

UNIVERSITY OF CAPE COAST

EXAMINING THE USE OF SOCIAL MEDIA IN THE RECRUITMENT
AND SELECTION PROCESS IN PUBLIC INSTITUTIONS IN GHANA: A
CASE OF GHANA REVENUE AUTHORITY

BY

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Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid done by the University of Cape Coast.

Supervisor's Signature:Date:

Name: Mr. John E. Seddoh

ABSTRACT

The main purpose of the study was to assess the use of social media in recruitment and selection process in public institutions in Ghana, with particular reference to the Ghana Revenue Authority. The objectives of the study were to identify the social media tools used for recruitment and selection at the Ghana Revenue Authority, determine the benefits of using social media in the recruitment process, determine the challenges associates with using social media for recruitment. The total population for the study was fifty seven 57. Purposive sampling was used to select fifty (50) respondents for the study. Responses were gathered through the use of questionnaires. Descriptive statistics such as frequency tables and pie charts were used to analyze the data. The study revealed all the respondents representing 100% agreed that the use of social media in recruitment and selection process is cost saving. The study further revealed that recruitment through social media can enhance the communication and dialogue within the recruitment process. The result showed that majority of the staff believed that Ghana Revenue Authority used social media (Skype and LinkedIn) in recruitment and selection of candidates for employment. The study recommended that, for the organization to continue to employ quality candidates through social media management must commit more resources to the improvement of the Authority's internet and other social networks to ensure its effectiveness.

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DEDICATION

To my wife, children, family members and friends.

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CHAPTER ONE

INTRODUCTION

Background to the Study

In recent times, communication through social media has evolved around the use of an online platform or website that enables people to communicate, usually for a social purpose, through a variety of services, most of which are web-based and offer opportunities for people to interact over the internet, via e-mail and ‘instant messaging’ (a form of real-time, direct text-based communication between two or more people using personal computers or other devices) known as the social media. The importance of social media in the day-to-day running of the organization cannot be overlooked as it presents a lot of opportunities to the organization whether in the private or public sector of the economy.

The use of social media in the organization can help the organization gather data from blogs and websites and analyze the data to make business decision. In terms of social media marketing, it will help the organization to take advantage of the social networking so as to increase the organization brand exposure and broaden customer reach. In building strong customer relationship, social media is a useful business tool. Social media also helps the organization to connect customers and other individuals who share in the similar interest. By this, employees are able to have access to information and other resources that they need to work together effectively and solve problems.

Breaugh and Starke (2000) also stated that recruitment and selection process involve various phases. These phases are from start till end recruitment

objectives, development of strategy, recruitment activities and recruitment out-put. In other words recruitment is the process of finding and hiring the best-qualified candidate for a job opening in a timely and cost-effective manner. The recruitment process may include analysing the requirements of job, attracting employees to that job, screening and selecting applicants, hiring and integrating the new employee into the organization. Thus, in terms social media and employee recruitment,

Sills (2014) argued that social media (SM) recruiting is arguably a competitive strategy that more and more companies will need to adapt in their overall business strategy and will be very important in the future. Adecco group (2014) also added that social media is and will increasingly become the new job marketplace in the future. Schoshinski (2013) stated that social networking (SM) sites no longer just provide venues for posting jobs. Many are adding enhancements, such as the opportunity to brand the employer on the site, promote the employer's job on Facebook, or send targeted emails to groups within those registered. Niche job boards are also growing.

According to Wolf (2014) independently of the global market crisis, each company wants to obtain a certain level of competitive advantage in order to overrule their direct and indirect competitors. Thus, the process of choosing reliable individuals for jobs is becoming more and more difficult. Where face value once held such honesty and intrigue, the electronic evolution has led to evaluation based on fine print (McMunn, 2015). In the organization employers can use social media in two ways when hiring: to recruit candidates by publicizing job

openings and to conduct background checks to confirm a candidate's qualifications for a position.

The recruitment landscape is changing and this change is driven by technology; the communication channels have evolved and the way organizations are adopting them. Social media (SM) is not only dominating the personal lives of individuals but now also plays a key role in business. Organizations' that adopt social media (SM) expect to achieve a range of benefits through its use, including employer branding, ability to reach passive candidates, referrals for vacancies, service feedback, cost reduction in advertising and the speed at which information can potentially travel at. Organizations should be aware that social media (SM) is not a strategy in itself but rather a communication tool that plugs into the business which must be firmly rooted in the business objectives to attain success.

According to Segal (2014) social media is no longer cutting-edge; it is mainstream. Wolf (2011) added that competitive advantage can be gained by fostering the organizational resource whereas human capital plays a central role within the organization. Thus, the social media is a pre-eminently medium to use as a strategic tool to foster the human capital. This is because the use of social media as a recruitment tool throws up some opportunities and challenges for employers and employees. Social media potentially offers speed, efficiency and the ability to target and attract specific, particularly apposite candidates in the recruitment process. It can provide a useful additional source of information on potential job candidates, especially since some data (at the personal as well as the

professional level) may not be generated for the purpose of recruitment, and therefore may provide candid supplementary information on the applicant.

Statement of the Problem

Social media provides the opportunity to accelerate your reach into all of these target candidate pools. Companies need people to survive, talented people are a prime source for a company's competitive advantage, and talented people are scarce. The search for the best and the brightest people is a constant battle between companies, and they have to develop strategies in order to find the best employees. For that reason, the strategic question of finding, attracting and recruiting the best people has become a relevant issue for companies. According to Giles (2010) the Internet has changed the way people communicate and work. Through the entering of social media into business landscape and the fast growing amount of these sites, a need of strategy for finding a way through this jungle of sites is required. Companies tend to be confused about which applications are the best for their recruitment process.

Studies have been done on this topic. For instance Hysa and Mularczyk (2015) studied social media: the challenges and the future direction of the recruitment process. Similarly, Yaseen1 and Yussef (2016) investigated the influence of social media on recruitment and selection in Small and Medium Enterprises (SMEs) in the United Arab Emirates (UAE). The results showed that 58 percent of employers in SMEs are using social media to search for high qualified candidates. The study also found that highest benefit from using social

media in recruitment and selection is to hunt for high qualified employees with 79 percent of the respondents.

However, the previous studies were done in different institutions and different contexts and not on Ghana Revenue Authority in Ghana creating gap for the current study to examine the use of social media in recruitment and selection process in Ghana Revenue Authority, Accra.

The Purpose of the Study

The main purpose of the study was to examine the use of social media in the recruitment and selection process in public institutions in Ghana with particular reference to the Ghana Revenue Authority.

Objectives of the Study

The specific objectives were to:

1. Identify the social media tools used for recruitment and selection at the Ghana Revenue Authority.
2. Determine the benefits of using social media in the recruitment process;
3. Determine the challenges associates with using social media for recruitment.

Research Questions

The following research questions would guide the study objectives:

1. What social media tools are used by the Ghana Revenue Authority for recruitment?

2. What are the benefits of using social media in the recruitment process?
3. What are the challenges associated with using social media for recruitment?

Significance of the Study

It is believed that the findings of this study would serve as a source of evaluation for further research into social media recruitment studies. The study would encourage employers to implement the researcher's findings so as to make good use of resource of the organization while minimizing cost associated with employee recruitment in the organization and help to further investigate whether theories about the use of social media in recruitment by other researchers are applicable to Ghanaian situations or not. The study would also help address issues of recruitment from the Ghanaian perspective, to help employers and other stakeholders in employing the best human resource into the organization.

Limitation of the Study

The period for the study was too short for a detailed and comprehensive work. Difficulty in obtaining information resulted from the unwillingness of the respondents to provide the needed information. In spite of these challenges, the the researcher was able to obtain the necessary information for the study and therefore the study was not affected by the challenges encountered.

Delimitation of the Study

The study is limited to the workers of the Ghana Revenue Authority with special reference to the staff at the Head office in Accra. The head office is chosen because of availability of data and the proximity with respect to the time within which the research work would be completed.

