
Time	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q129-131	3.688889	3.681159	225	92	0.481812	0.547863
	mean total		Valid N		Std.Dev.	
	3,7		317		0.501005	
Target group orientation	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q132-134	3.546667	3.543478	225	92	0.508772	0.549653
	mean total		Valid N		Std.Dev.	
	3,5		317		0.520089	

Social Networks replace Traditional Recruitment Methods	Mean - Male	Mean - Female	Valid N - Male	Valid N - Female	Std.Dev. - Male	Std.Dev. - Female
Q135-138	2.047778	1.983696	225	92	0.403245	0.430315
	mean total		Valid N		Std.Dev.	
	2.0		317		0.411629	

Table 6.7a. Mann-Whitney U Test

	Rank Sum - Male	Rank Sum - Female	U	Z	p-value
126-128	34741.50	15661.50	9316.50	-1.39474	0.163096
129-131	35623.00	14780.00	10198.00	-0.20455	0.837922
132-134	35674.50	14728.50	10249.50	-0.13502	0.892598
135-138	36872,50	13530,50	9252,500	1,481823	0,138388

Figure 6.7a. Average score of study participants according gender / *Cost-benefit*

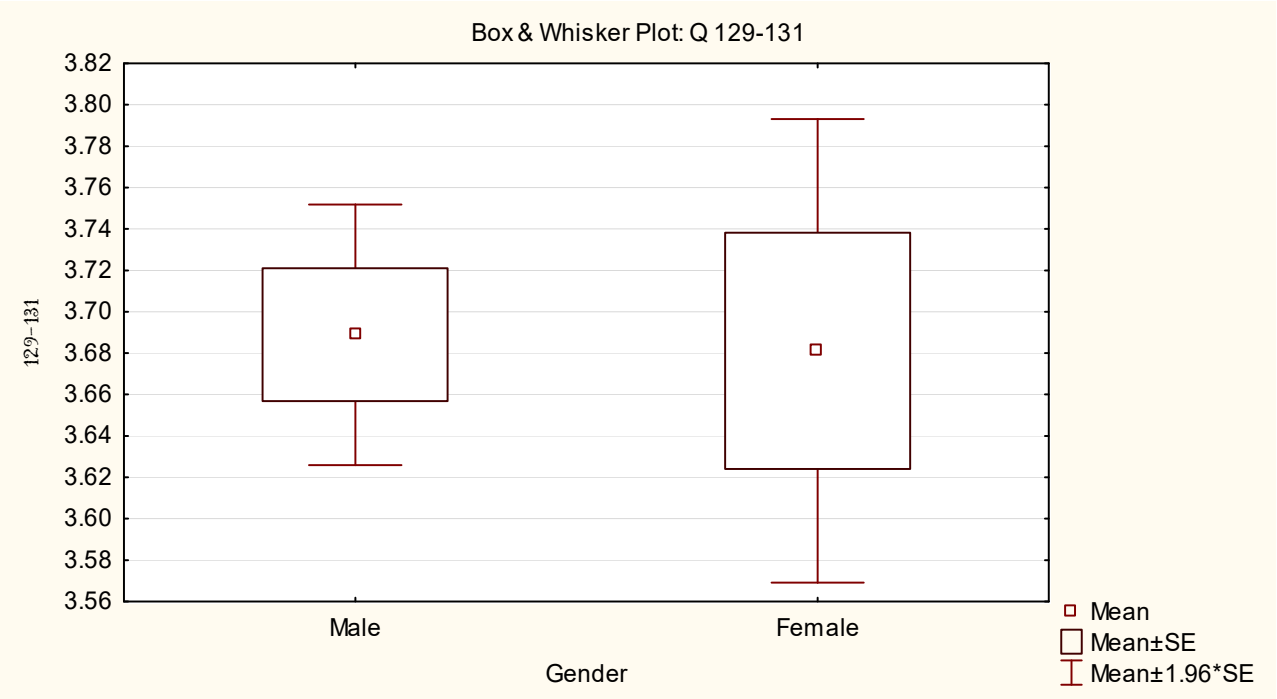

Figure 6.7b. Average score of study participants according gender / Time

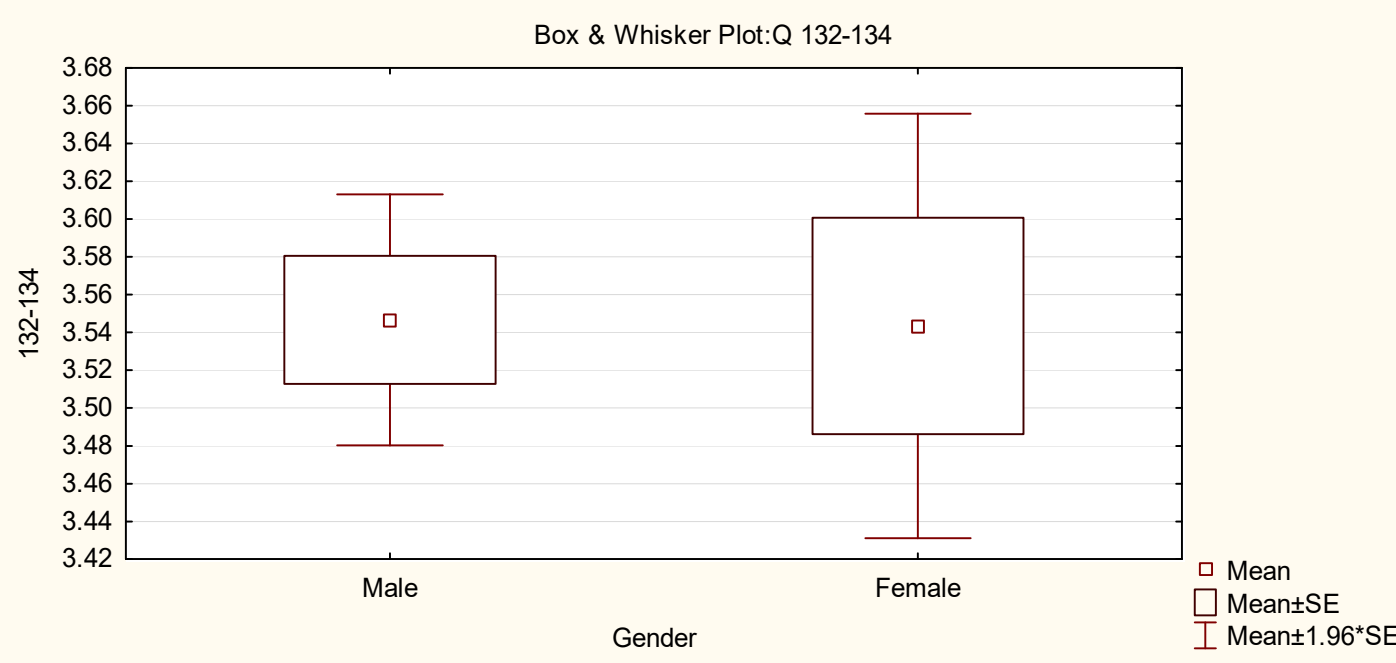

Figure 6.7c. Average score of study participants according gender /*Target group orientation*

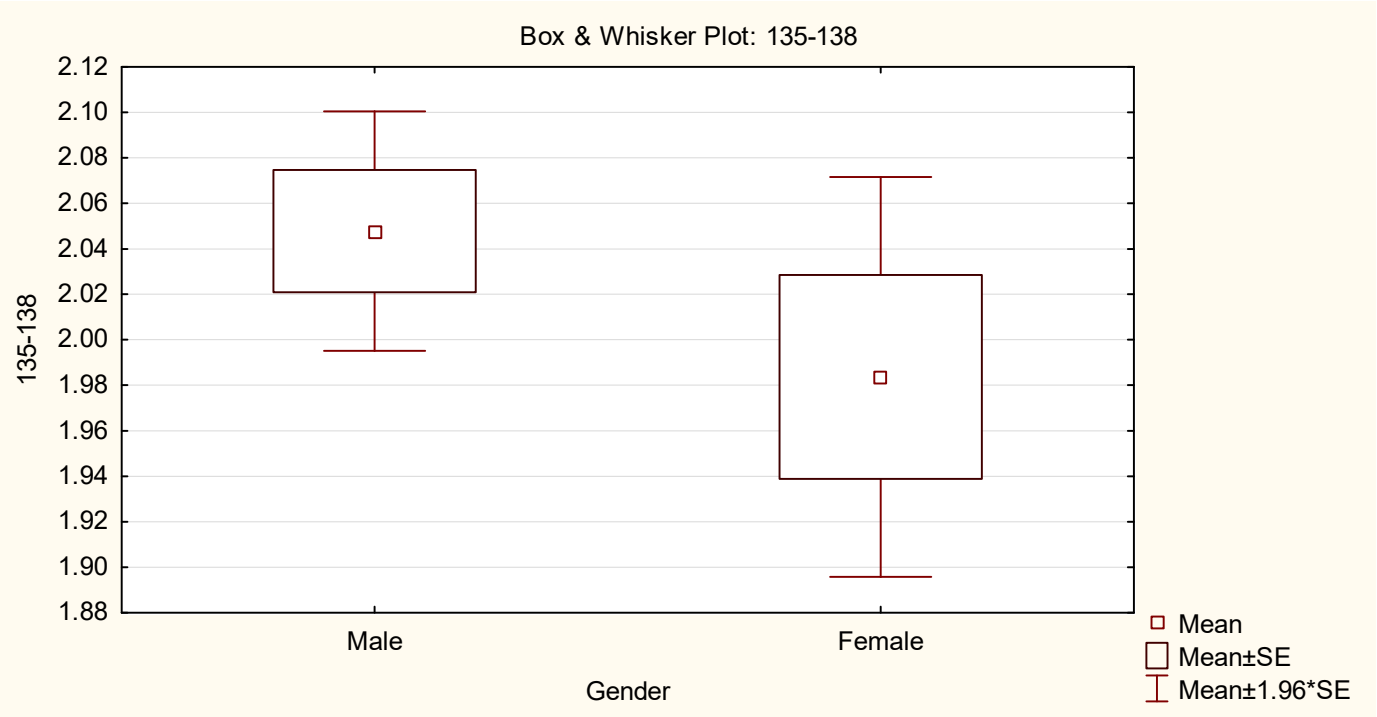

Figure 6.7d. Average score of study participants according gender / *Social Networks replace Traditional Recruitment Methods*

Table 6.8. Average score of study participants according the age groups/ *Quality of applicants/applications*, *Cost benefit*, *Time* , *Target group orientation and Social Networks replace Traditional Recruitment Methods*

Age groups	***Quality of applicants/applications***		
	Means	**N**	**Std.Dev.**
<=29	4.504762	21	0.233824
30-39	4.005960	110	0.319817
40-49	3.735450	126	0.300405
>=50	3.494444	60	0.303309
Age groups	*Cost benefit*		
	Means	N	Std.Dev.

