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**EXPLORING INTERPERSONAL COMMUNICATION
BETWEEN EMPLOYERS AND JOB SEEKERS:
SOCIAL NETWORKING SITES AS ALTERNATIVE
COMMUNICATION METHOD**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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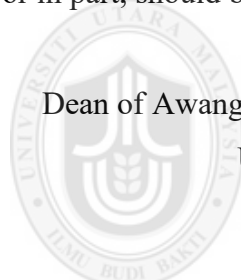
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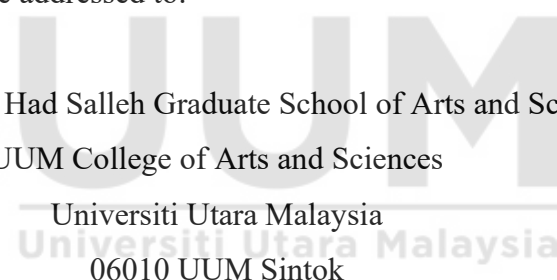
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Abstrak

Statistik membuktikan bahawa kadar pengangguran siswazah di Malaysia meningkat setiap tahun berikutan peningkatan bilangan siswazah dalam pasaran pekerjaan. Walau bagaimanapun, industri perekrutan telah mengalami perubahan pesat yang mengakibatkan penggunaan alat dan teknologi baharu contohnya penggunaan medium berasaskan teknologi seperti laman rangkaian sosial (SNS) di mana ia mempunyai impak fenomenal segera dalam pengambilan dan pencarian pekerjaan. Oleh itu, tujuan kajian ini adalah untuk meneroka penggunaan SNS sebagai kaedah komunikasi alternatif antara majikan dan pencari kerja dalam pengambilan pekerja. Ia bertujuan untuk memahami konsep SNS antara majikan dan pencari kerja, aktiviti komunikasi yang berlaku, antededen memilih iklan pekerjaan dari perspektif pencari kerja, dan akibat menggunakan platform SNSs. Temu bual mendalam telah dijalankan dengan 19 informan dari Selangor dan Kuala Lumpur, yang dipilih melalui teknik persampelan bertujuan. Data kajian telah dinilai dan digabungkan melalui analisis data tematik menggunakan perisian NVivo 12. Hasil kajian menunjukkan bahawa majikan boleh menghubungi lebih banyak individu berbakat dengan bantuan SNS. Kajian ini dibina berdasarkan Teori Pengguna dan Gratifikasi untuk menyumbang pemahaman lebih lanjut tentang mengapa orang menggunakan jenis media tertentu, apa yang mereka perlukan untuk menggunakannya, dan apakah kepuasan yang mereka peroleh daripada penggunaan tersebut.

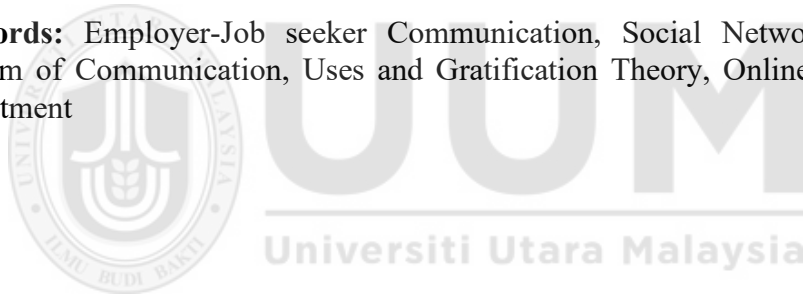
Kata kunci: Komunikasi Majikan-Pencari kerja, Laman Rangkaian Sosial, Teori Kegunaan dan Gratifikasi, Medium Komunikasi, Pengambilan Pekerja Dalam Talian



Abstract

Statistics prove that the graduate unemployment rate in Malaysia has risen every year due to the increasing number of graduates in the employment market. However, the recruitment industry has undergone rapid changes resulting the use of new tools and technology for instance the use of technology-based mediums like social networking sites (SNSs) where it has prompt phenomenal impact in recruitment and job searching. Therefore, the purpose of this study is to explore the use of SNSs as the alternative communication method between employers and job seekers in recruitment. It aims to understand the conceptualisation of SNSs between employers and job seekers, the communication activities that occur, the antecedents of choosing job advertisements from the job seekers' perspective, and the consequences of using SNS platforms. In-depth interviews were conducted with 19 informants from Selangor and Kuala Lumpur, who were selected via purposive sampling technique. The data was evaluated and combined in a thematic data analysis using the NVivo 12 software. The results indicate that employers can reach a large number of talented individuals with the help of SNSs. The present study built upon the Users and Gratification Theory to contribute further understanding of why people use certain types of media, what needs they have to use them, and what gratifications they get from using them.

Keywords: Employer-Job seeker Communication, Social Networking Site, Medium of Communication, Uses and Gratification Theory, Online Employee Recruitment



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List of Abbreviations

SNS	-	Social Networking Site
SNSs	-	Social Networking Sites
UNG	-	Users and Gratification
MRT	-	Media Richness Theory



LIST OF APPENDICES

Appendix A Letter for data collection

Appendix B Consent form for Informants

Appendix C Transcription sample



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter outlines the fundamental basis of the research by discussing the background of the study, problem statement, research questions, research objectives, significance of the study, operational definitions, limitations, and conclusion.

1.2 Background of the Study

Communication describes the continuous process of transmitting and receiving information that happens in the daily activities of human life (Lamichhane, 2016; Venter, 2019). Such active and interactive process is essential for the functioning of any individual or social system (Ayee, 2013). Past research indicates that more than 70 percent of people spend their time communicating daily through various methods (Ansari, 2021). Thus, the ability to communicate effectively is recognised as a critical factor that can affect how individuals are perceived and determine the quality of their relationships with others (Morreale & Pearson, 2008). Furthermore, Morreale, Osborn, and Pearson (2000) stated that many employers consider communication to be one of the essential skills that every graduate should have in order to find employment and maintain successful job performance. In addition to basic oral and writing skills, the authors further highlighted the importance for graduates to have the capability of communicating with colleagues from various backgrounds, especially when solving

problems. This shows the imperative role of communication across every aspect of personal as well as working life.

Interpersonal communication refers to the social interaction and exchange of information between two or more people (Berger, 2010; DeVito, 2013). The purpose of interpersonal communication is often for information transfer and establishing a common understanding between one another (Singh, 2014) via verbal and/or nonverbal mediums (Ansari, 2021). Furthermore, it is believed that the presence of new media, especially social media, enables interaction to happen anytime and anywhere, allowing people to connect, chat with friends and families, as well as search and share news or other information (Laksana & Fadhilah, 2021; Krishna, 2022). This establishes the notion that interaction among people has drastically changed along with rapid technological enhancement, particularly through the establishment of various communication mediums and social networking sites like Facebook, Twitter, and Instagram.

For the past twenty years, the pattern of interpersonal communication has undergone significant changes due to the growing dominance of social media platforms where people can comfortably connect with the world in real-time without having to leave their comfort zones (Gulla & Jha, 2019). The transformation of both work and organisational structure has been influenced by the sea-changes in communication technologies where communication practices and technologies are increasingly important in all organisations (Baker, 2002). Moreover, having good communication skills stands as a basic requirement in the job market (Lamichhane, 2016). Conversely, recruitment becomes a crucial human resource function for organisations to attract and

hire new employees with the appropriate knowledge, skills, abilities, and aptitudes (Allen, Scotter, & Otondo, 2004).

According to Breaugh and Starke (2000), research on employee recruitment has increased substantially over the past thirty years. Various media, such as newspaper classifieds, radio and television ads, brochures, job fairs, and other traditional media has been widely utilised by organisations for employment purposes in order to communicate recruitment messages to job seekers. Despite having many media varieties, organisations are still required to make important decisions on how to allocate resources among the wide range of media because communication media differs in their ability to communicate certain types of information effectively (Allen et al., 2004)). Additionally, the way people look for jobs has changed over the years and recruiting has become one of the most important and costly activities for employers. This is supported by Clark and Roberts (2010) who stated that the way people connect, interact, do business, shop, find partners, and seek for jobs has drastically changed with the arrival of the internet. In fact, scholars have acknowledged the internet as one of the most valuable communication channels that hold great value between employers and job seekers (Suvankulov, Lau, & Chau, 2012).

Hence, choosing the right and most relevant recruitment method is crucial for both job seekers and employers, standing beyond traditional, non-traditional, offline, or online methods. The emergence of the internet has brought about a significant shift from traditional to non-traditional recruitment methods, such as e-recruitment, online job portals, recruitment websites, and social networking sites (hereinafter referred to as SNS[s]) like Facebook, LinkedIn, Instagram, and Twitter. Past evidence showed that

SNSs have been boundlessly used over the world in helping people to interact, communicate, and stay connected across the globe without boundaries (Vicknair & Elkersh, 2010; Krishna, 2022). Additionally, Lindsay, Greig, and McQuaid (2005) confirmed that SNSs have been identified as an important method in providing information about job opportunities.

Initially, social media was used for information sharing and entertainment purposes; however, its usage now extends to communicating the hiring process across individuals (Krishna, 2022). It is important for employers to select the right method for conveying clear messages and disseminating important vacancy information to job seekers. According to Krishna (2022), employers can find a huge amount of tools for communication and information that are available on social media. It is common for employers to use various recruitment methods like online recruitment, company website recruitment, or SNSs like Facebook, Twitter, or LinkedIn because the principal objective of recruitment activities is to attract sufficient and suitable potential employees to apply for jobs at an organisation (Rowley, Bunker, & Cole, 2002). Moreover, the use of recruitment technologies is also to tap into job seekers who might be difficult or impossible to reach via conventional recruiting and printed advertisements like newspaper ads or magazines (Taylor & Collins, 2000). Stopfer and Gosling (2013) agreed that the widespread use of the internet and SNSs in job search and employee recruitment today should come as no surprise because it is widely used by most job seekers and employers. Willey, White, and Ford (2012) further advocated that traditional hiring practices or recruitment have been transformed by technology, including the use of SNSs.

According to Flanagin and Metzger (2001), the motivation to use certain types of media may differ from one person to another. It includes fulfilling their social needs, the information needs in job searching activity, and the needs of getting a job. This suggests that the utilisation of media for job-seeking purposes not only refers to the choices made by different individuals but also the selection of multiple mediums to fulfil their differing needs. As mentioned by Brişcariu (2019), a recruitment strategy used on Facebook may have different outcomes from the one used on LinkedIn; thus, it is important to account for the different aspects between the two. As a result, the way employers utilise these communication technologies varies widely depending on individuals and the respective companies. This is because every job seeker and employer may not be using the same method as others. Therefore, it is important to understand what is the best selection of communication medium that can bridge between the two.

Implication from that, the recruitment industry is undergoing rapid changes resulting from the use of new tools and technology, subsequently leading to significant advancements (Rathee, Rajain, & Monika, 2020). The incorporation of new technologies is also expected to change the landscape of employment globally (Oncioiu et al., 2022), including in Malaysia. The 2021 Employer Brand Research reported that 36 percent of local respondents in Malaysia used social media to look for jobs as opposed to 26 in 2020, with more organisations now shifting their recruiting strategy to a virtual hiring environment (Randstad Malaysia, 2021).

However, in every new technology introduced to the world and the people, there will always be consequences arising from it, regardless of positive or negative. In this

matter, the use of SNS has had a phenomenal impact on the majority of people, including in recruitment and job searching. As stated by Hosain and Liu (2020), when using social media for recruitment, any company should think about the overall effects on the company and its employment practices. Ladkin and Buhalis (2016) also shared the same opinion that human resource managers will be the ones most affected by online and social media recruitment, since they will need to take the lead in addressing the problems brought up by these new methods.

Few studies have been done on the consequences or impact of the use of SNS. For example, study by Plummer, Hiltz, and Plotnick (2011) concluded that due to the fact that SNSs have a sizable member base and a growing number of members who use them for professional networking and job looking, employers and recruiters are finding these sites increasingly interesting. However, in contrast, Haque, Sarwar, and Yasmin (2013) stated that in addition to the advantages and positive consequences of the use of SNS, there are drawbacks as well. Numerous cybercrimes, including hacking, posting fraudulent information, and sending improper emails, are among the negative consequences that users have to face.

As an effort to expand the current discussion and body of knowledge on the topic, this study aims to have an in-depth understanding of what motivates employers and job seekers in Malaysia in their selection of communication medium in recruitment to gratify their social needs. It also investigates the influence of certain communication mediums in relation to the prediction of choices made by both employers and job seekers in Malaysia, and the consequences that emerged from selecting and utilizing the SNSs.

1.3 Problem Statement

The present study mainly revolves on the growing unemployment rate among graduates in Malaysia. The past few years have witnessed a rising trend in unemployment rates among Malaysian graduates (Mohd Abdul Kadir et al., 2020). The Department of Statistics Malaysia (2021) stated that Malaysia produced a total of 5.36 million graduates in 2020, which was a 4.4 percent increase from 2019. From the figure, the graduate unemployment rate increased from 3.9 percent in 2019 to 4.4 percent in 2020, with 202.4 thousand unemployed graduates were recorded as compared to 165.2 thousand in 2019. Not only that, 21.7 percent or 44,000 graduates in 2020 were inactively unemployed and were not seeking for jobs. Such statistics prove that the graduate unemployment rate in Malaysia has risen every year due to the increasing number of graduates in the employment market (Mohd Abdul Kadir et al., 2020). Such graduate unemployment issue is not only pertinent in Malaysia but is also skyrocketing in many other countries as well (Abd Rahman, Ismail, Ridzuan, & Abd Samad, 2020).

As quoted from a speech text by the Secretary General, Ministry of Higher Education (MoHE) Malaysia, Tan Sri Dr. Noorul Ainur Mohd. Nur *“graduates form the backbone of professional human resource for the country. Hence, graduates’ employability has been a great concern of many countries. Many factors influenced employability of graduates amongst them are internal factors related to the lack of soft skills and external factors like the labour markets and organisational practices. However, some researchers are in view of low employability rate as a result of mismatch between what the universities are teaching and what is required of the skills based on the needs of the industries”*(Mazlan, Manaf, Ahmad, & Zawawi, 2017).

The public has demonstrated a growing concern on the issue of high unemployment rate among graduates in Malaysia. The percentage of graduates getting a job is surprisingly low despite the large number of graduates produced yearly by private and public higher education institutions (HEIs) (Bahrim et al., 2019). The Graduate Tracer Study reported that nearly 60 percent of graduates in Malaysia remain unemployed even after a year of graduating (Abd Rahman et al., 2020). During a debate session in the Dewan Rakyat, the Ministry of Higher Education, Datuk Seri Mohamed Khaled Nordin stated that there were 41,467 unemployed graduates in the country as of 2021. The Minister further said the figure which were taken from the Graduate Tracking Study System, makes up 14.5% of the total of 286,299 local graduates who completed their courses that year (Rahimy Rahim, Tarrence Tan and Martin Carvalho, The Star, February 27, 2023). In order to deal with rising number of unemployed graduates, the ministry has continuously introduced initiatives programs to equip the students with skills and talents, as well as conducted training and self-improvement such as a marketability program before they enter the job market. Not only that, a collaboration with the Social Security Organisation (Socso) for job matching for graduates has also been done by the ministry, which focus on the target that the graduates will get jobs compatible with their qualifications (Rahimy Rahim, Tarrence Tan and Martin Carvalho, The Star, February 27, 2023). Despite the many initiatives that has been done by the ministry, still, the number of unemployed graduates keep on rising each year.

While unemployment is a natural phenomenon (Bahrim et al., 2019), it often leads to a serious problem particularly when the length of unemployment for an individual is extensive. In response to the unemployment rate issue, Ismail, Yussof, and Sieng

(2011) stated that the high percentage of unemployment occurs when the supply and demand of graduates are not in equilibrium. Hossain et al. (2018) also agreed that the high percentage of unemployment happens when the labour supply exceeds the demand in the job market, where the impact usually occurs during economic recession.

Numerous reasons have been cited as the prominent causes for the increasing unemployment rate among youth and graduates in Malaysia. For instance, Said et al. (2021) believe that such issue is caused by the labour mismatch between job vacancies and unemployment. A study by Sahin et al. (2012) defined labour mismatch as the inefficient allocation of resources between supply and demand in the labour market, which can occur in the form of educational or skills mismatch, occupational mismatch, industrial mismatch, and geographical mismatch. According to Said et al. (2021) also, these forms of mismatch may arise from three circumstances: through technology advancement where employers may demand a new set of skills (Bauer & Bender, 2002); job seekers are not in the areas where available jobs are located (Erken, van Loon, & Verbeek, 2015); and unemployment benefits subsidise which is applicable to western countries (Rothstein, 2011). Meanwhile, Mohd Abdul Kadir et al. (2020) advocated on the factor of job mismatch where graduates' inability to master other fields of work other than their own qualifications contributes to the rising unemployment among graduates. Hossain et al. (2018) also agreed that job mismatch is caused by an imbalance between the demand and supply of skills.

Futhermore, Said et el. (2021) continue to stress that the slow growth of wages for workforce with tertiary education stands as a contributing factor to the high unemployment rate among graduates. A joint study by the Ministry of Human

Resources Malaysia and The World Bank in 2016 revealed that skills mismatch may reduce the wage growth for educated workers in Malaysia. The report further suggests that Malaysia's current wage productivity levels are not aligned. Similar finding was also found by Mohd Abdul Kadir et al. (2020) who described Malaysia's current salary as unrealistic. The researchers stressed that due to limited job supply, graduates desperately accept any job offers that they could find in order to survive and earn a living in today's competitive economy, even if the jobs are low paying. In addition, Seng (2018) stated that 50 percent of bachelor's degree graduates earn less than the expected income level. Nevertheless, the willingness of job seekers, especially fresh graduates, to accept low-paying job offers can be beneficial because it allows them to earn valuable working experience before upgrading to other job levels with better salary.

Due to the surge in the number of unemployed graduates, it can be seen that the labour market has gained a large pool of qualified job seekers (Emanuela, 2018). This provides both employers and potential employees with an extensive range of recruitment and employment options (Lorincová, Ližbetinová, & Brodský, 2018). Subsequently, the past few years have seen an increasing number of job seekers who utilise SNSs for job-seeking purposes, subsequently resulting in more studies that look on the role of SNSs as a prominent job-searching method (Wanberg, Ali, & Csillag, 2020). Apart from the increasing number of job seekers, leading employers in Malaysia are struggling with the competitive process of identifying, retaining, and hiring the best talent (Meah & Sarwar, 2021). Hence, searching for the right and qualified candidates to fill the vacancies has become a major issue for employers to

handle because the increasing number of graduates every year and the long list process of recruitment require effective management by the employers.

However, Parveen (2012) found that Malaysian employers are still hesitant to use SNSs and that its usage among local employers remains low and is still at its growing stage. Ramasamy and Raman (2014) mentioned that Malaysian employers are unable to keep up with the pace of recruitment changes. This is further advocated by Meah and Sarwar (2021) who found that many leading employers in Malaysia have started to use SNSs for their recruitment practices; however, they remain uncertain on which SNS platforms that are most suitable for them to execute the recruitment activities. Therefore, the tangible factors of using SNSs for recruitment stand as an important characteristic for employers to select the most suitable platform because the use of different platforms can result in different search outcomes and pools of employment (Weber & Mahringer, 2006).

Similarly, Denan et al. (2020) suggested that employers who plan to incorporate SNSs in the recruitment process must ensure that the design is convenient and that any applications involved are user-friendly. This is aligned with Brişcariu (2019) who highlighted the importance for job seekers and employers to understand and take into consideration the differences between platforms. This is because the recruitment strategy employed on certain SNS platforms, such as Facebook, may differ from the one employed on LinkedIn due to the difference in the target audience. Such contradiction stands as a loophole in this issue that calls for further investigation.

While some Malaysian employers may have certain doubts about using SNSs, Rahman, Arora, and Kularatne (2014) reported that recruiting via SNSs is on the rise where the advancement of Web 2.0 technology has prompted more employers to hire people using SNS platforms. The researchers strongly believe that such action is both cost and time effective. According to Koch, Gerber, and De Klerk (2018), the nature of SNSs enables employers to specifically identify and target talented job seekers and attract them to apply for vacancies. Lorincová et al. (2018) also agreed that both the internet and technological advancement offer various online-based methods that can be used in the recruitment process, including SNSs like Facebook, LinkedIn, and Twitter. They further advocated the bring potential of utilising SNSs for job searching in the future.

Meanwhile, the Managing Director of Kelly Services Singapore and Malaysia, Melissa Norman (2011), stated that SNS are becoming more prevalent in finding work because they enable individuals to pinpoint the jobs they desire and the respective organisations where they want to work. A report from News Strait Times (NST) dated 22 December 2014 showed that Malaysia is ranked 4th in the world for the workers' use of SNSs in making their career decisions. The Vice President of the Kelly Outsourcing and Consulting Group, Raja (2017), said *"at least 60 percent of the local workforce uses SNS as a job search tool contrasting with the global average of 36 percent. This phenomenon is more inclined in Asia Pacific countries, which stands out as a hot spot with approximately half (51 percent) of the employees involving their social media network for employment decisions."* However, Raja (2017) further stated that less than 30 percent of job positions in Asia Pacific countries are landed via online job boards. Although online talent communities are becoming more important in Malaysia, they

are still relatively new concepts; nevertheless, forward-thinking employers see them as the next generation of sourcing and social recruiting (NST, 2014).

In response to the issue, Teoh, Tan, and Chong (2013) stated that graduates are believed to be the most affected by technology, including the use of internet recruitment, especially SNSs, for job searching. Previous studies have investigated the issue by solely focusing on university students (Teoh et al., 2013), employed job seekers (Suki et al., 2011), and graduates by particularly concentrating on their employability skills towards the job demand (Omar, Abdul Manaf, Helma Mohd, Che Kassim, & Abd. Aziz, 2012; Shafie & Nayan, 2010; Sirat et al., 2012). Manroop and Richardson (2013) conducted a study on the use of social media by Generation Y job seekers and found several reasons that can be linked to the unemployment rate faced by many countries including Malaysia. Their findings revealed that Generation Y job seekers' use of social media to search for jobs can be influenced by several factors, namely the lack of skill-set, opposition to use social media, oblivious job search features on SNSs, hesitation and privacy concerns, and passive approach to social media.

Nevertheless, Bătăgan and Boja (2015) strongly believed that SNSs can greatly improve communication and generate value as they represent a real support for job seekers in their search for jobs. According to Alexander, Mader, & Mader (2017), it is important for faculty/university staff and student/future graduates to understand the development and practices in the use of SNS for job search and recruiting, and the best method used by the employer. The researchers stated that, a few studies have examined the level of awareness job seekers have on the use of SNS by employer in recruitment.

Thus, the frequent use of SNSs among the younger generation of job seekers can give added value and advantage in their job searching since they are known to be information and communications technology (ICT) savvy. However, somewhat little empirical research has come to light to uncover the understanding use of SNS as an alternative interpersonal communication in recruitment between employer and job seeker.

The argument above thus establishes the importance to investigate and understand how the use of SNSs for recruitment may help job seekers and employers in Malaysia. Therefore, this research aims to explore the concept of interpersonal communication between job seekers and employers and the recruitment method used by both parties.

1.4 Research Questions

This study aims to answer the following research questions:

- i) How do SNSs conceptualise as an alternative communication between employers and job seekers from the employers' perspective?
- ii) What are the communication activities that occur between employers and job seekers from the employers' perspective?
- iii) What are the antecedents of choosing job advertisements on SNS platforms from the job seekers' perspective?
- iv) What are the consequences of using SNS platforms to advertise job vacancies in searching for job seekers from the employers' perspective?

1.5 Research Objectives

The main objectives of this study are as follows:

- i) To examine the use and the understanding of the concept of SNS as an alternative communication from the employers' perspective;
- ii) To examine the communication activities that occur between employers and job seekers from the employers' perspective;
- iii) To examine the antecedents of choosing job advertisements on SNS platforms from the job seekers' perspective; and
- iv) To analyse the consequences of using SNS platforms to advertise job vacancies in searching for job seekers from the employers' perspective.

1.6 Scope of the Study

This research looks on the use of social networking site (SNS) as an alternative communication method in recruitment between both employers and job seekers in Malaysia. The scope of this study focuses on conceptualising SNSs as an interpersonal communication method in recruitment, how SNSs help employers to reduce job mismatch among job seekers, and determining the criteria behind choosing a specific recruitment method. This research hopes to gain a better understanding on the use of SNS in recruitment by employers and job seekers. The primary data were collected through in-depth interviews with employers and job seekers who acknowledged SNSs as the interpersonal communication issues used in recruitment.

1.7 Significance of the Study

1.7.1 Theoretical Perspective

This research contributes to the body of knowledge regarding the Uses and Gratifications Theory. It characterises listeners as active and motivated in the use of media by focusing on what people do with the media rather than looking at its impact towards them. The theory mainly posits that the audience chooses and uses the media to meet their specific needs in an active manner. The Uses and Gratification Theory explains "the how and why of media use" (Katz, Blumler, & Gurevitch, 1974). This study is conducted to evaluate the use of social networking sites in interpersonal communication, particularly between job seekers and employers. The findings hope to contribute new characteristics of the theory by embedding a new element of recruitment.

Venter (2019) explained that interpersonal interaction especially among younger generations has changed since social network and digital communication tools became an important way of communication. Interpersonal communication is not only consisting of face-to-face communication, but also with the assist of digital communication tools or also be known as computer-mediated-communication (Drago, 2015) like the use of social networking site for example the Facebook, LinkedIn and others. Face-to-face interaction has been regarded as the best way in communication because it avoids misunderstanding and helps clarify meaning. However, interpersonal communication can also occur through other communication tools as a mediated to interact between two or more people (Venter, 2019). Therefore, social networking site is acknowledged to be one of the communication tools to interact between employer

and job seeker, as agreed by (Gandini & Pais, 2018) that stated social media platforms has been recognized as one of the primary intermediaries in today's job market.