Organisation of the Study

The research work has five chapters. Chapter one is made up of the background to the study, problem statement, and purpose, objectives of the study, significance of the study, the research question and the scope and organization of the study. Chapter two contained the literature review which provides the theoretical for the study, Chapter three presents the methodology of the study, that is, the research design, instruments and methods. It also provides information on the population, sample and sampling techniques used as well as data collection and analysis. Chapter four presented the findings and analysis of data while chapter five provided summary, conclusions and recommendations of the study.

Summary of the study

Chapter Summary

This chapter presented background to the study on the importance of training and development to the health insurance authority, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study, limitation of the study and the organization of the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The chapter reviews the various literatures that underline the study of the use of social media in recruitment and selection in the public sector. It discusses the literature on the use of social media in recruitment and selection by considering definitions and theories of social media in recruitment and empirical literature.

Theoretical Review

Human capital theory

People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage (Armstrong, 2006; Armstrong & Baron 2002). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Armstrong, 2006; Davenport 1999). It is indeed the knowledge, skills and abilities of individuals that create value. Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital.

Davenport (1999) comments that; People possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital

and decide when, how and where they will contribute it. In other words they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value that is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent (Armstrong, 2009). The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns *and the* can be recruited through using social media.

Recruitment is the process of finding, selecting, attracting and hiring qualified personnel to be employed within an organization and contribute to the achievement of its goals and objectives (Molnar 2011). Philips (2012) believes that the recruitment process may involve trying to attract highly qualified and talented individuals, screening the applications, and selecting the right applicant for the job using social media. He argues that the recruitment and selection of personnel is considered a very critical component of the human resource's function which drives the organizations' success and development. While selection is the process of screening applicants to determine which candidates meet the job requirements in terms of knowledge, skills and abilities (Philips 2012).

Many organisations worldwide use traditional ways of recruiting and some of them tend to use a mixture of both traditional ways and online recruiting with the use of social media networks (Molnar 2011). He expects an increase trend in using corporate websites and social networks in recruiting and selecting

individuals globally. Recruiting e-recruitment, or recruiting via the use of social media networks and internet, is a phenomenon that has led to the appearance of a new market in which there is an unprecedented level of interaction between employers and potential employees (Bondarouk & Olives 2013).

Noe (2012) believes that “online technology and the use of social media in recruiting are crucial to companies that compete for the best talented candidates in a high speed job market”. This is because the use of the social media can save a lot of time, cost and effort and also allows organizations to target more qualified candidates all over the world (Noe, 2012). Furthermore, by using social media sites, the vacancies can be filled faster and therefore save the time that can be spent in searching for qualified candidates through the uses of traditional methods of advertising and job posting (Sweeny 2011).

He argues that social media sites can also help organizations increase their brand visibility online which can establish an excellent image and brand for these organizations. Using social media networks in recruiting and selection employees in the GRA may reduce placement costs that are expended in advertising for job postings and it can also help them to promote their businesses and build their images through the use of these sites. As suggested by Philips (2012), this problem of finding the right candidate can be solved by finding other strategies of recruiting such as the use of social media networks. Thus, business owners in the Ghana can benefit from the use of these social networks to make its vacancies and job posting open internationally to all people; this will help immensely as there

would be a wider pool of applicants and it will be much easier to find talented potentials.

The Concept of Recruitment and Selection

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organisations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical College graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior

executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organisations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Jovanovic (2004) argued that recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Jovanovic added that recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

Huselid, (1995) stated that a human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources. Huseild further added that the purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The

system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization.

The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator.

In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Mullins, (1999) revealed that many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of prescreening and identification will not likely improve.

However, the recruitment landscape is changing and according to Wolf (2014) each company wants to obtain a certain level of competitive advantage in order to overrule their direct and indirect competitors. Hanji, Mirji and Vyas, (2015) stated that instead of relying heavily on external recruitment firms or job boards, many companies are focusing on locating specialized talent through social media sites such as LinkedIn. Joos (2008) added that the Internet is changing the way that business is conducted. The development of new communication channels through Web 2.0 opens up for new ways of communicating and to do so while reaching a larger number of people (Augustin, Berglund & Hemmings, 2010). However, most of organizations are still using traditional way of recruiting candidates for employment.

Cober, Brown, Blumenthal, Doverspike, and Levy (2000) revealed that online recruitment efforts will continue to replace traditional methods such as job fairs, newspaper adverts, word of mouth, and campus recruiting. According to Cook (2012) as social and online technologies advance, they continue to change the recruitment landscape for jobseekers and professional hiring managers alike. In defining E-recruitment, also known as online recruitment (recruitment through social media), Archana, Nivya, and Thankam (2013) said that it is the practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring new personnel.

According to TriNet, (2012) social media is simply about community and relationships. HanjiMirji and Vyas, (2015) said that social networking sites are used to facilitate and improve process of recruitment method in human resource

management. Schoshinski (2013) argued that the use of social media in recruitment continue to increase in popularity. As people spend more time on these sites the savvy organization will also need to utilize these sites to find candidates. Oracle White Paper (2012) revealed that social networking sites such as Facebook and LinkedIn are some of the most powerful tools available to recruiters today.

The process of recruitment

According to Odiorne (1984) the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. Smith et al. (1989) argued that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence.

Lee (2005) stated that the traditional recruitment process follows a step-by-step sequential process. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Holm (2012) added that the first step of recruiting is to identify the hiring needs. The organization relies on human resources plots to understand the requirement for

long-term and short-term strategies. The second stage of recruiting process is to attract potential ideal candidates by preparing the job announcement. Ideally, the recruitment source and advertisement would be chosen by the industry and position the company is requesting to reach the target audience. In order for a candidate to know about the job, the job announcement must be attractive, loud and clear.

Furthermore, the third task is the processing of incoming applicants. This consists of receiving, sorting, pre-screening and evaluating applicants. During this task, it is also important for the recruiter to communicate with the hiring manager of the position. The hiring manager will help the recruiter formulate the next step for the next task of the process. Holm (2012) concluded that, communicating with the applicant is critical. There is fierce competition or “War for Talent”¹ for the best hires and a recruiter who does not have good communication skills could lose valuable applicants. After pre-screening, the recruiter discusses the next step of the application with the manager which can result in ending the process or short listing the candidate for interviews.

Social Media Tools Used for Recruitment and Selection a.

Organisations have a number of methods from which to choose, including advertising, direct mail, and telephone. Advertising can be used both to publicize a job vacancy and to recruit qualified quantity. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to

reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1991).

Cook (2012) stated that there are two main tools used for online hiring. These are corporate recruitment websites and social networking websites. Corporate recruitment websites typically connect directly to the company's main website and provide details about open positions and the application process. In contrast, social networking websites generally function as either personal networks (such as Facebook and Twitter) or professional networks aiming to connect applicants with potential employers (such as LinkedIn or Jobvite).

A paper published by Social Media Facts (2011) and cited by ORACLE (2012) indicated that social networking sites such as Facebook and LinkedIn are some of the most powerful tools available to recruiters today. Facebook has more than 500 million members and regularly surpasses Google in site visits per day. LinkedIn has increased its number of registered users from roughly 40 million in 2009 to more than 100 million in 2011. SMF (2011) added that as usage of social networks continues to increase, more businesses are recognizing the fact that high-quality candidates can be reached faster and at lower cost using social networks than traditional recruiting methods. Thus, social networks can give recruiters a competitive edge in locating and engaging the best candidates available to reach your company's recruiting objectives.

A survey of 73 leading employers by Cober and Brown, (2006) revealed that the most prominent source of new hires in that year was through social

networking websites (21%) while organizational websites recorded the least (5%). The result indicated that employers received more value in the recruiting process from their budgetary investments in social networking websites than in corporate employment websites. Breaugh, (2008) added that if companies engage in online recruitment from websites, the clarity of information concerning vacancies such as pay levels, working hours, job tasks etc. are the most important feature in relation to recruitment.