<=29	3.94286	21	0.560612
30-39	4.00000	110	0.534155
40-49	3.658730	126	0.548881
>=50	3.650000	60	0.511359
Age groups	*Time*		
	Means	N	Std.Dev.
<=29	3.714286	21	0.369470
30-39	3.651515	110	0.527310
40-49	3.677249	126	0.519720
>=50	3.761111	60	0.451370
Age groups	*Target group orientation*		
	Means	N	Std.Dev.
<=29	3.619048	21	0.617213
30-39	3.584848	110	0.528854
40-49	3.537037	126	0.500617
>=50	3.466667	60	0.510529
Social Networks replace Traditional Recruitment Methods			
Age groups	Means	N	Std.Dev.
<=29	2.035714	21	0.469612
30-39	2.027273	110	0.399750
40-49	2.059524	126	0.437526
>=50	1.966667	60	0.354949

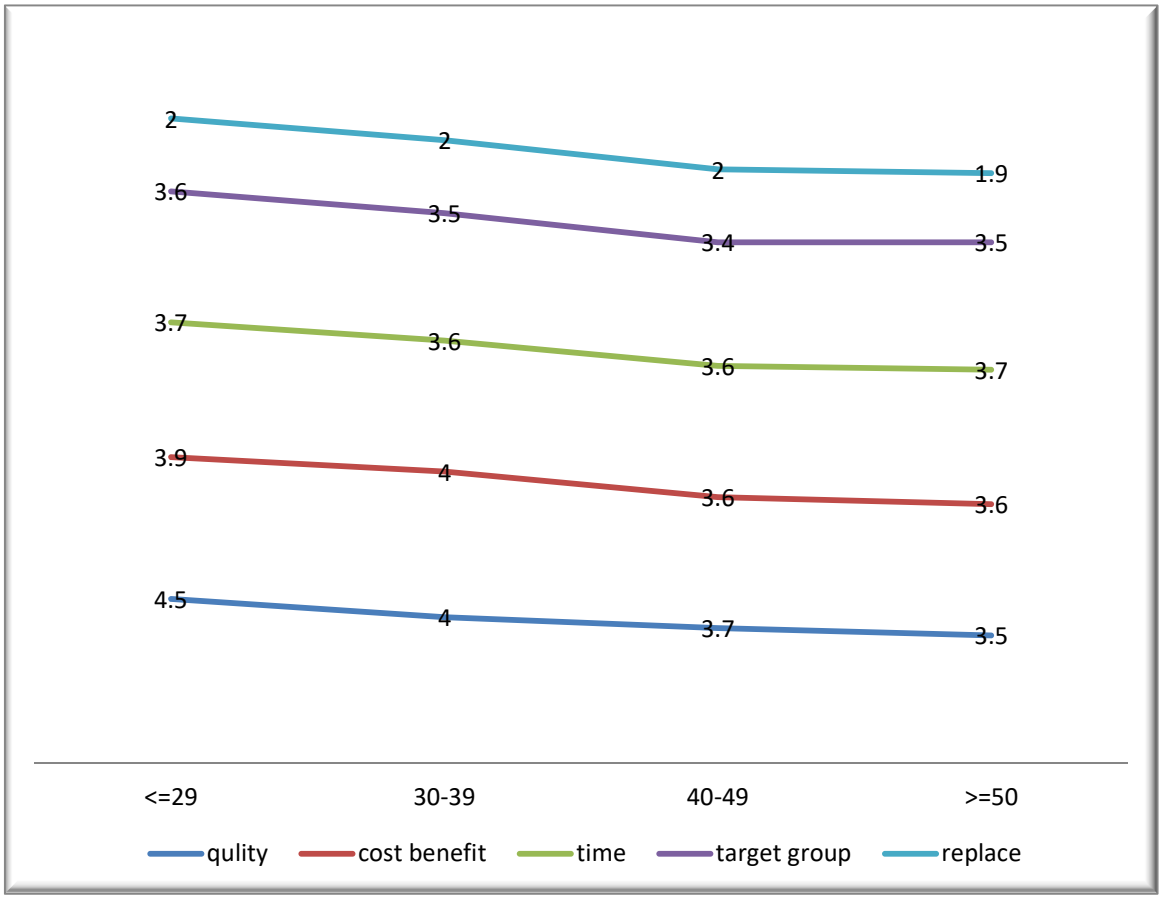

Figure 6.8. Average score of study participants according the age groups/ *Quality of applicants/applications* **,** *Cost benefit***,** *Time , Target group orientation and Social Networks replace Traditional Recruitment Methods*

Table 6.8a. Multiple Comparisons p values (2-tailed) test

Quality of applicants	{1} R: 164.52	{2} R: 157.36	{3} R: 161.16	{4} - R: 155.53
<=29 {1}		0.234769	**0.000000**	**0.000002**
30-39 {2}	0.234769		**0.000358**	**0.0.005760**
40-49 {3}	**0.000032**	**0.000358**		0.993263
>=50 {4}	**0.000572**	**0.005760**	0.993263	

Table 6.8b. Multiple Comparisons p values (2-tailed) test

Cost-benefit	{1} R:147.67	{2} R:155.18	{3} R:159.52	{4} - R:159.52
<=29 {1}		0.306175	**0.032771**	**0.03488**
30-39 {2}	0.306175		**0.045728**	**0.022004**
40-49 {3}	**0.032771**	**0.045728**		0.886729
>=50 {4}	**0.03488**	**0.022004**	0.886729	

With the *Quality of applicants/applications* participants in the study expressing *agree* / age groups (table 6.8. and figure 6.8.). There are statistical significant difference between age groups for p<0.05 (Kruskal-Wallis test: H (3, N= 317) =3.6322290 p =.0005). According to the Multiple Comparisons p values (2-tailed) test(table 6.8a.) the difference is due to the statistically significant difference between the age group-<=29.0 versus age group >=50 and 40-49 (p = 0.000032; p = 0.000572) and age group 30-39 versus age group >=50 and 40-49 (p=0045728; p = 0.005760). There is statistical significant association between the age groups and score for p>0.05 (Chi-Square =7 .6690841 df = 2 p = .0007).

With the *Cost benefit participants* in the study expressing *agree*/age groups (table 6.8. and figure 6.8.). There are difference between age groups (Kruskal-Wallis test: H (3, N= 317) =3.5934599 p =.0015). According to the Multiple Comparisons p values (2-tailed) test (table 6.8a.) the difference is due to the statistically significant difference between the age group-<=29.0 versus age group >=50 and 40-49 (p = 0.032771; p = 0.034880) and age group 30-39 versus age group >=50 and 40-49 (p = 0.0022004; p = 0.045728)(table 44b). There is statistical significant association between the age groups and score for p>0.05 (Chi-Square =5.7581732 df = 2 p = .0039).

With the *Tim*e participants in the study expressing *agree* according age group (table 6.8. and figure 6.8.). There is no statistical significant difference for p>0.05 (H (3, N=

317) =1,559938 p =,6685). There is no statistical significant association between the time and score for p>0.05 (Chi-Square = 2,093399 df = 3 p = ,5533).

With the *Target group orientation,* participants in the study *agree* (table 6.8. and figure 6.8.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =3,504492 p =,3202). There is no statistical significant association between the time and score for p>0.05 (Chi-Square = 7,424808 df = 3 p = ,0595).

With the *Social Networks replace Traditional Recruitment Methods,* participants in the study dis*agree* (total, age group) (table 6.8. and figure 6.8.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =1,356295 p =,7158. There is no statistical significant association between the time and score for p>0.05 (Chi-Square = ,7717370 df = 3 p = ,8562).

Table 6.9. Average score of study participants according the education/ *Quality of applicants/applications*, *Cost benefit*, *Time, Target group orientation and Social Networks replace Traditional Recruitment Methods*

Quality of applicants/applications			
Education	Means	N	Std.Dev.
Master's Degree	3.763889	120	0.311472
Bachelor's Degree	3.794074	150	0.296467
High School	3.782828	44	0.327647
PhD Degree	3.555556	3	0.222222
Cost benefit			
Education	Means	N	Std.Dev.
Master's Degree	3.688889	120	0.494098
Bachelor's Degree	3.660000	150	0.572121

High School	3.704545	44	0.509425
PhD Degree	3.444444	3	0.838870
Time			
Education	Means	N	Std.Dev.
Master's Degree	3.569444	120	0.555754
Bachelor's Degree	3.771111	150	0.438859
High School	3.681818	44	0.487331
PhD Degree	4.222222	3	0.192450
Target group orientation			
Education	Means	N	Std.Dev.
Master's Degree	3.530556	120	0.526596
Bachelor's Degree	3.535556	150	0.517979
High School	3.598485	44	0.516295
PhD Degree	3.888889	3	0.509175
Social Networks replace Traditional Recruitment Methods			
Education	Means	N	Std.Dev.
Master's Degree	2.022917	120	0.387564
Bachelor's Degree	2.000000	150	0.406532
High School	2.119318	44	0.477666
PhD Degree	2.416667	3	0.381881