In this research, it discusses the interpersonal communication that occurs between job seekers and employers in recruitment. Numerous studies have been conducted to examine interpersonal communication since the early 1970s. This research stands as an extension to the field of study by investigating the concept of interpersonal communication between job seekers and employers in greater depth. The emergence of technology and the internet has significantly changed the interpersonal communication between people today and increases their dependence over technology devices for communicating instead of face-to-face communication. Existing literature also suggests that communication technologies play a vital role in influencing the quality of interpersonal communication. Therefore, the findings from this research could broaden the body of knowledge regarding interpersonal communication and contribute new characteristics of the theory by embedding a new element of recruitment.

1.7.2 Methodological Perspective

This research involved an inductive approach that adopted semi-structured interviews as the data collection technique. The approach and technique were deemed suitable for this research because of the exploratory nature of this topic. Face-to-face interviews were conducted to collect data from the respondents.

This research offers methodological contributions due to the choice of respondents from the two sides: job seekers and employers. Previous research on the topic merely focused on the perspective of youth unemployment as well as from the perspective of human resource or organisations. To date, there is no research that focuses on the interpersonal communication between both job seekers and employers in recruitment. The attempt to explore the perspectives of both sides hopes to add a new dimension and in-depth understanding to the topic.

1.7.3 Practical Perspective

The findings from this study can be used as a basis to formulate new recruitment systems or to improve the current processes currently used by employers for recruitment purposes. It also creates an awareness of the use of social networking site as an interaction platform of communication between employer and job seeker. Hence, it hopes to improve job seeker's understanding and knowledge regarding job searching, and also enhance employer's ability to gain best talent. It will also improve job seekers' understanding and knowledge regarding job searching. Moreover, the findings of this study will provide valuable information that can be utilised for governing the rising unemployment rates in Malaysia. The findings can also be used to construct a better recruitment system or to improve or upgrade any loopholes in the existing system or process for the benefit of job seekers, employers, and local society.

1.8 Definitions of Terms

The following are the definitions of key terms used in this study.

1.8.1 Interpersonal Communication

An early definition of interpersonal communication was propounded by Giffin and Patton (1971) as “the most important need for interpersonal communication is the achievement of personal growth and development, and second, to being able to negotiate with other people and try to attain this personal development and self-image.” Later on, Berger (2010) defined interpersonal communication as the exchange of information between two or more people, either verbally or non-verbally, during face-to-face interaction and writing cues to achieve personal and social goals. Interpersonal communication is also defined by Manning (2020) as a type of interaction that involves two or more people, typically with a direct connection and some sort of relationship being assumed. Manning (2020) further distinguished interpersonal communication into four (4) groups: i) group communication – focusing more on a small number of people and is less focus on individuals; ii) organisational communication - focusing on how interacting organises or can be organised, especially in corporate or business settings; iii) public communication – it is where one message is tailored to be delivered to many, usually as public speaking; and iv) mass communication – it is assumed that messages will be somewhat impersonal and capable of reproduction.

These definitions indicate that each group represents a different segment of communication towards people and each other. However, in this study, interpersonal communication refers to the interaction between employers and job seekers.

1.8.2 Communication Technologies

Information and technology are two complementary concepts that describe the speed-up of information dissemination through the development of technology. Information becomes more significant with the development of computer and communication technologies (Büyükbaykal, 2015). Communication technology describes the transmission of information or communications among people through the use of technology such as machines or computers, also known as computer-mediated communication. Therefore, the process of sharing and dissemination of information from the most important to the less important ones could now be sent in any digital form, such as documents, photos, and videos via the internet and World Wide Web (Hamat, Embi, & Hassan, 2012). Additionally, the arrival of the internet and social media like Facebook, Twitter, and Instagram has drastically changed the way people interact and communicate (Subramaniam, 2017).

The present world has seen the wise use of internet-based communication mediums with the help of digital devices, such as computers, smartphones, and other smart devices, in order to share, disseminate information, and communicate among people. In this study, communication technology refers to devices like computers, laptops, or smartphones that help employers and job seekers to interact, communicate, and disseminate information.

1.8.3 Employers

According to the Laws of Malaysia, Employment Act 1955 (updated online version text as of 30 April 2012), employer means “any person who has entered into a contract

of service to employ any other person as an employee and includes the agent, manager or factor of such first-mentioned person.” Whereas, the Republic of Laos stated that “employer means a person, legal entity, or organisation using employees for its activities by paying salary or wages, and providing other benefits as determined by law and the employment contract” (Lao, 2013). From the European Union’s (EU) perspective, van Schadewijk (2021) defined employer as “the entity with whom the employee has concluded the employment contract.”

In this study, employer(s) refers to any person who has been appointed and authorised to search, select, recruit, hire, interview, and give an offer of contract to candidates.

1.8.4 Job Seekers

van Hooft et al. (2021) defined job seeker as “a person who is goal-directed, with self-regulatory process in which cognition, affect, and behaviour are devoted to preparing for, identifying, and pursuing job opportunities.” Jobvite (2012) described job seekers as those who actively seek for a job or are open to a new job, both currently employed and unemployed. In this study, job seeker(s) refers to unemployed graduates.

1.8.5 Recruitment

According to Flippo (1984), “recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” Meanwhile, Gatewood, Gowan, and Lautenschlager (1993) stated that recruitment is “more of a set of sources consist of printed advertisement, media messages, and friends

that will initially influence potential applicants' intentions to apply to organisations.” Lussier (2015) stated that the goal of recruitment is to attract qualified job candidates to a company. Whereas, Rivera-Nieves, Martínez-Bezares, and Ojeda-Castro (2016) defined recruitment as the process of gathering a pool of candidates, screening them, and later selecting the best candidates based on qualifications, skills, and experience to become future employees. In the context of this study, recruitment refers to the process of hiring new potential candidates by employers in which the candidates are active fresh graduate job seekers.

1.8.6 Social Networking Sites (SNSs)

Boyd and Ellison (2007) defined social networking sites (SNSs) as web-based services that allow individuals to: i) construct a public or semi-public profile within a bounded system; ii) articulate a list of other users with whom they share a connection; and iii) view and traverse their list of connections and those made by others within the system. SNSs are also described as platforms where individuals can easily create an account, gain friends, like, and share information (Haag & Cummings, 2013). Many types of social networking sites are currently available with the most popular platforms being Facebook, Twitter, Instagram, and LinkedIn (Al-Amin, Amin, & Nafi, 2019; Villeda & Mccamey, 2019). The SNSs being focused in this study are Facebook, LinkedIn, Instagram, and Twitter

1.9 Thesis Outline

This thesis is divided into five chapters. Chapter 1 outlines the fundamental basis of the research by explaining the background of the study, the issues prompting the imperative prominence of this research, as well as the research questions, research objectives, and the significance of this study. Chapter 2 presents a review of existing literature and relevant theories that provide theoretical and empirical support to this study. Chapter 3 explains the research methodology, research strategy, sampling of informants, as well as data collection and data analysis techniques. Chapter Four concentrates on the data analysis procedures followed by a discussion of the research findings. Lastly, Chapter 5 provides a summary and conclusion of the findings, outlines the contributions and limitations of the research, and provides suggestions for future research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

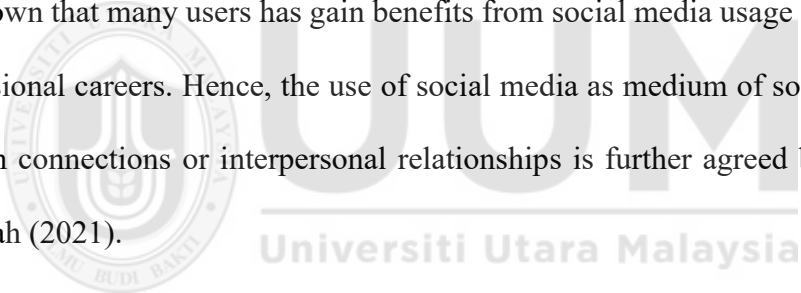
This chapter reviews past theoretical and empirical works that are pertinent to this study. It seeks to fill a critical gap in the literature related to the use of social networking sites in recruitment. This chapter is divided into four sections: 1) the first section discusses the study of interpersonal communication and the role of interpersonal communication in recruitment; 2) the second section reviews the use of SNSs as an interpersonal communication method in recruitment, the Malaysian job market, and interpersonal communication activities in recruitment; 3) the third section is the proposition of the research; and 4) the fourth section reviews the underlying theory of the present research.

2.2 Interpersonal Communication

Interpersonal communication has always been perceived as a face-to-face process that occurs when people meet each other; nevertheless, social interaction is now increasing tremendously with the emergence of communication technologies like computers and mobile phones, thus adding a new dimension to the area of communication (Berger, 2010). Candrasari (2020) stated that with the presence of the Internet, a new forms of communication have transformed the way people interact whereby the ability to reach and communicate is boundless. Laksana and Fadhilah (2021) also agreed that the way

people interact nowadays has changed with the development of technology and how it has affected human communication activities.

Eginli and Tas (2018) believed that the internet has caused communication technology to develop rapidly with the existence of Web 2.0 where so many social platforms have emerged and the situation has begun to create online environment among people. The researchers further explained that individual's daily life has been shaped by the emerging of social networks as a new component of interpersonal communication. This is agreed by Davis, Wolff, Forret and Sullivan (2020) where they stated that while many people use online platforms for leisure and entertainment, they said that research has shown that many users has gain benefits from social media usage in terms of their professional careers. Hence, the use of social media as medium of social interactions to form connections or interpersonal relationships is further agreed by Laksana and Fadhilah (2021).



The same opinion has been expressed by Spiliotopoulos, Karnik, Oakley, Venkatanathan and Nisi (2009) in which they think that social network services are tend to focus on enabling its users to communicate and interact with each other in more diverse ways and for diverse ends. Because according to Lu and Lin (2011) social platforms like the social networking sites, for example Facebook, LinkedIn, etc. provides a new method of communicating and currently becoming world's fastest developing personal networking tool. These tools according to Venter (2019) and Solomon and Theiss (2013) help in creating personal connections through methods like instant messages or using social networking sites to share information. Therefore,

Jiang, Bazarova and Hancock (2011) stated that the availability of the Internet and interactive communication technologies became a way of communicating simultaneously with many people.

Tremolada, Silingardi, and Taverna (2022) also agreed and stated that today's interpersonal communication has changed with the development of different social media sources, like SNSs (e.g., Facebook and Instagram), mobile phones, and instant messengers (e.g., WhatsApp and FB Messenger). Social interactions can now be done with one single click in social media where people can make live-stream videos with the audience. Hence, the purpose of relationship development is now seen as connected through the use of SNSs among users (Stone, Eveleth, & Baker-Eveleth, 2019). Additionally, Tremolada et al. (2022) explained that social interactions consist of direct and mediated communication whereby the use of medium such as mobile phones and SNSs is applied. This leads Lopez and Cuarteros (2019) to believe that the quality of communication in social contexts is currently influenced by the development of communication technology. Such arguments demonstrate that interpersonal communication has evolved from conventional face-to-face communication to a more advanced and outreach ability of communication with the advent of technology.

As the topic of interpersonal communication itself is broad and covers a wide array of fields, this research focuses on the communication that occurs between employers and job seekers in recruitment through the use of SNSs as the communication medium.

2.3 The Role of Interpersonal Communication in Recruitment

Interpersonal communication is used within a business organisation in their internal or external daily activities, such as staff meetings, performance reviews, project discussions, recruitment interviews, or informal chatting among staff (Sethi & Seth, 2009). Both staff and managers spent most of their time communicating through one form or another (Baker, 2002). Hence, effective and efficient communication is vital in the aspect of organisation's function. Interpersonal communication has also been viewed as critical for successful employment interviews (Ralston, Redmond, & Pickett, 1993). A study by Alsop (2004) found that "communication and interpersonal skills" was ranked first among 23 attributes that are deemed as "very important" in hiring decisions. Similar view was propounded by Singh (2014) who stated that interpersonal effectiveness is highly valued by businesses, agencies, and institutions of all types due to the importance of communication skills in organisation productivity.

According to Sullivan (2013), job seekers are likely to place greater emphasis on what they consider credible information, such as company's background and everything related to job offer, compared to the secondary sources of information that they receive about an employer through the company's advertisement and website. According to the researcher, job seekers' view of authentic information usually comes from primary sources. They need to know first-hand of what it is like to work in the company and often begin looking for such information from SNSs like Facebook. This statement is aligned with Lindsay, Greig, and McQuaid (2005) who stressed that SNSs have been acknowledged as an important method in disseminating information about job opportunities. Stone et al. (2019) further supported the notion by explaining that SNSs

can become a bridge for companies to communicate with more interpersonal and give informational signals to job seekers in order to reduce their uncertainty towards the companies and further develop connections with the job seekers via SNSs.

Over the past decades, research involving interpersonal communication has been done abundantly across various areas, such as interpersonal communication in organisations (Sethi & Seth, 2009), employees' commitment (Awad & Alhashemi, 2012), organisational effectiveness (A. K. Singh, 2014), the influence of social media (Subramaniam, 2017), digital era (Venter, 2019), in enhancing service provision (Febrianita & Hardjati, 2019), among family members (Lopez & Cuarteros, 2020), among adolescents (Laksana & Fadhilah, 2021), in job satisfaction and motivation (Delgado & Lubbers, 2021), and in human resource management (Ansari, 2021).

Furthermore, numerous studies have also looked on the topic of SNSs in interpersonal communication. It includes the impact of social media on interpersonal communication patterns (Vevere, 2015) and the effect of social media on human interpersonal communication (Wong et al., 2017). On the other hand, the present study focuses on the area of interpersonal communication through the use of SNS in recruitment by employers and job seekers. It aims to understand whether the role of SNS in interpersonal communication stands as an actual mediator (Drussell, 2012) towards the relationship between employers and job seekers, particularly in Malaysia.

2.4 The Use of SNSs as Interpersonal Communication Method in Recruitment

Laukkarinen (2023) stated that during the last decade, the social media platforms' landscape have changed rapidly. According to Boyd and Ellison (2007) SNS is defined as a group of internet-based applications that are built on the ideological and technological foundations of Web 2.0, which enables the creation and exchange of user-generated content. The researchers also found that the uniqueness of SNSs lies in its ability to enable users to articulate and make their social networks visible. Some major SNSs that are currently prevalent in society and have been gaining millions or users and followers include Facebook, Twitter, Instagram, LinkedIn, YouTube, QQ, WeChat, and TikTok (Lopez & Cuarteros, 2019). Nikolaou (2014) explained that with the burgeoning of technology, it is no surprise that SNSs are used in job search and employee recruitment because people join and use an array of different SNSs for various reasons.

Breaugh and Starke (2000) defined recruitment as a set of activities that aid organisations in establishing connections with job seekers. Recruitment activities involve steps like pulling and attracting candidates, selecting and screening them, before the recruiters proceed to offer successful candidates with a job. This process has evolved and will continue to do so for decades ahead. According to Ployhart, Schmitt, and Tippins (2017), the topic of selection and recruitment has been heavily discussed earlier, with Hall, Baird, and Geissler (1917) producing most of its devoted discussion to the topic. Over the last 100 years, many major articles had defined the field with various trends have been produced and numerous opinions have been

celebrated. This shows that research on selection and recruitment is continuously evolving.

According to Ployhart et al. (2017), recruitment is a set of wide-ranging activities that connect applicants or job seekers to organisations and their jobs. Applications may come from those who are actively or passively seeking for jobs, or from internal or external applications. Srinivas (2015) said that the overall process of recruitment is to attract, select, and appoint suitable candidates for jobs within an organisation, whether permanent or temporary. Such process was conducted traditionally for decades; however, it was later affected by the development of technology where the emergence of the Internet and the World Wide Web in the mid-1990s had forced recruiters to start using online advertising and online databases.

Between the end of 1998 to the mid-2000, the use of internet was found to have a significant impact on job search (Fountain, 2005). Brown (2008) also agreed that the Internet emerged as a major institution in the complex process by which workers seek employment and employers seek to fill job vacancies. As a result, there are many employment resources available on the web to help employers in their search for workers and individuals in their search for employment. Conversely, Ployhart et al. (2017) stated that research regarding recruitment practices has evolved to the stage of maturity.

A study conducted by Brown (2008) showed that using the Internet will result in a cost-saving process and many potential candidates can be accessed easily and instantly

by employers. Traditional recruiting may not be as efficient as using the Internet to reach a more specifically targeted pool of applicants. Human resource professionals can save time and money by receiving and reviewing job applications online. Some sites even pre-screen and conduct background checks on job applicants. Findings from Kuhn and Skuterud (2000) showed that employers have integrated the internet into their recruitment strategy and many job seekers have started to incorporate it into their job search efforts as it offers a fast and efficient way to connect with employers.

Many changes can be seen in the recruitment industry, from handwritten CVs and walk-in applications to the use of SNSs. To date, SNSs have become an instant global phenomenon (Rodriguez, Peterson, & Krishnan, 2012) and have been gaining more popularity among job seekers, employers, and human resources divisions in organisations (Bicky & Kwok, 2011). SNS platforms like Facebook, Instagram, LinkedIn, Twitter, and YouTube have changed the way people behave, connecting millions of people with instant communication methods. According to Lopez and Cuarteros (2019), communication is an inevitable activity that people do daily and it does not stop with face-to-face only. Thus, SNS platforms like Facebook are bridging the communication gap across many people. Many researchers agree that the traditional methods of recruitment have been revolutionised by SNSs and the Internet. Thus, many companies have embraced this new and evolving technology to address the challenges of traditional recruitment in terms of effectiveness and efficiency.

Villeda and McCamey (2019) strongly agreed that traditional forms of recruiting and selecting have been used for many decades; however, the trend has now shifted to the

use of SNSs in the hiring process. The researchers suggested that employers who utilise SNS platforms can achieve success in recruitment by posting job vacancies, listing recruitment locations, or directing job seekers to their company's websites. It also enables the recruitment of the younger generation and the inclusion of passive job seekers. Alexander, Mader, and Mader (2017) suggested that employers who use SNSs will find that the cost to obtain valuable information regarding potential future employees is very low compared to other methods, and that employers are also able to evaluate job seekers' communication skills and creativity. Balasubramanian, Vishnu, and Sidharth (2016) also agreed that SNSs have become the latest and most effective tool for employers to reach out to job seekers where its widespread technology enables employers to recruit personnel that are required for their organisations. Moreover, SNSs help to improve the recruitment process by making it more open as well as democratic, and at the same time increasing the pool of talent. Hence, it makes more interesting to see the progress of recruitment process from many years ago, up until the use of new tools and technology, and how the development influenced users.

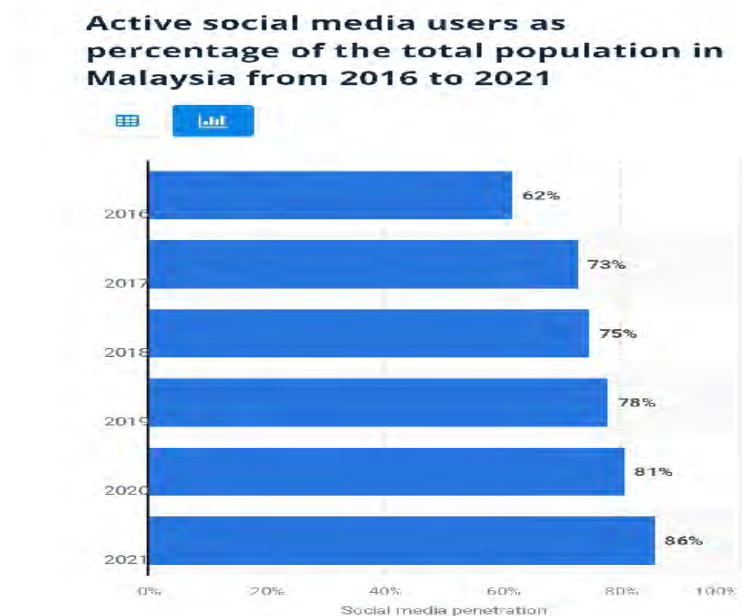
In the context of Slovakia, Kajanová, Sedláček, and Soósová (2017) predicted that job searching using SNSs will highly increase in the future, and that the only and exclusive way to get a job in Slovakia is by using professional SNSs like LinkedIn. The same tone is voiced by Ahmad and Lodhi (2015) who stated that LinkedIn is the best professional site for employers to find employees in Karachi. On the other hand, findings by Caers and Castelyns (2010) showed that LinkedIn and Facebook are used concurrently in the recruitment and selection process by employers in Belgium, with the latter being used more often because Facebook is considered less professional than LinkedIn. Most employers highly regard information received on LinkedIn than those

obtained from Facebook. There is also a broad range of evidence that claims the benefits of SNSs to young people (Collin, Rahilly, Richardson, & Third, 2011), to employers and recruiters (Harrison, 2008; Hefferan, 2010), to students (Hamat et al., 2012; Teoh et al., 2013), and to organisations (Parveen, Jaafar, & Ainin, 2015). This kind of job searching and hiring method has been used globally, with existing evidence suggesting that Mumbai and Chennai, two big cities in India, recorded high use and high impact websites and SNSs in 2011 (Hirsch, Thompson, & Every, 2014).

As of January 2021, about 86 percent of the Malaysian population were active SNS users, which was an increase of 24 percent compared to 62 percent in 2016. In 2020, the most popular social media platforms among Malaysian users were Facebook, Instagram, Facebook Messenger, and LinkedIn. Additionally, Facebook as the leading SNS platform in Malaysia and it is estimated that the number of Facebook users in Malaysia will reach approximately 24 million by 2023 (Müller, 2021).

Figure 2.1:

Active Social Media Users as Percentage of the Total Population in Malaysia From 2016 To 2021



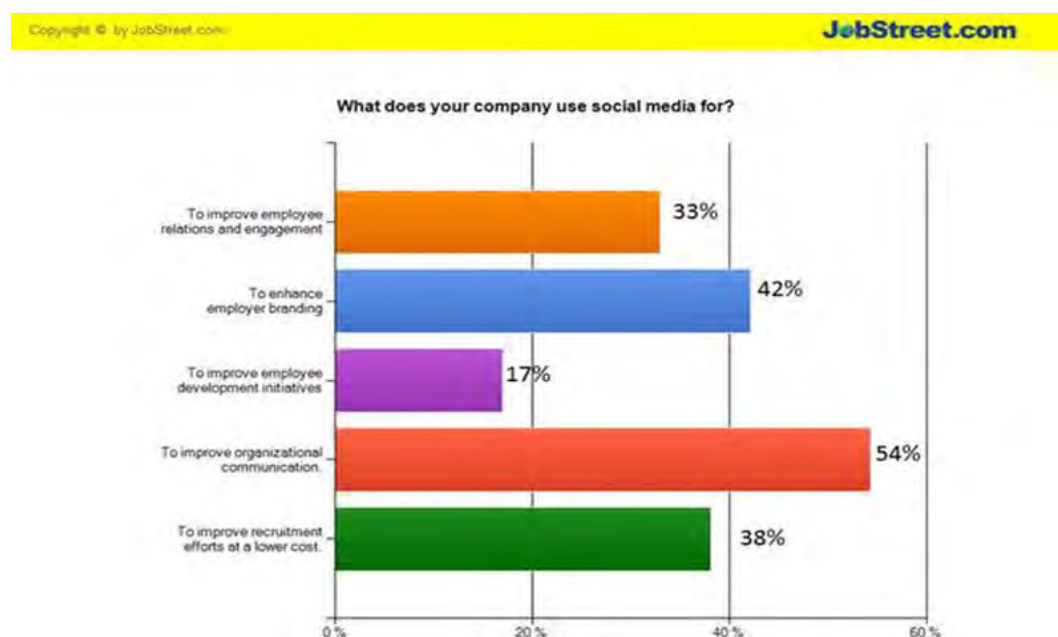
Source: Statista.com

Within the Malaysian context, a research by Parveen (2012) found that SNS usage among employers is still at its growing stage, owing mainly to their uncertainty whether to use SNSs or not. Ramasamy and Raman (2014) reported that the reason to such condition is because Malaysian employers cannot compete with the pace of changes in recruitment. Furthermore, a study by Meah and Sarwar (2021) revealed six key features prompting leading employers in Malaysia to apply SNSs into their recruitment process: data quality, reliability, recognition, network spectrum, result demonstrability, and simplicity of navigation. The researchers further stated that employers should acknowledge these key features when implementing SNSs into their recruitment strategy in order to achieve the recruitment goals.

Meanwhile, a study by Denan et al. (2020) found that Malaysian employers who intend to incorporate SNSs into their recruitment process must (1) ensure that the design is convenient and any applications involved are easy to use, (2) insert interactive elements in SNSs for job seekers to have question and answer (Q & A) session directly with the representatives, and (3) establish policies that will dictate the ethics and guidelines related to screening and social engagement. As one of the leading recruitment agencies in Malaysia, JobStreet.com indicates that employers who embrace SNSs are more likely to have a competitive advantage over those who do not use SNSs at all. The agency conducted a survey involving 394 employers and 379 employees, from which 58 percent were senior-level executives, and found that Malaysian companies mainly use SNSs to improve organisational communication, followed by enhancing employer branding, improving recruitment efforts at a lower cost, improving employee relations and engagement, and improving employee development initiatives (JobStreet Malaysia, 2013).

Figure 2.2:

What does your Company use Social Media For?



