Marketing video-enabled social media as part of your e-recruitment strategy: Stop trying to be trendy

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ABSTRACT

In the war for talent, many organizations have started marketing the use of social media as a platform to communicate with and attract talent as part of their e-recruitment strategy. Recently, some of those organizations have begun replacing part of the e-recruitment process with social media platforms with video, such as Snapchat. Technology continues to advance and social media use has largely become an acceptable method for people to communicate, share ideas, and portray themselves both personally and professionally. Participants ($n = 535$) were surveyed regarding whether they would apply to an organization that marketed video-enabled social media as part of their hiring process, as well as their privacy concerns and attitude towards an organizations perceived trendiness. The results indicate that whilst privacy concerns exist, if organizations are only using video-enabled social media as part of their e-recruitment strategy to be perceived as 'trendy', then applicants are less likely to apply for the job.

1. Introduction

With the proliferation of social media, video-enabled social media has become an acceptable form of communication, from sharing ideas to portraying oneself both personally and professionally. Technology savvy organizations are exploring how social media fits into the workplace and how video-enabled social media can be more readily used during the e-recruitment process, as well as to better understand job applicant attitudes towards the use of such technology in regards to applying for a new position with an organization. Video-enabled social media is currently at the forefront of how people interact with each other, and share information. Individuals are able to connect with people from many different aspects of their life, including work, which can sometimes blur the lines between what constitutes appropriate use of social media when it comes to interaction with an organization as well as internal and external organizational relationships. Many employers search the social media profiles of potential candidates and form opinions of who that candidate may be outside of the interview process. Greysen et al. (2010) suggest that organizations need to create consensus-based standards for online professionalism if they intend to engage users of video-enabled social media in the e-recruitment process. Moreover, the screening of job applicant social media sites and/or video based applications as part of the recruitment process causes the applicant to feel as though their privacy has been invaded which

negatively affects their attitude and perception towards the attractiveness and trust of the hiring organization (Stoughton et al., 2015). To be seen as 'trendy', organizations use new technologies by connecting job applicants personal and business lives and video-enabled social media provides additional value because it connects online communities who distribute content and information as well as being active consumers (Van Esch et al., 2017). Moreover, such trends need to extend beyond just the e-recruitment process and be a part of an organizations overall business strategy (Culnan et al., 2010; Qualman, 2010). Hence, the purpose of this study is first, to investigate the effect on the use of video-enabled social media on job application likelihood as part of the e-recruitment process and second, to explore the effect of the candidates' attitude toward the organization in mediating the relationship between the use of video-enabled social media and job application likelihood. Lastly, to explore the effect of both privacy concerns and trendiness as 1st and 2nd stage dual moderators on the mediated model. This research is expected to guide organizations when they are marketing the use of video-enabled social media as part of their e-recruitment processes, in that, they also need to focus on the potential candidates' attitude towards the organization as well as their concerns relating to privacy and perceived trendiness, especially if they want to positively increase job application likelihood.

2. Literature review and hypothesis development

There is no universal contemporary definition of "talent" in any one language, however, there are many different organizational definitions of talent (Tansley, 2011). These definitions are generally specific to the organization and dependent on the type of work undertaken. This research considers that when organizations market the use of video-enabled social media to attract talent, the concept of "talent" is an encompassing characteristic that concerns all potential, current and future employees (e.g. not restricted to only a few individuals), regardless if some have more talent than others (Armstrong and Taylor, 2014). Therefore, the focus is on talent identification to attract a competent workforce to support strategy, strategic human resource management efforts and economic performance (Rani and Joshi, 2012; Strack et al., 2012).

Gope et al. (2018) suggest that organizations mostly use external methods, mainly advertising and e-recruitment to identify and attract talented potential employees who could introduce new knowledge into the organization (Chatterjee, 2008). E-recruitment processes allow for standardizing the assessment of potential job applicants. This is achieved through a set of classifications, algorithms and core elements to provide comparable competence measures during the pre-screening and selection processes in either small, or large scale recruitment campaigns (Elia and Margherita, 2015).

Organizations are marketing video-enabled social media as part of their e-recruitment process as it is ideal for employee referrals as well as reducing both time and cost of the hiring process (Melanthiou et al., 2015). Galanaki (2002) suggests that most electronic devices have access to the internet, thus access to social media sites which enables potential candidates to both review and express an interest in a particular job post. Moreover, this gives a wider reach for both employers and job applicants' as it breaks down geographical barriers as well as providing immediate information on the hiring organization. Furthermore, Doherty (2010) suggests that an organizations' brand is positively affected when promoting the company through social media as it highlights the organization as flexible, innovative and technologically savvy is appealing to high caliber, young recruits and passive candidates/employees who are computer literate and educated.