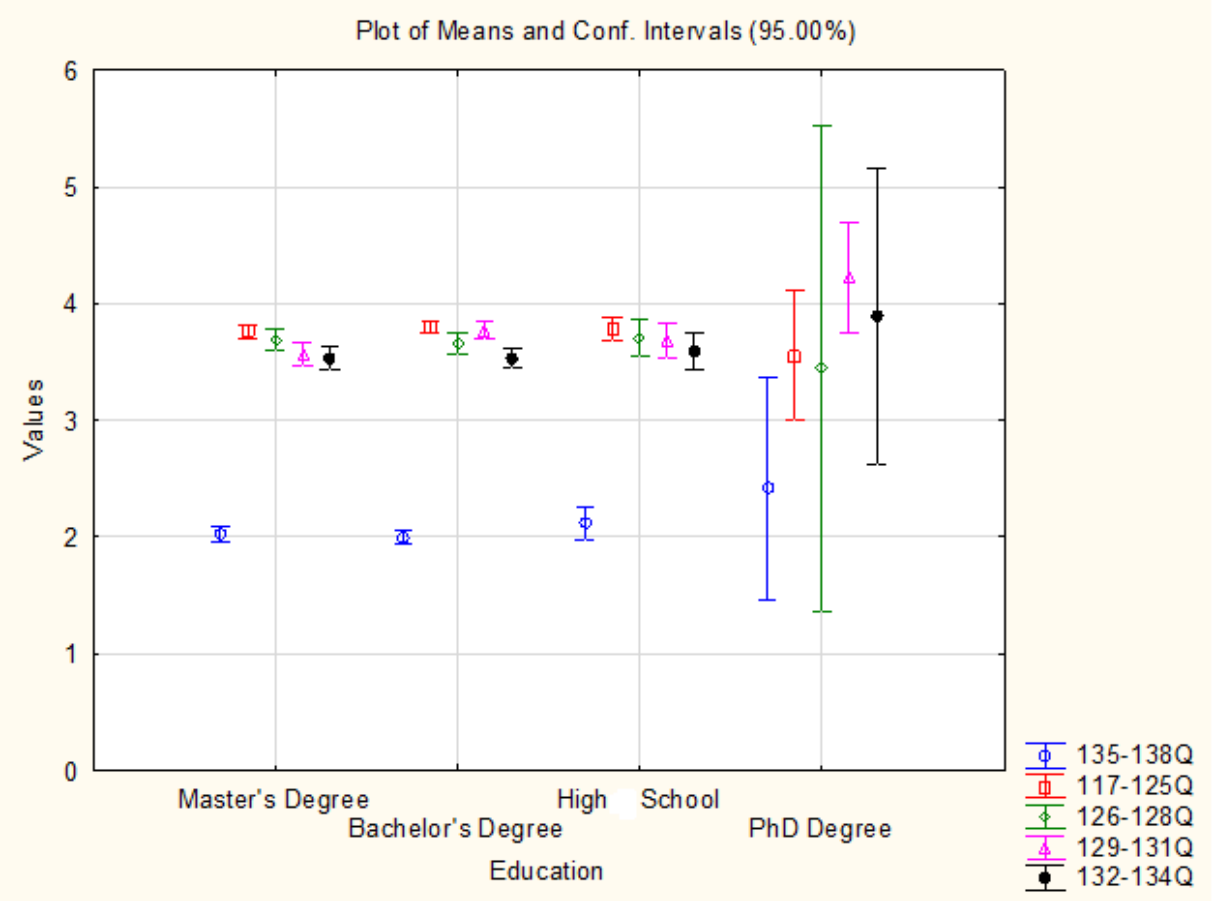

Figure 6.9. Average score of study participants according the education/ *Quality of applicants/applications*, *Cost benefit*, *Time, Target group orientation and Social Networks replace Traditional Recruitment Methods*

Table 6.9a. Multiple Comparisons p values (2-tailed)

	Master's Degree - R:140,74	Bachelor's Degree - R:172,13	High School - R:156,57	PhD Degree - R:268,50
Master's Degree		**0,030959**	1,000000	0,102534
Bachelor's Degree	**0,030959**		1,000000	0,428176
High School	1,000000	1,000000		0,244167
PhD Degree	0,102534	0,428176	0,244167	

With the *Quality of applicants / applications* participants in the study expressing *agree* according education (table 6.9. and figure 6.9.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =2,636496 p =,4511). There is no statistical significant association between the education and score for p>0.05 (Chi-Square = 3,037587 df = 3 p = ,3859).

With the *Cost benefit* participants in the study expressing *agree* according education groups (table 6.9. and figure 6.9.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =,3341090 p =,9535). There is no statistical significant association between the education and score for p>0.05 (Chi-Square = 1,125940 df = 3 p = ,7708).

With the *Time* participants in the study expressing *agree* according education groups) (table 6.9. and figure 6.9.). There is statistical significant difference for p<0.05 (H (3, N= 317) =13,53111 p = **,0036**). According to the Multiple Comparisons p values (2-tailed) test (table 6.9a.) the difference is due to the statistically significant difference between the Master's Degree versus Bachelor's Degree (p= **.030959**). There is statistical significant association between the education and score for p<0.05 (Chi-Square = 11,84340 df = 3 p = **,0079**).

With the *Target group orientation* participants in the study expressing *agree* according education groups (table 6.9. and figure 6.9.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =2,325504 p =,5077). There is no statistical significant association between the education and score for p>0.05 (Chi-Square = 2,219733 df = 3 p = ,5281).

With the *Social Networks replace Traditional Recruitment Methods* participants in the study expressing dis*agree* according education groups (table 6.9. and figure 6.9.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =5,227512 p =,1559). There is no statistical significant association between the education and score for p>0.05 (Chi-Square = 3,706009 df = 3 p = ,2950).

Table 6.10. Average score of study participants according the sector of enterprise/ *Quality of applicants/applications*, *Cost benefit*, *Time , Target group orientation and Social Networks replace Traditional Recruitment Method*

Quality of applicants/applications	Means	N	Std.Dev.
Commerce	3.789174	156	0.323309
Service	3.761905	119	0.303183
Production	3.788360	42	0.245170
Cost benefit			
Commerce	3.655983	156	0.536041
Service	3.711485	119	0.529585
Production	3.642857	42	0.557739
Time			
Commerce	3.685897	156	0.471770
Service	3.661064	119	0.565791
Production	3.761905	42	0.405155
Target group orientation			
Commerce	3.538462	156	0.502983
Service	3.563025	119	0.516667
Production	3.523810	42	0.598747
Social Networks replace Traditional Recruitment Method			
Commerce	2.038462	156	0.426117
Service	2.031513	119	0.388602
Production	1.988095	42	0.427530

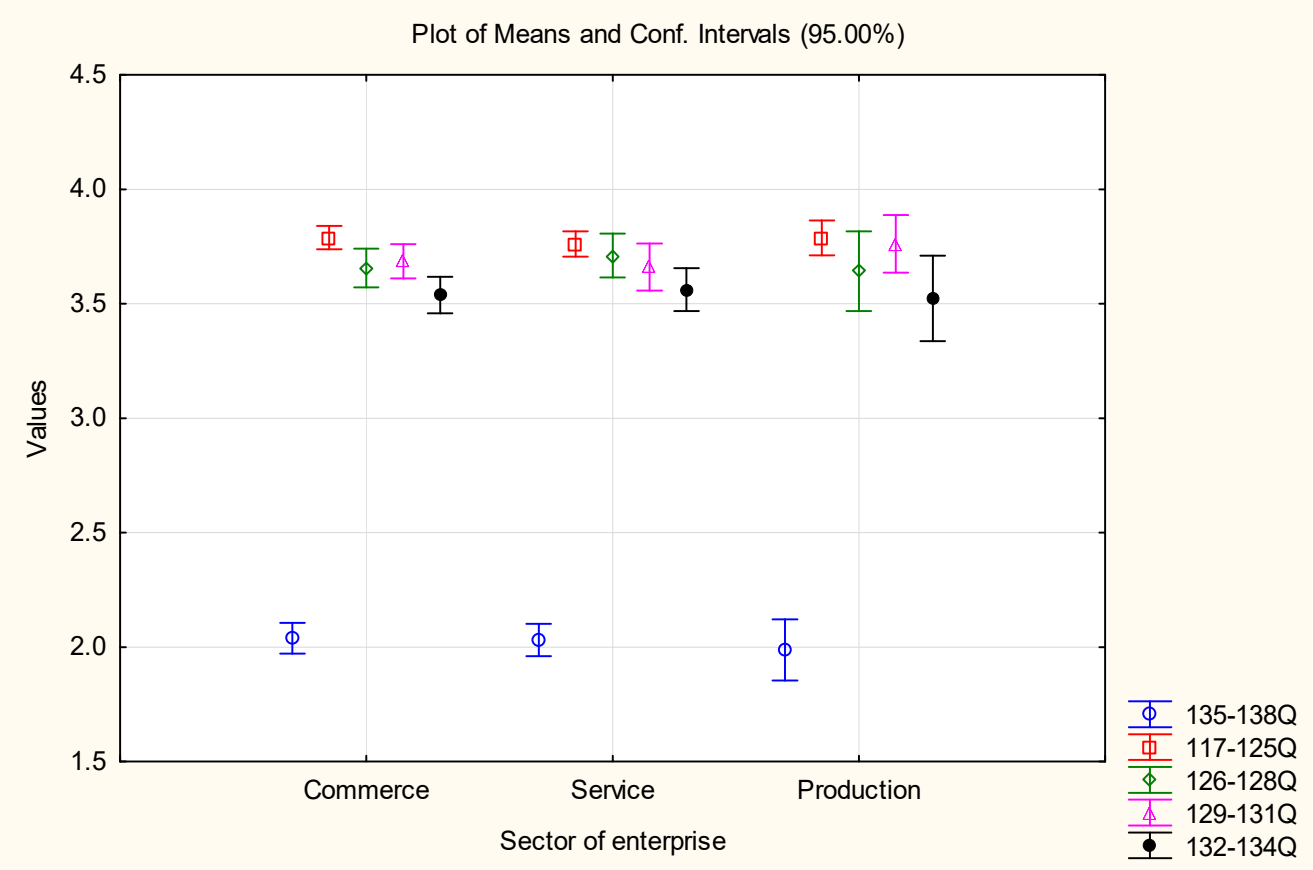

Figure 6.10. Average score of study participants according the sector of enterprise/ *Quality of applicants/applications*, *Cost benefit*, *Time, Target group orientation and Social Networks replace Traditional Recruitment Method*

With the *Quality of applicants/applications* participants in the study expressing *agree* according sector of enterprise (table 6.10. and figure 6.10.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =,9382051 p =,6256). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 1,917707 df = 2 p = ,3833).

With the *Cost benefit* participants in the study expressing *agree* according the sector of enterprise (table 6.10. and figure 6.10.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =1,109414 p =,5742). There is no statistical significant

association between the sector of enterprise and score for p>0.05 (Chi-Square = ,0313739 df = 2 p = ,9844).

With the *Time* participants in the study expressing *agree* according sector of enterprise (table 6.10. and figure 6.10.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =,5641030 p =,7542). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 1,208461 df = 2 p = ,5465).