Source: JobStreet.com

Prior to the incorporation of technological advancement into recruitment, job seekers typically considered several factors: financial rewards; job security; worthwhile, useful, interesting, and challenging work; opportunities for advancement; and good working conditions (Kilpatrick, Cummings, & Jennings, 1964). However, numerous methods and mediums have emerged for job seekers to choose freely, including SNSs. Denan et al. (2020) found several factors that can influence job seekers' intention to utilise SNSs as a job searching platform, namely perceived ease of use, perceived usefulness, and privacy concerns.

Nevertheless, the existence of numerous tools and technology does not stop users to keep on using conventional method. Hence, despite the availability of online job searching platforms, many job seekers are still using traditional methods such as job advertisements in newspapers (Kuhn & Skuterud, 2000). A study by Rahman et al. (2014) found that the use of traditional recruitment methods is still favourable for employers in New Zealand despite the increasing use of SNSs in recruitment. This included the use of job boards, recruitment agencies, and printed media like newspapers and journals. This shows that the usage of all these communication mediums by employers is still exist and in demand in their recruitment process event in the rapid changing of technology.

According to Sulaiman and Burke (2009), certain mediums may be appropriate for specific situations only. In the recruitment field, there is a wide array of mediums that can be used by employers with the goal of hiring new employees. Even with the new development in technology, some employers and job seekers may still use traditional

mediums in recruitment. However, Rooy, Alonso, and Fairchild (2003) stated that job seekers who do not avail themselves of technological advances often limit their search enormously and are putting themselves at a competitive disadvantage compared to their peers who are using SNSs when searching for a job. Nevertheless, they also found that the most successful job search can be achieved by combining traditional and technological methods, as determined by the number of relevant positions. Hence, the use of mix recruitment methods can give a variety of results to both employers and job seekers.

2.4.1 Malaysian Job Market

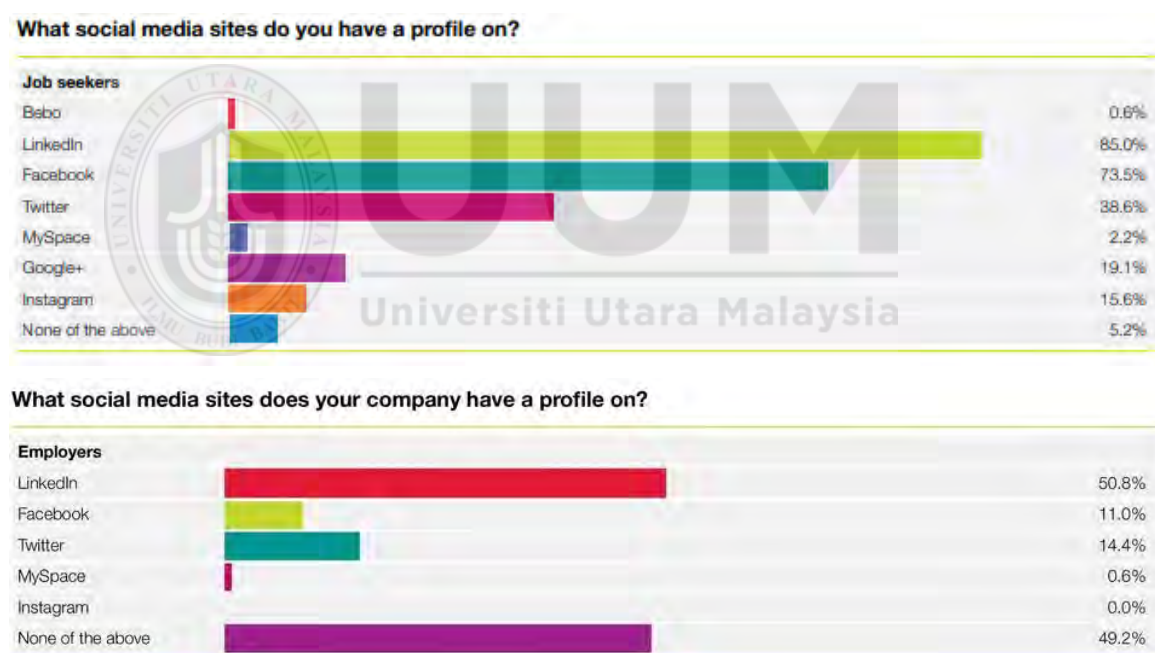
Labour market is an essential component of every economy and is directly linked to the demand for products and services. It is a place where job seekers search for employment and employers seek for future workers. Kotlia (1998) defined labour market as the combination of supply and demand for manpower that is provided through the interaction of these two components. In the labour market, the relationship between employers and employees often facilitates the combination of the workforce and the means of production. Thus, a demand for manpower from the employer's side is what prompted eager job seekers to submit their applications to fulfil the supply. According to the Department of Statistics Malaysia (2022), the local labour market escalated in the first quarter of 2022 (Q1 2022) as both demand and supply ascended further.

The Whitepaper Report survey by the Robert Walters Group (Walters, n/d), a leading global recruitment agency, found that the social media phenomenon, or SNSs, has

opened up new paths of engagement and revolutionised the exchange of information. The survey was based on responses gathered from 896 job seekers and 280 employers. The results showed that 85 percent of job seekers have a LinkedIn account and perceived it as the most important SNS channel compared to other SNSs, such as Facebook (74 percent), Twitter (39 percent), and Instagram (16 percent). Whereas, 50.8 percent of employers have a LinkedIn profile. This shows that both employers and job seekers are more favour towards LinkedIn in recruitment. The bar graphs below indicate the percentage for each SNS.

Figure 2.3:

What Social Media Sites Do You Have a Profile On?



Source: Robert Walters Insight Series

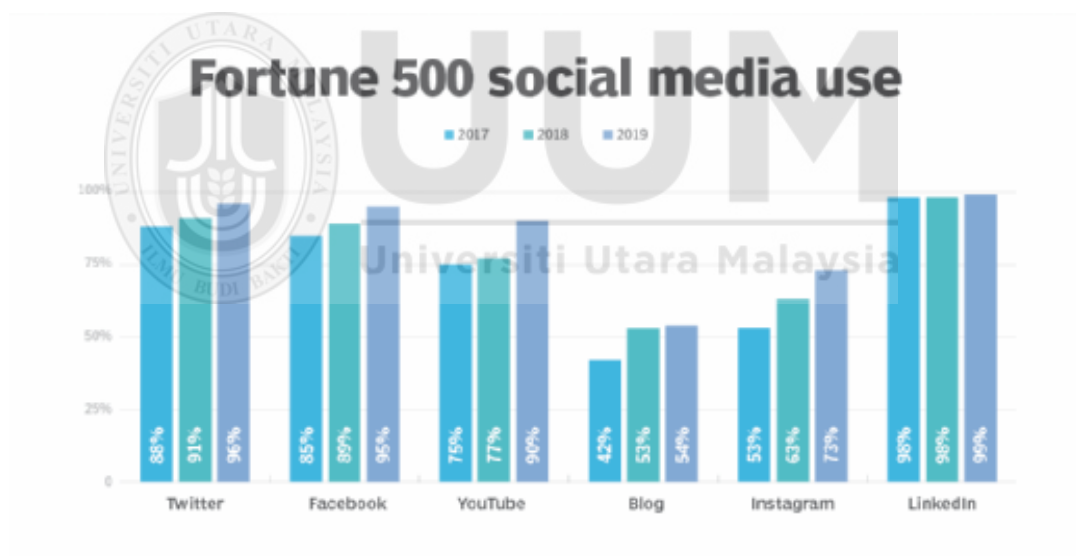
However, the survey suggests that a larger percentage of employers, which over one-fifth (49.2%) do not own any social media account. The data may have spread over some concern, but further analysis indicates that the popularity of certain SNSs cannot always be seen as the best measure of its usefulness in the recruitment process. This is

supported by Meah and Sarwar (2021) which stated that employers are facing an underlying problem to adopt SNS and considering incorporating it in their recruitment activity with the lack of robust framework for employers to understand. Hence, more evidence in terms of survey or practical research or academic research needs to be done to deeply investigate the usefulness of SNS in recruitment.

The bar graph below indicates the various SNSs used by large companies in the United States from the year 2017 to 2019.

Figure 2.4:

Fortune 500 Social Media Use



Source: UMass Dartmouth Centre for Marketing Research (TechTarget, 2020)

2.5 Interpersonal Communication Activities in Recruitment

Persuading prospective employees to consider joining an organisation often requires the communication of information about jobs, working conditions, expectations, values, and climate, particularly in the early stages of the recruitment process

(Popovich & Wanous, 1982). Following the competitive labour market environment, particularly with mobile employees, recruitment has emerged as a critical human resource function for many organisations (Allen, Scotter, & Otondo, 2004).

Recruitment activities usually involve the important process of attracting job seekers with appropriate knowledge, skills, abilities, and aptitudes. Upon gathering a pool of potential employees, the next step is to inform them about the job and organisation attributes, and persuading them to join the organisation (Breaugh & Starke, 2000). Many researchers believe that disseminating correct, genuine, and authentic information regarding job vacancies and the respective organisation often necessitates the element of informativeness among employers (Breaugh & Starke, 2000). Employer informativeness means that an individual is more informative about the organisation and its nature of business, job offer, benefits, and other details related to the organisation, which is in contrast to other counterpart employers that may not be informative (Breaugh, 1992).

Furthermore, SNSs have now emerged as a preferred medium of communication that can shorten the long process in conventional recruitment (Subramaniam, 2017). This is because employers have the option of utilising a variety of SNSs and media to communicate recruitment messages to future employees (Allen et al., 2004). As a result, more employers nowadays have begun to utilise SNSs, such as LinkedIn, Facebook, Instagram, and WhatsApp, as a medium for posting job vacancies in order to attract a large pool of job seekers without any geographical restrictions (Rana & Singh, 2016). Subramaniam (2017) stated that such medium enables employers to

communicate with multiple people at the same time and, if required, the messages can be shared with a large number of people.

However, existing theories and empirical evidence indicate that there are various important characteristics or features that media possess, such as their richness, social presence, and symbolic carrying capacity. For instance, the Media Richness Theory (MRT) suggests that communication outcomes are determined by the compatibility of media capacities with communication requirements (Daft & Lengel, 1984). Therefore, even though employers are free to use a variety of media to communicate recruitment messages, it is important for them to make the right choice because each media differs in their ability to communicate certain types of information effectively (Allen et al., 2004).

2.6 Proposition Development

A thorough literature review was conducted in response to the research questions, hence leading to the development of the proposition in this study.

Table 2.1:

Proposition Development

Question	Proposition
RQ1: How do SNSs conceptualise the interpersonal communication between employers and job seekers from the employers' perspective?	RP1: The understanding of the concept of interpersonal communication in SNSs from employers' perspective are data quality, reliability, simplicity of navigation, job security, opportunities for advancement, and privacy concerns.

RQ2: What are the communication activities that occur between employers and job seekers from the employers' perspective?	RP2: The communication activities that occur are the dissemination of information regarding jobs and vacancies through SNSs and other mediums.
RQ3: What are the antecedents of choosing job advertisements on SNS platforms from the job seekers' perspective?	RP3: The antecedents of choosing job advertisements on SNS platforms are reliable, fast results, wider and larger pool of talents, and accessible.
RQ4: What are the consequences of using SNS platforms to advertise job vacancies in searching for job seekers from the employers' perspective?	RP4: The consequences of using SNS platforms to advertise job vacancies are fast and effective mechanism, cost-saving, easy and instant access, and targetted pool.

2.6.1 The conceptualisation of SNSs in the interpersonal communication between employers and job seekers

SNSs are propounded as an active and fast-moving domain and its usage continues to increase as a significant medium of communication for many individuals in both personal and professional activities (Delores, Villarreal, Waller, Degrassi, & Heather, 2018). It is a concept of application that enable users to connect virtually by creating personal information profiles that can consist of photos, videos, or blogs. Users then can invite friends and colleagues to have access to those profiles, and start sending e-mails and instant messages between each other (Kaplan & Haenlein, 2010). Facebook, Instagram, Twitter, and LinkedIn are among the popular SNSs today. Due to its popularity, access to SNSs is increasing and reaching millions of users (Gheorghita & Paduretu, 2014).

Social networking is a concept that has been around much longer than the Internet or even mass communication (Budiman & Abidin, 2011). According to Veronica, Gheorghita, and Alexandrina (2014), the fact that the system of mass communication has been transformed by new communication technologies demonstrates that the positive aspects of interpersonal communication can be attributed to the change in perspective from conventional mass communication to modern ones. Eginli and Tas (2018) stated that the development of web technologies has brought along unlimited and timeless communication. Terms like “social media”, “social network”, “social network sites”, “social networking sites”, and “online social networking” are commonly used to define the communication currently used by people. Boyd and Ellison (2007) defined SNS as a concept of communication networks that enable the organisation of business relations, building new relationships, as well as connecting with people who share common interests such as music and photography. Furthermore, the researchers explained that “networking” often refers to the beginning of relationships among strangers, while “social networking” refers to communication on sites. On the other hand, Ansari and Khan (2020) defined the concept of SNS as applications that enable users to interact by creating profiles containing personal information, inviting contacts and peers to access them, and exchanging texts among themselves.

People use SNSs for many reasons and purposes, such as to search for information, to find long-lost friends, or to share interesting pictures and videos (Wong et al., 2017). Subramaniam (2017) emphasised that the concept of SNS has a huge impact on public relations, marketing, and advertising, ultimately enabling companies to save their budget every year by steering away from traditional methods like television, radio, and

printed media. Delores et al. (2018) stated that the concept of SNS has emerged as a prevalent factor in the recruitment process. As stated in an earlier research by Broughton et al. (2013), the introduction of new approaches in employment and recruitment is driven by the emergence of the Internet and the concept of SNS. The researchers further emphasised that the concept of SNS serves two main purposes: (1) as a marketing tool where job seekers can use SNSs to market themselves to potential employers and vice versa; and (2) as a screening mechanism where employers can use the information available via SNSs, such as profile information and social activities, to easily gain a wider picture and perception of a potential candidate than those available through traditional recruitment methods. Hence, employers who wish to have a competitive advantage in the labour market should consider the use and implementation of the SNS concept in recruitment (Emanuela, 2018).

Joos (2008) stated that the concept of SNS is a broad category. Numerous tools and techniques currently used by employers, such as podcasting, blogging, text messaging, internet videos, and HR e-mail marketing, do not stand as a direct replacement for traditional hiring processes but rather a supplement to them. It is likely that an increase in the number of SNSs users will escalate the use of SNSs for recruitment (Koch et al., 2018; K. Singh & Sharma, 2014). According to El Ouiridi et al. (2016), employers use SNS platforms (e.g., LinkedIn, Facebook, and Twitter) in recruitment to post job advertisements, attract talents, as well as pre-screening and recruiting successful candidates. Findings by Villeda and Mccamey (2019) also suggested that the use of SNSs in recruitment has shifted the focus away from traditional forms of recruiting and selecting, where it can be used to post job vacancies, requirement for qualifications, or to redirect job seekers to companies' websites.

Traditionally, job seekers were hired through media commercials, newspapers, career fairs, and job portals (Muduli & Trivedi, 2020). Today, many employers worldwide have started to use and implement SNSs in their recruitment strategies because of the benefits that they can gain, such as reducing recruitment costs and shortening the recruitment time frame. However, Meah and Sarwar (2021) posit that leading employers in Malaysia tend to be uncertain about which SNSs to select for their recruitment needs, given that the utilisation of SNSs in recruitment is still considered a new trend to many companies and organisations in Malaysia.

Moreover, reliability is said as a key area and widely discussed aspect in information technology and the media (Korunovska, Spiekermann, & Kamleitner, 2020) as it stands as a crucial determinant towards the intention of using SNS from the employers' perspective, particularly as there is an existence of doubts and questions on whether employers find SNSs reliable (Meah & Sarwar, 2021). Reliability refers to how well users recognise that the website is trustworthy, protected from disruption, and that personal data is preserved (Tessema et al., 2020). Diglel and Yazdanifard (2015) explained that employers need to know and understand that not all SNSs are the same, and that every SNS has distinctive methodologies. Therefore, employers must choose and decide the specific group that they are attempting to pull in for them to tailor their procedures to that specific group. By knowing how each SNS works and its methodology, employers may fully utilise and gain benefits from it because the end goal of its usage is to test the impact and efficacy of these SNSs for recruitment purposes.

Proposition 1: The conceptualisation of SNSs in interpersonal communication are data quality, reliability, simplicity of navigation, job security, opportunities for advancement, and privacy concerns.

2.6.2 Communication activities between employers and job seekers

In recruitment research, communication medium activities, such as printed advertisements, advertisements in websites, referrals, job fairs, job portals, or social media, play an important role in attracting job seekers. Sometimes, employers may face difficulty to choose the best recruitment medium as all mediums may not have equal capacity to communicate with job seekers (Muduli & Trivedi, 2020). Communication information activities about jobs, working conditions, expectations, values, and climate are core activities of recruitment in order to persuade job seekers or future employees to apply for the vacancies. Employers may choose a variety of communication media activities, such as printed advertisements, job fairs, job portals, referrals, or social media to communicate recruitment messages to potential candidates. In this regard, employers' decision to choose the right media depends on the media's capability to provide sufficient and credible information in different communication contexts (Allen, Scotter, & Otondo, 2004; Feldman, Bearden, & Hardesty, 2006). For example, Blackman (2006) observed that information provided in advertisements reduces uncertainty and increases satisfaction if the candidates receive accurate information from the messages communicated during recruitment. Hence, providing clear messages in job advertisements regardless of the mediums used is vital to the job seekers' perspective.

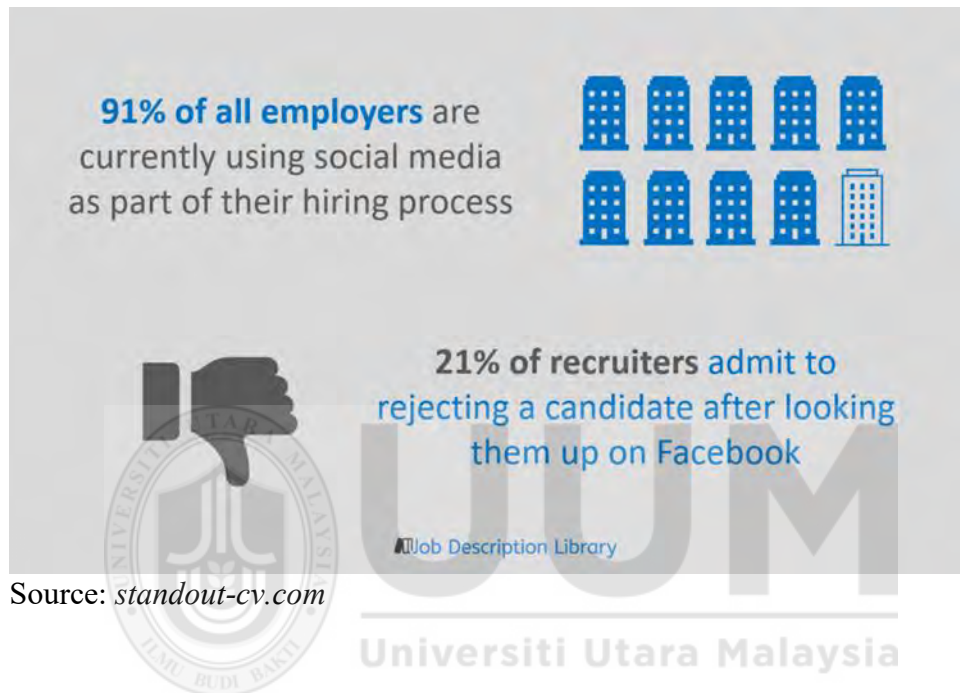
The recruitment process has undergone rapid changes in this past decade upon the emergence of the Internet, where the traditional recruitment chain process has been transformed by new tools, methods, and advancements in technology. The traditional recruitment method of hiring and selecting candidates or job seekers has been criticised as time-, cost-, and effort-consuming in getting the best candidates (Rathee et al., 2020). Hence, for companies to compete in obtaining the best talent, it is less effective to maintain with old recruitment methods. Since the 2000s, social media began to gain worldwide popularity and this has directly and indirectly transformed the way people communicate and the way organisations do their businesses, particularly in areas such as marketing, operations, and advertising. It has also gained positive acceptance in the hiring and recruitment department where SNSs such as Facebook, LinkedIn, and Twitter have become popular among hiring professionals to serve their own purposes or as a source of information. Many employers believe that SNSs can supply a vast amount of information to potential job seekers (Hosain & Liu, 2020). Hence, the use of SNSs stands as a highlight in employers' recruitment activities.

A survey by Standout-cv.com (2022) from 2021 to 2022 involving 350 job seekers and 95 recruiters in the United Kingdom found that 91% of employers currently use social media as part of the hiring process, 45% of employers post content on social media to engage with candidates with LinkedIn, Facebook and Twitter being the most popular platforms, 21% of employers admit of rejecting a candidate after looking them up on Facebook, and 91% of employers use LinkedIn daily as and it is the number one social recruitment platform. Therefore, it is believed that the majority of employers in the United Kingdom utilise the use SNSs in their recruitment. On the other hand, the

present study aims to explore how Malaysian employers use SNSs in their recruitment activities.

Figure 2.5:

The Use of Social Media as Hiring Process

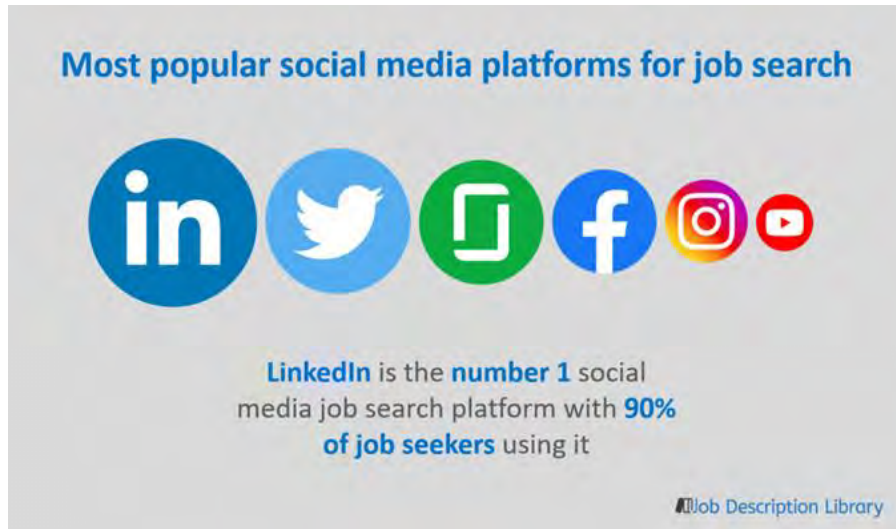


Source: *standout-cv.com*

The survey also found that 90% of job seekers utilise LinkedIn and it is the most popular social media platform. Additionally, 79% of job seekers in the United Kingdom use social media for job searching and 45% of them believe that job searching via social media delivers better results than traditional job searching methods. Likewise, fresh graduate job seekers in Malaysian frequently rely on the use of SNSs in their job search to gain fast and better results from employers.

Figure 2.6:

Most Popular Social Media Platform for Job Search



Source: *standout-cv.com*

The survey also revealed that the top three (3) reasons why people use SNSs in their job search activities include (1) employers advertise more jobs on SNSs, (2) job seekers find SNSs more effective than applying through job boards, and (3) it is easier to contact a real person via SNSs. Such findings demonstrate that both employers and job seekers depend their recruitment activities and job search on SNSs and put their trust in the process while using SNSs. This suggests that SNSs stand as a recruitment medium that has been gaining massive attention not only for the purpose of recruitment or job searching but also to other people with their respective purposes.

Lamidi, Gana, and Alafiatayo (2014) stated that social networking is an evolutionary development of online participation where people with common interests communicate and contribute content on the social cyberspace with an open access platform. It also performed as knowledge sharing (Gibbs, Rozaidi, & Eisenberg, 2013) and employee engagement (Rai, 2012). The increasing and extensive use of SNS

activities among employers are not only to select and to screen (Nikolaou, 2014; W. P. Smith & Kidder, 2010) but also as a source to verify information provided by the applicants or job seekers (Sinha & Thaly, 2013). Hence, the awareness of adopting SNSs in the employer-employee recruitment process has increased tremendously since it was first introduced over two decades ago (Nikolaou, 2014).

Rathee et al. (2020) listed a comparison of recruitment activities that are commonly done between traditional versus modern recruitment methods as shown in the table below:

Table 2.2:

Traditional versus modern recruitment methods

TRADITIONAL VERSUS MODERN RECRUITMENT METHODS			
No.		Traditional	Modern
1.	Screening candidate	Using various sources like printed advertisements, flyers, spoke persons, etc.	Using company website, job portals, e-recruitment, etc.
2.	Screening	Using paper-based tests where applicants can be invited.	Standardised online tests are conducted to manage the pool of applicants.
3.	Interview	After screening, candidates are shortlisted via telephone or face-to-face conversations.	Automated hiring management system is used.
4.	Placement	Candidates are placed via calls, meetings, offer letters, etc.	Placement is done via e-mail, video conferencing like Skype, etc.

As shown in the table above, the screening of candidates is often done by traditional recruitment methods using sources like printed advertisements in newspapers or magazines, flyers, and spoke persons. This is in contrast to modern recruitment method that uses website, portals, and e-recruitment. The traditional method is more inclined towards using physical paper and acquaintanceship among friends or friends of friends. While such method can still reach a large range of job seekers, the point of reachable

is slow because today's newspaper is yesterday's news. In contrast, modern recruitment methods via the use of the internet, websites, job portals, and e-recruitment can promote faster reach to a much larger scope of job seekers. As for screening, traditional recruitment method is often paper-based and selected applicants will be invited for a job interview. This is in contrast to modern recruitment method which utilises online tests and online job interviews, enabling selected candidates to attend job interviews without geographical restriction.