However, Rynes and Cable, (2003) cautioned that due consideration should be given to ensure websites are attractive and easy to use. Bersin and Associates, (2009) concluded that using social media in recruitment in organization should not be a replacement for current talent acquisition strategies but, rather, as an extension and enhancement. Nicole and Macko (2011) added that companies uses social media to perform necessary background checks in an effort to acquire outside information regarding potential job candidates to protect themselves and their organization by mitigating risks through due diligence and exercising a distinguished degree of care when evaluating job candidates and clients. For candidates it potentially offers multiple sources of information about the employer and the possibility of contact with existing employees to gain a more realistic job preview.

According to careerBuilder.co.uk (2010) there are a number of issues that need to be considered in the application of social media in the organization. That is there are ethical questions of privacy and the extent to which it is appropriate and relevant for employers to seek information about workers' private lives. A

United State (U.S) survey found that the most common reasons for not short listing and rejecting candidates were based on 'lifestyle' rather than employment-related information. For example, 35 per cent of those surveyed said that they found material on social media (SMs) that caused them not to hire a job candidate; social media postings that included 'provocative or inappropriate' photographs or information were cited by 53 per cent of human resource (HR) managers as a reason to turn down an employee.

Again, employers may leave themselves open to charges of discrimination; using social media to alert potential candidates to vacancies could potentially discriminate against those who do not have access to social media or indirectly discriminate against groups which are under-represented in a targeted campaign strategy. By vetting candidates online, employers are likely to gain a range of information about candidates, including sexual orientation, ethnicity, religion, marital status, age and political views, making it easier for rejected candidates to claim unfair discrimination, although it is at present unusual for cases of discrimination at the point of recruitment to be brought to employment tribunals.

Social Media Sites in Recruitment

In year 2002 programmer Jonathan Abrams created a web site where people could gather in virtual communities, exchange profiles and broaden their scope of friends. This site was called Friendster and it started the revolution of socializing through Internet and the up-come of social media sites. One year later in 2003 My Space came to a picture and after few months also Facebook was

established as inspired by Friendster. (Schepp & Schepp, 2010). The definition social media came to use first time around year 2005 and the definition of social media has changed and broadened as time has gone by. One great example of the fact that the definition of social media is not so one dimensional is Wikipedia. In the year 2008 the definition of Social Media in Wikipedia simply was the following: Social media are primarily Internet-based tools for sharing and discussing information among human beings”, and today Wikipedia's definition for social media is many pages long (Pönkä, 2009).

The most common way to categorize websites as social media sites is the three dimension model. This model says that websites can be called social media sites in cases where firstly the majority of the content is user generated, secondly there is a high degree of participation and integration between users and thirdly the sites are easily integrating with other sites (Campbell, 2010). Pönkä (2009) introduces in his blog that by definition, social media platforms include for example blogs (Blogger, WordPress, Typepad), social networking sites (Facebook,), social bookmarking sites (Delicious, Stumble Upon) news sharing sites (Digg, Yahoo! Buzz) and photo and video sharing sites (Flickr, Vimeo and YouTube). Lietsala and Sirkkunen (2008) succeed in their book *Social Media* to take the definition social media as an umbrella term, in which under you can actually put various different cultural practices related to the online content and people who are involved with that content.

The most common social media as the freedom to express yourself is usually the key value on these sites and the free-entrance is usually seen as the

basis for social media. Many sites yet have got chargeable applications also included to their services to people who want more from their sites. Also biggest social media sites like Facebook makes a lot of money through advertisements but for users it is free, and it always will be, as Facebook states in their opening page. (Lietsala & Sirkkunen, 2008)

Another Social media site that is widely talked in conversations about recruiting through social media is site called LinkedIn. LinkedIn was established in 2003 and has since then dramatically grown to a professional interactive site. LinkedIn had in summer 2010 more than 70 million users from 200 countries around the world. Every second a one new member signs up for LinkedIn. (Schepp & Schepp, 2010). An interesting fact about LinkedIn is also that the average user of LinkedIn is 41 years old and earns more than \$110 000 per year. The members of LinkedIn are mainly male, 64% and 36 % are female. (Schepp & Schepp, 2010).

LinkedIn is a social networking site, mainly designed as a networking tool for business purposes. In LinkedIn the users can upload their profiles, almost like their CVs, which can include information like education, previous jobs, current job etc. When on Facebook people are mainly telling things about their private life, LinkedIn is the opposite. Users can also make recommendation of other users if person's working results have met their expectations. Users can also network through different groups where the members can discuss with other members of the group.

Benefits of Social Media in Recruitment and Selection Process

According to Augustin, Berglund and Hemmings (2010) recruitment through social media can enable the communication and dialogue within the recruitment process. Recruitment through social media affects the pool of applicants and influences the selection. Also we can conclude that social media within the recruitment process enables presence, transparency and quickness. Joos (2008) explains that social media is often used in marketing purposes where companies focusing on promoting products, services and their corporate image. The use of Internet and social media has created new conditions within HR-systems and processes, such as in recruitment. For example, Internet has opened up for better ways to spread information to the society and to specific applicants concerning the organization. Internet also makes it easier to find information and creates alternative ways for people to participate in social activities (Hong, 2007).

Sullivan (2009) and Oracle White Paper (2012) argued that because people are the greatest asset of the organization, there is the need for the organization to find a means to connect with the best candidates within the organization. Social recruiting puts the organization in the mix with candidates that the organization would otherwise not be able to reach. This does not mean that the organization needs to completely replace the existing recruiting processes with social networking; rather, you need to leverage these new tools and add them to your efforts to enhance and improve your results. The online social media networks which are used heavily are; LinkedIn, Facebook, Instagram and Twitter.

According to Madia (2011), social network sites can be defined as web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view their list of connections. These network sites nowadays have connected people all over the world and most individuals are using these sites to search for jobs besides the other purposes of entertainment and connecting with other people (Madia 2011). Some organizations have already planned and used these networks in their recruitment process in order to target more qualified individuals worldwide and minimize the cost. Many organizations use social media networks to advertise for their job openings and at the same time brand their business by adding the company profile (Raj 2010).

Furthermore, by using social media sites, the vacancies can be filled faster and therefore save the time that can be spent in searching for qualified candidates through the uses of traditional methods of advertising and job posting (Sweeny 2011). He argues that social media sites can also help organizations increase their brand visibility online which can establish an excellent image and brand for these organizations. Using social media networks in recruiting and selection employees in the SMEs may reduce placement costs that are expended in advertising for job postings and it can also help them to promote their businesses and build their images through the use of these sites.

Many business owners in the Ghana face tremendous challenges of finding skillful and talented candidates that they need to hire in order to meet the job requirements and compete in the market place. As suggested by Philips (2012),

this problem of finding the right candidate can be solved by finding other strategies of recruiting such as the use of social media networks. Thus, business owners in the UAE can benefit from the use of these social networks to make its vacancies and job posting open internationally to all people; this will help immensely as there would be a wider pool of applicants and it will be much easier to find talented potentials.

Challenges associated with social media in recruitment and selection process

According to TriNet (2012) the use of social media has expanded in the last several years, so much so that it now touches almost every facet of our lives. Berkowitz, (2015) added that there is no question that social media is changing the way business work. This is because the trend goes beyond marketing of the organizational product. Kidder and Smith (2010) concluded in their studies that social networking sites, such as Facebook, have expanded on to the cultural and business landscape. Not only can firms use social networking site to present organizational information to inter-parties, but also perhaps gather information regarding job.

However, according to Hall, Lueders and Pennington (2014) managing and forming impressions online present opportunities and challenges for both the actor and the perceiver. The opportunity for the actor is to create favourable impressions, and the challenge for the perceiver is to determine if the information accurately reflects the profile owners' actual offline personality. Segal (2014) added that social media is no longer cutting edge; it is mainstream. Segal also

revealed that one of the most important intersections between social media and employment is in hiring process. It is here where there great potential risk and reward.