With the *Target group orientation* participants in the study expressing *agree* according sector of enterprise (table 6.10. and figure 6.10.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =,3271936 p =,8491). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 1,035931 df = 2 p = ,5957).

With the *Social Networks replace Traditional Recruitment Method* participants in the study expressing *disagree* according sector of enterprise (table 6.10. and figure 6.10.) There is no statistical significant difference for p>0.05 (H (2, N= 317) =,5439361 p =,7619). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = ,4341914 df = 2 p = ,8049).

With the *Quality of applicants / applications* participants in the study expressing *agree* according type of enterprise (table 6.11. and figure 6.11.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =4,750450 p =,0930). There is no statistical significant association between the type of enterprise and score for p>0.05 (Chi-Square = 2,806815 df = 2 p = ,2458).

With the *Cost benefit* participants in the study expressing *agree* according type of enterprise groups (table 6.11. and figure 6.11.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =1,701247 p =,4271). There is no statistical

significant association between the type of enterprise and score for p>0.05 (Chi-Square = ,0834963 df = 2 p = ,9591).

With the *Time* participants in the study expressing *agree* (total, type of enterprise) (table 6.11. and figure 6.11.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =3,623575 p =,1634). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 2,682323 df = 2 p = ,2615).

With the *Target group orientation* participants in the study expressing *agree* (total, type of enterprise) (table 6.11. and figure 6.11.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =4,409516 p =,1103). There is no statistical significant association between the sector of enterprise and score for p>0.05 (Chi-Square = 2,761589 df = 2 p = ,2514).

With the *Social Networks replace Traditional Recruitment Method* participants in the study expressing dis*agree* (total, type of enterprise) (table 6.11. and figure 6.11.). There is no statistical significant difference for p>0.05 (H (2, N= 317) =2,188821 p =,3347). There is no statistical significant association between the sector of enterprise and score for p>0.05 (,5656476 df = 2 p = ,7537).

The participants in study disagree that *Social Networks replace Traditional Recruitment Methods.*

Table 6.11. Average score of study participants according how many people are employed within enterprise / *Quality of applicants/application*, *Cost- benefit*, *Time , Target group orientation and Social Networks replace Traditional Recruitment Method*

Quality of applicants/application / size	Means	N	Std.Dev.
Medium enterprise	3.782429	215	0.292657
Small enterprise	3.793478	92	0.327620
Large enterprise	3.566667	10	0.333128
Cost benefit / size			
Medium enterprise	3.699225	215	0.512030
Small enterprise	3.652174	92	0.547863
Large enterprise	3.366667	10	0.823273
Time			
Medium enterprise	3.649612	215	0.518824
Small enterprise	3.753623	92	0.460582
Large enterprise	3.866667	10	0.391263
Target group orientation			
Medium enterprise	3.510078	215	0.528303
Small enterprise	3.641304	92	0.489783
Large enterprise	3.433333	10	0.545464
Social Networks replace Traditional Recruitment Method			
Medium enterprise	2.045349	215	0.411547
Small enterprise	1.972826	92	0.382402
Large enterprise	2.200000	10	0.610100

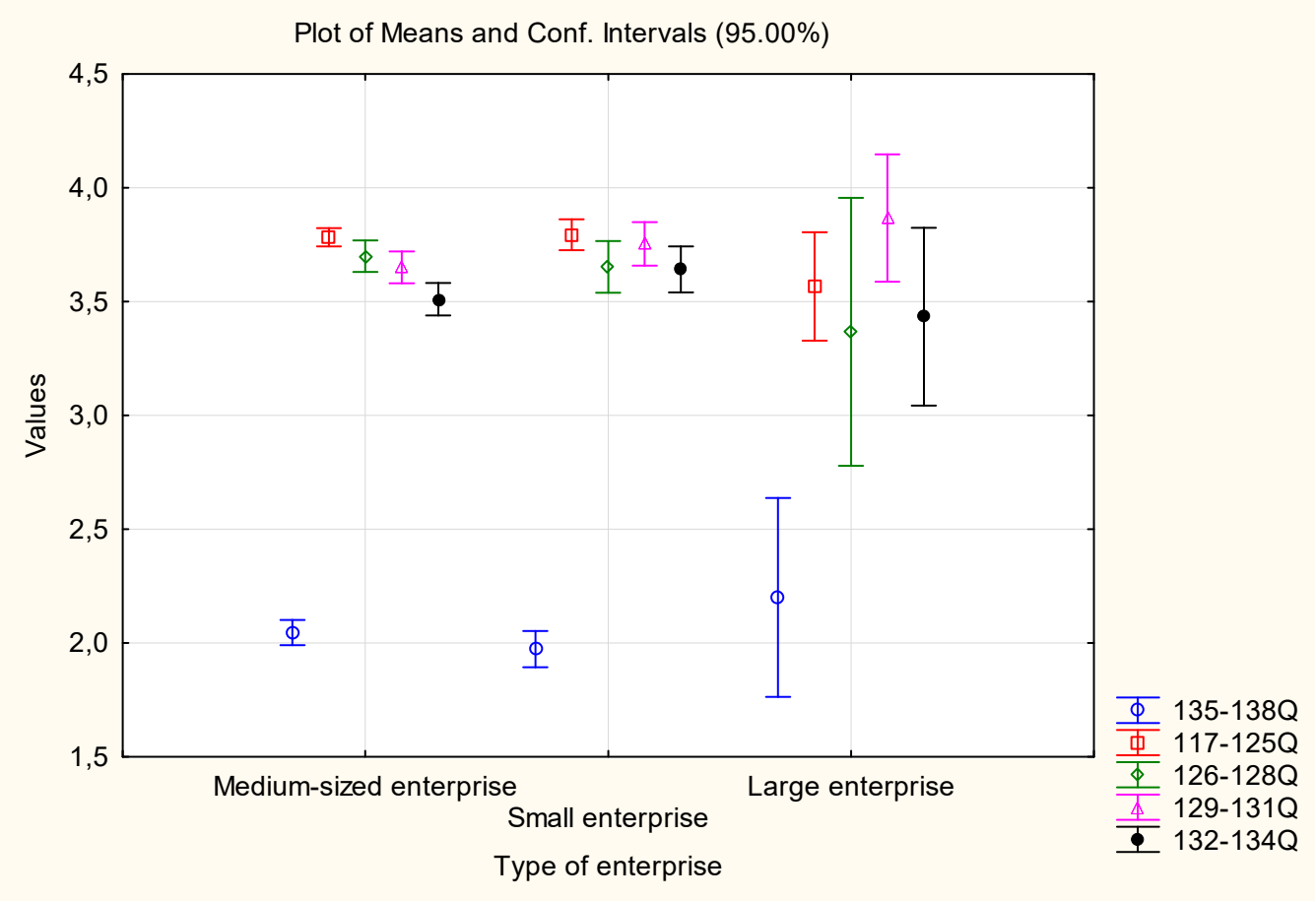

Figure 6.11. Average score of study participants according how many people are employed within enterprise / *Quality of applicants/applications*, *Cost benefit*, *Time* , *Target group orientate and Social Networks replace Traditional Recruitment Method*

Table 6.12.Average score of study participants according the occupation/*Recruitment supported by Social Networks and Information quality about applicants*

Recruitment supported by Social Networks			
Occupation	Means	N	Std.Dev.
Senior-Level Manager	3.039474	38	0.338949
Low-Level Manager	3.137778	45	0.339310
Middle-Level Manager	2.998214	168	0.297187
Owner	2.998485	66	0.303057

Information quality about applicants			
Occupation	Means	N	Std.Dev.
Senior-Level Manager	3.464912	38	0.436953
Low-Level Manager	3.377778	45	0.437220
Middle-Level Manager	3.484127	168	0.445364
Owner	3.502525	66	0.382851

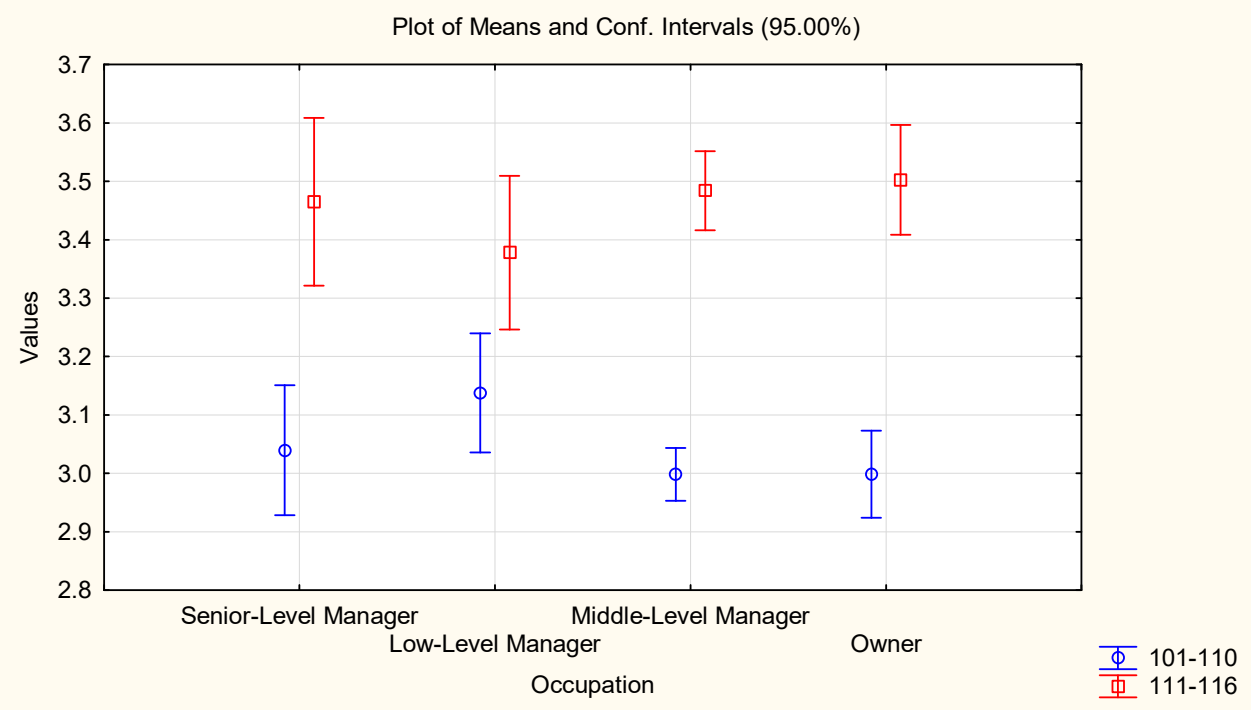

Figure 6.12.Average score of study participants according the occupation/*Recruitment supported by Social Networks and Information quality about applicants*

With the *Recruitment supported by Social Networks* participants in the study expressing *Neither/Nor agree* (table 6.12. and figure 6.12.).There is no statistical significant difference between occupation groups for p>0.05 (H (3, N= 317) =6.390200 p =.0941). There is no statistical significant association between the occupation groups and score for p>0.05(Chi-Square = 1.555516 df = 3 p = .6695).