Furthermore, job interviews in traditional recruitment method are often conducted physically and face-to-face between interviewers (e.g., Human Resource Manager) and interviewees (selected candidate) at the interview centre. While in modern recruitment method, employers often use an automated hiring management system that selects successful candidates based on various aspects like academic qualifications and experience. Finally, traditional recruitment method often informs successful candidates via telephone, asking them to attend a meeting, or by sending an offer letter to their mailing address. On the other hand, in modern recruitment method, the employers or human resource department will send an e-mail to successful candidates and the meeting will be conducted using video conferencing via Skype.

Undeniably, SNSs have a broad term and role depending on the specific purposes that it serves to individuals, groups, or companies. From the recruitment perspective, SNSs can be used as part of the corporate communication strategy, including to promote employer brand image (Aggerholm & Andersen, 2018; Carrillat, d'Astous, & Grégoire, 2014; Sivertzen, Nilsen, & Olafsen, 2013). Past studies showed that the mere

presence of favourable brand image on SNSs seems to positively affect the recruitment outcome towards employment companies (Carrillat et al., 2014; Sivertzen et al., 2013). Hosain and Liu (2020) strongly believed that the emergence of SNSs has transformed the traditional, time consuming, and manual recruitment procedures into a digitally interconnected and streamlined network across modern organisations.

Barrett-Maitland and Lynch (2020) stated that SNSs have become a phenomenal power medium and proven to be one of the most effective mediums for information dissemination to various levels of people. The ability of SNSs in its nature and structure enables it to provide a wide range of opportunities that were once non-existent before technology. Moreover, the global reach of this medium enables people to interact, check on each other, learn, and do business without facing geographical and social boundaries. This has been proven by the worldwide use of online resources for recruitment during the COVID-19 pandemic due to its far-reaching abilities (Rathee et al., 2020). Therefore, SNSs have drastically changed the way people communicate, form relationships, and spread good causes in businesses (Barrett-Maitland & Lynch, 2020). This study is another evidence that advocates the use of SNSs for recruitment purposes by employers and job seekers in Malaysia.

Proposition 2: The communication activities that occur are the dissemination of information regarding jobs and vacancies through SNSs and other mediums.

2.6.3 The antecedents of choosing job advertisements on SNS platforms from the job seekers' perspective

Recruitment is a vital function for any organisation to maintain and improve their competitive advantage in the fierce competitive era (Muduli, Verma, & Datta, 2016). It functions as a channel for discovering potential candidates and attracting them to make the right selection (Breaugh & Starke, 2000; Madan & Madan, 2019). Barrett-Maitland and Lynch (2020) described the rapid pace growing of SNSs in the 21st century as the “boom” period for social networking. This is because the major contribution and heaviest users are called “digital natives”, referring to those who were born or who have grown up in the digital era and are intimate with the various technologies and systems. They are also known as the “Millennial Generation”, namely those who became adults at the turn of the 21st century.

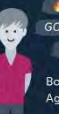
A research regarding the generational differences for the antecedents by Hammill (2005) found that generational differences can effect mostly everything, which include recruiting, building teams, dealing with changes related to work, relationships, or even surroundings, as well as managing, motivating, maintaining, and increasing productivity. The differences also projected how people's communication can affect misunderstanding. Past research also indicates that people communicate based on their generational backgrounds, where each generation has distinct attitudes, behaviours, habits, expectations, and motivational will. According to Hammill (2005), people who are in the working environment today consist of four generations: Veterans, Baby Boomers, Generation X (Gen X), and Generation Y (Gen Y), also known as the Millennial Generation.

The timeframe between each generation gap can vary depending on sources; however, McCrindle (2012) stated that sociological definition in generation spanning of 15 years is widely recognised. Hence, the author suggested the generation timeframe as Veterans / Silent / Traditionalist (1922 – 1945); Baby Boomers (1946 – 1964); Generation X (1965 – 1979); Generation Y (1980 – 1994); Generation Z (1995 – 2009); and Generation Alpha (2010 – 2024). Generation Z is the current adult generation that has started to enter the job market. Meanwhile, the Veterans or Traditionalist, and perhaps some from the Baby Boomers generation, may already have retired. Generation Alpha has yet to enter adulthood. Hence, the starting of each generation can open new ways of communication in recruitment that enable employers and job seekers to connect.

Based on the generational analysis above, it is important for employers to understand, engage, communicate, and connect with the generation that will enter the job market as future employees (McCrindle, 2012). As explained by Hammill (2005), different generations act and react differently. To be able to near-close the gap, employers must know how to play a role not only as leaders in organisations but also as a person-to-person understanding because there are more generation mixing in workplace, families, and communities in everyday life (McCrindle, 2012). In every generation span, there will be new styles, concepts, ideas, mediums, innovation, technology, perspective, and thinking that are generated, built, presented, and used. McCrindle Research (2012) proposed several representations of each generation based on a number of categories, as shown in the figure below:

Figure 2.7:

Generation defined

CATEGORY	BUILDERS	BABY BOOMERS	GENERATION X	GENERATION Y	GENERATION Z	GEN ALPHA
Slang terms	 We prefer proper English if you please Born: < 1946 Age: 76+	 Be cool Peace Groovy Way out Born: 1946-1964 Age: 57-75	 Dude Ace Rad As if Wicked Born: 1965-1979 Age: 42-56	 Bling Funky Doh Fashizz Whassup? Born: 1980-1994 Age: 27-41	 Fam GOAT Slay Yass queen Born: 1995-2009 Age: 12-26	 lit yeet hundo oof m idic Born: 2010-2024 Age: under 12
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubix cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style L - Leader I - New leaders	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence/advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

Source: *Infographic Generation Defined* (McCrindle Research, 2012)

Technology advancement, if utilised wisely and effectively, can be beneficial towards both employers and job seekers. Today, those from Gen Z are actively looking for jobs while those from Gen X and Gen Y are either searching for new jobs, new experience, and upgrading to a better position. Nevertheless, the goal of Gen X, Gen Y, and Gen Z job seekers, whether they are active or passive job seekers, is to utilise all kinds of communication mediums like the company website, job portals, or SNSs (e.g., Facebook, Instagram, LinkedIn, or Twitter) during their job search. This is because as mentioned by Jamalaldeen and Javed (2021), SNSs can expand the limit of a person to look at things appropriately and widely. Additionally, Standout-cv.com (2022) reported that many employers and job seekers are acknowledging the effective use of SNSs.

Past research reported that the usage of SNSs as a medium for employment searching provides an extension for job seekers to gather information regarding job opening (McDonald & Thompson, 2016). This is because any job opening, job posting, or information regarding new vacancies are a click away from job seekers if they are advertised on SNSs and the internet (Anand & Devi, 2016). Any internet-based medium like job portals, company websites, and SNSs will make the recruitment process faster with less cost and also helps in finding the best match for vacant positions. This is aligned with Gheorghita and Paduretu (2014) who stated that the internet has become a medium for global communication offering a wide accessibility of information as well as social and economic interactivity. Having access to information is vital for job seekers; thus, the use of SNSs for job searching can be of great value to them due to its accessibility of information (Barrett-Maitland & Lynch, 2020). Furthermore, online recruitment can also attract a larger pool of candidates or job seekers to apply for job vacancies (Anand & Devi, 2016).

Proposition 3: The antecedents of choosing job advertisements on SNS platforms are reliable, fast results, wider and larger pool of talent, and accessible.

2.6.4 Consequences of using SNS platforms to advertise job vacancies

Online recruitment via SNSs offers numerous benefits to employers, including better match, low cost, fast, less time, and wider scope (Anand & Devi, 2016). Past research reported that SNSs have the capability to promote 88 percent of lower hiring costs compared to the traditional method (Vatansever & Akgül, 2017). Employers are

increasingly trying to have a larger pool of candidates (Al-Khanak, Mahmood, & Razak, 2014; Anand & Devi, 2016; Collins & Stevens, 2001; Kroeze, 2015) by using SNSs. The use of SNSs in recruitment is not only to attract a wider pool of job seekers to apply at the company but it also helps employers to reduce their recruitment costs (Boscai, 2017; Broughton et al., 2013; Muduli & Trivedi, 2020) and shorten the hiring cycle process (Suvankulov et al., 2012).

Balasubramanian, Vishnu, and Sidharth (2016) agree that SNSs also help to increase the visibility of a company as an employer and further improve its brand image. In the context of recruitment, Ambler and Barrow (1996) (as cited in Wilden, Gudergan, & Lings, 2010) posit that employer branding includes the package of psychological, economic, and functional benefits that job seekers associate with employment opportunities offered by a particular company. To become an employer of choice, companies should develop their own employment strategies that can provide a strategic advantage plan to their hiring process. A research by Subbarao, Chhabra, and Mishra (2022) found that job seekers want to associate more with companies that are perceived to be trendy, provide relevant information, have a positive image, and provide top jobs.

Therefore, having an effective good brand image is one of the factors that can help employers to gain a wider pool of applicants and strengthen the company image within the employment market in the long run. A forward-thinking employer will know how to utilise the SNS technology not only to attract job seekers but also to gain trust from

the public by creating awareness towards the business nature by constantly promoting in the company's SNSs like Facebook, Instagram, or Twitter.

Figure 2.8:

Employer Branding on Social Media



Source: *TalentLyft*

As shown in the Figure 2.8, suggested that building a good brand name can be achieved through the following measures: i) establish voice – speaking out what is right or wrong about something; ii) share great content – posting good videos offering advice or situation that can give positive view to people; iii) be responsive to audience – giving feedback, reply, or clarification on any comments; and iv) choose the right SNS – choosing one or two most effective SNSs and make full use of it.

Proposition 4: The consequences of using SNS platforms to advertise job vacancies are fast and effective mechanism, cost-saving, easy and instant access, and targeted pool.

2.7 Theory

2.7.1 Uses and Gratifications Theory

According to Palmgreen and Rayburn (1979), in any discipline, theory, or model, theoretical assumptions and predictive validity seem to be the subject of scientific progress to a period of scrupulous criticism, no matter how big or small the theory may be. Wang and Zhu (2012) stated that the UGT is an important turning point in a communication area. According to Johnson and Yang (2009), the uses and gratifications studies are basically related with gratifications sought and gratifications obtained. Palmgreen (1984) explained that gratifications sought are the various motivations based on expectation for media and non-media behaviours, while gratifications obtained are perceived personal outcomes of these behaviours. Wang and Zhu (2012) also suggested that the difference between gratifications sought (motives) and gratifications obtained (needs) can measure which users' needs are met when applying certain communication media. However, comparisons also have shown that while people purposely choose to use media to fulfil their needs, but the needs are not always satisfying them (Palmgreen, 1984; Palmgreen, Wenner, & Rayburn, 1980). Nevertheless, people's satisfaction is varied to one another, and the feeling of satisfaction is a subjective argument.

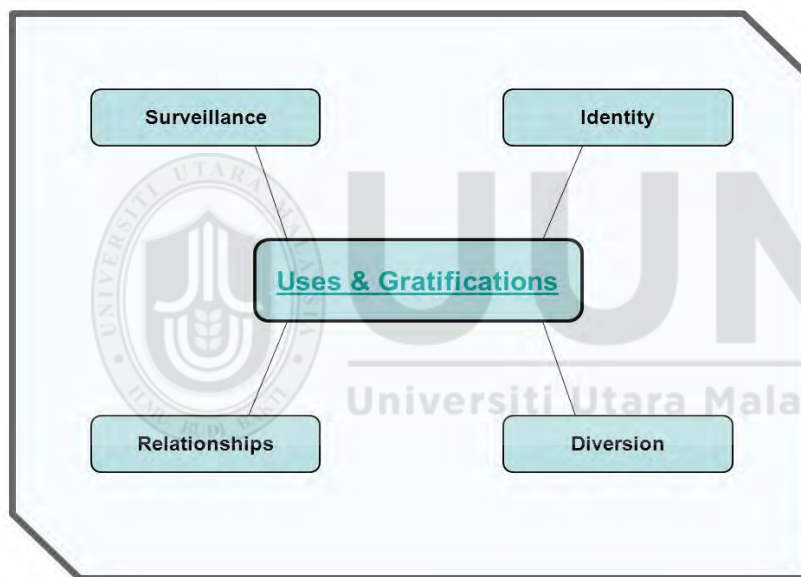
2.7.1.1 Motives and Needs

The Uses and Gratifications Theory (UGT) was first introduced by Stanton and Lazarsfeld (1944) to explain the reasons why people use mass media and what are the different types of gratification they receive from it. Gratifications refer to any rewards

or satisfactions obtained by individuals from using selected mass media of their choice. In Figure 2.9 below shows the first model of the Uses and Gratifications Theory founded by McQuail, Blumler and Brown in 1972 where it was widely regarded as the most complete version of the UGT. The researchers' model of mass communication lists four categories: diversion; personal identity; personal relationships; and surveillance.

Figure 2.9:

Uses and Gratification Theory



Source: Uses and Gratification Theory (McQuail, Blumler, & Brown, 1972)

In the early years, the assumption for researchers to conduct UGT studies was to understand the various social and psychological needs lying behind the audiences' motives in their daily media selection. As explained earlier in this model, how audiences respond to advertisements depends on their social and psychological needs during the time they read the advertisement. For instance, those who are looking to buy a new blouse will actively look for advertisement that shows sale on dresses. Instead, those who have no interest for a new blouse will disregard the same

advertisement. This is what is meant by how media affects in helping to fulfil audience members with their daily needs. It is also supported by Papacharissi and Mendelson (2010) who regarded early UGT studies to determine which media that can help fulfil several everyday needs.

Uses and gratification researchers developed a model that is based on audiences who are not passive but instead have the option to apply one of their choices. This forms the uses and gratifications model's assumption. Researchers assumed that audience members have their reasons to articulate for choosing various media content. UGT is based on the realisation that audiences are no longer passive and bluntly accept media messages that they are shown to; instead, the assumption of this theory is to accept that audiences choose media to fulfil their needs. Grissa (2017) suggested that UGT is a socio-psychologically approach which is considered to be epistemologically positive. Same as other researchers' assumption, it assumes that people are in the sense of goal-oriented and objective in their choice, as well as rational and active.

UGT is deemed suitable for the present research as this study assumes that people actively choose certain media in their communication and are motivated to use it when their needs are fulfilled by the selected media. In the context of this research, needs refer to the assumption of job seekers getting a job or have been chosen for a job interview, as well as employers successfully hiring a new worker for a vacant position. The basic assumption of such approach also includes that the members of audience are motivated by a variety of social and psychological needs in their choice of media channels and content types (Palmgreen & Rayburn, 1979). In relation to this study, the assumption is that both job seekers and employers use social networking sites of their

choice, like Facebook, Twitter, or Instagram, to communicate in recruitment and fulfil their particular needs and goals. This is in line with Hsu, Lin, and Miao (2020) who posit that UGT shows that user motivation is activated by user demands.

In relation to that, a research by Andrei, Iosub and Iacob (2010) indicates that the most significant motives for Romanian users to use four major SNS (Hi5; Neogen; Facebook and Twitter) in the country are based on information, discussion, connecting and impression management. Hence, the researchers hope that their findings can provide beneficial for a better understanding of motivations for using SNS in Romania, and companies will be able to understand and connect with users properly. An interesting study by Hofmann and Nadkarni (2013) regarding why people use the Facebook has them concluded that the usage is primarily determined by two basic social needs: i) need to belong; and ii) need for self-presentation. The researchers further explained that the needs can act independently, and are influenced by other factors such as cultural background, sociodemographic variables and personality traits. Another research study by Al-Menayes (2015) that looked into the effect of UGT in the mass media and has found five dimensions: entertainment; personal utility; information seeking; convenience; and altruism. According to the researcher, one of the findings show that the longer the users' experience in social media, the more they will use it for entertainment and personal utility.

Another example of research by Musa, Nazri, Azmi and Ismail (2016) on the exploring UGT in the use of SNS among mass communication students in Nigeria, found seven reasons or motives on why student use SNS are communication; news sharing; research; expression of opinions; maintaining a connection; collaboration; and making

friends. This further aligned with Ruggiero (2000) that shows social media allows users to gain gratification in many of the students' needs which could not be possible in the conventional media. As related to this research, the motive and the needs are two main crucial elements that play role both to employer and job seeker in choosing the right SNS to apply. Therefore, motives like reliability, accessible, dissemination of information, fast and effective, data quality, and cost-savings are the important factors when applying SNS in recruitment and job searching.

Nevertheless, this study is conducted to continue to examine other possible motivation factors in qualitative context which suggested by previous researchers. The different perspective in research is hope to have in-depth and further to improve understanding of the SNS phenomenon that has largely affected people's daily life in communication especially in this study in which related to employer and job seeker, and what may have attracted them to choose which SNS to gratify their needs. The evolution in communication, especially in this digital media era has seen changes in pattern of use, pattern of motives and indirectly gives impact on people's communication choices (Tremolada et al., 2022).

2.7.1.2 Applying Uses and Gratifications Theory in Social Networking Site

The UGT theory focuses on the needs, motives, and gratifications of media users. It is widely used in relation to the usage of social media and the satisfaction attained from using them (Wok & Mohamed, 2017). According to Lamidi et al. (2014), SNSs enable users to have social interactions via online, exchange ideas, disseminate information, having dialogue and meetings without physical attendance, post updates and comments about daily life, and so many different reasons from various online

communities. Hence, this theory is deemed suitable for this study because it explains why and how people actively seek out specific media to satisfy specific needs. Furthermore, by applying this theory, it can furnish a better and more comprehensive understanding of why people use social media. As suggested by Whiting and Williams (2013), UGT is relevant to social media because of its origins in the communications literature. Therefore, in this context of research, UGT can provide the perspective of why and how employers and job seekers choose and use social media in recruitment.

Numerous studies have investigated UGT across various disciplines and fields of study. For example, Kuhn and Skuterud's (2000) research showed how some job seekers exclusively search for jobs online as it is a fast and effective mechanism to connect with employers (Brown, 2008). Furthermore, Brown (2008) suggested that many job seekers have begun to include the internet in their job search method as employers too have incorporated the internet into their recruitment strategy. Thus, Gallion (2014) expressed that it is vital to apply the UGT into the SNS research because SNS like the Facebook, Instagram, LinkedIn, Twitter, YouTube and many other social platforms are the most comprehensive in relation to UGT. The same tone has been expressed by Smith and Watkins (2023) that acknowledged the UGT as a goal-oriented framework because it gives better understanding of how and why younger generation choose and use SNS like LinkedIn as part of their career searching and networking behaviours.

Previously Ruggiero (2000) also has stated that one of the major strengths of UGT is its ability to develop over time and suit with current communication situation, subsequently growing to become a much more sophisticated theoretical model. The

theory is underpinned by five major assumptions: i) communication behaviour, including media selection and use of the media, is goal-directed, purposive, and motivated; ii) people take the initiative in selecting and using communication vehicles to satisfy felt needs or desires; iii) a host of social and psychological factors guide, filter, or mediate communication behaviour; iv) media compete with other forms of communication, such as interpersonal interaction, for selection, attention, and use, to gratify our needs or wants; and v) people are typically more influential than the media in this process, but not always (Katz, Blumler, & Gurevitch, 1973; Philip Palmgreen, 1984; Rubin, 2002).

Table 2.3:

Five major Assumption

No	Assumptions	In relation to proposition 2 and 3
1	Communication behaviour in media selection and the usage	The media selection is goal-oriented and purposive based on activities that users are plan to do or to have; e.g.: dissemination of information.
2	Select and use communication mediums for needs or desires	Selection and usage of certain communication medium is centred on for example reliable, or accessible.
3	As a mediator in communication behaviour	SNS becomes mediator in self-representation to others, and as guidance factors in psychology.
4	As interpersonal interaction to gratify needs or wants	SNS as interpersonal interaction between one-to-one; employer-job seeker.
5	People are more influential than the media	It is the user that choose the medium.

Park, Kee and Valenzuela (2009) stated that majority of SNS users find gratification due to the amount of information they can gained or acquired through the use of SNS. Lamidi et. el. (2014) agree that SNS is used as a vehicle to share and disseminate information among users' social interaction. Looking at these evolutions in job searching and recruitment, it is relevant to relate UGT in this study. This is because the burgeoning changes in technology provide audience with more options in choosing

their medium of communication, and by applying UGT, it may give a more comprehensive understanding on the motives why employers and job seekers choose to use SNSs. In order to understand these motives, this study is using a framework and scale by Whiting and Williams (2013) with ten themes: i) social interaction; ii) information seeking; iii) pass time; iv) entertainment; v) relaxation; vi) communicatory utility; vii) convenience utility; viii) expression of opinion; ix) information sharing; and x) surveillance/knowledge.

The above themes indicate the motive of why users choose to use SNS. Hence, by applying these scales in this study would justify the motivation possessed by employers and job seekers when selecting the SNSs of their choice in recruitment and fulfilling their needs. It should be noted that the themes propounded by Whiting and Williams (2013) were expanded from other prominent themes by previous researchers (McQuail, Blumler, & Brown, 1972; Katz et al., 1973; Ko, Cho, & Roberts, 2005; Palmgreen & Rayburn, 1979; Papacharissi & Rubin, 2000). Whiting and William created their themes by expanding it from previous researchers, including the early themes of surveillance, identity, relationships, and diversion by McQuail, Blumler, and Brown (1972). By using the themes by Whiting and Williams (2013), the researcher attempted to proof that the existing themes are relevant in this research. Moreover, not only the emerging themes by the researcher are similar to the one by Whiting and Williams (2013), but more themes would emerge in the final results and findings.

UGT started to grow due to its weight on solving related issues that have been emphasised. Its role as an audience-centred theory that is used in many research that functioned to understand people's selection on variety of communication mediums

including SNS (Smith & Watkins, 2023). Hence, the fundamental of this study, which focuses on the four core subjects of employer, job seeker, communication, and recruitment, can be achieved via UGT because the uses and gratification approach (also known as needs and gratifications) focuses on the reasons why people choose and use certain media rather than its content. However, based on the final assumption from the five major assumptions, it is not always the people that have more influential, but rather media too has influence over people.

Over time, UGT scholars continue to improve on many aspects, whether theoretically, conceptually, methodology, or even on the perspective. Flaws, disagreements, and critics will always emerge and responses to these criticisms will be tendered quickly by UGT scholars, ultimately addressing the knowledge gap. Despite the criticisms, Ruggiero (2000) argued that UGT must be justified and treated with support. This suggests that the theory will continue to grow in parallel with the passage of time. It will never be outdated as new medium and technology will continue to emerge and require further understanding and explanation like the human behaviour, motives, uses, and perspectives.

2.8 Research Gap

Miles (2017) proposed seven core research gaps, namely evidence gap, knowledge gap, practical-knowledge conflict gap, methodological gap, empirical gap, theoretical gap, and population gap. The methodological gap in social media research that focuses on recruitment is often investigated through quantitative methods (Krishna, 2022; Laukkarinen, 2023; Wowor et al., 2022; Muduli & Trivedi, 2020; Oncioiu et al., 2022). There is also qualitative research that focused on selecting and screening (Villeda &

Mccamey, 2019), Generation Y (Manroop & Richardson, 2013), LinkedIn (Koch et al., 2018), social media as e-recruitment (Rahadi et al., 2022), usage and organisational performance (Parveen et al., 2015), and new paradigm (Aggerholm & Andersen, 2018). Thus, this research aims to fill the gap by employing a qualitative method to explore the use of social networking sites in recruitment by employers and job seekers. In terms of theoretical gap, the Uses and Gratifications Theory is widely used by researchers in the communication and media communication field to justify the usage of certain communication mediums.

2.9 Chapter Summary

This chapter discussed the two underlying theories that formed the fundamental basis of this study. The Uses and Gratifications Theory relates directly with the scope of this research to determine how employers and job seekers select the most appropriate SNS medium to satisfy their social and psychological needs. The scope of this study circled on the issue of social networking sites, job searching, and recruitment. It also looked further into the theme of motivation and its role towards the selection of suitable communication medium among job seekers and employers.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

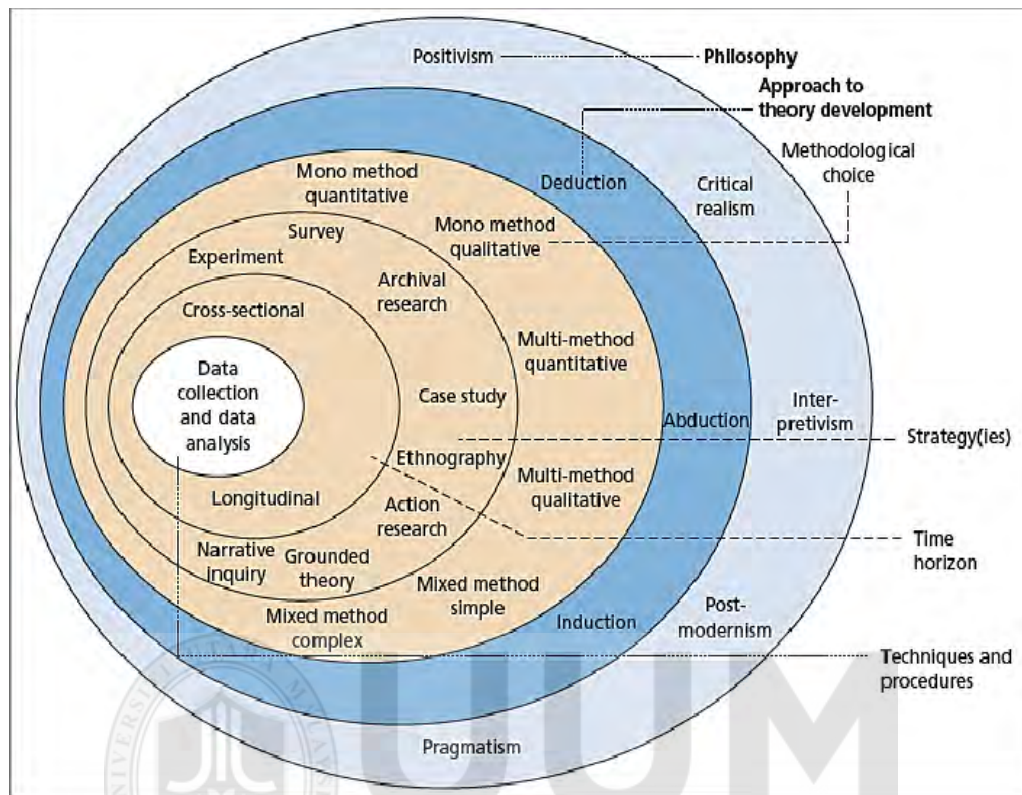
This chapter explains and justifies the methodology used in this current study. Methodology describes the methods of obtaining, organising, and analysing data. The discussion in this chapter is structured around the research design, selection of informants, instruments, data collection, and data analysis. The procedures involved to conduct the research are also explained in detail.