TriNet (2012) argued that social media could be used as a forum for disgruntled employees to launch online attacks against companies or employees, thereby creating possible litigious situations. It is important that care is taken when disciplining an employee for disparaging the company or employees. If an employee is speaking about disliking a manager it may be “protected activity” under the National Labor Relations Act. There is a fine line that exists between “protected activities,” on the one hand, and libel or slander, on the other.

Schoshinski, (2013) revealed that while social media outlets provide valuable resources for recruitment, they can also cause legal concerns if not used wisely. Berkowitz, (2015) added that one of the key problems that arise of social networking for recruitment is the amount of information an employer may obtain. That is much of the information an employer can find about a candidate from social networking site is information about protected characteristics such as religion, gender age, sexual orientation, or disability. Thus, employer that moves from using social media for sourcing candidates to using it to screen candidate often find out information about the candidate before actually interviewing them and that information could potentially cause them to eliminate an applicant from consideration.

Smith (2010) also argued that another problem of using social media in recruitment is when employers do not do enough screening of applicants and ends

up getting hit with charges of negligent hiring. This result when the hired employee commits a crime or act of violence, for instance, the employer could be held liable if it is found that the organization should have obtained information from the internet that may have foreshadowed this behaviour. Institute of Business Ethics (2011) contributing to the debate stated that using social media in recruitment undermine the company's commitment to ethical practice and expose to integrity risk. Thus, businesses should also be careful to manage the risk associated with violating data protection laws or other legislation when using personal social media in the recruitment process (Walters, 2014)

A survey by SHRM (2008-2013) in the US for the year 2013 revealed that 77% of US organizations use social media for recruitment for specific jobs. However, due to the challenges associated with the use of social media in recruitment, it appears that from the period between 2008 and 2011 the percentage of organization using social media to recruit dropped from 56% to 34%. Social media recruitment may be the hottest new method of sourcing potential job candidates but it would not be effective without a deliberate social media recruiting strategy. With so many social media tools in the recruiter's toolbox, and new ones emerging almost every day, it can be easy to try everything in a haphazard way (Recruiting Daily.com, 2015).

. In 2009, a Swiss labour market study among 300 recruiters was conducted in order to examine their opinion about social networking sites regarding recruitment. They concluded that the use of social networking sites for recruitment is a relatively novel and that a lack of strategy for using these sites

posed a challenge for recruiters. (HR Today, 2009). In a study conducted by the university of Applied Sciences in Wiesbaden, among 200 German recruiters, 85% of respondents agreed that social media has significant importance in the role of future recruitment (Jäger & Meser, 2007).

The fact that social media have expanded on to the business landscape and especially to the Human Resource Management landscape leads to the focus of this study. Social media is a broad category, encompassing practices such as podcasting, blogging, text messaging, internet videos, and HR e-mail marketing, which are some of the more widespread applications used in recruitment (Joos, 2008). In addition to these tools, there are a small number of highly popular sites which employers are using increasingly such as Facebook, LinkedIn, Wikipedia and Yahoo. These incorporate tools to attract the attention of potential candidates typically ranging from websites to blogs, wikis, podcasts and video platforms.

A recent study by Jobvite (2012) among employers reveals that globally, LinkedIn is currently the most popular social network tool being used for recruiting (used by 93% of employers), followed by Facebook (66%) and Twitter (54%). Moreover, it seems that the use of social media tools and their application at different stages differ in the recruitment process, as well as their application between different employers.

Chapter Summary

This chapter review literature theoretical review, on the concept of recruitment and selection, social media sites in recruitment, benefits of social media in recruitment and selection process, challenges associated with social media in recruitment and selection process.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter explained the methods adopted in collecting and analyzing the data. It focused on the description of the study area, research design, the population, sampling techniques, data collection method and data processing. It also delves in the statistical techniques for analyzing the data and the presentation of the data.

Research Design

The study is generally a descriptive one which captures social media in the recruitment and selection process in Ghana Revenue Authority. However, it also uses an explanatory approach in sections that deal with the social media tools employers use in recruitment and selection processes, the cost and benefits of using social media and the risks and opportunities that employers associate with using social media for recruitment, particularly in relation to violation of privacy and employment legislation relating to discrimination in recruitment. The case study approach was adopted for this research. The case study method was chosen because case study is suitable for practical problems. It is often seen as being problem-centered, small scaled and manageable. Again, case study method has the unique ability to use and apply a lot of different empirical evidence, Yin (1994).

The research strategy is quantitative approach. Willis argues that “most quantitative research falls into three broad categories: experimental, relationship research and survey research” (Willis, 2008). The quantitative strategy of this

dissertation will be carried through the use of survey/questionnaires. Owing to the nature of the research questions, survey/questionnaires were deemed as the most suitable choice of research strategy to undertake. Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity (Kothari, 2004).

Quantitative perspectives derive from a positivist epistemology, which holds that there is an objective reality that can be expressed numerically (Glatthorn & Joyner, 2005). The use of a quantitative strategy was also chosen to be beneficial as the research involved finding out whether recruitment through social media has impacted companies' workplace diversity levels. Companies, particularly those with low diversity levels, may regard this as a sensitive subject, and may not want to disclose this information, unless they are able to do so anonymously. Therefore, using survey/questionnaires may have warranted more honest answers from companies than that of a qualitative approach.

Organisation of the Study

In December 2009, the three tax revenue agencies, the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat were merged in accordance with Ghana Revenue Authority Act 2009, Act 791. The Ghana Revenue Authority (GRA) thus replaces the revenue agencies in the administration of taxes and customs duties in the country.

The Ghana Revenue Authority (GRA) has been established to:

- Integrate the management of Domestic Tax and Customs
- Modernise Domestic Tax and Customs operations through the review of processes and procedures
- Integrate Internal Revenue Service (IRS) and the Value Added Tax Service (VATS) into domestic tax operations on functional lines.

The establishment of the GRA is a culmination of years of plans to streamline the administration of tax collection in Ghana which began in 1986 when CEPS and IRS were taken out of the Civil Service and made semi-autonomous and self accounting public sector institutions with separate boards. The same year, the National Revenue Secretariat (NRS) was set up to formulate revenue policies, manage tax reforms and supervise the activities of CEPS and IRS.

In 1998, the Value Added Tax Service was established to administer VAT and other consumption taxes. The Revenue Agencies Governing Board (RAGB) also began operations in 2001 to supervise and monitor the operations of the Revenue Agencies. In 2002, the Taxpayer Identification Number was introduced to enhance information interchange and risk profiling. Then in 2004, the Large Taxpayer Unit (LTU) was set up to operate on functional lines as a pilot programme for the future integration of tax administration in Ghana as well as to serve the needs of large taxpayers as a one stop shop operation.

Population of the Study

The population of the study was the entire staff of Ghana Revenue Authority. The target population for the study will cover the entire staff strength of Ghana Revenue Authority at the Head Office, Accra which is estimated to be fifty (57). This was based on the assumption that these people are the main force behind the growth of the organization. Management assumes the role of formulating policies while junior staffs ensure that these policies are implemented to achieve the target of the organization.

Sample and Sampling Procedures

The purposive sampling technique was used in the sampling process of the population for the research. Purposive sampling is a non-probability sampling in which the decision concerning the individuals to be included in the sample was taken based on the fact that these individuals have been around long enough to have the knowledge of the research issue and also the willingness to participate in the research. Choosing respondents for this study was purposive as those who do not use social media were excluded. This study focused senior management, middle management, junior management and non-management employees. The respondents were drawn from these categories, using The De Van (2002) formula for calculating sample sizes was used to calculate the sample size at 95% confidence level and $P = 0.5$.

Where n is the sample size, N is the population size, and e is the level of precision.

$$\frac{N}{1 + N (e)^2}$$

$$\frac{57}{1 + 57 (0.02)^2}$$

$$\frac{57}{1 + 57 (0.0025)^2} = 50$$

Amedahe (2002) suggested that a minimum of 10 percent can be used as the appropriate sample size for any given study with a large population. Any percentage which falls within 5% to 20% is suitable in order to make generalizations in quantitative studies.