With the *Information quality about applicant* participants in the study expressing *Neither/Nor agree* (table 6.12. and figure 6.12.), there are no statistical significant difference between occupation groups for p>0.05 (H (3, N= 317) =2.692977 p =.4414). There is no statistical significant association between the occupation groups and score for p>0.05 (Chi-Square = .9264587 df = 3 p = .8190).

Table 6.13.Average score of study participants according the occupation/*Quality of applicants/applications*, *Cost benefit*, *Time* , *Target group orientation and Social Networks replace Traditional Recruitment Methods*

Quality of applicants/applications			
Occupation	Means	N	Std.Dev.
Senior-Level Manager	3.856725	38	0.285225
Low-Level Manager	3.809877	45	0.304864
Middle-Level Manager	3.746693	168	0.312128
Owner	3.794613	66	0.297021
Cost benefit			
Senior-Level Manager	3.508772	38	0.618711
Low-Level Manager	3.822222	45	0.490310
Middle-Level Manager	3.634921	168	0.523866
Owner	3.772727	66	0.513607
Time			
Senior-Level Manager	3.675439	38	0.577282
Low-Level Manager	3.755556	45	0.434613
Middle-Level Manager	3.662698	168	0.493454
Owner	3.707071	66	0.521389
Target group orientation			
Senior-Level Manager	3.561404	38	0.478394
Low-Level Manager	3.607407	45	0.451087
Middle-Level Manager	3.533730	168	0.513478
Owner	3.525253	66	0.604995

Social Networks replace Traditional Recruitment Methods			
Senior-Level Manager	2.039474	38	0.387849
Low-Level Manager	2.144444	45	0.456919
Middle-Level Manager	2.034226	168	0.418442
Owner	1.931818	66	0.357732

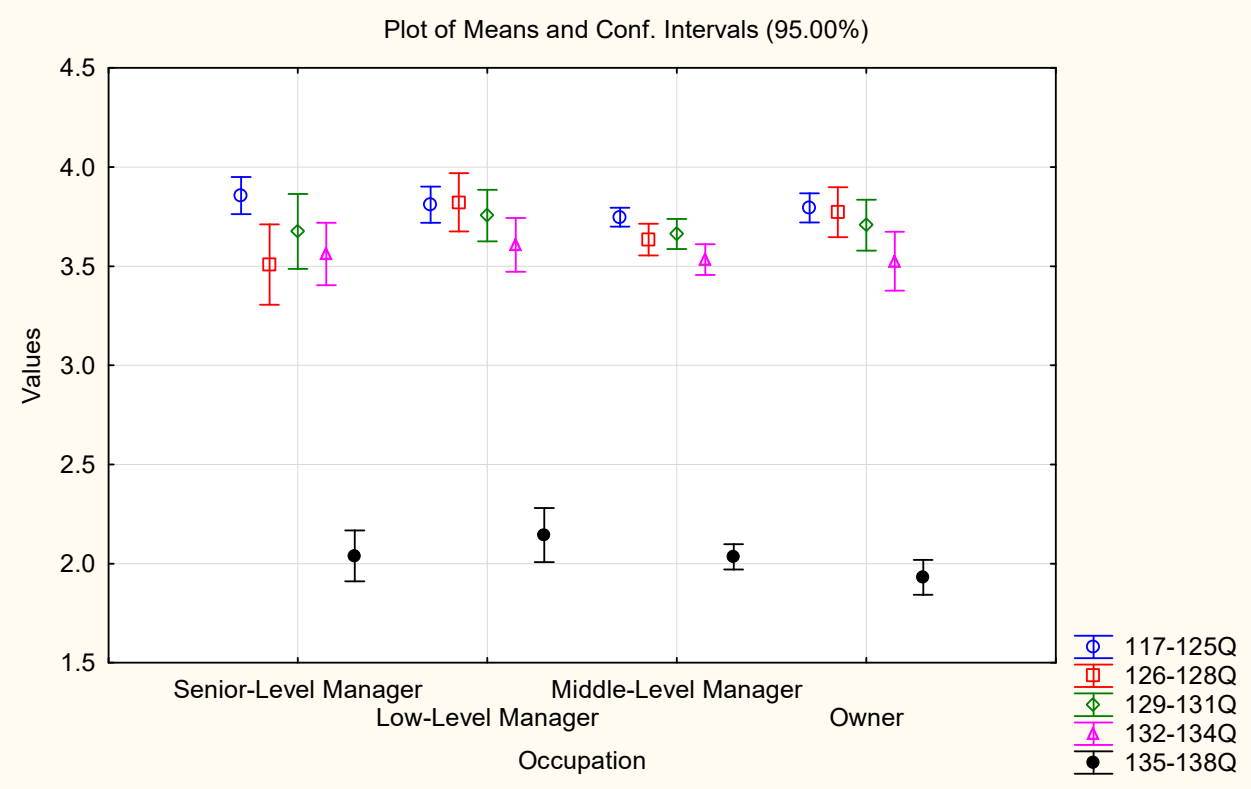

Figure 6.13. Average score of study participants according the occupation /*Quality of applicants/applications*, *Cost benefit*, *Time, Target group orientation and Social Networks replace Traditional Recruitment Methods*

Table 6.13a. Multiple Comparisons p values (2-tailed)

Manager	Senior-Level R:135.51	Low-Level R:184.97	Middle-Level R:150.75	Owner - R:175.83
Senior-Level		**0.048593**	1.000000	0.184679
Low-Level	**0.048593**		0.156768	1.000000
Middle-Level	1.000000	0.156768		0.357774
Owner	0.184679	1.000000	0.357774	

With the *Quality of applicants/applications* participants in the study expressing *agree* according occupation (table 6.13. and figure 6.13.). There is no statistical significant difference for p>0.05 (H (3, N= 317) =4.507915 p =.2116). There is no statistical significant association between the occupation and score for p>0.05 (Chi-Square = 2.203103 df = 3 p = .5313).

With the *Cost benefit* participants in the study expressing *agree* according occupation groups (table 6.13. and figure 6.13.). There is statistical significant difference for p<0.05 (H (3, N= 317) =10.32519 p =**.0160**). According to the Multiple Comparisons p values (2-tailed) test (table 6.13a.) the difference is due to the statistically significant difference between the Senior-Level manager versus Low-Level manager (p= **. 048593**). There is statistical significant association between the occupation and score for p>0.05 (Chi-Square = 7.607426 df = 3 p = **.0449**).

With the *Time* participants in the study expressing *agree* according occupation groups) (table 6.13. and figure 6.13.).There is no statistical significant difference for p>0.05 (H (3, N= 317) =1.297925 p =.7296). There is no statistical significant association between the occupation and score for p>0.05 (Chi-Square = 1.018633 df = 3 p = .7967).

With the *Target group orientation* participants in the study expressing *agree* according occupation groups (table 6.13. and figure 6.13.).There is no statistical significant difference for p>0.05 (H (3, N= 317) =.4253971 p =.9349). There is no statistical significant association between the occupation and score for p>0.05 (Chi-Square = 1.281354 df = 3 p = .7336).

With the *Social Networks replace Traditional Recruitment Methods* participants in the study expressing dis*agree* according occupation groups (table 6.13. and figure 6.13.).There is no statistical significant difference for p>0.05 (H (3, N= 317) =6.000267 p =.1116). There is no statistical significant association between the occupation and score for p>0.05 (Chi-Square = 4.606756 df = 3 p = .2030).

5.6. Analyzes of Results

A number of proposed hypotheses have been considered. Several types of tests have been used for their testing such as: Mann-Whitney U Test was used to determine the significance of the difference found between quantitative data as nonparametric test (where there is a deviation from the normal distribution). Pearson chi-squared test was used to determine the associative relations. Kruskal-Wallis test was used to determine the significance of the difference found between quantitative data more than two variables as nonparametric test. Multiple Comparisons p values (2-tailed) test was used in the study, in order to find out which difference (among most variables) is credited for the overall statistically significant result. Shapiro-Wilk's test tested the normality of distribution of variables. For CI (confidence interval ± 95% CI) was defined statistical significance at level of standard error less than 0.05 (p).

For every each one Hypothesis I used Kruskal Wallis test which is non parametric test between differences of more variables. And Pearson Chi-Square test which is for association between two or more variables. I worked with CI (confidence interval ± 95% CI), it means that I took for statistical significance for $p<0.05$.

For Hypothesis which had Kruskal Wallis test results significance I used Multiple Comparison test which shows differences of statistical significant between more than two variables.

Hypothesis H_1. According to the results, There is no significant difference in the use of Social Networks in Recruitment by small, medium and large enterprises.

Hypothesis H_2. According to the results, There is significant difference in the use of Social Networks in Recruitment by age groups. Younger generation of managers are more up to using Social Networks that brings to use of Social Networks as a strategic tool for recruitment process.

Hypothesis H_3. According to the results, There is no significant difference in the use of Social Networks in Recruitment by sectors: commerce, production and service enterprises.

Hypothesis H_4. According to the results, Social networks use in Recruitment process cannot replace traditional recruitment methods are supported. According to the results we can see that respondents agree with use of Traditional Recruitment Methods. These methods exist for a long time and are proven to be successful. Replacing TRM with social networks recruitment cannot offer successful recruitment process according to respondents.

Hypothesis H_5. According to the results, There is significant difference in the use of Social Networks in Recruitment according to formal education of managers / owners. Education SNR cost benefit, time there is significant differences observed in the use of SNRs according to the educational background of the respondents, especially managers with Bachelor's degree. According to the results we can conclude that respondents with higher education use more Social Networks for Recruitment if we consider that we have just three respondents with PhD degree.

Hypothesis H_6. According to the results, There is no significance difference on the use of Social Networks in recruitment for to offer Competitive Advantage and this hypothesis is supported according to the results. It was calculated that qualified candidate, Cost and Time are factors to perceived competitive advantage to enterprise. But according to survey answers we can tell that significant number respondents respond positively on SNR method offer qualified candidate, saves time and is cost benefit.