3.2 Research Design

Research design refers to the holistic structure of a research, which comprises the techniques and procedures of collecting and analysing data to answer the research questions and achieve the intended objectives.

Figure 3.1:

Research Onion



It is important for any researcher to have a clear philosophy and epistemology in order to have good judgment throughout the process of a research. Research philosophy refers to a system of beliefs and assumptions about the development of knowledge (Saunders, Lewis, & Thornhill, 2007). Meanwhile, epistemology is concerned with ways of knowing and learning about the world and focuses on issues (Ritchie et al., 2013). Figure 3.1 shows the Research Onion Model developed by Saunders et al. (2007) to describe the different decisions that researchers must take when developing a research methodology. The present research employed the philosophy of interpretivism with an inductive approach. The inductive approach was chosen due to the exploratory and explanatory nature of this research. The chosen methodological approach was phenomenological with a mono-method strategy. This study had a cross-

sectional time horizon. Based on the research objective, this research aimed to explore the concept of using SNS definition among the respondents. Thus, the goal of this research was to add new knowledge to the theory rather than theory testing.

Qualitative approach was employed to conduct this study. Qualitative research is commonly used to generate a more efficient evaluation of research questions that cannot be answered through a quantitative approach (Mackey & Gass, 2015). It includes a wide range of approaches and methods found within different research disciplines. At a general level, qualitative research is often described as a naturalistic, interpretative approach that takes the perspectives and accounts of the research participants as a starting point (Ritchie et al., 2013). Kozinets (2002) explained that qualitative method aims to reveal what is kept underneath of needs, desires, meanings and choices in the world that are rich with symbolic. Hence, it helps researchers to gain a thorough understanding of beliefs, motives, and behaviour.

Figure 3.2:

Research steps

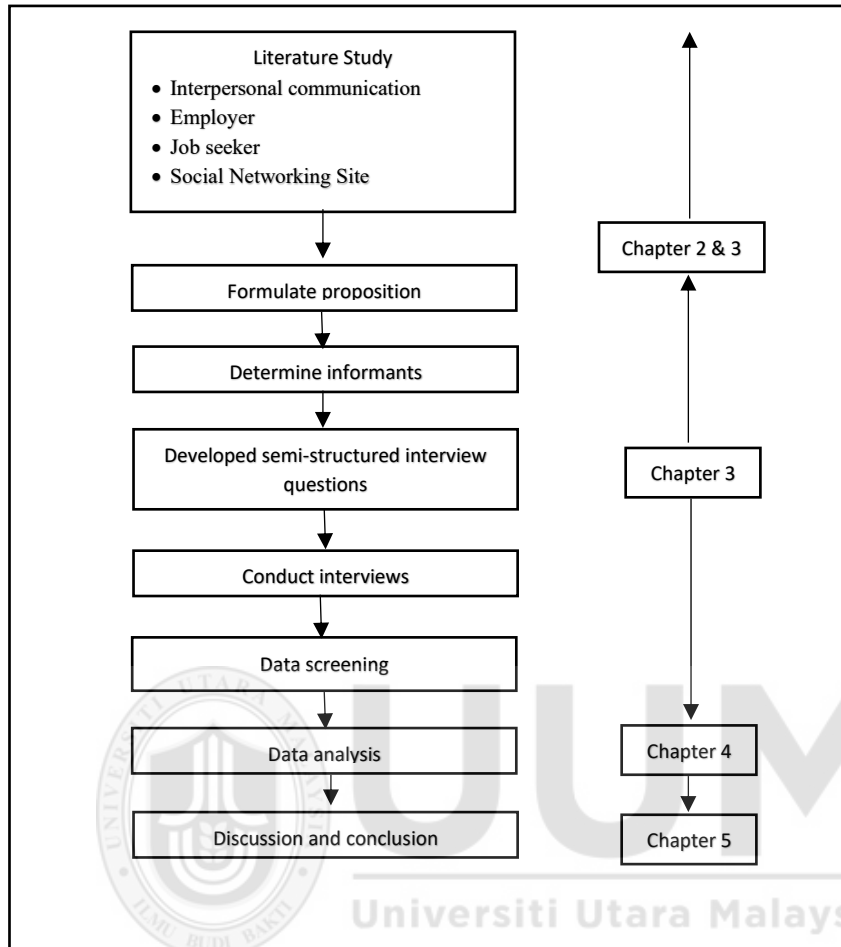


Figure 3.2 illustrates the steps taken to conduct this research. The first step was to gather an extensive literature review pertaining to the topic. Research propositions were then formulated followed by the determination of informants. Questions for the semi-structured interview were later developed, reviewed, and approved. Semi-structured interviews were then conducted with the selected informants. Finally, the data were screened and analysed followed by a discussion of the findings to draw a conclusion for this research.

3.3 Data Collection Design

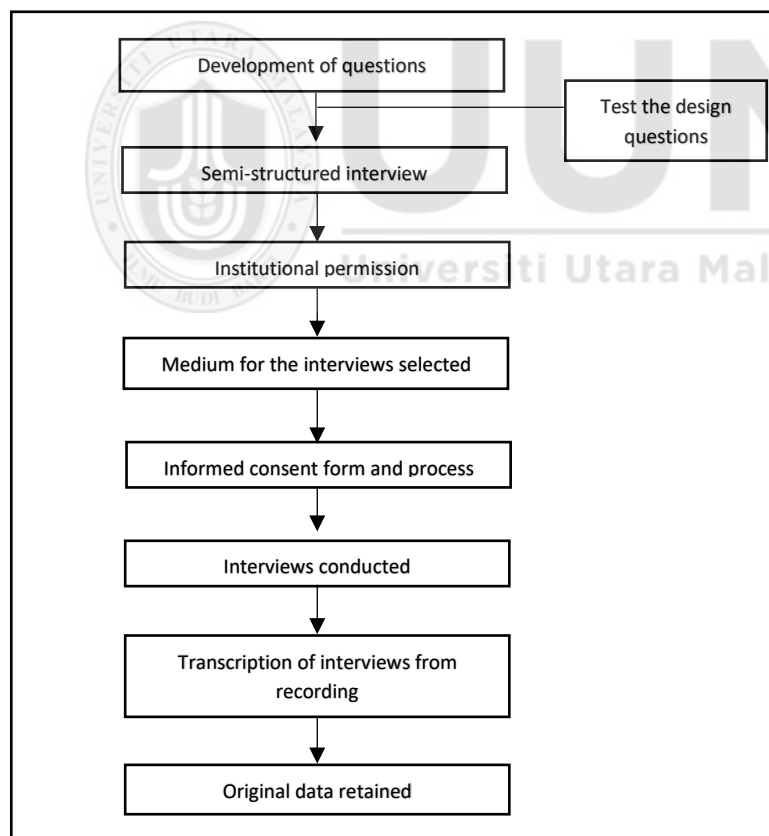
This collection of data in this study employed the use of face-to-face in-depth semi-structured interview. In qualitative research, interview is often the major source of qualitative data needed to understand the phenomenon under investigation. A semi-structured interview is commonly guided by a set of questions and issues to be explored. In-depth interview is a type of qualitative data collection method that involves direct, one-on-one engagement with individual participants. An in-depth interview can take place face-to-face, or in some cases over the phone. In this study, the researcher acted as the interviewer and had the opportunity to ask follow-up questions, probe for additional information, and circle back to the key questions on a later stage of the interview to generate a rich understanding of attitudes, perceptions, motivations, and meanings.

Figure 3.3 illustrates the data collection method used in this study. The first step was developing the interview questions based on the research objectives. In order to prevent any subject to challenge in the field that can complicate the data collection process, these questions were later tested through a pilot test to determine whether the informants understood the questions in order for them to produce related responses. The pilot test was conducted using peer-to-peer test, with only one peer to go through all protocols and procedures. The pilot test took place in the morning in the peer's office room, and was done before the actual data collection process began. During the pilot test, any questions that appeared unclear were successfully identified and corrected. The protocol was reviewed by deleting, adding and rephrasing the research questions. It was appeared to the peer that research question one to be a little confusing and hanging. The initial question was: How SNS can conceptualise the interpersonal

communication between employer and job seeker from the employers' perspective? Upon realizing the difficulty in understanding it, the changes were made in order to simplify the confusing question that was previously developed. Suggestion to a new version was: How do SNSs conceptualise the interpersonal communication between employers and job seekers from the employers' perspective? The changes were made to avoid misleading during the data collection. After the pilot test was completed, the interview questions were reviewed and revised accordingly for the subsequent interview session.

Figure 3.3:

Data Collection Process



3.4 Design of Qualitative Study Setting

The first step of the qualitative setting was to obtain an official letter of authorisation from Universiti Utara Malaysia (UUM) to conduct the interview. It was followed by these steps:

- a) Contacting selected informants.
- b) Introduction of the researcher.
- c) Explaining the purpose of the research.
- d) Emphasising the confidentiality nature of the interview – informants' real names and personal information would remain confidential and anonymous throughout the research and any published materials.
- e) Scheduling dates for the interview sessions with potential informants.

The interview questions were critically revised to facilitate and ensure full understanding from the informants across all stages of the interview. The English version of the interview questions were submitted to the research supervisors to confirm that the content was suitable for the research. Upon the completion of the interviews, the transcripts were translated verbatim into English, which was later sent to an English language expert for translation verification. Finally, the raw and transcribed verbatim data were sent to the informants for content verification.

3.5 In-depth Interview

Interview is simply defined as a conversation with a purpose, and specifically to gather information one needed (Berg, 2001). Basically, researchers would choose interview

as their research method to create an interesting way of understanding other people's live experience and how that experience gives meaning to their lives. According to Boyce and Neale (2006), those who choose to do an in-depth interview have an objective to investigate and explore the respondents' perspective on a particular idea, programme, or situation. It is a technique where a researcher conducts an intensive individual interview with a small number of respondents.

In-depth interview seeks to further understand people's behaviour, which is later translated into an experience and how they carry it out (Varjoo, 2012). The main advantage of doing an in-depth interview is the capability to furnish detailed and comprehensive information. Guion, Diehl, and McDonald (2006) voiced the same opinion that having an in-depth interview will result in rich background information that can shape further questions relevant to the topic, because qualitative interviews use an open-ended method with more flexibility. Such method can also create a more relaxed environment for researchers and their informants during the interview and data collection process (Woods, 2011). Flexibility is essential to encourage informants to freely provide detailed information, thereby enriching the data for the study.

Guion, Diehl and McDonald (2006) suggested that the in-depth interviews are most suitable for situations in which researcher would want to ask open-ended questions that elicit depth of information from few people or informants. Furthermore, apart from the in-depth interview questions, recording and documenting the responses is also systematically done, so that the researcher can probe for deeper meaning and understanding. According to Diccio-Bloom and Crabtree (2006) in qualitative interviews, there are three main categories that usually used by researcher namely

unstructured, semi-structured and structured. In this study, the researcher used the semi-structured interview because this category is the most widely used interviewing format for qualitative research where it can be applied either for individual or in groups (Dicicco-Bloom & Crabtree, 2006). Moreover, semi-structured interviews allow researchers to ask additional questions when needed. The additional questions were added when more explanations were required to prompt further discussions.

3.5.1 Taking a position as a researcher

In qualitative research, it is crucial to declare the closeness of the researcher to the participants. According to Salmons (2015), researchers should know at the earliest stage whether to work from an outsider or an insider perspective. Outsider research is defined as a detached and impartial onlooker who gathers data (Manen, 2014) while insider research refers to a researcher who is immersed in the studied experience or phenomenon. Salmons (2015) described etic as an outsider position while emic as an insider position in conducting e-research. He further argued on the need to balance the degree of etic and emic when conducting online research. In this research, the respondents were involved in emotions due to their personal experiences in order to answer the research objectives. Thus, the researcher positioned herself as an etic to study the phenomenon from an outsider's perspective to remove biases during the data collection.

3.6 Target Population

Statistics showed that Malaysia had a total of 28.4 million internet users in 2020 and the figure is projected to grow to over 30 million by 2025. Furthermore, between 25

to 75 percent of employers or organisations in Malaysia conduct their recruitment and hiring through SNSs (Meah & Sarwar, 2019). According to the Graduates Statistics 2020 published by the Department of Statistics Malaysia (DOSM), Malaysia recorded a total of 5.36 million graduates in 2020, which was an increase of 4.4 percent from 5.13 million in 2019. However, 202,400 of these graduates (4.4 percent) were unemployed, which was an increase from 165,200 unemployed graduates (3.9 percent) in 2019. Based on that data produced by the Department of Statistics Malaysia, this shows that the unemployment rate among graduates is basically high.

3.6.1 Sample Size

This study focused on employers and job seekers who use SNSs in recruitment. It was relevant to choose both parties to explore their understanding within the concept of interpersonal communication in SNSs.

In this research, the selection of employers to be interviewed was based on their respective sectors, with six employers from the private sector, one employer from semi-government, and four employers from Government-Linked Companies (GLCs). As for the job seekers, eight fresh, energetic, and technology-savvy graduates were selected for the interview and they were all individual respondents. Thus, altogether the sample size for this study was 19 informants. The interview was guided by a set of questions adapted from Broughton et al. (2013) for employers, while for job seekers it was from Brocke, Richter, and Riemer (2009), and Lopez (2013). According to Hyman, Lamb, & Bulmer (2006), utilizing the pre-existing questions has the benefit of saving time because they have previously undergone comprehensive testing before

being used. Therefore, the researcher has chosen to adapt the questions from the earlier studies following a comprehensive discussion with the primary supervisor.

In relation to the number of informant, there are extensive arguments among scholars regarding the sufficient number of informants for an interview. As reported by Baker and Edwards (2012), scholars such as Julia Brannen and Howard Becker agreed that researchers must question the purpose of their research in order to determine how many qualitative interviews is enough. Even with these many disparities of opinions, the aim of this research remains consistent, namely to explore and understand the motivations that employers and job seekers get through their experience in recruitment. Baker and Edwards stated that to give some numerical guidance, many experts agree that saturation is ideal. For example, Ambert et al. (1995) advise to sample between 12 and 60, with 30 being the mean for their graduate students. Meanwhile, Ragin proposed 20 respondents for Master's of Arts (M.A) thesis and 50 respondents for a Ph.D. dissertation.

However, Baker and Edwards (2012) also interviewed Alan Bryman regarding reaching data saturation. Bryman explained that it is not easy to reach saturation in any research because it does not present as separate stages but rather combines many aspects like sampling, data collection, and data analysis. Morse (1995) stated that a rule governing qualitative research is "to collect data until saturation occurs." Thus, there are several types of saturation in qualitative study namely data saturation (Francis et al., 2010) and thematic saturation (Guest, Bunce, & Johnson, 2006). Data or thematic saturation refers to the data collection that are collected up until the point at which no new knowledge or information is found (Morse, 1995).

Qualitative method places primary emphasis on saturation, that is obtaining a comprehensive understanding by continuing to sample until no new substantive information is acquired (Miles & Huberman, 1994). However, in conducting qualitative studies, it is important to remember that there are no hard and fast rules when determining the sample size. Baker and Edwards (2012) interviewed Harry Walcott, who is a pioneer qualitative researcher, to enquire on how many informants or respondents should be enough for an interview. Walcott explained that it depends on how important the question is to the research and how good are the resources. In fact, one respondent is enough for many qualitative studies. Qualitative researchers should continue interviewing until they reach data saturation. However, there is no exact number to determine how many informants should be interviewed.

The selection of informants in this study was based on the purposive sampling method. Such method is widely used in qualitative research. Patton (1990) explained that purposive sampling allows for the selection of information-rich cases for in-depth study. The central importance issues are the purpose of research and how it can give more useful information if one can learn from information-rich cases. Merriam (2009) stated that to conduct purposive sampling, researchers must first determine what selection criteria are essential in choosing the people or sites to be studied. This kind of sampling method involves identifying and selecting individuals or groups of people that are knowledgeable about or have experience in the field of interest. Purposive sampling was deemed suitable for this study because it is one of the most common sampling methods with groups' participants according to relevant preselected criteria. The preselected criteria for example like in this study, is for employer and job seeker

in related to using SNS in recruitment and job searching in Kuala Lumpur and Selangor, in order to answer to a particular research question (Mack et al., 2005).

3.6.2 Informant Selection

The in-depth interviews were guided by several questions adapted from previous research. The interview sessions with selected informants were lasting between 20 to 60 minutes each. The time range between 20 to 60 minutes according to Guest et al. (2006) are sufficient to obtain the necessary information and knowledge needed. The interview sessions were separated into two types of informants: i) employers, and ii) job seekers. The employers were mainly located at the central region, namely Kuala Lumpur. According to the Labour Force Survey Report by the Department of Statistics Malaysia (2013), three locations in Malaysia with the highest labour force participation rate are Wilayah Persekutuan Putrajaya (82.3 percent), Wilayah Persekutuan Kuala Lumpur (72 percent), and Selangor (70.7 percent). Additionally, Wilayah Persekutuan Putrajaya recorded the highest attainment of tertiary level education with 86.8 percent, followed by Wilayah Persekutuan Kuala Lumpur (73.3 percent) and Selangor (71 percent). This justifies the informants' location within the central region of Kuala Lumpur, particularly as the focus of this research was to interview job seekers with the status "graduate".

3.6.2.1 Informant – Employer

The selection of employers in this study was based on sectors, namely i) government sector; ii) private sector; iii) government-linked companies (GLCs); and iv) non-governmental organisations (NGOs). Initially, five employers were proposed for each

location, namely i) Wilayah Persekutuan Putrajaya; ii) Wilayah Persekutuan Kuala Lumpur; and iii) Selangor, however, only eleven employers accepted to participate in the study, where all the eleven employers were from Kuala Lumpur. The main criterion in selecting these employers for the interview was that they must be at the top management level, either the Human Resource Manager or those in-charge of recruitment. This is because the person at this level is mainly responsible for the recruitment and hiring of candidates.

The first step was to contact the selected employers through e-mail by giving introduction about researcher's background, and the purpose of sending the e-mail. Subsequently, more follow-ups were conducted for few weeks until the employers and researcher agreed to an interview session. Later, the researcher arranged the interview dates with all employers accordingly. A week prior to the in-depth interview dates, all employers were contacted again to reconfirm about the interview session, as well as to establish a network and in getting to know each other beforehand. The purpose of this study was once again explained to them in hope for their cooperation. Guideline questions were given in advance for them to prepare and gain preliminary ideas before the actual interview. This is aligned with Berg (2001) suggestion that getting a set of predetermined questions beforehand, will elicit the subjects' thoughts, opinions, and attitudes about study-related issues to the informants.

During the in-depth interview, a short briefing was conducted to all employers to inform that their views and opinions were strictly confidential and that they could to end the interview at any time. A consent form was given to all of them as to obtain their permission to proceed with the interview, and to use the data findings for

academic purposes. A recording device was used to record the interview sessions with the informants' permission. All interviews were conducted at a scheduled time in the employers' office in a quiet and conducive setting.

However, at the last minute, one employer decided to answer the interview questions by e-mail due to time constraints and workload. For this particular informant, the researcher has e-mailed a consent form and the same interview questions as other informants received during the face-to-face interview.

3.6.2.2 Informant – Job Seeker

Meanwhile, a total of 15 job seekers were initially selected at these three locations namely i) Wilayah Persekutuan Putrajaya; ii) Wilayah Persekutuan Kuala Lumpur; and iii) Selangor as well, but only 8 job seekers joined in. The criteria for such selection were that they must be graduates of not more than two years and must be active job seekers. Active job seeker as explained by Kumudha and Saranyapriyadarshini (2015) are candidates who frequently search for a job for various reasons such as first time becoming a job seeker after graduate or looking for better opportunity for growth. Therefore, such criteria were selected because it was assumed these graduates automatically became job seekers upon graduating and they were in a high spirit of searching for jobs to earn their own income.

The interviews for job seekers as informants were done during a three-day career event that was organized at Kuala Lumpur Convention Centre. Majority of the attendees were fresh graduate job seekers and actively looking for a job. The researcher sat at the event for two days observing, chatting around with the job seekers, and explaining

to them about this study is related to them. The researcher then gave out a contact number for them to contact if they agreed to participate in the study. The researcher also took their contact number in case the researcher needs to follow up with them in the future. Then after more or less two weeks, fifteen job seekers gave feedback to join the interview. All of them were fresh graduates from Kuala Lumpur.

Next, the researcher set up date, venue and time for the interview session. All interviews were done within two weeks. Two job seekers were unable to join due to personal matters. During the scheduled date, the researcher explained in detail about the study and why it is related to them. Since the researcher and the informants did not know each other, a small talk was necessary as ice-breaking and make them feel comfortable and at ease. Before the session started, a consent form was given out for their approval for the interview. The session lasted between 20 to 45 minutes each.

3.6.3 Interview Protocol

An in-depth interview was conducted by one researcher to all informants which consisted of eleven employers and eight job seekers. Each interview session lasted up to 50 minutes. As a guide on the procedures, the interviewer adopted seven stages of interview investigation proposed by Kvale (1996), namely thematising, designing, interviewing, transcribing, analysing, verifying, and reporting. The semi-structured interview approach in this study was divided into two parts. The first part consisted of the ice-breaker questions that were designed to get background information from the informants such as informant's profile and company's background profile. The second part was derived from the research questions. Since this is a semi-structured interview

method, additional questions were asked based on the informants' responses. The interview was conducted with mixed conversation between English and Malay.

Prior to each interview, an arrangement was made via e-mail and text messaging to set an appointment that best suited the informant's schedule. All informants underwent face-to-face interview sessions at a designated place that was quiet, clear from disruptions, conducive for conversation, and comfortable particularly for the informants to share their responses. The arrangement of chairs was based on a face-to-face style and a recording device was used to record the session with the informants' permission.

However, an interview for one informant was conducted through e-mail. Meho (2006) stated that in terms of e-mail interview, researchers have specifically said that it can be utilized to conduct in-depth interviews. Dahlin (2021) also agreed that e-mail interviewing can be usefully mixed with explorative interviewing, allowing the researcher to work strategically with the extended schedule that comes with asynchronous interviewing. There are few guidelines listed by Meho (2006) in order to assist researchers for conducting effective e-mail interview:

Table 3.1

Guidelines for E-mail Interview

Guideline	Used/Not Used
i) Invitations	Not Used (by informant's request)
ii) Subject line	Used
iii) Self-disclosure	Used
iv) Interview request	Not Used (by informant's request)
v) Be open about the research	Used
vi) Incentives	Not used
vi) Research ethics and informed consent	Used

vii) Interview questions	Used
viii) Instructions	Used
ix) Deadlines and reminders	Used
x) Follow-up questions	Used
xi) Participants and data quality	Used
xii) Survey methodology	Not Used

As soon as all interviews were finished, the session was transcribed in English and returned to the informants for confirmation or additions. After receiving confirmation from the informant, the researcher sent the verbatim to an English expert, who then translated the verbatim from Malay to English. After final confirmation that the English transcript was then imported into NVivo 11 as data for analysis.

3.7 Data Analysis Technique

According to Merriam (2002), the main point of qualitative research is to understand that individuals are the ones who socially shape the meaning in their world of interaction, of which it is not fixed, single, agreed upon, or a measurable phenomenon in quantitative research. Nevertheless, qualitative research has multiple constructions and interpretations of the reality that may change over time (Merriam, 2002). Similar notion is applicable with qualitative data analysis, which can be achieved through various techniques. However, there is no specific or prescribed technique to convey the process (Kawulich, 2004). Miles & Huberman (1994) define qualitative research as "interpretive" research. While there is not a single, widely accepted method for analysing qualitative data, there are a number of principles that can assist researchers in the process.

Analysing qualitative data generally involves several factors that are combined to make sense of the data. Factors such as research questions, theoretical background, and appropriate technique may contribute towards choosing the best data analysis technique (Kawulich, 2004). Furthermore, Merriam (2002) proposed several approaches that can be utilised for qualitative data analysis, such as ethnographic analysis, narrative analysis, phenomenological analysis, and constant comparative method. Several other approaches suggested by Bernard (2000) are interpretive analysis, discourse analysis, grounded theory analysis, content analysis, and cross-cultural analysis.

So, in order to answer the research questions and achieve the research objective, this study used an interpretive analysis. The natural settings were the main area to study where the researcher attempted to make sense or explain phenomena in the most sensible way for people to understand.

3.7.1 NVivo Software

The process started with the transcribing all interviews and returned to the informants for content verification. All transcripts were then translated to English before the data analysis process. The NVivo software was used as the data analysis instrument because the software helps with: i) data organisation; ii) management of ideas to comprehend the generated concept; iii) data traceability; iv) standardisation; v) structuring; and vi) standardisation in data reporting.