Research Instruments

Copies of questionnaires were given to the selected employees of Ghana Revenue Authority head office. These questionnaires consisted of both closed and open-ended questions to allow respondents to express their thoughts freely. The main research instrument used in this study was survey, described by Sarantakos (2005) as the most commonly used method of data collection in which information is gathered questionnaire. The questionnaire was made up closed-ended questions. The questionnaire was divided into 4 sections; section A for background and demographic information; section B for social media recruitment and selection

Data Collection Procedure

The data collection instrument adopted was the questionnaire. The respondents were free to answer the questions according to their own conscience without being compelled to satisfy the researcher. Information from these questionnaires constituted the primary data for the research. Data was collected from primary and secondary sources. Primary data was collected using questionnaires. The questionnaires were distributed to staff in all departments. One week was allowed for respondents to fill in the questionnaires after which they were collected for analysis. The research design determines the method of data collection and analysis. The instruments that were used were questionnaires and interviews (face to face interactions). The researcher distributed the questionnaires in person to clarify any possible ambiguity that may arise. One of the major problems encountered by the researcher during the data collection is due to the fear of respondents being victimized or taxed, coupled with the excessive bureaucracy in the public sector, some of the respondents were not willing to respond to the questionnaires.

Validity of Data

A research instrument is said to be valid if it measures what is supposed to measure (Gall, 2003). The draft questionnaires were given to selected persons knowledgeable in research to ascertain the items suitability in obtaining information according to research objectives of the study. This process assisted in eliminating any potential problems of the research instrument and provided a basis

for design or structural changes. This was done to test the validity and workability of the instrument

Reliability of Instruments

Reliability of the instruments concerns the degree to which a particular instrument gives similar results over a number of repeated trials (Mugenda & Mugenda, 2003). The researcher pre-tested each of the questionnaires to the pilot sample. Pre-testing was conducted to check the questionnaires' structure and the sequence, meaning and ambiguity of questions. Pre-testing was done in order to refine and ascertain the reliability of the research instruments before they are applied in the actual research (Cooper & Schindler, 2003). The discovered errors were corrected, ambiguous questions were made clearer and relevant and the contents revised. The reliability of the instrument was ascertained using the internal consistency method. The questionnaire was given to a 10-man expert on the field for their grading based on 5-point Likert scale. The researcher used the Cronbach's alpha correlation matrix to test the reliability of the instrument as ranked by the experts and it indicated an index of 0.83

The purposes of reliability test are to ensure the quality of the questionnaire, and guarantee a scale produces consistent results. In order to achieve more accurate, stable test results, Cronbach's Alpha coefficient was used to measure the reliability of the questionnaires. Cronbach's Alpha coefficient is the most popular form of internal consistency reliability coefficient.

Data Analysis Techniques

In order to analyze the data collected, content analysis was chosen as the ideal analysis technique. The justification for this method was the fact that content analysis is a method employed to study the content of communication. Again, data obtained through questionnaire were coded and entered into Statistical Package for Social Scientist (SPSS) version 22. Again excel was used as analytical supplement. With the use of survey/questionnaires as the means of collecting the desired data, graphs and charts were used in order to analyse the data received. Using graphs and charts allowed the information collected to be interpreted easily and survey answers to be easily noted and analysed. Tables and relevant charts were generated in order to make deductions establish relationships among the study variables. Data from questionnaires was presented using descriptive analysis mainly percentages and measures of central tendencies where appropriate.

Ethical Consideration

Ethics, according to White, can be defined as the moral principles and values that govern the way an individual or group conducts its activities (White, 2009). The conduct of a research requires not only expertise and diligence, but also honesty and integrity. According to Welman, Kruger and Mitchell (2005) ethical considerations and ethical behaviour are as important in research as they are in any other field of human activity. Thus, to render the study ethical, the rights to self-determination, anonymity, confidentiality and informed consent were observed. Subjects' consent was obtained before they completed the questionnaires. Subjects

were informed about the purpose of the study, the procedures that would be used to collect the data, and assured that there were no potential risks or costs involved. Bond states that researchers should be sensitive to issues such as the privacy of the individual and also to the consequences of disclosure to the individual (Bond, 2006). White argues that “if anonymity and confidentiality are guaranteed, this should always be maintained” (White, 2006) However, due to the use of survey/questionnaires to gather primary data, all data received has been collected anonymously, and therefore no personal information of the employees who participated in the survey, was gathered. Anonymity and confidentiality were maintained throughout the study. This was ensured by not disclosing the subjects' name on the questionnaire and research reports and detaching the written consent from the questionnaire.

Chapter Summary

This chapter covered the research design, the population and sampling design, data collection and research procedures and data analysis that were used in the research. The next chapter discusses research findings and results in relation to the research questions. During the analysis, tables, charts, and graphs were used for the analyses.

CHAPTER FOUR

PRESENTATION OF ANALYSIS AND DISCUSSION

Introduction

This chapter presents the findings and analysis of the study which sought to assess the use of social media in the recruitment and selection processes of Ghana Revenue Authority. The chapter has been divided into four sections to help address the specific objectives and research questions of the study. The first section provides a general overview of the research respondents.

Demographic Information of Respondents

This section covers background information of respondents such as their gender, length of service and the social media modes that Ghana Revenue Authority uses in recruitment and selection process.

Analysis of respondents' gender

To understand the gender composition of the studied sample, data was collected on the gender of the respondents and the result is displayed in Figure 1. Figure 1: The results of the study shows that the male were more than the female respondents. This means that the male participated in this study more than the female.

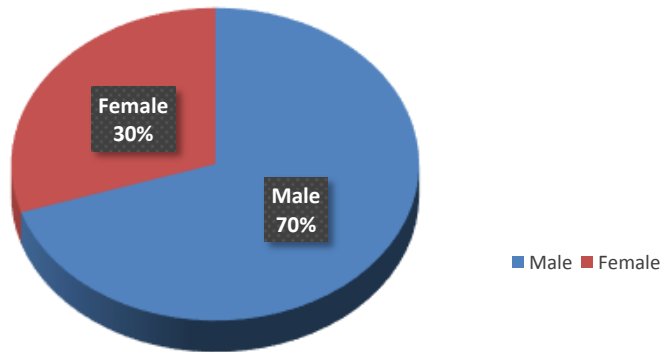


Figure 1: Distribution of respondents' gender

Source: Field Survey (2018)

Analysis of respondent length of service

The study also collected data on the length of employees/respondents service in the organisation. The analysis is presented in Figure 2.

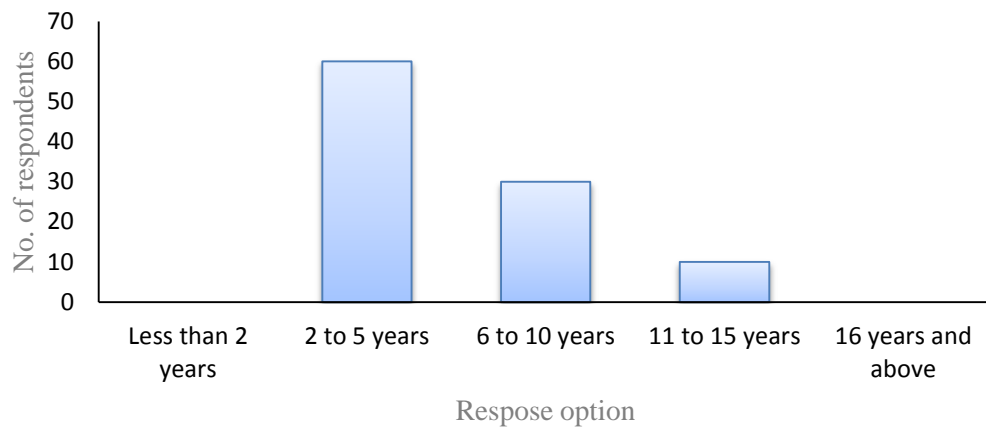


Figure 2: Distribution of respondents' working experience

Source: Field Survey (2018)

This question was designed primarily to establish the link between years of service and the level of knowledge on the organization's use of social media in recruitment and selection process. As shown in Figure 2, out of the 50 respondents studied, 30 of them representing 60% had been in the organization for 2 to 5 years, 15 respondents representing 30% of the studied sample had been in the organization for 6 to 10 years, 5 respondents representing 10% of the respondents sampled had been in the organization for 11 to 15 years and none of the sampled respondents had been in the organisation for more than 16 years. The results indicated that majority (60% of sample respondents) of the staff of Ghana Revenue Authority have been with Authority for two to five years and these people believe that in Ghana Revenue Authority the social media tool use in recruitment and selection are Skype and LinkedIn.