Hypothesis H_7. According to the results, There is significant difference in the use of Social Networks in Recruitment according to occupation. Low-level managers compare to senior managers use more than SNR compare to others different level of

managers because of low-level managers are more active in internet and considering using SNR consider that is cost-benefit and timeliness.

5.7. Discussions

There is a great lack of research on the use of social networks in the field of strategic human resource management, especially in the recruitment process. And this makes it difficult to directly compare the results of this study with those of other countries. However, the results following the hypothesis are discussed below.

The technique of data collection or surveying has been a face-to-face method with Kosovar enterprises (n = 317). Of all respondents (n = 317), 71% (n = 225) were male and only 29% (n = 92) were female. This disparity in the gender structure of the respondents indicates that men at the managerial levels in Kosovo are more likely to be men than women.

Based on the results of the surveys conducted, it was found that only 10.41% (n = 33) of the surveyed enterprises evaluate the HRM process as a long-term employee recruitment strategy. While 89.58% (n = 284) of the respondents either partially or not. Failure to apply the human resource management process to Kosovar enterprises is not good as many studies show that the success of enterprises depends heavily on SHRM and failure to apply causes failure in the functioning cycle of an enterprise. (Smith and Smith, 2007; Berry, 1998; Greenley, 1994).

Based on the results of the surveys conducted, it was found that only 12.30% (n = 39) of the surveyed enterprises use information form Social Networks for Recruitment process. While 87.69% (n = 278) of the respondents either partially or not. This results are similar to research done by RIINVEST Institute for methods used for hiring new

staff where the result of the research was 12% of respondents declare that they are using as a method Social Networks for Recruitment. (RIINVEST Institute, 2017).

After statistically analyzing the variables, participant's perception for Social Network recruitment revealed that e Social Network recruitment practices have significant differences across the level of managers (occupation), formal education and respondent category (Age groups). There is a positive impact of SNR on time and wider choice of applicants; however, the impact of TRM on cost and quality of applicants is relatively weaker. The study also depicts that the importance of quality of applicants, wider choice of applicants, cost and time involved in the process has an important impact among respondent age group category. Following conclusions can be drawn from the analysis of data presented in the study.

CONCLUSION

HR management is a basic organizational function that makes an important contribution to achieving objectives not only in the recruitment process but in all spheres of human resources activities. The quality of the human capital, especially intellectual, is a key factor in achieving high quality results. With the globalization and development of Information Technology, the HR function gained more importance and strategic role in the recruitment process.

The international aspect of Human Resource Management has placed HR in a strategic position and as a key element for the success of the organization. Strategic Human Resource Management is a current and future challenge for the Kosovo reality. Current HR practices and perceptions of HR functions have changed the dynamics of the recruitment process achievements. And this is done by electronic recruitment.

E-Recruitment is one of the most important HRM processes that is an effective solution for the right people at the right place and at the right time. E - Recruitment is not only a function of HRM but it is very important for identifying and attracting potential employees (Barber 1998). And Social Networks recruitment as a one type of e-recruitment can be most used type of e-recruitment which main benefits are: low cost, timeliness, efficiency and convenience for recruiters and job seekers.

In this study we tried to explain the current situation of the recruitment process in the Republic of Kosovo and the impact of social networking information and traditional recruitment methods in advancing this important segment of human resources. Proper research in this field in Kosovo is lacking, so we are based on scientific literature around the world implementing them in the Kosovo enterprise environment. And so we concluded that the influence of social networks improved and furthered the recruitment process.

The competitive advantages offered by Social Networks made it possible for HRM to plan a Recruitment Strategy which significantly enhanced the recruitment process. Enterprises are aiming to achieve competitive advantage in the market through people, so the key question in the field of strategic human resource management is how do firms achieve and maintain competitive advantage in the market? (Rumelt et al. 1994). The main purpose of this paper was to explore whether competitive advantage can be achieved through the use of Social Networks in the strategic management of human resources, which is presented in a conceptual framework that has not been elaborated and adapted before. This goal was achieved through data collection in Kosovo enterprises (n = 317) and their analysis through SPSS (version 20.0).

This research clarifies the relationships of Social Networks and Traditional Methods in the recruitment process. In this research we concluded that young people under the age of 30 were more likely to use Social Networking in both small and medium sized enterprises and in the sectors of trade and production. But according to the positions in

the enterprise, we concluded that the lower and middle level managers were more likely used SNR with higher percentage.

In this research was found that social networks cannot replace Traditional Recruitment Methods. And not find that Traditional Methods affect competitive advantages. There was no significance difference for Traditional methods that offer competitive advantage. Even Becker, Huselid, Pickus and Spratt (1997) state that Traditional Methods offer less likelihood of achieving competitive advantage.

There was no significance difference for Social Networks Recruitment offers Competitive Advantages and Influence Human Resource Management Strategy but results shows that most participants respond that SNR is cost benefit, saves time and offers possibility with wider choices of applicants and qualified applicants which gains competitive advantage.

It was found significant difference of use Social Networks for Recruitment between age groups where young managers/owners under the age of 30 are more likely to use Social Networks for Recruitment purposes.

It was found that SNR cannot Replace Traditional Methods in the Recruitment Process. Kosovar people are more relied on traditional methods cause of these methods are proven and it's been for a long period of time.

It was found that there was no significant difference in the use of Social Networks by small and medium sized enterprises. But even the sectors Commerce, Production and Service have no significant difference in the use of social networks for recruitment.

Use of Social Networks in Recruitment by Managerial Positions makes a significant difference because low managers use it more often. And there was e significance difference on use SNR by managers formal education where managers with Bachelor's degree use SNR as strategic tool for recrutiment purposes.

RECOMMENDATION

We recommend young enthusiastic scientists to continue researching the impact of Social Networks and Traditional Methods on a larger sample and over a longer period of time in order to study phenomena with a high quality.

Based on the results on this research I recommend to exploit and apply more traditional recruitment methods. Give importance to human resources management departments. Apply new technologies during the recruitment process. Utilize the high capacity and power of Social Networks in the field of strategic human resource management, especially in the recruitment process.

Based on the results of this study I recommend: To explore the power of social networks in the field of strategic HRM and their impact on the recruitment process. To deepen research on Electronic Recruitment, Strategic Recruitment and Traditional Recruitment.

I recommend young researchers to start exploring blockchain technology that is expected to have a major impact on the Recruitment Process in the future, simplifying communication and data management, and so on.

Internet innovation in Web 2.0 technologies done by Sir Tim Berners Lee has changed the current recruitment process which enabled electronic recruitment also Social Networks use in a different fields i.e. advertisement, politics, marketing etc. and especially in recruitment. Future Internet innovation in Web 3.0 or as it called Semantic Web will have huge impact of change in the current e-recruitment process especially in Social Networks recruitment.

Only quantitative methods have been used for empirical research, whereas according to Creswell and Clark (2007) the mixed method provides a better understanding of research problems and complex phenomena than a single method. Therefore, it is suggested that mixed methods (quantitative and qualitative) be used in future research.

The survey only covers enterprises in Kosovo. It is suggested that such a study be done elsewhere. In addition, it would be useful to examine not only the small, medium and large size organizations as we have in this study, but other levels like public and private organizations.

It is possible that sampling method may have limited the generalizability of the results, yet the organization's participants represent a large range of organizational types as in previous organizational research. A larger sample too would have increased the generalizability of these findings.

For further explore the impact of Social networks recruitment on the outcome, other advantages of SNR can be studied empirically. In addition, future research can be conducted, for instance, on job seekers on use of SN for job search. Job seekers also use social networking sites as well as recruiters. Also students are using SN for job seeking Herbold & Douma (2013). This research should exploit also employee side that also SN could be a tool and technique for job seeking.

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A

APPENDIX

ADMINISTRATION OF QUESTIONNAIRE

Content

APPENDIX A-1: QUESTIONNAIRE

Questionnaire nr. __

I am conducting research on the social networks impact on strategic human resources management – recruitment process in Kosovar enterprises (companies). To this end, you are chosen to be one of the respondents - through the random method. Your opinion will not be communicated to anyone, it will only be used for study purposes.

DATA OBTAIN FROM THE RESPONDENTS AND ENTERPRISES (COMPANIES)

1. Age: _____
2. Gender: a) Male b) Female
3. Education: a) High school, b) Bachelor's degree, d) Master's degree, e) PhD degree
4. Location of the enterprise (company): _____
5. Name of enterprise (company): _____
6. Year of establishment of the enterprise (company):

   _____
7. How often have you been attending trainings over the last four years?

   1=Never, 2=Seldom, 3=Sometimes, 4=Frequently, 5=Always 1 2 3 4 5
8. Assess the skills and education of managers in your enterprise (company).

   1=Weak, 2=Enough, 3=Average, 4=Very Good, 5=Excellent 1 2 3 4 5
9. Occupation:

   a) Owner, b)Senior-level Manager, c)Middle-level Manager, d) Low-level Manager.

10. How many people are employed within enterprise (company)?
    a. 1-9 employees
    b. 10-49 employees
    c. 50-249 employees
    d. Over 250 employees
11. Please check the most accurate description of the business, with respect to your enterprise (company)?
    a. Commerce
    b. Production
    c. Service
12. Does the enterprise (company) have the human resources department if not which department or who deals with the employment of staff? _____.