The use of social media is increasing in both branding campaigns and the recruiting process, however, there has been limited research on social media use within recruiting (Madera, 2012; Walker, 2001). Interestingly and not surprising, an organizations reputation has a positive relationship with job application likelihood. However, in their research, Sivertzen et al. (2013) report that there was no interaction effect of the use of social media and corporate reputation on job application likelihood.

For organizations marketing video-enabled social media as part of their e-recruitment strategy, they need to market those attributes that are important to potential candidates, especially when they are considering an organization as a potential employer, then video-enabled social media may be a more effective recruitment tool, as it seems to be accepted by potential candidates, probably because it is quite similar to the advertisement of job vacancies via the internet (Davidson et al., 2011) (Fig. 1).

3. Dependent variable – job application likelihood

The marketing of video-enabled social media has become a new trend and an influencing factor in the e-recruitment process. Platforms such as Snapchat, provide candidates, employees and employers with a new ability to profile and apply for vacant job positions. However, these new technological advances in the human resource management (HRM) field are causing ethical, legal, privacy, moral and vilification concerns for potential candidates (Duffy et al., 2017). Recently, McDonald's introduced 'Snaplications', a process whereby candidates apply for a job by filming a short video and submit the content via Snapchat (Chicago Tribune, 2017). As organizations attempt to appear to be tech-savvy and trendy with their e-recruitment practices, these evolving practices (e.g. applicant data mining, blogs, cyber-vetting, social media and vlogs) highlight gaps and risks in the HR profession as both academics and practitioners play catch-up in terms of having ethical, moral and legal frameworks in place to deal with the emerging information and data security challenges (Holland and Jeske, 2017).

Applying for jobs through video-enabled social media exposes candidates to the different types of information that employers can gain through publicly accessible social media. In an attempt to achieve employment, job seekers have a nuanced nature about information privacy expectations as their perceptions are influenced pending whether or not they are actively seeking employment and the type of information required of them during the application process. Organizations marketing and utilizing social media (e.g. Facebook, LinkedIn, Snapchat, Twitter) for e-recruitment, need to be sensitive to the types of information and the ways they elicit such information from applicants, especially when it comes to video-enabled social media and social network related content (Gruzd et al., 2017).

The marketing of Snapchat and other social media networks enhances an organizations e-recruitment appeal in terms of attracting potential candidates during the initial recruitment phase (Cober et al., 2000). The appeal is heightened when candidates understand video-enabled social media's intent to be recruitment-oriented rather than screening-orientated (Williamson et al., 2003). The proliferation of social media networks now influences the individuals private and professional lives. Moreover, the technology allows individuals to 'obtain-review-store-share' information easily with minimal effort. Such advances allow organizations to deploy recruitment campaigns at much lower costs than traditional methods. This process ensures sufficient and suitable quantities of candidates due to the benefits of social media being available, candidate information being stored in one place, the ease of use, low time consumption, and the ability to provide quick feedback (DiNucci, 1999; Pajtinkova et al., 2017).

The marketing and use of video-enabled social media for job applications depends on the candidates' perception of the advantages that such networks can provide. Therefore, 'friends' within the social network play a key role as they can provide insights into organizations as well as 'share' and 'like' different e-recruitment campaigns. Whilst video-enabled social media appears to be an emerging trend for employers to deploy quick means of attracting potential candidates, job seekers' privacy concerns still need to be addressed. Moreover, organizations who are using video-enabled social media as a sign of their innovation and trendiness to appeal to job candidates, may in fact be adversely affecting the job application likelihood (JAL) of those very
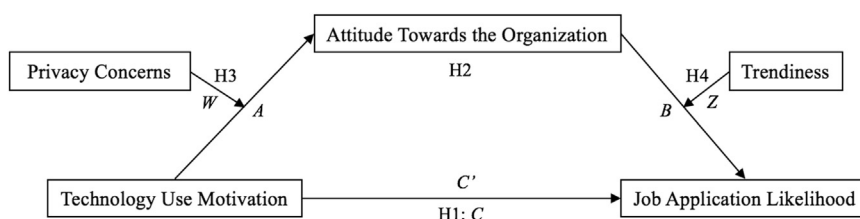

Fig. 1. Conceptual framework.