The data analysis components are coding, collecting codes under potential sub-themes or topics, and comparing clusters of the emerged coding with the entire data set

(Vaismoradi et al., 2016). It includes initialisation, construction, rectification, and finalisation, each of which has several stages. During this phase and subsequent stages, related themes were developed according to the research questions to gain a thorough understanding of the research topic.

3.8 Validity and Reliability

According to Patton (2002), qualitative researchers should consider reliability and validity while designing a study to ensure the quality of the research.

3.8.1 Validity

The validity of an instrument focuses on all processes in qualitative instrument rather than depending on the qualitative findings (Maanen, 1983; McCall & Simmons, 1969). However, Clark and Creswell (2014) argue that validating refers to a research that uses strategies in order to ensure the accuracy and credibility of the findings, and this is part of the analysis process. One of the methods commonly used is Lincoln and Guba (1985), which was also used in this research. This method focusses on credibility, transferability, dependability, and confirmability to establish validity in qualitative approach. Table 3.1 shows a list of techniques that can be used to establish validity in qualitative research. Meanwhile, Yin (2009) posits that evaluating the quality of a research must consider the following criteria:

- i) construct validity: correct operational measures for the identified concepts.
- ii) internal validity: established causal relationship is identified.

- iii) external validity: findings can be generalised

Table 3.2

Techniques to Establish Validity in a Qualitative Research

Criteria	Techniques	Used
Credibility	Observation	Yes
	Prolonged Engagement	No
	Negative Case	No
	Peer Debriefing	No
	Triangulation	No
	Analysis Referential	No
	Adequacy Member-checking	Yes
Transferability	Thick Description	Yes
Dependability	Inquiry Audit	Yes
Confirmability	Audit Trail	Yes
	Confirmability Audit	No
	Reflexivity	No
	Triangulation	No

3.8.2 Reliability

According to Neuman (2011), reliability refers to dependability and consistency. He further mentioned that to ensure consistency, the interviews should be conducted by the same person throughout to avoid conflicting interpretations of the interviews. Moreover, the same interviewer will gain more experience and knowledge for future interviews. In this research, all interviews were conducted by only one interviewer.

3.9 Chapter Summary

This chapter summarised the methodology applied in this study. In-depth interviews were the primary method used to collect data in this study. Details regarding the informants recruitment process and data collection process were also explained in this chapter. Findings from the data analysis will be discussed in Chapter Four.



CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This chapter presents, discusses, and analyses the collected data to answer the research questions. The aim of this chapter is to gauge and analyse the themes highlighted in order to understand the concept of using SNSs in interpersonal communication and communication activities from the perspective of employers and job seekers. The main contribution of this study is to discover the antecedents of choosing job advertisements on SNS platforms and their effects in the Malaysian context. The phenomenological approach was adopted for interpretive thematic analysis to achieve these objectives. The results were based on the data analysis done by NVivo 11.

4.2 Profiles of the Informants: Employers and Job Seekers

The sample of this study was formed by a total of nineteen (19) participants, eleven (11) of which were employers. The general profiles of the employer informants are shown in Table 4.1.

Table 4.1:*Employers' Profiles*

Informant	Sector	Level	Position	Location
1	Government /Public	Managerial	Administration Manager, Grade 41	Kuala Lumpur
2	GLC	Managerial	Head of Career Development and Human Resourcing	Kuala Lumpur
3	GLC	Managerial	Head of Human Resources	Kuala Lumpur
4	Private	Managerial	Senior Manager of Recruitment	Kuala Lumpur
5	Private	Managerial	Order to Delivery Manager	Kuala Lumpur
6	GLC	Managerial	Human Resource Manager	Kuala Lumpur
7	Private	Top Management	Chief Risk Officer	Kuala Lumpur
8	Private	Managerial	Manager	Kuala Lumpur
9	GLC	Managerial	Manager	Kuala Lumpur
10	GLC	Managerial	Manager	Kuala Lumpur
11	Private	Top Management	Group Managing Director	Kuala Lumpur

The employer informants consisted of one (1) from the government sector, five (5) from Government-Linked Companies (GLCs), and five (5) from the private sector. All eleven (11) informants were based in Kuala Lumpur. Table 4.2 shows the distribution and percentage of the informants.

Table 4.2:*Informants' Sector and Matching Cases Percentage*

Sector	Number of matching cases	Percentage of matching cases
Government/Public	1	5%
Private	5	47.5%
GLC	5	47.5%

Meanwhile, the other eight (8) informants were job seekers. The general profiles of the job seeker informants are shown in Table 4.3.

Table 4.3:*Job Seekers' Profiles*

Informant	Gender	Age	Year Graduated	Level of Education	University
1	Male	23	2013	Bachelor's degree	UiTM
2	Female	21	2015	Bachelor's degree	Uni. Malaya
3	Female	21	2015	Bachelor's degree	Uni. Malaya
4	Female	21	2015	Bachelor's degree	Uni. Malaysia Kelantan
5	Female	21	2015	Bachelor's degree	USM
6	Male	21	2015	Bachelor's degree	UiTM
7	Female	22	2014	Bachelor's degree	Uni. Tun Hussein Onn
8	Female	22	2014	Bachelor's degree	UiTM

The job seeker informants consisted of two (2) males and six (6) females. Their age ranged between 21 to 23 years old. All informants were graduates with bachelor's degree from local universities.

4.3 Research Finding One: The Conceptualisation of SNSs

Results from the data analysis revealed the emergence of various SNS concepts determined by the informants that led to their understanding of SNSs in interpersonal communication. The researcher categorised the conceptualisation of SNSs in interpersonal communication between employers and job seekers from the employers' perspective into six (6) groups: data quality, reliability, matching and bridging, job security, opportunities for advancement, and transparency, as shown in Table 4.4.

Table 4.4:

Themes of Finding One

Themes	Informants	Total
Data quality	4, 5, 9	3
Reliability	2, 3, 4, 9	4
Matching and bridging	3, 4, 5, 9	4
Job security	9	1
Opportunities for advancement	9	1
Transparency	2	1

Figure 4.1:

Six Categories of the Conceptualisations of SNSs

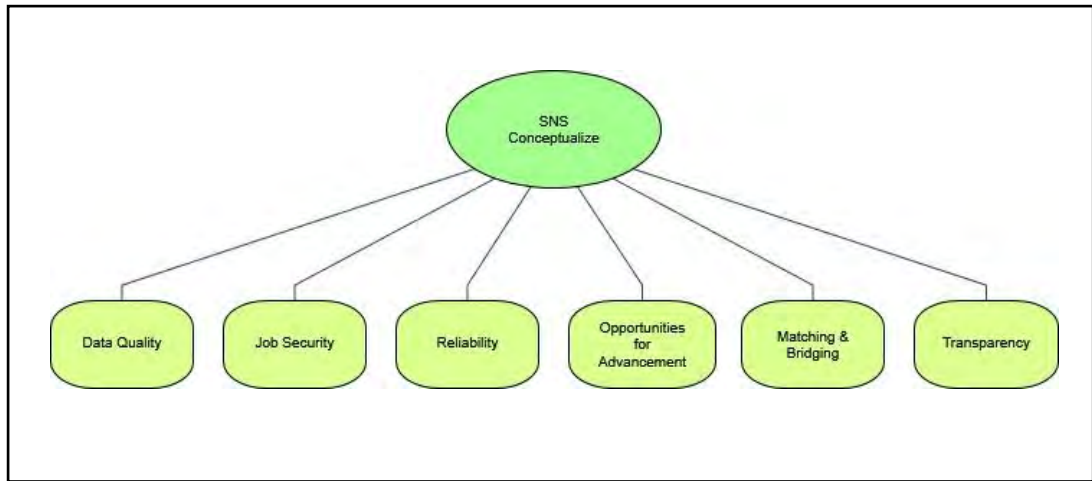
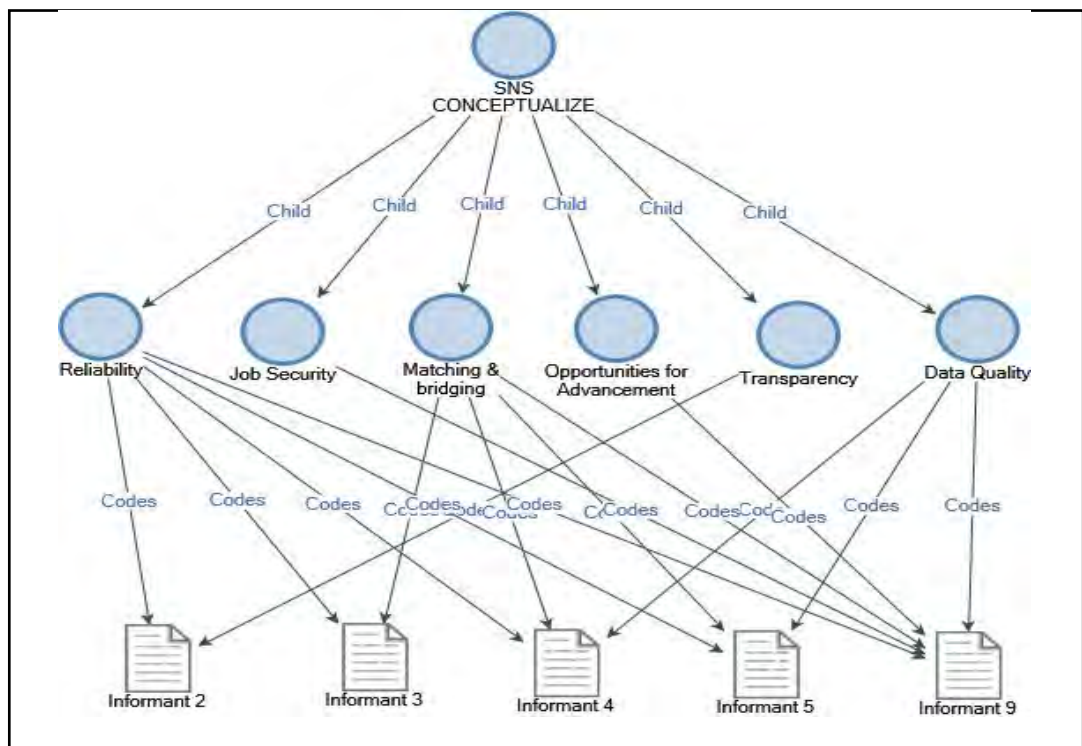


Figure 4.2 maps the research findings regarding the conceptualisation of SNSs in interpersonal communication. Based on the data collected, the reliability concept was repeatedly agreed and viewed the most by the informants.

Figure 4.2:

Mapping the Research Findings for the Conceptualisation of SNSs



4.3.1 Reliable

Five informants mentioned that SNSs must be a reliable medium: Informants 2, 3, 4, 5, and 9. Such aspect is deemed important for the informants as they viewed reliable as one of the points in the SNS concept. Informant 5 said:

Table 4.5:

Informant 5

“Different methods will be required for different kind of people that you are going to hire. So basically for organisation that want to pursue SNS they might want to be sure that ok that these are the people that we are hiring and, and this people we can find it in LinkedIn.”

Similar content related to reliability was also mentioned by Informant 9, who also highlighted keyword searching as a point in reliable.

Table 4.6:

Informant 9

“Once we have shortlisted the candidate and then the good thing is that this social network or the online platform they have some sort of the keyword that makes our job much more easy. We do not need to read the full resume as long as we know what are the keywords for that particular vacancies that we are looking at. They can sort all the profile that related to that keywords.”

An opinion from Informant 4 viewed reliable SNS concept as reachable to the right job seekers:

Table 4.7:

Informant 4

“I think that would be one of the good way for us to reach them out, to tell them that, eh we are offering something and for us as a company to be seen as a company that can satisfy them.”

“I think the information will reach out the right candidate faster than the traditional way and in the way it saves a lot of cost.”

“I think LinkedIn is very reliable.”

The informants viewed reliable as an important theme in understanding the conceptualisation of SNSs. When the informants mentioned keyword search and reachable, they expressed their satisfaction when using LinkedIn and it was a good source of SNSs to get a targeted pool of job seekers, in addition to being highly reliable.

4.3.2 Matching and bridging

The second important theme in the conceptualisation of SNSs is matching and bridging. There were four informants (Informants 3, 4, 5, and 9) who viewed matching and bridging as one of the concepts of SNSs. Informant 9 said:

Table 4.8:

Informant 9

“Now I think you have a better option. More people, more choices, more skills and then it has become very, very competitive. And the good thing is that, when there’s a lot of jobseekers outside, you as the employer need to play a role where you know it depending on the package. People are not demanding, people just need a job.”

This opinion is also supported by Informants 4 and 5:

Table 4.9:

Informant 4

“So we found out that LinkedIn is a good source to get people, to get professional to join our company”.

Table 4.10:

Informant 5

“So yeah LinkedIn will be one of the key SNS and SNS that will be use as a tool for recruitment.”

4.3.3 Other findings

Apart from reliable and matching and bridging, the researcher found several other concepts mentioned by the informants, such as data quality, job security, transparency, and opportunities for advancement.

Informants 4, 5, and 9 mentioned the aspect of data quality as part of the conceptualisation of SNSs.

Table 4.11:

Informant 4

“So we found out that LinkedIn is a good source to get people, to get professional to join our company. ...the quality of candidates, I guess yes we reached lots of quality candidates out there.”

Table 4.12:

Informant 5

“I personally think that there’s a lot more can be, can be done and slowly LinkedIn especially as SNS LinkedIn particularly is being, has received quite good numbers of usage from company.”

Table 4.13:

Informant 9

“we should be able to, in order for you to get the better candidate, you should widen your searching method. The more channel for you to reach more candidates, that will give you better options for you to choose for you know for talent.”

Other than data quality, several informants also mentioned other aspects related to the conceptualisation of SNSs. This includes job security (Informant 9), opportunities for advancement (Informant 9), and transparency (Informant 2).

Table 4.14:

Informant 9 (Job Security)

“Some people they are looking at, you know the salary, some people they just, they apply the job because they love the title. So, it depending on how is, is really purely your creativity to rework the things. I can tell you most of the people think that okay you are taking care of security.”

Table 4.15:

Informant 9 (Opportunities for Advancement)

“Some people they are looking at the title because is a manager position.”

Table 4.16:

Informant 2 (Transparency)

“Social media can help the organisation to project the true colours of the candidates, I think it’s a very, very good medium for us because currently our difficulties is to know the kata orang itu apa, the real of the people.”

Based on the data analysis in this section, reliability is the most frequent concept mentioned in the group, followed by matching and bridging. The informants stressed more on the reliable of certain SNS when deciding to choose and use the medium.

4.4 Research Finding Two: SNSs and Communication Activities

Based on the data analysis, five groups emerged regarding the communication activities that occur between employers and job seekers from the employers' perspective as determined by the informants. The researcher categorised the groups as dissemination of information, screening, socialise, advice for job seekers, and application for jobs. Four subthemes emerged under dissemination of information, namely advertise, announcement, marketing campaign, and share button. Figure 4.3 maps the research findings regarding communication activities.

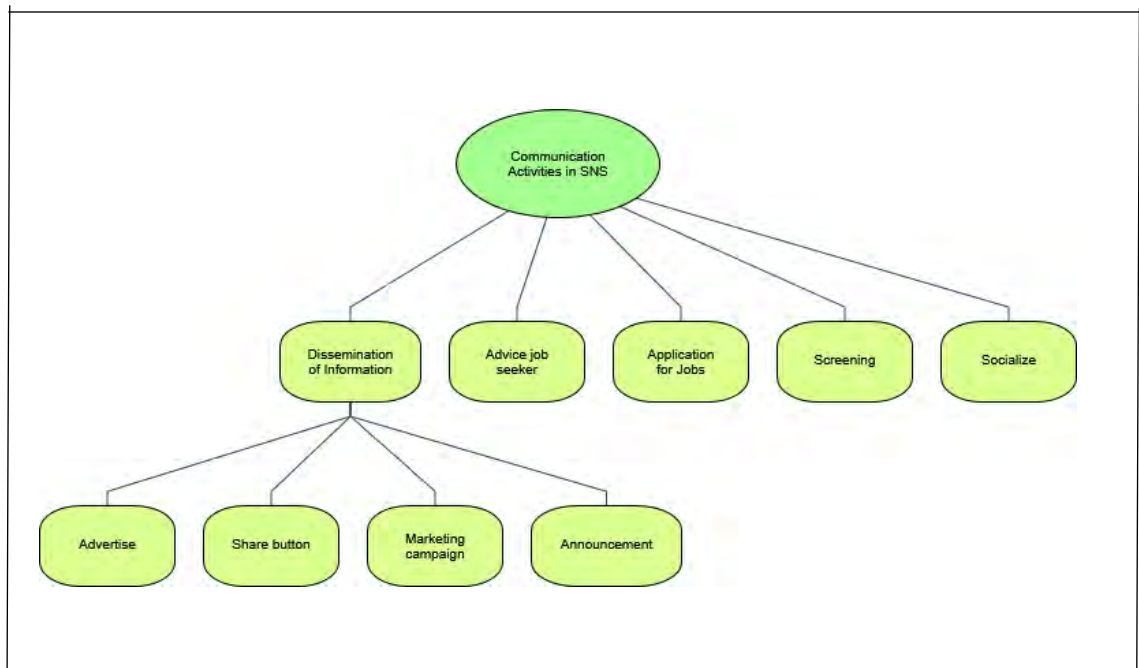
Table 4.17:

Themes and Subthemes of Finding Two

Themes	Subthemes	Informants	Total
Dissemination of information	Advertise	1, 4, 5, 6, 9, 11	11
	Announcement	2, 6	
	Share button	5, 6	
	Marketing campaign	4	
Advice job seeker		5, 9	2
Application for jobs		9	1
Screening		2, 4, 5, 9	4
Socialize		2, 3, 5	3

Figure 4.3:

Communication Activities Through SNSs

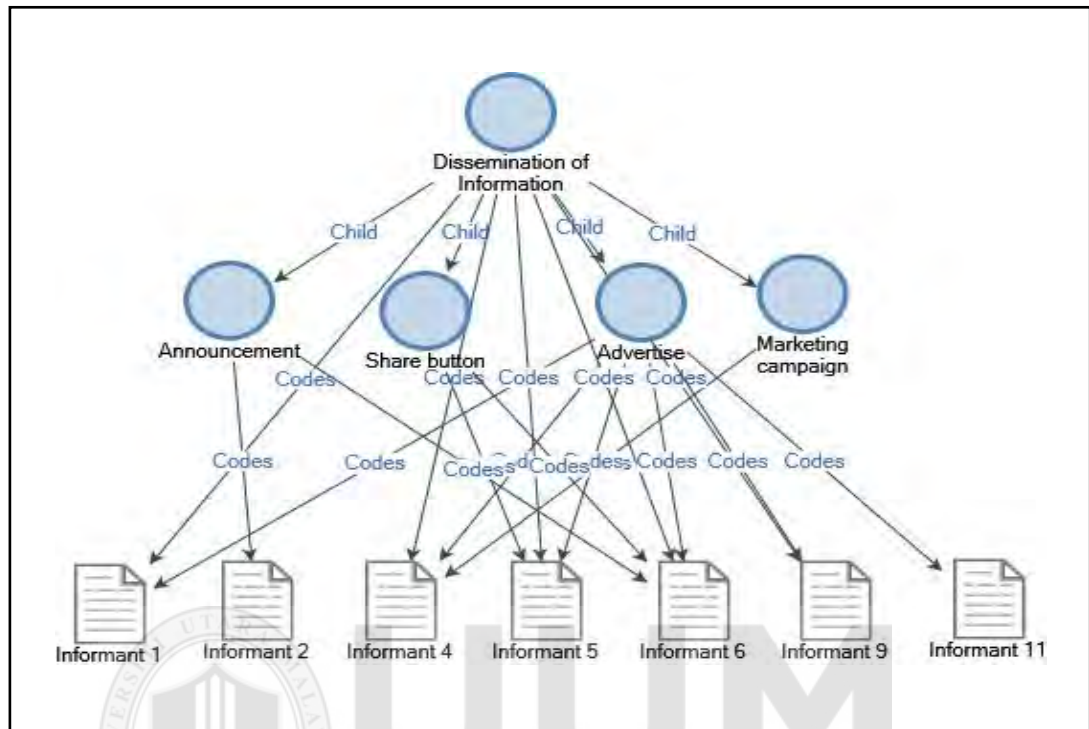


4.4.1 Dissemination of information

Under the dissemination of information, subgroup advertise was repeatedly used by the informants. There are four groups under the dissemination of information, which are advertise, share button, marketing campaign, and announcement. Most of the informants agreed that advertise is the most used activity when it comes to information dissemination, followed by announcement and marketing campaign (see Figure 4.4).

Figure 4.4:

The Group, Subgroups, and Reference for Dissemination of Informant



4.4.1.1 Advertise

There were six informants (Informants 1, 4, 5, 6, 9, and 11) mentioned that they mostly disseminate information for the purpose of advertising activity.

Table 4.18:

Informant 9

"Facebook, yes, sometimes, but not so many people actually would love to apply via Facebook. And then we just advertised, and then we encourage them to apply directly via website or use other channel to apply."

"...at the same time also we advertise it in, in the newspaper or in other social media platform. So that they will know if there is any opening or there is any vacancies in this company."

Table 4.19:

Informant 11

“...for the lower positions, it will be still the job websites or we also advertise from our social media platform. We rely from from the, mostly from Facebook to, to, to the targeted areas.”

“...if you know where exactly your target market is and who you are looking for, you can put these criteria in your Facebook and Facebook will take your criteria and serve your advertisement for vacancy to these people that we have chosen.”

Informants 1, 4, 5, and 6 also advocated on advertise as one of the communication activities.

Table 4.20:

Informant 1

“Tapi social media ini membantu juga SUHAKAM dari segi mewar-warkan kepada orang ramai. Sebab syarat di SUHAKAM makluman atau pemberitahuan itu kena kepada orang ramai dan tak kira bangsa.”

“Jadi mungkin melalui cara iklankan di Facebook mereka akan dapat mengetahuinya.”

Table 4.21:

Informant 4

“We do have advertisement in LinkedIn.”

Table 4.22:

Informant 5

“Ok so basically once we posted that, the information of our job vacancies will be link through our website.”

Table 4.23:

Informant 6

“TH prosesnya like we have our iklan, and we advertise by JobStreet.”

“On the social network sites tu, untuk TH kita menggunakannya hanya untuk sebagai blast on advertisement.”

4.4.1.2 Announcement, share button, and marketing campaign

Furthermore, a total of two informants mentioned the announcement activity (Informants 2 and 6), two informants mentioned the share button activity (Informants 5 and 6), and one informant mentioned the marketing campaign activity (Informant 4).

For the announcement activity, Informants 2 and 6 mentioned:

Table 4.24:

Informant 2 (Announcement)

“Actually for our site tak ada tapi sekarang staff dia, dia just, when we have the vacancy, normally we have the internal information.”

“Mmm spread the news yeah. Announcement.”

Table 4.25:

Informant 6 (Announcement)

“hanya untuk sebagai blast on advertisement. So that is one part of the system.”

Meanwhile, Informants 5 and 6 mentioned the share button activity

Table 4.26:

Informant 5 (Share Button)

“So in, from that job posting we can share through Facebook, LinkedIn and Twitter.”

“We do get a good number of applications because, because it is linked to our website and at the same time we can also share the job posting to our, to their SNS.”

Table 4.27:

Informant 6 (Share Button)

“when our internal advertise, and then kita bagitahu secara email, dia dah share and share and share di Facebook masing-masing.”

“So once we advertised we can share, kan sekarang dalam Facebook selalu “share”. “Share” to Facebook, “share” to LinkedIn, kita boleh press button share lah.”

Informant 4 was the only informant who mentioned marketing campaign:

Table 4.28:

Informant 4 (Marketing Campaign)

“We use our Facebook and Twitter to communicate our marketing campaign rather than a recruitment campaign.”

“So we dedicate Twitter and Facebook to communicate our marketing product to market our product.”

4.4.2 Screening

Another communication activity is screening, as mentioned by four informants (Informants 2, 4, 5, and 9).

Table 4.29:

Informant 2

“It’s help but yeah we cannot project the true personality of the candidates. I think kalau social media, because social media when they use the social media ini sometimes memang dia show their true colours.”

Table 4.30:

Informant 4

"I think during the interview you can use, do not use that as a point but probably you can probe more question to understand more because interview is just a surface. You never know what is underneath of the iceberg. It just a tip of the iceberg that you can see. So, I use that a lot. Not only Facebook, because Facebook sometimes not so much information that we can get because of the privacy setting. But Google, yes, we did that."

Informants 5 and 9 gave a good and reasonable point regarding the screening activity.

Table 4.31:

Informant 5

"We use LinkedIn as a, to, to vet or screen or look up candidates that, that we, that we about to interview or to offer through, through traditional recruitment method. Yes, because, because like now we are about to offer one guy who is currently in France. So we can easily find him on LinkedIn and vet."

"So from, from your use of this getting the benefits. If the benefits I would say for social media tools you can easily vet through your, your candidates. You can understand where they are from, I mean in the, in terms of experiences, from which industry, any particular, any particular strength or any particular kind of experiences that you are looking for you can easily look if they are, if their LinkedIn, LinkedIn profile is up to date."

Table 4.32:

Informant 9

"Now, when you have 1000 around candidates that you really cannot precise. You must start the screening or the pre-interview prior for, prior to the submission of accepting the candidate profile, and then you start the interview or, or filtering or the shortlisting the candidates."

4.4.3 Socialise

Three informants (Informants 2, 3, and 5) mentioned socialise as one of the communication activities.