The uses of social media in recruitment and selection

The first objective examined the uses of social media in recruitment and selection of candidates for employments, the recruitment process and selecting the right candidates for the job using social media and the results are shown in Table 3.

Table 1: Uses of Social media for recruitment and selection

Response	Frequency	Percentages
Yes	30.00	60
No	5.00	10
Not sure	15.00	30
Total	50.00	100

Source: Field Survey, Zigarh (2018)

As shown in Table 1, out of the 50 respondents, 30 representing 60% responded the Ghana Revenue Authority uses social media in recruitment and selection of candidates for employments, 5 representing 10% of the respondents answered no to the question and 15 respondents representing 30% were not sure that Ghana Revenue Authority uses social media in their recruitment and selection of candidates for employment. The result shows that majority (60% of sampled respondents) believed that Ghana Revenue Authority used social media (Skype and LinkedIn) in recruitment and selection of candidates for employment. By using social media sites, job vacancies can be filled faster and therefore save the time that can be spent in searching for qualified candidates through the uses of traditional methods of advertising and job posting.

Apart from this, social media sites can also help organisations increase their brand visibility online which can establish an excellent image and brand for these organizations. Using social media networks in recruiting and selection employees in the GRA may reduce placement costs that are expended in advertising for job postings and it can also help them to promote their businesses and build their images through the use of these sites. No doubt, majority of the

respondents 60% responded that Ghana Revenue Authority uses social media in recruitment and selection of candidates for employments. This finding supports Raj (2010) who said many organisations use social media networks to advertise for their job openings and at the same time brand their business by adding the company profile.

Analysis of respondents' opinion on uses social media in recruitment and selection process

Distribution of respondents' views on the uses of social media in recruitment and selection processes and that results are shown in Table 2.

Table 2: Social media in recruitment and selection processes

Responses	Frequency	Percentages
Yes	45.00	90
No	0.00	0
Not sure	5.00	10
Total	50.00	100

Source: Field Survey, Zigarh (2018)

From Table 2, out of 50 respondents' majority (45 of the respondents) representing 90% responded that recruitment process can achieve the desired result through the use of social media and only 5 respondents representing 10% responded "Not sure" to the statement. The result indicates that majority of the staff of Ghana Revenue Authority believed that recruitment process can achieve the desired result through the use of social media.

The results of the study support Joos (2008) study which revealed that that social media is often used in marketing purposes where companies focusing on promoting products, services and their corporate image. The use of Internet and social media has created new conditions within HR-systems and processes, such as in recruitment. Hong (2007) confirmed the results of the study that Internet has opened up for better ways to spread information to the society and to specific applicants concerning the organization. Internet also makes it easier to find information and creates alternative ways for people to participate in social activities

Analysis of respondents' perception on social media and quality of job applicants.

The distribution of respondents' opinion on the social media and quality of applicants for employment is shown in Table 3.

Table 3: Social media and quality of job applicants

Response	Frequency	Percentages
Yes	45.00	90
No	0.00	0
Not sure	5.00	10
Total	50.00	100

Field Survey, Zigarh (2018)

From Table 3, out of 50 respondents, almost all the respondents (90% of the sampled respondents) said that social media recruitment process attracted a pool of high quality applicants for selection, and 5 respondents representing 10% responded that they were not sure that social media recruitment process attracted a

pool of high quality applicants for selection. This corroborates the idea by Jovanovic (2004) that recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. The results of the study also support Augustin, Berglund and Hemmings (2010) who opined that recruitment through social media can enable the communication and dialogue within the recruitment process and social media affects the pool of applicants and influences the selection. This study can conclude that social media within the recruitment process enables presence, transparency and quickness of the recruitment and selection process.

The costs and benefits of social media in recruitment and selection process.

The second objective examined the cost and benefits of social media and main stream of recruitment, social network site, and the use of social network in communication and dialogue within the recruitment process.

The distribution of respondents' opinion on social media and cost saving is shown in Figure 3.

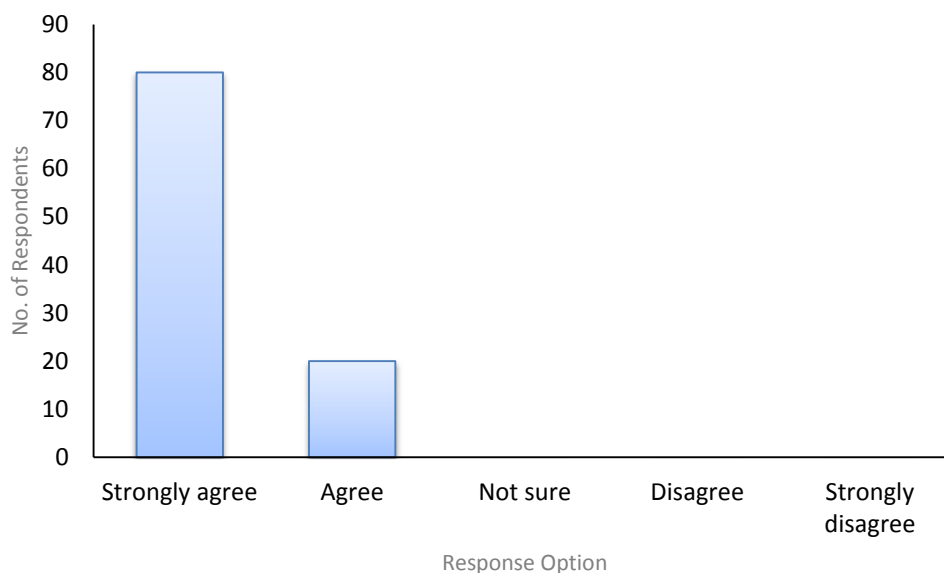


Figure 3: Benefits using social media in recruitment and selection

Source: Field Survey Zigarh (2018)

From Figure 6, 50 respondents, representing 100% agreed that the use of social media in recruitment and selection process is cost saving. The study finding supports Nicole and Macko (2011) indicated that companies uses social media to perform necessary background checks in an effort to acquire outside information regarding potential job candidates to protect themselves and their organization by mitigating risks through due diligence and exercising a distinguished degree of care when evaluating job candidates and clients. One of the benefits of using social media recruitment is that it offers multiple sources of information about the employer and the possibility of contact with existing employees to gain a more realistic job preview and can help organisations to avoid negligent hiring.

The distribution of respondents' views on the importance of social media in recruitment and selection is shown in Figure 4.