TRADITIONAL RECRUITMENT METHODS						
Please give an answer the questions on the terms listed below, expressing:1- Strongly Disagree, 2-Disagree, 3-Neither/Nor agree, 4- Agree, 5- Strongly Agree		1	2	3	4	5
1.	Human Resources at our company has long-term employee recruitment strategy.					
2.	There is a vast scope for improvement in current recruitment process					
3.	In recruitment process use of tools and techniques can play an effective role					
4.	Employee referrals play crucial role of attracting the talent pool					
5.	Advanced technologies will enhance success rate of recruitment process					
6.	Employer Branding plays key role in more successful recruitment and retention of top talent.					
7.	When the organization uses Traditional Recruitment Methods the target group is harder to reach.					
8.	Applicants are employed based on the information obtained from references – recommendations.					
9.	The selection process is open and transparent to anyone.					
10.	The hiring process helps in identifying the competence both visible (like Knowledge, Skill) and Hidden aspects (like behavioral, social role, Self-image Trait).					
11.	Corporate Social Responsibility can lead to attraction of employees towards the company.					
12.	Rate the effectiveness of interviewing process and selection instrument					
13.	Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process					

14.	Are you satisfied with the screening and selection method used by the organization					
15.	Providing a dedicated mobile application can improve TRM					
16.	Use effective employee referral program (ERP)					
17.	The interview for hiring in this organization is oriented towards discovering the capabilities of the potential employee					
18.	Traditional recruitment methods offers competitive advantage					
19.	Traditional Recruitment methods do not have all the possibilities to choose the best candidate					
a) Cost involved in recruiting						
20.	Traditional Recruitment methods can have higher costs					
21.	HR finds good candidates dorm with non-traditional sources when is necessary					
22.	The company reimburses the traveling cost incurred by the candidate for appearing in the interview.					
b) Quality of applicants						
23.	Traditional Recruitment methods do not give the organization access to the talents of many passive candidates					
24.	TRM offers adequate pool of quality applicants					
25.	Incorrect employee choice can cause negative consequences for the organization					
26.	In this organization, individuals are generally hired based on their skills, talents, and knowledge.					
27.	HR team act as a consultant to enhance the quality of the applicant pre-screening process					

28.	Selecting high quality candidate can lessen the employee turnover					
c) Wider choice of candidates						
29.	Traditional recruitment methods can have access to limited number of candidates					
30.	Current practices effectively help in reducing the gap between available supply against the forecasted demand					
31.	Traditional recruitment methods have limited the chance of finding good candidates abroad (mostly local)					
32.	For vacancies the organization adheres to internal competition procedures					
33.	For vacancies the organization adheres to external competition procedures					
d) Time involved in recruiting						
34.	Traditional Recruitment methods took quite long process.					
35.	Extending the recruitment and selection process affects quality					
36.	Traditional recruitment methods have limited time like Office hours					

e-RECRUITMENT						
Please give an answer the questions on the terms listed below, expressing: 1- Strongly Disagree, 2-Disagree, 3- Neither/Nor agree, 4- Agree, 5- Strongly Agree		1	2	3	4	5
37.	Our organization uses Internet sources for recruiting.					
38.	E-recruitment helps in improving the efficiency of recruitment process					

39.	E-recruitment leads to restructuring of recruitment operations					
40.	E-recruitment facilitates ease in building and managing database of received applications					
41.	E-recruitment helps in developing positive image of the organization					
42.	E-recruitment provides better exposure of the applicants as recruiters can request additional candidate's information					
a) Company's Website used for recruiting						
43.	Our company's website provides an interactive feature to the candidates					
44.	Our company regularly updates the website					
45.	Our company's website deals with the employment related inquiries of the Candidates					
46.	Our company's website provides relevant information about the job to the Candidates					
47.	Our company's website provides relevant information about the organization to the candidates					
48.	Our company's website furnishes instructions for submission of applications to the candidates					
b) Job portals used for recruiting						
49.	Our organization uses Kosova job portals for E-recruitment					
50.	Our organization uses location specific job portals for E-recruitment					
51.	Our selected job portals provides training to use their online services					
52.	Our selected job portals provides features/services such as Industry specific feature					
53.	Our selected job portals provides features/services such as e-mail with acquaintances alert service					

54.	Our selected job portals provides features/services such as Automated data matching service					
55.	Our selected job portals provides features/services such as Resume database feature					
56.	Our selected job portals provides features/services such as Access to specialist database service					
57.	Our selected job portals provides features/services such as Interactive testing of candidates service					
58.	Our selected job portals provides features/services such as Screening of applications feature					
59.	Our selected job portals provides features/services such as Reviewing of applications feature					
60.	Our selected job portals is able to maximize effectiveness of your recruitment process					
61.	Our selected job portals provides measures to spread awareness of your vacancy to target groups					
c) Quality of applicants supplied through E-recruitment						
62.	E-recruitment helps in maximizing the job match to ensure a good fit of employees with our company					
63.	E-recruitment helps in locating better candidates					
64.	E-recruitment leads to placing right people to the right job					
65.	Information provided about the organization helps the job searcher to make a better decision about how well they fit					
66.	E-recruitment leads to target applicants interested in a specific industry or profession					
67.	E-recruitment reduces number of less qualified applicants					
68.	E-recruitment leads to attract individuals otherwise inaccessible					
69.	E-recruitment leads to decline the chances of rejecting the applications					

70.	E-recruitment leads to target the anticipated applicants					
d) Wider choice of candidates supplied through E-recruitment						
71.	E-recruitment helps in reaching people in variety of locations					
72.	E-recruitment is useful for organizations whose social network is incomplete					
73.	E-recruitment is useful for organizations that move in new locations					
74.	E-recruitment is useful for organizations that are beginning new activity					
75.	E-recruitment provides large pool of applicants who need minimal training					
76.	E-recruitment is useful for organizations that require recruiting for Entry level position					
77.	E-recruitment is useful for organizations that require recruiting for Middle level positions					
78.	E-recruitment is useful for organizations that require recruiting for Higher level positions					
79.	E-recruitment help ensure compliance with Equal Employment Opportunity (EEO) standards					
80.	Internet allows employers to reach large pool of candidates 24 hours a day and 7 days a week					
81.	E-recruitment offers an easy way to reach a broad audience of job seekers					
82.	Our company post jobs on multiple job portals at a time					
83.	Internet make jobs available to a worldwide audience					
84.	Our company's website is able to locate the right candidate world wide					
85.	Our selected job board is able to locate the right candidate world wide					

e) Cost involved in recruiting						
Please give an answer the questions on the terms listed below, expressing: ***1- Very Low, 2-Low, 3-Neither Low/Nor High, 4- High, 5- Very High***		1	2	3	4	5
86.	Cost involved in posting a job on job board/company website is					
87.	Cost of package deals (such as number of jobs posted and time period for advertising) offered by E-recruitment is					
88.	Cost of additional advertising services such as banners or link to your corporate website provided by E-recruitment is					
89.	Average cost per recruitment campaign[1] through E-recruitment is					
90.	Annual expenditure on recruitment through E-recruitment is					
91.	Return on investment through E-recruitment is					
92.	Company's actual expenses through E-recruitment is					
93.	Ongoing promotional costs of vacancies through E-recruitment is					
94.	Cost involved in maintaining of database through E-recruitment is					
f) Time involved in recruiting						
95.	Time involved in advertising a job on job board/company's website is					
96.	Time involved in recruitment process cycle through E-recruitment is					

[1]Recruiting campaign includes posting job openings on niche and general job portals; using corporate website for job postings; and searching resumes posted online by candidates

97.	Time involved in searching resumes through E-recruitment is					
98.	Time involved in screening of resumes through E-recruitment is					
99.	Time taken for communication between job seeker and provider through E-recruitment Is					
100.	Time taken to fill each vacancy through E-recruitment is					
SOCIAL NETWORK(S) RECRUITMENT						
Please give an answer the questions on the terms listed below, expressing:1- Strongly Disagree, 2-Disagree, 3-Neither/Nor agree, 4- Agree, 5- Strongly Agree		1	2	3	4	5
101.	Our company uses information from social networking sites for recruitment purposes					
102.	The daily behavioral information of the candidate presented on the Social Networks is more accurate than the traditional Methods information.					
103.	The information in social network profiles prepared by professionals is more accurate.					
104.	Social networks enable potential applicants to have information about the employer					
105.	Our company makes use of Social Networks for Strategic Human Resource Management.					
106.	Our company use Business oriented (Professional) networking sites for recruitment.					
107.	Our company use Social oriented networking sites (Social Communities e.g.) for recruitment.					
108.	LinkedIn is most reliable social networking site compare to other SNS (Facebook, Twitter, Instagram) used for recruitment in our company.					
109.	Social networks as a strategic tool are related to an effective and efficient recruitment process.					

110.	Social networks are changing the recruitment strategies.					
a)Information quality about applicants						
111.	The information on the Social Networking Site (s) about applicant(s) can be trusted					
112.	The information on the Social Networking Site (s) about applicant(s) includes all necessary information					
113.	The information on the Social Networking Site (s) about applicant(s) is relevant to our recruitment					
114.	The information on the Social Networking Site (s) about applicant(s) is up to date for our work					
115.	The information on the Social Networking Site (s) about applicant(s) is clear					
116.	The information on the Social Networking Site (s) about applicant(s) is of sufficient volume for our needs					
b) Quality of applicants/applications						
117.	The recruitment process through social networks offers competitive advantages for organizations.					
118.	Social Networks increase the chances of finding the best candidate during the recruitment process.					
119.	Since our company uses Social Networking Sites for recruitment, the number of qualified applicants has increased.					
120.	Since our company uses Social Networking Sites for recruitment, the incoming applications are more structured.					
121.	Since our company uses Social Networking Sites for recruitment, the incoming applications have a high-quality.					
122.	Since our company uses Social Networking Sites for recruitment, the incoming applications are more readable.					
123.	Since our company uses Social Networking Sites for recruitment, the amount of applicants with different background has increased.					

124.	Since our company uses Social Networking Sites for recruitment, the Total amount of national applicants has increased.					
125.	Since our company uses Social Networking Sites for recruitment, the Total amount of regional applicants has increased.					
c) Cost-benefit						
126.	Since our company uses Social Networking Sites for recruitment, the HR-marketing costs have decreased.					
127.	Since our company uses Social Networking Sites for recruitment, the general recruitment costs have decreased.					
128.	Since our company uses Social Networking Sites for recruitment, the cost-per-hire has decreased.					
d) Time						
129.	Since our company uses Social Networking Sites for recruitment, the time of the whole recruitment process has decreased. (Time-to-hire)					
130.	Since our company uses Social Networking Sites for recruitment, the time of the applicant administration has decreased.					
131.	Since our company uses Social Networking Sites for recruitment, the time for advertisement has decreased					
e)Target group orientation						
132.	Since our company uses Social Networking Sites for recruitment, the target-group is easier to reach.					
133.	Since our company uses Social Networking Sites for recruitment, the job advertisements are tailored to the needs of the target groups.					
134.	Since our company uses Social Networking Sites for recruitment, the matching quality of adequate applications has increased.					

f) Social Networks Recruitment will replace Traditional Recruitment Methods						
135.	Social Networks can replace traditional recruitment methods.					
136.	Social Networks changed the methods of traditional recruitment					
137.	Traditional Recruitment Methods could not have efficacy without Social Networks					
138.	Traditional Recruitment Methods link with Social Networks will be essential for recruitment process					

THANK YOU FOR COOPERATION!