Table 4.33:

Informant 2

“So in terms of using this social media just for staff, for socialising it only.”

Table 4.34:

Informant 3

“It is quite limited. Usage of macam Facebook or LinkedIn, at this moment is very much confined to individual account of my recruiters instead of having a corporate account.”

Table 4.35:

Informant 5

“they use LinkedIn to actually do some sort of social network with other people of particular, particular company or particular industry that they want to go in. So if you, you grew your network you can I think easily find a better job and as, and from the perspective of recruiters, well if you really use LinkedIn as a, we called I think the trend is now we called it social recruiting.”

4.4.4 Other findings

Apart from dissemination of information, screening, and socialise as communication activities through SNSs, the informants mentioned advice for job seekers (Informants 5 and 9) and application for jobs (Informant 9) also part of the communication activity.

Informants 5 and 9 mentioned advice for job seekers:

Table 4.36:

Informant 5 (Advice for Job Seekers)

“If you start to have presence in social network like LinkedIn and you start to actually communicate with people that you might not hire now but you can always have them in the talent pipeline.”

Table 4.37:

Informant 9 (Advice for Job Seekers)

“If you really want to be competitive, then you must know what are the skills is that needed for you to, to be ready before you, you apply for the job. That is your own responsibility, not company’s responsibility.”

“Whether job seekers are aware or not aware, if they choose to work for the technology company and then they need to upskill themselves. Our responsibilities, is not to make that trade you know? You as a jobseeker you cannot be everything spoon, spoon feed by, by your future employer. You must do your homework so this kind of things.”

Informant 9 was the only informant who mentioned application for jobs:

Table 4.38:

Informant 9 (Application for Jobs)

“Now, people apply online, hand phone also become wireless, you can submit, you can access your e-mail via e-mail through your phones all this kind of things. In the future probably the landscape will be change. One of the things that I can foresee today, the recruitment interview process will start at the beginning of your application.”

4.5 Research Finding Three: Antecedents of Choosing Job Advertisements on SNS Platforms from the Job Seekers’ Perspective

Results from the data analysis also gained answers from the job seekers’ perspective. The researcher categorised the findings into nine groups, namely advertisement mediums, information dissemination, accessible, reliable, efficient, cost-saving, privacy concerns, pool of talents, and unreliable advertisement. Figure 4.5 maps the research findings of objective three and Figure 4.6 maps the group, subgroups, and reference.

Table 4.39:*Themes and Subthemes of Finding Three*

Themes	Subthemes	Informants	Total
Advertisement mediums		13, 14, 17, 18, 19	19
	Job portal	12, 14, 15, 16, 17, 19	
	Facebook	13, 15, 16, 17, 18	
	Instagram	13	
	LinkedIn	12	
	Website	14	
Information dissemination	Shared information	17, 19	2
	Updated information	15, 16	2
Accessible		12, 14, 15, 17	4
Reliable		12, 13, 17	3
Efficient		12, 14, 15, 17	4
Cost-saving		18, 19	2
Privacy concern		12	1
Pool of talents		12	1
Unreliable advertisement	Scam advertisement	13	2
	Facebook job advertisement	15	

Figure 4.5:

Antecedents of Choosing Job Advertisements on SNSs

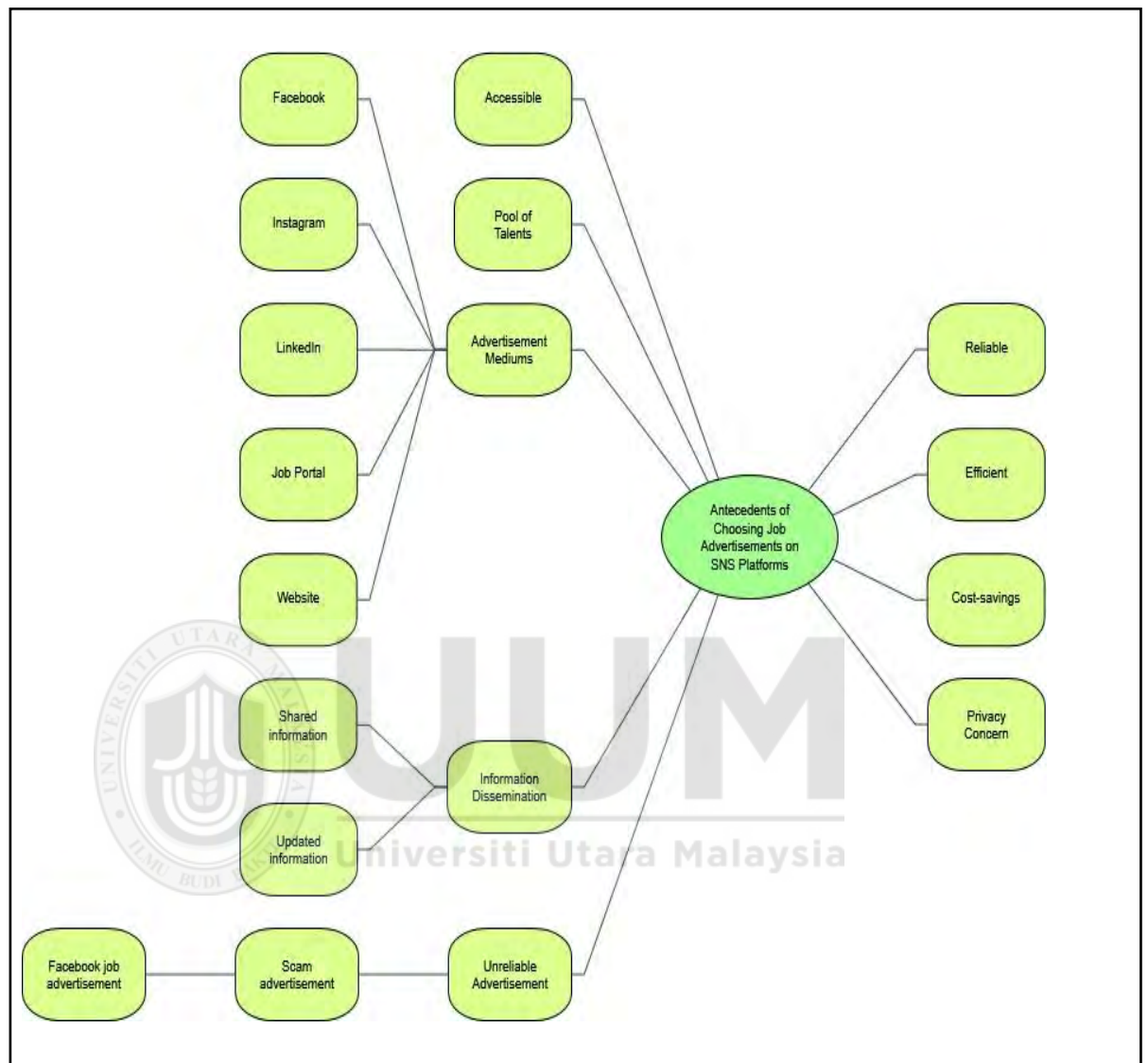
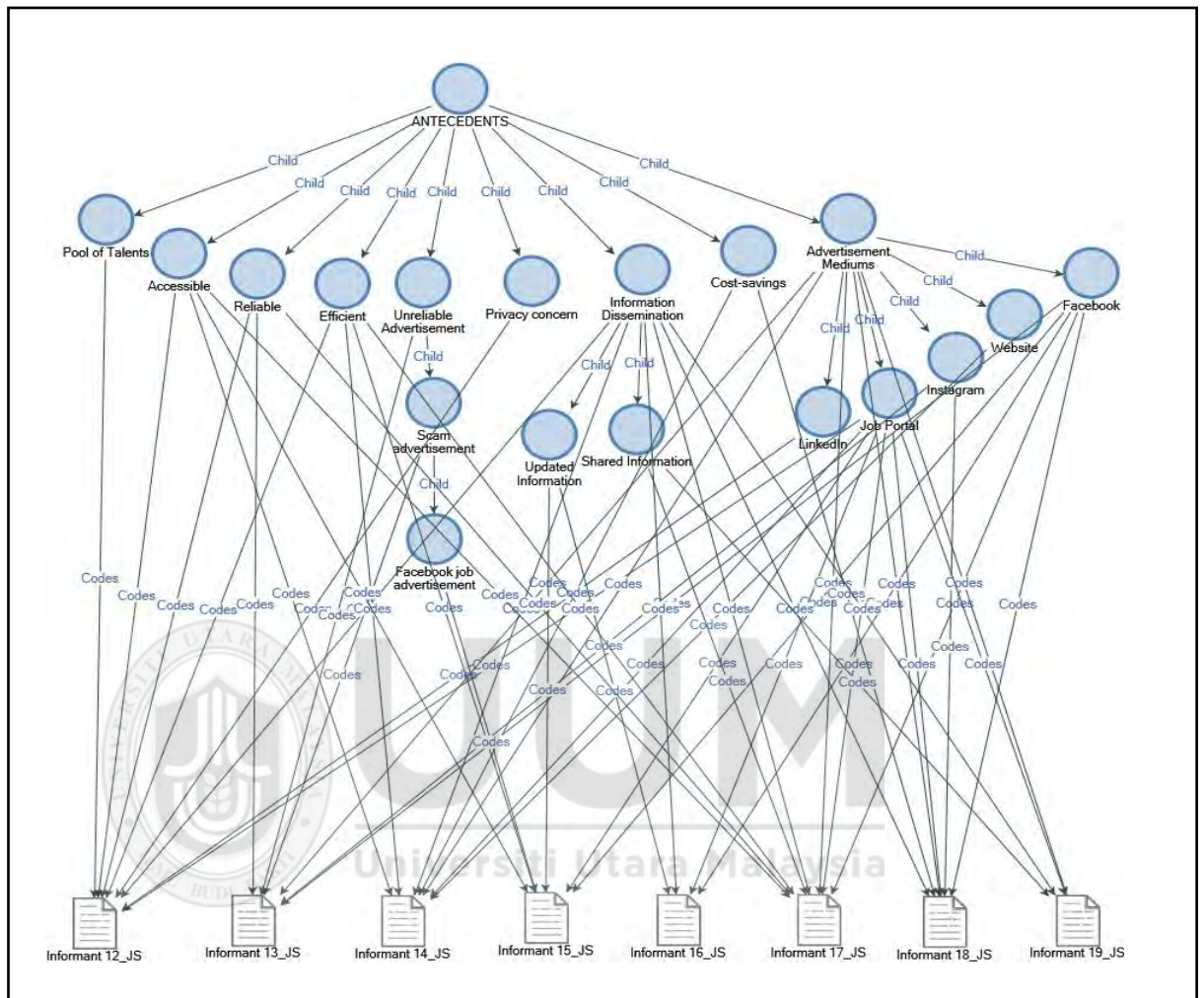


Figure 4.6:

Antecedents of Choosing Job Advertisement on SNS Platforms, Subgroups and Reference

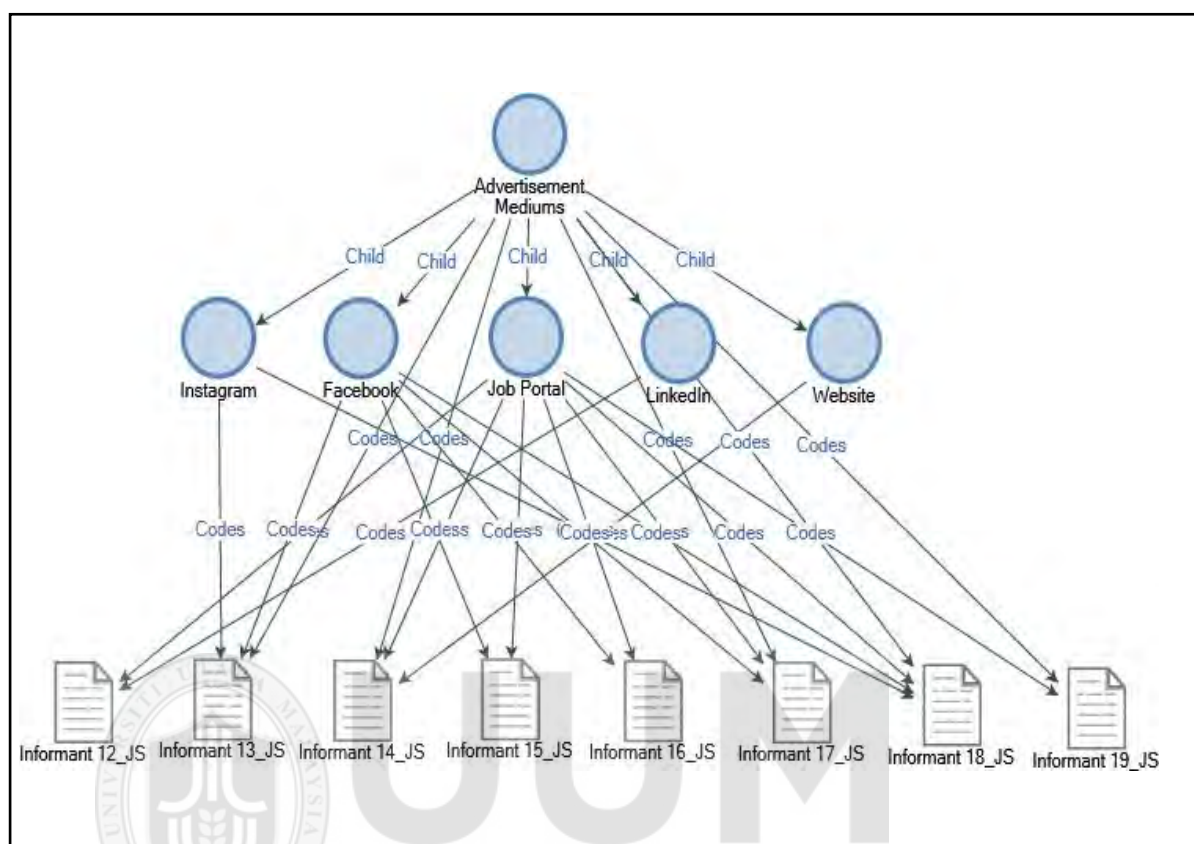


4.5.1 Advertisement mediums

Under this antecedent group, advertisement medium was repeatedly mentioned by the informants as part of the reasons to choose job advertisements on SNS platforms. The subgroups that emerged under advertisement medium are job portals, Facebook, Instagram, LinkedIn, and websites (see Figure 4.7).

Figure 4.7:

Advertisement Medium Groups, Subgroups and Reference



Five informants (Informants 13, 14, 17, 18, and 19) agreed and repeatedly mentioned that advertisement medium is the antecedent of choosing job advertisement in SNSs.

Below are the excerpts of responses from the five informants who mentioned advertisement medium:

Table 4.40:

Informant 13

“Using to recruit I don’t know but for kalau untuk iklankan, promote the vacancy, yes, tapi kalau untuk recruit itu I don’t think so.”

Table 4.41:

Informant 14

“Memang saya aware pun sebab mostly untuk company-company besar especially for the private one memang akan guna sosial, memang akan guna communication channel untuk mereka recruit, ambil pekerja-pekerja baru for the vacancy and so yeah.”

“ini merupakan satu alternatif yang sangat baguslah sebenarnya.”

Table 4.42:

Informant 17

“Yes, I am aware of that. They have use this opportunity to seek for more jobseeker in the social network also.”

“So, I have see one or two, this advertising. So, I made a, apply my resumè to this company yeah.”

Table 4.43:

Informant 18

“pelbagai jenis lagi social network yang akan wujud dan yang akan jadi satu, dia boleh jadi medium untuk jobseeker dengan company untuk attract together macam itulah.”

“maksudnya iyalah company banyak macam ada strategi mereka untuk gunakan SNS ini untuk cari pekerja.”

Table 4.44:

Informant 19

“Whatsapp. Mereka iklankan kalau macam mereka share kerja kosong, mereka share kerja kosong apa yang ada.”

4.5.1.1 Job portal

Seven informants (Informants 12, 14, 15, 16, 17, 18, and 19) mentioned job portal as one of the antecedents. These informants said that they have registered with various

job portals like JobStreet.com, Indeed.com, MauKerja.com, and JobsMalaysia. Informants 16, 17, 18, and 19 were highly supportive to the idea of using job portals.

Table 4.45:

Informant 16

“Untuk cari kerja. Sebab saya rasa mostly kerja banyak dalam internet macam Indeed.com, JobStreet, MauKerja.”

“Saya banyak gunakan Indeed.com.”

Table 4.46:

Informant 17

“JobStreet has a lot help me because the even send me through email which indicate where the job vacancy from the company.”

Table 4.47:

Informant 18

“saya macam pakai Jobstreet. JobStreet, JobsMalaysia, lepas itu SPA macam itulah.”

Table 4.48:

Informant 19

“I usually use, I registered on JobsMalaysia.”

4.5.1.2 Facebook

Apart from job portals, Facebook is another antecedent mentioned by five informants (Informants 13, 15, 16, 17, and 18). Below are the excerpts of responses taken from Informants 16 and 17:

Table 4.49:

Informant 16

“Saya selalu gunakan Facebook sebagai channel saya untuk cari apa-apa maklumat.”

“Mmm ada pernah dalam Facebook yang kerja kerajaan pernah, pernahlah send resumé melalui post tapi tak ada jawapanlah.”

Table 4.50:

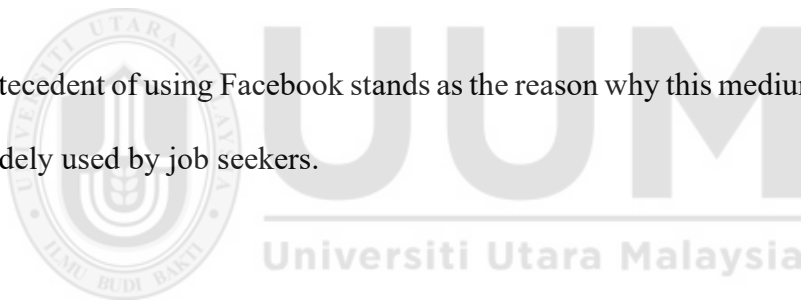
Informant 17

“Social network yang lain tidak sangat convenience macam Facebook. So Facebook ini dia banyak boleh buat link, direct link.”

“So Facebook the application they use very light, and very easy, and fast to of course what we want to seek for the information.”

“I think the Facebook use, the advertising Facebook is very strategically because Facebook have a million of user in that site compare to the Twitter.”

The antecedent of using Facebook stands as the reason why this medium is still popular and widely used by job seekers.



4.5.1.3 Instagram, LinkedIn, and website

Several informants also mentioned the use of Instagram, LinkedIn, and websites. Specifically, Informant 13 propounded the idea of using Instagram:

Table 4.51:

Informant 13 (Instagram)

“Facebook, Instagram, yes. Some of it in the Facebook and Instagram kan selalu ada InstaShop yang IGShop Seller untuk butik-butik online dan kalau mereka cari pekerja dan mereka akan letaklah vacancy iklan dekat situ.”

Meanwhile, Informant 12 mentioned the use of LinkedIn.

Table 4.52:

Informant 12 (LinkedIn)

“they are using LinkedIn but hardly Facebook.”

“during my training they actually said that clearly. Have a LinkedIn account because most HR managers have LinkedIn accounts. So they probably browse or look for information through LinkedIn.”

“I mean LinkedIn already help because we can actually search the industry and then from there the display the people within the industry. We can get to know them.”

Additionally, Informant 14 mentioned the use of websites.

Table 4.53:

Informant 14 (Website)

“dekat dia punya website, sorry, untuk vacancy. So saya pernah apply untuk jawatan yang ada dekat syarikat tersebut melalui communication channel maksudnya melalui website dia sendiri.”

“pernah melalui laman web rasmi untuk kerajaan, SPA. Saya pernah dapat tawaran sebagai Pembantu Pendaftaran.”

These findings demonstrate that the three mediums (Instagram, LinkedIn, and websites) are actively used and preferred by the informants.

4.5.2 Information dissemination

Under the antecedent group, information dissemination was another activity that was repeatedly mentioned by the informants. The subgroups that emerged were shared information and updated information (see Figures 4.8 and 4.9).

Figure 4.8:

Information Dissemination and Subgroups

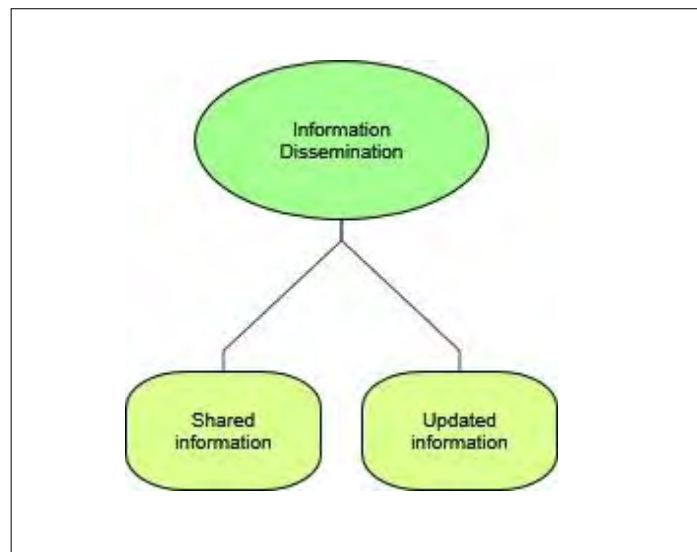
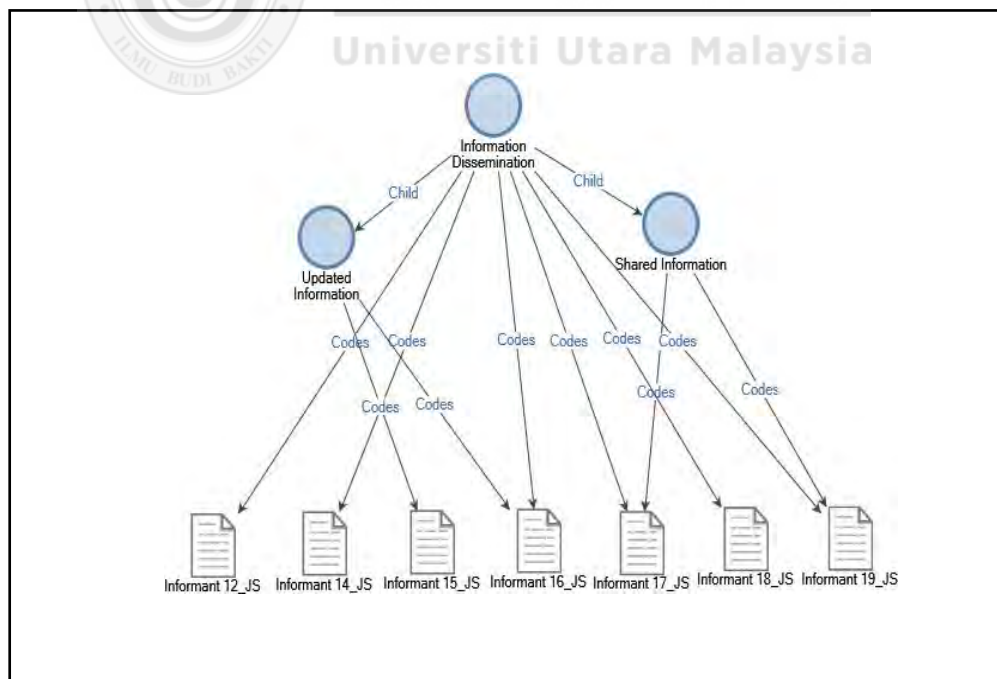


Figure 4.9:

Information Dissemination, Subgroups and Reference



4.5.2.1 Shared information

One of the antecedents of using SNSs is information dissemination, with the emerging subgroup of shared information. Two informants (Informants 17 and 19) mentioned about the shared information that they received.

Table 4.54:

Informant 17

“Yes, I have made that where, which the Facebook that they have link to the job vacancy. So, I just share it to the, my page which is my relatives, friends will see on my page and they will also share with the information and to other friends.”

Table 4.55:

Informant 19

“Mmm WhatsApp. Mereka iklankan kalau macam mereka share kerja kosong, mereka share kerja kosong apa yang ada.”

Sharing job information among friends or acquaintances can be useful especially to active job seekers. It potentially stands as an additional help for job seekers to apply suitable vacancies without facing any hassle.

4.5.2.2 Updated information

Another subgroup of information dissemination is updated information. Two informants (Informants 15 and 16) mentioned about the updated information that they received.

Table 4.56:

Informant 15

“Sebabnya senang. Setiap hari dia update. Lepas itu bukan satu skop saja, kerajaan pun update, swasta pun update, industri, semua industri yang ada dalam itu. So senangnya hari-hari dia update untuk saya cari.”

Table 4.57:

Informant 16

“Sebab saya rasa dia selalu update. Dia akan ada macam latest dan yang lama pun ada. Kadang-kadang employer ini dia terus letak emel untuk kita send resume. So saya rasa saya, itu satu attraction untuk saya terus gunakan social network ini.”

Getting updated information is important because as someone who is continuously seeking for jobs, job seekers do not wish to be left out from knowing any information about the company or vacancies that they applied.

4.5.3 Accessible

Four informants (Informants 12, 14, 15, and 17) mentioned accessible as part of the antecedents of choosing job advertisements.

Table 4.58:

Informant 14

“I think for the benefits of course dia lebih memudahkan sebab kita tahu syarikat ini pun kita tak boleh datang terus, mesti ada perantara dulu dan mostly syarikat pun jauh-jauh daripada tempat tinggal kita. Jadi dengan adanya sistem macam ini dia lebih memudahkanlah dan lebih senang.”