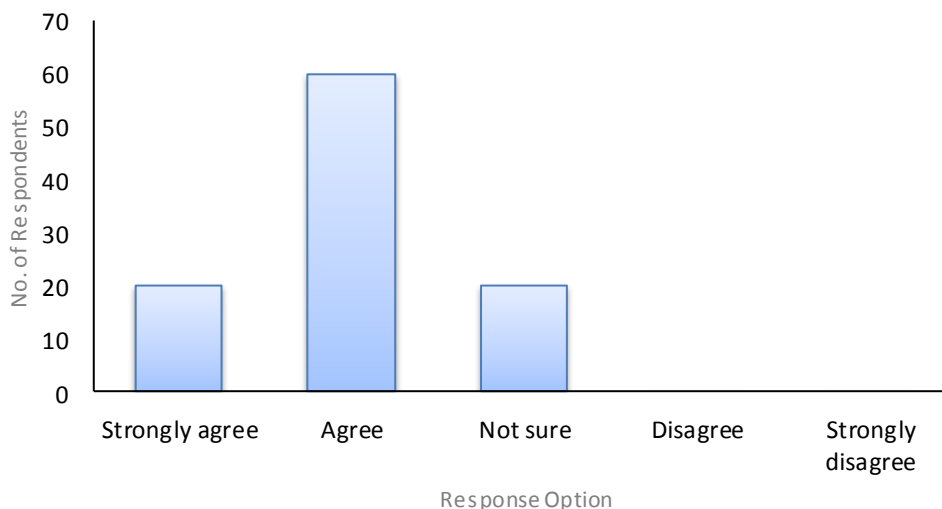


Figure 4: Distribution of respondent's on the importance of social media in recruitment selection.

Source: Field Survey (2018)

From Figure 7, out of the 50 respondents, 10 representing 20% strongly agree that social media in recruitment and selection is no longer the cutting edge; it the main stream, 30 respondents representing 60% agreed with the statement but 10 respondents representing 20% were not sure if social media in recruitment and selection is no longer the cutting edge; it the main stream. However, none of the respondents disagreed or strongly disagreed. The result shows that majority (90% of sample respondents) of the staff of Ghana Revenue Authority agreed with Segal

(2014) that social media is no longer cutting edge; it is mainstream for recruitment and selection of the right candidates for employment.

Analysis of respondents’ perception on the advancement of social media in business

The distribution of respondents’ perception on the advancement of social media in business is shown in Figure 5.

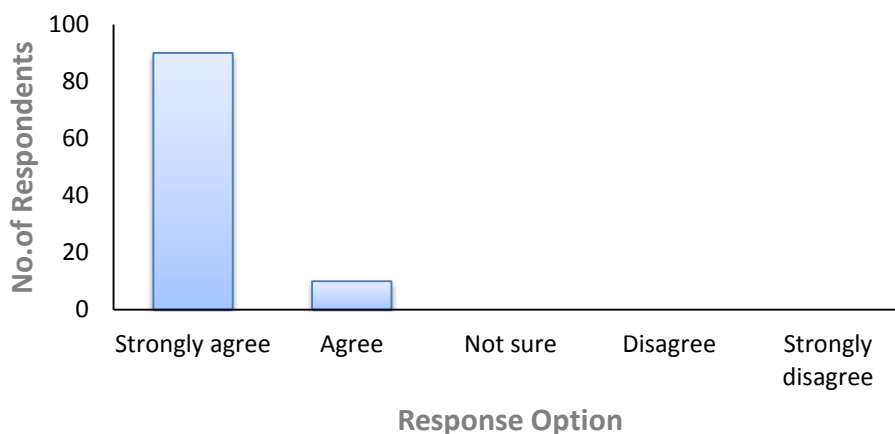


Figure 5: Distribution of respondent’s on the advancement of social media in business

Source: Field Survey (2018)

From Figure 5, all the respondents representing 100% agreed that social networking sites such as Facebook have expanded on to the cultural and business landscape with none of the respondents disagreeing to the statement. The results support the opinion of Kidder and Smith (2010) that social networking sites, such as Facebook, have expanded on to the cultural and business landscape.

Challenges of using Social Media in Recruitment and Selection of Candidates for employment.

The third objective sought to examine the challenges of using social media in the recruitment and selection process, managing and forming impressions on candidates, social media and legal issues and social media and information available to employers and the results are shown in Figure 7.

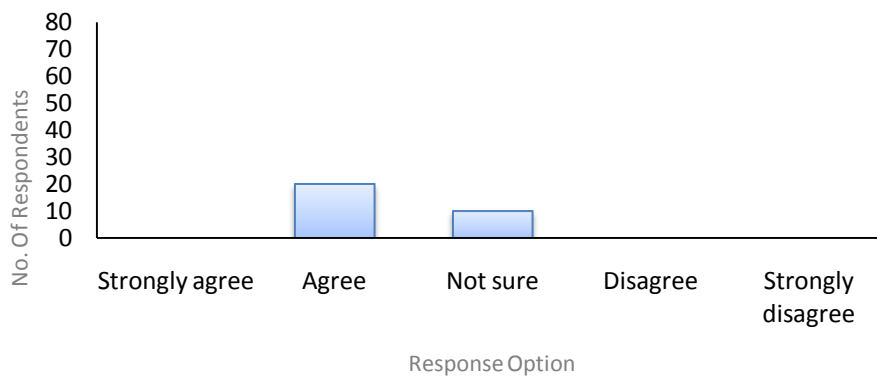


Figure 6: Distribution of respondent’s views on the limitation of social media in the recruitment and selection process

Source: Field Survey (2018)

Figure 9 shows that out of 50 respondents, 10 representing 20% agreed that social media has a limitation in the recruitment and selection process, 5 representing 10% of the respondents were not sure if social media had a limitation in the recruitment and selection process but majority (35) of the respondents representing 70% strongly disagree that social media had a limitation in the recruitment and selection process. This result shows that majority of the staff of Ghana Revenue Authority believed that social media had no limitation when used

social media in the recruitment process. This position supports the position of TriNet (2012) that social media could be used as a forum for disgruntled employees to launch online attacks against companies or employees, thereby creating possible litigious situations.

Analysis of respondents’ perception on social media and legal issues

The distribution of respondents’ perception on social media and legal issues in the recruitment and selection of applicants for employment is shown in Figure 7.

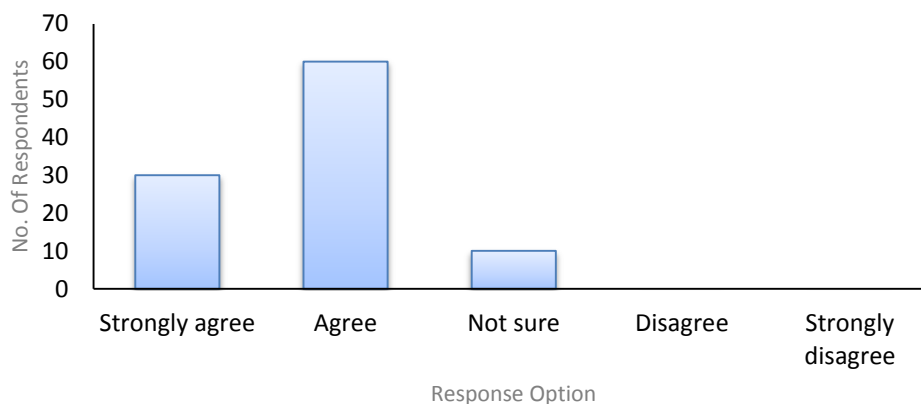


Figure 7 : Distribution of respondents’ opinions on the uses of social media and its legal issues

Source: Field Survey, (2018)

From Figure 7, out of 50 respondents, 15 representing 30% agreed that social media in recruitment and selection process could cause legal concern for the organization, 30 respondents representing 60% also strongly agreed to this statement but 5 representing 10% of the respondents were not sure whether social

media in recruitment and selection process can cause legal concern for the organization and none of the respondents disagreed or strongly disagreed. The result shows that majority (90%) of the respondents agreed with Schoshinski, (2013) that while social media outlets provide valuable resources for recruitment, they can also cause legal concerns if not used wisely.

The study sought respondents views on using social media and information available to employer in the recruitment and selection process of applicants for employment and the response are shown in Figure 8.