THE RESPONDENT'S NAME AND SURNAME

_____

DATEOF THE SURVEY _____

DURATION OF THE SURVEY _____

SURVEYOR'S REMARKS ABOUT THE RESPONDENT:

Sincerity 1 2 3 4 5

Cooperation 1 2 3 4 5

Additional notes:

_____

_____

_____

LOGICAL CONTROL

1. Yes
2. No

Entering data into computers: _____

Checked: _____

APPENDIX A-2 Presentation Letter

УНИВЕРЗИТЕТ „СВ. КИРИЛ И МЕТОДИЈ“ ВО СКОПЈЕ
ШКОЛА ЗА ДОКТОРСКИ СТУДИИ
ЕКОНОМСКИ ФАКУЛТЕТ, ЕКОНОМСКИ ИНСТИТУТ И ИНСТИТУТ ЗА СОЦИОЛОШКИ И ПОЛИТИЧКО - ПРАВНИ ИСТРАЖУВАЊА
Студиска програма: Организациски науки и управување (менаџмент)
Tel. +383 44 498 247 E-mail: blerim.dragusha@gmail.com

Skopje, 25 October 2017

Dear Sir / Madam,

I am pleased to ask you to collaborate in the conduct of the research "Social Networks Impact on Strategic Human Resources Management: Case of Recruitment Process in The Republic of Kosovo".

This research is conducted by Blerim Dragusha, PhD candidate in the Faculty of Economics, Economics Institute, Department of Organizational Sciences - Management, Ss. Cyril and Methodius University in Skopje supported by mentor, Prof. Dr. Saso Josimovski.

The survey includes over 300 companies in the three main sectors in Kosovo and is a research study on the empirical part of the doctoral thesis. The survey data will enable the analysis of the social networks impact on strategic human resources management process and the level of use of strategic tools and techniques in Kosovo enterprises. At the same time, they will provide a broader understanding of the topic at hand. The survey unit is the different levels of managers or owners, as they are best informed about the human resource management level of the respective enterprise.
I would like to emphasize that the survey is anonymous and the data derived from it will only be used for study purposes.

Therefore, please understand that you can assist us in carrying out this research.

PhD can. Blerim Gani Dragusha

APPENDIX A-3 Glossary

1. **Active Candidate**. An active candidate is an individual who is actively seeking employment. They will have updated CVs, and profiles on social media and job board sites. In comparison to a passive candidate, an active candidate is either out of work, or is not happy within their current job role. Active candidates are more than likely to take phone calls from recruiters, respond to ads and engage further with a recruiter
2. **Applicant**. An applicant is an individual who applies for a job, by sending in their resume or by other means.
3. **Background check**. A background check is an investigation that a company conducts into a candidate's life, including whether they have a criminal record, as well as screening their social media.
4. **Cost-per-hire**. This is the average sum of money a company spends on acquiring a new employee.
5. **Employee referral program**. Employee referral programs allow companies to find new potential employees through the recommendations of pre-existing employees.
6. **Equal employment opportunity (EEO)**. This is a program or movement to minimize discrimination based on gender, sexual orientation, race, nationality etc. during the recruitment process.
7. **Facebook.** Facebook is a social media platform founded by Mark Zuckerberg in 2004. The site connects people with friends, family, acquaintances, and businesses from all over the world and enables them to post, share, and engage with a variety of content such as photos and status updates. The platform currently boasts around 1.49 billion active users.Social Networks.
8. **Human resources**. This is the department within a company that is responsible for the company's workforce-related needs, such as hiring, managing and recruiting employees.
9. **Human resource management.** Human resource management is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. Johnason, P. (2009)
10. **Labor market**. The labor market is a location where employers can find employees and people looking for work can find employers.

11. **LinkedIn.** LinkedIn is a business-oriented social networking site with over 380 million members in over 200 countries and territories. Founded in December 2002 and launched in May 2003, it is mainly used for professional networking.
12. **Social Media**. Websites and applications that enable users to create and share content or to participate in social networking.
13. **Social Network**. Alternatively referred to as a virtual community or profile site, a social network is a website that brings people together to talk, share ideas and interests, or make new friends.
14. **Job portal**, also known as a career portal, is a modern name for an online job board that helps applicants find jobs and aids employers in their quest to locate ideal candidates.
15. **Job advertisement**. This is an advertisement which a company posts, which aims to make a job vacancy known to potential candidates, in order to fill a particular position.
16. **Social Job seeker**. A Social job seeker is an individual who is looking for a job by using Social networks.
17. **Panel interview**. Panel interviews are interviews which are conducted by a panel of two or more interviewers.
18. **Passive candidate**. A passive candidate is a candidate who is not actively looking for a new job, but is still considered to fill a position. A passive candidate is usually already employed by the company and is being considered for a new position.
19. **Social recruiting**. This is a method of recruitment which focuses on using social media platforms to attract potential candidates, eventually converting them into employees.
20. **Strategic Management**. Strategic management involves the formulation and implementation of the major goals and initiatives taken by an organization's top managers on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organization operates. Nag, R.; Hambrick, D. C.; Chen, M.-J (2007).
21. **Strategic Human Resource Management**. Strategic human resource management is a method of workforce management which focuses on retaining and rewarding current employees, as well as on attracting outside talent to the workforce.

22. **Talent pool**. This is a group of people associated with a particular company who the company considers to be potential future candidates.

B

APPENDIX
Summary of Data Analysis

Content

ENTERPRISES BY MUNICIPALITIES

Municipalities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Prishtina	87	27.4	27.4	27.4
	Mitrovica	23	7.3	7.3	34.7
	Peja	42	13.2	13.2	47.9
	Prizren	43	13.6	13.6	61.5
	Ferizaj	39	12.3	12.3	73.8
	Gjilan	46	14.5	14.5	88.3
	Gjakova	37	11.7	11.7	100.0
	Total	317	100.0	100.0	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<=29	21	6.6	6.6	6.6
	30-39	110	34.7	34.7	41.3
	40-49	126	39.7	39.7	81.1
	>=50	60	18.9	18.9	100.0
	Total	317	100.0	100.0	

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	225	71.0	71.0	71.0
	Female	92	29.0	29.0	100.0
	Total	317	100.0	100.0	

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	44	13.9	13.9	13.9
	Bachelor's Degree	150	47.3	47.3	61.2
	Master's Degree	120	37.9	37.9	99.1
	PhD Degree	3	0.9	0.9	100.0
	Total	317	100.0	100.0	

OCCUPATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Owner	66	20.8	20.8	20.8
	Senior-level Manager	38	12.0	12.0	32.8
	Middle-level Manager	168	53.0	53.0	85.8
	Low-level Manager	45	14.2	14.2	100.0
	Total	317	100.0	100.0	

ENTERPRISE SIZE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small Enterprises	92	29.0	29.0	29.0
	Medium Enterprise	215	67.8	67.8	96.8
	Large Enterprises	10	3.2	3.2	100.0
	Total	317	100.0	100.0	0.0

ENTERPRISE SECTOR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Commerce	156	49.2	49.2	49.2
	Service	119	37.5	37.5	86.8
	Production	42	13.2	13.2	100.0
	Total	317	100.0	100.0	

Author's Biography

Mr. Blerim Gani Dragusha was born on December 23, 1983 in Pristina - Kosovo. He has completed his elementary school at the "Ozel Cavusoglu College" with English Language Curriculum School in Istanbul – Turkey. He was awarded with a scholarship from College. He graduated high school (Gymnasium) "Xhevdet Doda" in his hometown (Pristina) with excellent success. He enrolled his studies in the Faculty of Economics at the University of Prishtina in 2002/03 in the Department of Management and Informatics. During his studies he was awarded the Distinguished Student Award (University Scholarship) and was able to graduate with an average grade of 9.07. He has also completed his Master's degree in the same field and faculty with high success. And in 2007 he completed his postgraduate studies at the Albanian Diplomatic Academy.

In the academic year 2012/2013 he started his doctoral studies in Organizational Sciences - Management at the Faculty of Economics, Institute of Economics at Ss. Cyril and Methodius University in Skopje. He has published several scientific papers as the first author and correspondent in indexed international journals, derived from the results of his doctoral studies. He has also presented several scientific papers at prestigious international conferences. He has several years of successful university teaching experience. He has been a full time lecturer and teaching assistant in the Faculty of Economics department Management and Informatics, Iliria Royal University, between 2005 - 2010. Since 2010 he has been a regular lecturer and teaching assistant at the Faculty of Economics department Management and Informatics of the University of Prishtina "Hasan Prishtina" in: E-Business, Strategic Management, Informatics, Operations Management, Internet Economics and Business Informatics. He has teaching experience at American University of Kosovo – Training and Development Institute (AUK-TDI). Also, the author has successful management experience in the National Commercial Bank. He has worked as a bank Network

Coordinator in Kosovo where he has been responsible for helping to develop and increase the profitability of the Banking Branch Network and supervising the branch units to achieve their objectives.

Scientific Publications

Dragusha, B., Josimovski, S. and Dragusha, N. (2019). Social Network Impact on Strategic Human Resource Management and Traditional Recruitment Process: Case Study Republic of Kosovo. *ILIRIA International Review*, 9 (1), 179 - 190.

Dragusha, B., Josimovski, S. and Jovevski, D. (2019). Impact of e-recruitment strategies in enterprises of the Republic of Kosovo. *ILIRIA International Review*, 9 (2), 119 - 135.

Ukaj, M., & **Dragusha, B.** (2013). Unemployment and Labor Force Market in Republic of Kosovo. *International Journal of Business and Social Research, Rockville, United States*, 3/122 - 130.

International Conferences

Dragusha, B., Josimovski, S. and Dragusha, N. (2019). Social Network Impact on Strategic Human Resource Management and Traditional Recruitment Process: Case Study Republic of Kosovo. *International Academic Institute, International Balkan University.*

Dragusha, B., Josimovski, S. and Jovevski, D. (2019). E-Recruitment Strategies: A Review. *UBT International Conference, University of Business and Technology.*

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Ukaj, F. and **Dragusha, B.** (2018). The Internet in function of the development of Marketing activities in Tourism . *DySESD2018 Conference "Dynamics of sustainable economic and social development".* Faculty of Economics - University of Shkodra "Luigj Gurakuqi". Shkodra, Albania on October 29-30, 2018.