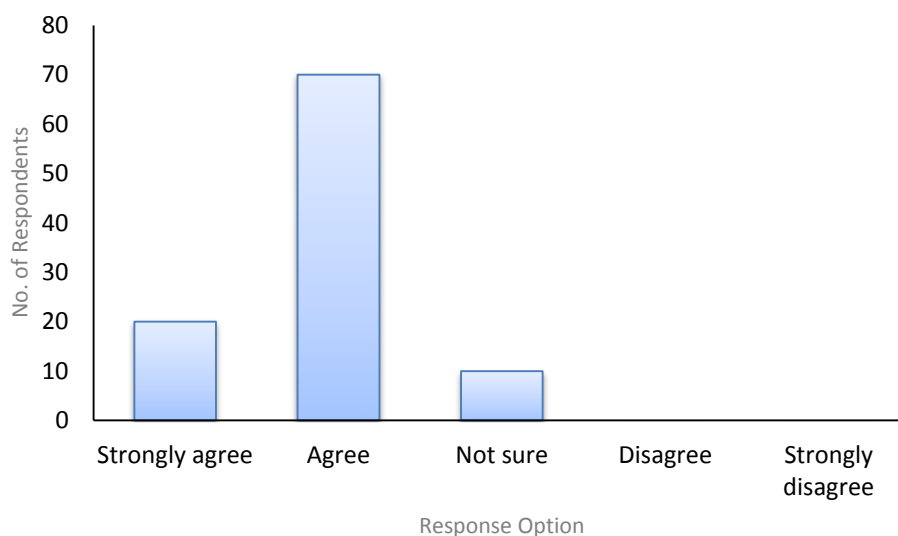


Figure 8: Challenges associated with using social media and information available for employers

Source: Field Survey Zigarh (2018)

Figure 11 indicates that 10 respondents representing 20% strongly agree that one of the problems of social networking for recruitment is the amount of information an employer may obtain on the applicants, 35 representing 70% of the

respondents also agreed to the statement but 5 respondents representing 10% of the respondents were not sure if one of the problems of social networking for recruitment is the amount of information an employer may obtain on the applicants. The result from the analysis indicates that majority (90% of the sampled respondents) of the staff of Ghana Revenue Authority agreed with the argument by Berkowitz, (2015) that one of the key problems that arise from the use of social networking for recruitment is the amount of information an employer may obtain on the applicants. The result also supported Smith (2010) that the problem of using social media in recruitment is when employers do not do enough screening of applicants and ends up getting hit with charges of negligent hiring.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter deals with the summary, conclusions and recommendations based on the findings of the study.

Summary of Findings

The study was a quantitative study and questionnaire were used for data collection. Purposive sampling was used in the study for selecting the sample size. The De Van (2002) formula for calculating sample sizes of 50 respondents. The objectives of the study were to identify the social media tools used for recruitment and selection at the Ghana Revenue Authority, determine the benefits of using social media in the recruitment process, determine the challenges associates with using social media for recruitment.

The findings from the analysis of data collected from the respondents are summarized below:

1. The most popular social media used by Ghana Revenue Authority for recruitment and selection purposes are Skype and LinkedIn. LinkedIn is a social media platform specifically set up for professional networking and recruitment purposes. Unlike Facebook or Twitter, LinkedIn has features which specially aid the recruitment process and make searching for potential candidates or job vacancies much easier. Skype also has features that enable recruitment through audio-visual means.

2. The social media tools, LinkedIn and Skype are used in the recruitment and selection processes. LinkedIn is used to carry out background checks on the potential employee whilst the Skype is also used for long-distance interview. Social media has removed the need for human interactions for people to perceive each other during the recruitment process to a certain extent, and it can often determine the selection decision that is made.
3. The result indicates that majority of the staff of Ghana Revenue Authority believed that recruitment process can achieve the desired result through the use of social media. The study revealed that the use of Internet and social media has created new conditions within GRA, and has opened up for better ways to spread information to the society and to specific applicants concerning the organization. Internet also makes it easier to find information and recruit applicants.
4. This result shows that majority of the staff of Ghana Revenue Authority believed that social media had some limitations when used social media in the recruitment process. This position supports the position of TriNet (2012) that social media could be used as a forum for disgruntled employees to launch online attacks against companies or employees, thereby creating possible litigious situations
5. The results of the study further revealed that using social media in recruitment and selection process could cause legal concern for the organization,

Conclusion

With the advent of social media, the world of work and jobs has changed forever. Social media is here to stay and employers can gain a significant advantage by adopting hiring methods that have a social media element. Social media like the Facebook, Skype and the other networks has open new competitive advantage for companies in all sector of the economy looking for the best candidate to employ.

The findings indicated that apart from the traditional system of employment such as newspaper advertisement and word of mouth, Ghana Revenue Authority also employs candidates with the use of social media specifically Skype and LinkedIn. Furthermore, the study concluded that all the staff of the Authority agreed that the use of social media in recruitment and selection process is cost saving.

The challenges of social networking for recruitment include the amount of information an employer may obtain on the applicants and the argument that social media could be used as a forum for disgruntled employees to launch online attacks against companies or employees, thereby creating possible litigious situations. Finally, considering the challenges of social media, it can be concluded that while social media outlets provide valuable resources for recruitment, they can also cause legal concerns if not used wisely.

Recommendations

Based on the findings, it is recommended that the organization should continue to employ quality candidates through social media. Management must

commit more resources into the improvement of the Authority's internet and other social networks to ensure its effectiveness since the objective of recruitment is to employ the best workforce.

Since social media is not just about dealing with what people say about you online though, it's about communicating with your customers and future customers, it's about building a community, being part of other communities. Thus, it is very important that management put structures and policies in place to avoid any legal issues that may arise as a result of the use of any social media type.

Suggestions for Further Study

As this research study was limited to Ghana Revenue Authority in Accra. Further studies could be done in other regions apart from the study area and compare the findings. A qualitative research study could be conducted to look at the effects of social media on organisational performance in banking industry. Qualitative methods would allow the researcher to use interviews to collect data from the respondents, as in-depth interviews give more information compared to questionnaires.

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APPENDIX A

RESEARCH QUESTIONNAIRE FOR STAFF

SECTION A: DEMOGRAPHIC DATA

Please, kindly answer the following by ticking (√) the appropriate letter of your choice.

1. Sex:

Male Female

2. How long have you worked with the organization?

less than 2 years 2 to 5 years 6-10 years

11 to 15 years 16 years and above

3. What social media tool does your organization uses in recruitment and selection process?

Ans:.....

SECTION B: THE CONCEPT OF RECRUITMENT AND SELECTION

Please, kindly answer the following by ticking (√) the appropriate box of your choice.

ITEMS	Yes	No	Don't Know
4. Does your organization use social media for recruitment and selection?			
5. Does recruitment process achieving the desired result through the use of social media?			
6. In your opinion do you think social media is about matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job?			
7. In your opinion do you think social media recruitment is a process of attracting a pool of high quality applicants so as to select the best among them?			

SECTION C: COSTS AND BENEFITS OF SOCIAL MEDIA IN RECRUITMENT PROCESS

Please, kindly answer the following by ticking (√) the appropriate box of your choice.

ITEMS	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
8. The use of social media in recruitment and selection process is cost saving.					
9. Social media in recruitment and selection is no longer the cutting edge; it the main stream.					
10. Social networking sites such as Facebook have exploded on to the cultural and business landscape.					

<p>Recruitment through social media can enable the communication and dialogue within the recruitment process.</p> <p>11.</p>					
<p>Social networks can give recruiters a competitive edge in locating and engaging the best candidates available to reach your company's recruiting objectives.</p>					

SECTION D: RISK OF SOCIAL MEDIA FOR RECRUITMENT AND SELECTION.

Please, kindly answer the following by ticking (√) the appropriate box of your choice.

ITEMS	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
12. Social media has a limitation in the recruitment and selection process.					
13. Managing and forming impressions online present opportunities and challenges for both the actor and the perceiver.					
14. Social media in recruitment and selection process can cause legal concern for the organization.					
15. One of the problems of social networking for recruitment is the amount of information an employer may obtain.					