Table 4.59:

Informant 17

“Easy, is so easy, simple. Just click on the link and it will direct you to the information that you seek. So this social network makes me feel very convenience to find what I

want to seek. For example, like I want to find the job. We can go to, direct to the site for example like Maybank Facebook Page, which I can contact to the, direct to the admin so they can make a feedback to me very fast.”

“So what I think for a company is very strategically and in Malaysia, people in Malaysia are higher using this social network. So they are very many users that logged in to the Facebook, so it gives more people in that place. So company can easily find this jobseeker very easy because everyday people will surfing this Facebook, this social network and it will spread the news very easily, very fast”.

Accessibility is important for job seekers to gain certain information about jobs. The accessibility of SNSs facilitates their search for information. Hence, accessible is one of the antecedents of SNSs that emerged from the informants’ responses.

4.5.4 Reliable

Reliable is another antecedent that emerged from the analysis. Three informants (Informants 12, 13, and 17) mentioned reliable as one of the antecedents of choosing job advertisements.

Table 4.60:

Informant 12

“I think social network will greatly help especially they are looking for something specific. I mean LinkedIn already help.”

“I think this is the future of Malaysian jobs because you have to, everything will be done online regardless whether in social network or platform. Everything will be paperless.”

Table 4.61:

Informant 17

“The link help me just, we just click on the link and will directly you to the site which is the information, the detail of the information that they have given.”

“Is very convenient to me, easy to me and very comfortable to me.”

Reliable access, link, information, or data are important aspects for job seekers to trust certain SNSs because unreliable information can promote negative perceptions among job seekers as the users of SNSs.

4.5.5 Efficient

Efficient is another antecedent that emerged from the analysis. Four informants (Informants 12, 14, 15, and 17) mentioned efficient as part of the antecedents of choosing job advertisements.

Table 4.62:

Informant 14

“Saya rasa dia ini merupakan satu alternatif yang sangat baguslah sebenarnya. Bagi saya dia amat memudahkanlah sebab iyalah sebab kita pun bukannya duduk dekat the centre city of the Kuala Lumpur, right? So we all are~, macam saya sendiri duduk dekat Johor. So macam kalau kita gunakan social network ini macam senanglah perhubungan itu macam tak perlu datang jauh, jimat banyak bendalah, jimat masa, tenaga dan sebagainya. So saya rasa mostly pun saya rasa memang suka lah dengan online punya ini.”

Table 4.63:

Informant 15

“Pertamanya sebab mudah, of course cepat dan sekarang ini pun anak-anak muda macam semua graduate kan dah tak kiralah itu fresh grad ke apa semua memang hari-hari buka internet. So mereka lebih prefer nak online daripada nak hantar by Pos Laju ke apa semua. Lagi pun benda itu menggunakan kos. So kalau online ini hanya macam daftar, klik saja.”

Efficiency is one of the good and important reasons for job seekers to use SNSs because they are competing with many other job seekers who may be eyeing the same vacancies as them.

4.5.6 Cost-saving

Cost-saving emerged as one of the antecedents of choosing job advertisements, as mentioned by two informants (Informants 18 and 19).

Table 4.64:

Informant 19

“Saya dapat rasakan bila melalui guna sosial ini, social network ini senanglah. Senang nak apply, tak payah nak tunggu beratur, terus isi saja dan mereka akan dapat kita punya information.”

Table 4.65:

Informant 18

“Just now dia mudah. Just tengok saja macam itu. Senang, mudahlah, lower cost.”

Informants chose to use SNSs because of its lower cost. They no longer need to send applications and resumes through postal mail and instead resort to the use of SNSs, which is much more convenient.

4.5.7 Privacy concern

One informant (Informant 12) talked about privacy concern as one of the antecedents of choosing job advertisement.

Table 4.66:

Informant 12

“For me is just that because I don’t intend to use them as that. I don’t like company to spy to my personal account or my personal information which I don’t intend to share.”

Privacy concern may not stand as a significant aspect to other informants; however, it still caught the attention from one of the informants as the reason for using SNSs.

4.5.8 Pool of talents

Informant 12 talked about pool of talents as an antecedent of choosing job advertisement.

Table 4.67:

Informant 12

“Probably because they have better option. After all this is the employers market not the employees market. So employers have, they can pick whether this deemed best for them.”

Pool of talents emerged as a significant antecedent because the informant believed that the use of SNSs would create a healthy competition among job seekers.

4.5.9 Unreliable advertisement

One informant mentioned about unreliable advertisement that needs to be put into highlight. Fake accounts and scam advertisements are some of the threats that job seekers should be careful of, particularly when using SNSs for job searching. Hence, unreliable advertisement becomes one of the antecedents when choosing the right job advertisement. Informant 13 said:

Table 4.68:

Informant 13

“Kalau macam iklan yang yakin benda itu betul sebab kadang-kadang social network ini iklan-iklan dia tak boleh dipercayai sangat. Orang just click share, share, share padahal benda itu sebenarnya tipu.”

“Social network inikan dia terlalu banyak pengguna dalam dia. So jadi macam kadang-kadang iklan itu jadi dah congest macam orang semua apply, apply, apply, lepas itu yang dah banyak-banyak application dia dapat itu, dia tak layan pun sebenarnya.”

4.5.9.1 Scam advertisement

Furthermore, Informant 13 had encountered scam advertisements, which led to the informant to be careful in the future.

Table 4.69:

Informant 13

“Mmm yes sebab macam recently kan ada vacancy macam orang nak cari macam sukarelawan ke apa ke kan, bila kita call nombor yang tertera dekat iklan itu dia kata tak ada pun. Sebenarnya orang gunakan nama dia, nombor dia. Saya tak tahulah untuk kepentingan apakan dan macam salah etikalah.”

“kadang-kadang even orang yang daftar social network itu dia tak guna the true identity, dia buat fake account guna nama orang lain, gambar orang lain. So tak boleh dipercayai sangat.”

“kalau yang di share oleh orang lain, memang tak boleh percayalah. Macam kena tengok balik, kena call balik nombor itu untuk make sure this is not macam scam ke.”

Job seekers must constantly be alert of any job advertisements by checking its validity before applying for the advertised vacancy.

4.5.9.1.1 Facebook job advertisement

Thousands of job advertisements are posted every day through SNSs. During the interview, Informant 15 mentioned about unreliable job advertisements on Facebook that are highly doubtful and untrusted.

Table 4.70:

Informant 15

“Sebab Facebook dia macam banyak iklan lain jugalah macam tak ok kan, tak, kadang-kadang tak percaya sangat dengan Facebook inikan. Kadang-kadang orang viral saja lebih.”

Some job advertisements on Facebook can be tempting; however, job seekers must be careful before submitting their application.

4.6 Research Finding Four: Consequences of Using SNS Platforms

The data analysis showed the consequences of using SNS platforms to advertise job vacancies. The researcher categorised the findings as fast and effective mechanism, cost-saving, popular platforms, targetted pool, as well as easy and instant access (see Figure 4.10). Figure 4.11 maps the subgroups of research findings for objective four.

Table 4.71:

Themes and Subthemes of Finding Four

Themes	Subthemes	Informants	Total
Cost-saving		2, 4, 5, 9	4
Easy access and instantly	Keyword search	5, 9	2
Fast and effective mechanism		2, 4, 5, 9	4
Target pool		2, 4, 5, 9	4

Popular platform	Facebook	1, 6, 9, 11	4
	LinkedIn	3, 4, 5, 6, 7,	7
	Twitter	9, 11	1
	Job portal	1	4
	WhatsApp	3, 6, 7, 9 6	1

Figure 4.10:

Categories of Objective Four

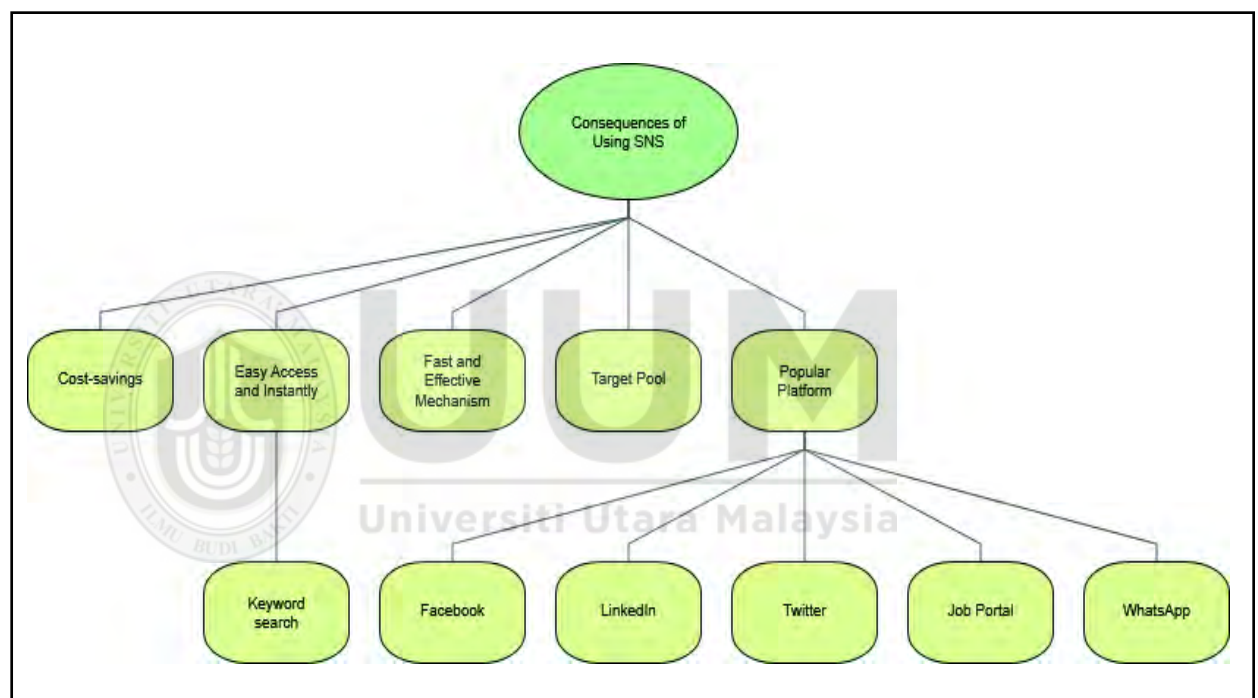
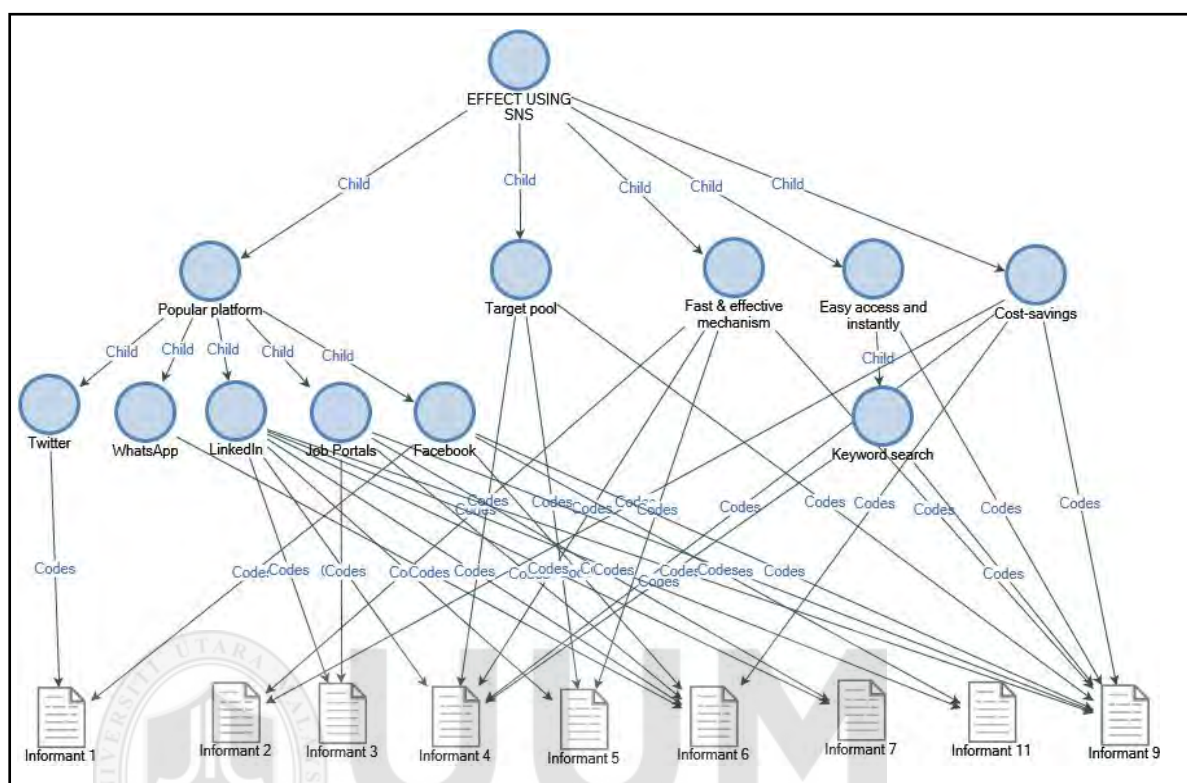


Figure 4.11:

Consequences of Using SNSs, Subgroups and Reference



4.6.1 Fast and effective mechanism

Four informants (Informants 2, 4, 5, and 9) mentioned fast and effective as part of the effects of using SNS platforms to convey advertisements.

Table 4.72:

Informant 9

“we cannot stop people actually from applying from any other channels. So in terms of speed, yes that is something that really motivate us.”

“If today we blast out one vacancy, definitely by tomorrow at least somebody actually will apply for it rather than we advertise it you know via mouth-to-mouth in the newspaper whatsoever, I think is take a bit time for you to, to get a candidate for you to be to interview. So, speed is something that, speed and ease are the things that really motivating us to use this type of channel.”

Table 4.73:

Informant 4

“In terms of the timeline I would say it increase the speed of getting suitable candidate.”

“last time I think it’s very hard for you to get to know how many candidates who are interested because the information by the time it reaches them is already expired or we already closed the advertisement. But this time around I think is much more easier because they already have their own profile there and we just contact them whether, to ask them whether they are interested to be interviewed or not. So, in terms of process is getting faster.”

Table 4.74:

Informant 5

“I personally think that there’s a lot more can be, can be done and slowly LinkedIn especially as SNS LinkedIn particularly is being, has received quite good numbers of usage from company.”

The fast speed and effectiveness of certain SNSs served as part of the roles that influenced the informants’ decision to choose and use it.

4.6.2 Cost-saving

Four informants (Informants 2, 4, 5, and 9) mentioned cost-saving as a reason for the effective use of SNSs in advertisement. Informant 4 stated that:

Table 4.75:

Informant 4

“I think the information will reach out the right candidate faster than the traditional way and in the way it saves a lot of cost because for example if you are advertising newspaper, one page probably cost you about RM100 over for one day or two days. But if you advertise it via LinkedIn, I think it cost you about RM300 the most, RM400 the most for a month which you can save a lot. Let say you advertise it in newspaper for a month, it can cost you about few thousands. So in terms of cost saving, yes, you will get a lot of cost saving if you advertise it via social network.”

Similar response was stated by Informants 6 and 9.

Table 4.76:

Informant 6

“So kita start tahun ni, sebanyak 21 jawatan yang kita dah guna, and it saves a lot la daripada kita punya operational cost. Macam dulu ada 1 kerani, 2, 3 kerani, pelatih amali, buka envelope nanti nak kena key in lagi dalam Excel.”

Table 4.77:

Informant 9

“is much more easier in terms of you know it’s a cost-saving what I would say. You do not need actually to have a lot of storage space physically. When I was especially in KL, the city centre and the PJ like, like, like in PJ the per square feet cost actually quite high. So, you do not need to store the resume whatsoever. So, everything it just one laptop and then I can just retrieve it any time.”

Advertisement can incur significant cost to employers. Hence, the decision to use SNSs allows employers to reduce the cost for their recruitment plan.

4.6.3 Popular platforms

The subgroups that emerged under the theme popular platforms are LinkedIn, Facebook, job portals, Twitter, and WhatsApp (see Figures 4.12 and 4.13).

Figure 4.12:

Subcategories of Popular Platforms

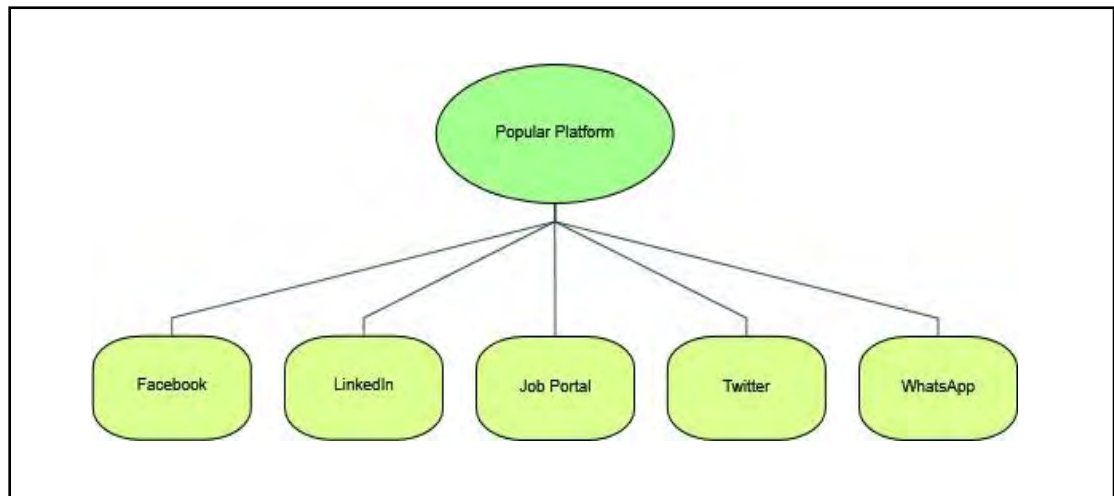
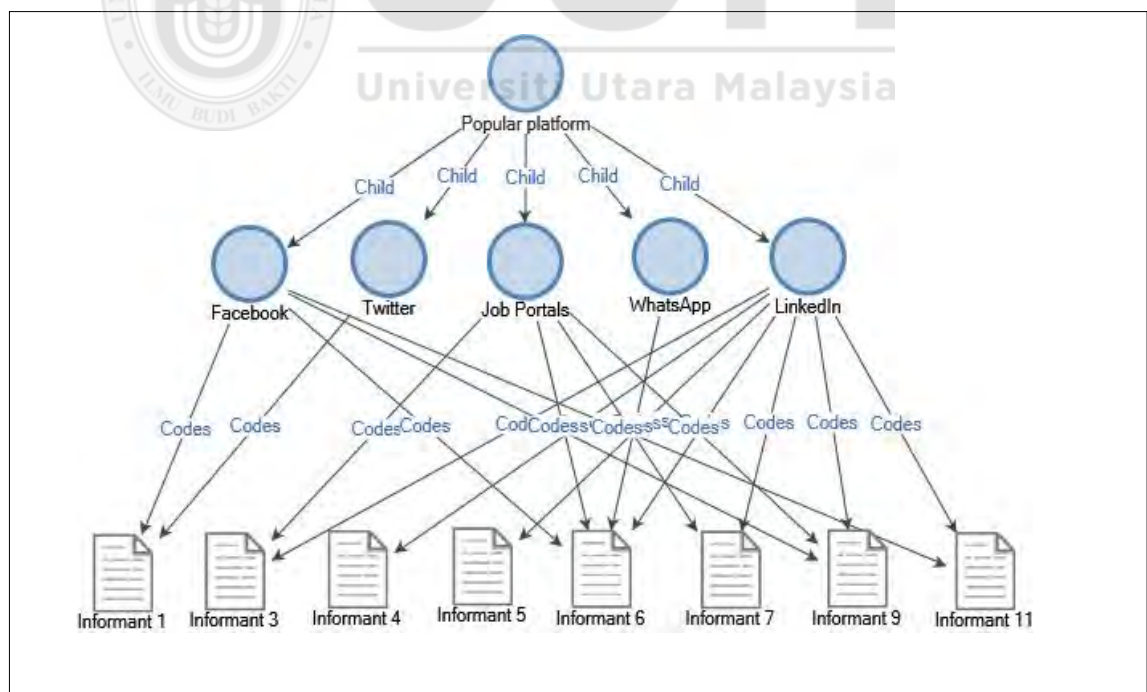


Figure 4.13:

Popular Platforms, Subgroups and Reference



4.6.3.1 LinkedIn

Seven informants (Informants 3, 4, 5, 6, 7, 9 and 11) mentioned LinkedIn as the most popular and preferred SNS platform.

Table 4.78:

Informant 4

“We do have advertisement in LinkedIn. The LinkedIn network is getting stronger and then we see a lot of professionals with various backgrounds depositing their resume. So we found out that LinkedIn is a good source to get people, to get professional to join our company. I think LinkedIn is very reliable.”

Table 4.79:

Informant 7

“We utilise LinkedIn frequently for candidate sourcing.”

Table 4.80:

Informant 9

“Then we have social networking like LinkedIn. Usually they will go, they will apply directly via website or via LinkedIn or via JobStreet.”

“So that I think people, not so many people actually will stick into one part of channel. Mostly they will follow, some people they would prefer to use LinkedIn because of the features.”

4.6.3.2 Facebook

Facebook was the second most popular SNS platform mentioned by Informants 1, 6, 9, and 11. Informant 11 stated:

Table 4.81:

Informant 11

“We rely from from the, mostly from Facebook to, to, to the targeted areas.”

“Yeah, because social media is no longer about for you just posting the position on your, on your, on your Facebook you know. You have to be able to make sure that this post reaches out to people. So, you need to added back on your post you need to have you write the Facebook advertising engine, you need to be able to learn how to use that so at least your advertisement is being served to your target market. And then you need to also have how you going to handle all these inquiries.”

“if you know where exactly your target market is and who you are looking for, you can put these criteria in your Facebook and Facebook will take your criteria and serve your advertisement for vacancy to these people that we have chose, so it becomes very targeted. So I think, we are fairly happy with how things are, to somehow we find candidates.”

Similar response was mentioned by Informant 1:

Table 4.82:

Informant 1

“SUHAKAM ada Facebook sendiri. Memang cara iklan di Facebook ini memang digunakanlah, bila ada jawatan kosong sahaja.”

“Jadi mungkin melalui cara iklankan di Facebook mereka akan dapat mengetahuinya.”

Nevertheless, these responses were in contrast with Informant 9 who stated that Facebook is not fully utilised yet is still in use.

Table 4.83:

Informant 9

“Facebook, yes, sometimes, but not so many people actually would love to apply via Facebook. And then we just advertised, and then we encourage them to apply directly via website or use other channel to apply.”

4.6.3.3 Job portals

Job portals were mentioned by four informants, namely Informants 3, 6, 7, and 9.

Various job portals were mentioned by them; however, the most popular was JobStreet as mentioned by Informants 3 and 6.

Table 4.84:

Informant 3

“At this moment we are using JobStreet.”

“The reliance to LinkedIn or Facebook is through the recruiters punya personal account. We are still relying heavily on recruitment sites, online recruitment sites for instance JobStreet.”

Table 4.85:

Informant 6

“untuk TH prosesnya like we have our iklan, and we advertise by JobStreet. For certain jobs that we advertised via JobStreet. So that is one part of the system.”

4.6.3.4 Twitter and WhatsApp

Meanwhile, Twitter and WhatsApp were seldom mentioned by the informants. During the interview, only Informant 1 mentioned about Twitter.

Table 4.86:

Informant 1 (Twitter)

“Kemudian SUHAKAM ada Facebook sendiri, Twitter sendiri. SUHAKAM mintak orang PR tolong masukkan, untuk edaran. Kadang-kadang orang-orang muda ni tak baca paper kan. So SUHAKAM tolong edarkan melalui Facebook dengan Twitter SUHAKAM, dan dalam masa yang sama SUHAKAM masuk dalam laman web.”

Similarly, WhatsApp was only mentioned once in the interview by Informant 6.

Table 4.87:

Informant 6 (WhatsApp)

“So we shared to Facebook. For certain jobs that we advertised via JobStreet. But due to overwhelming response, as you are aware la, people sekarang ni WhatsApp pun dah menjadi satu social medium of communication, and marketing communication, so once kita, when our internal advertise, and then kita bagitahu secara email, dia dah share and share and share di Facebook masing-masing. Tak perlu guna official website TH or official Facebook TH.”

4.6.4 Targetted pool

There were three informants (Informants 4, 5, and 9) who mentioned targetted pool as a reason influencing the use of SNS platforms in advertisement. Informant 4 said:

Table 4.88:

Informant 4

“The second thing we talk about the quality of candidates, I guess yes we reached lots of quality candidates out there and at the same time also what I would say most of the, just the feedback from these people, because the source of social networking is very limited, for example LinkedIn.”

“What I would say sometimes we get the quality candidate. But to get the quality candidate also depending very much on how they behave and how they can actually what that we do called this try to adapt with the new culture in Shell. Some people they can do work but they cannot develop culture which is very fast pace and very competitive in this company.”

Similar response was also mentioned by Informant 9.

Table 4.89:

Informant 9

“in order for you to get the better candidate, you should widen your searching method. The more channel for you to reach more candidates, that will give you better options for you to choose for you know for talent.”

“So, if for some position when we advertised, yes, we are very satisfied that we are getting a lot of choices in order for us to shortlisted the candidates.”

Having a bigger pool of candidates is beneficial as it provides employers with a wide array of options to choose from. Hence, the informants believed on the need to have a variety of ways to search for candidates.

4.6.5 Easy and instant access

Only Informant 9 mentioned easy and instant access as part of the consequences of using SNS platforms in advertisement.

Table 4.90:

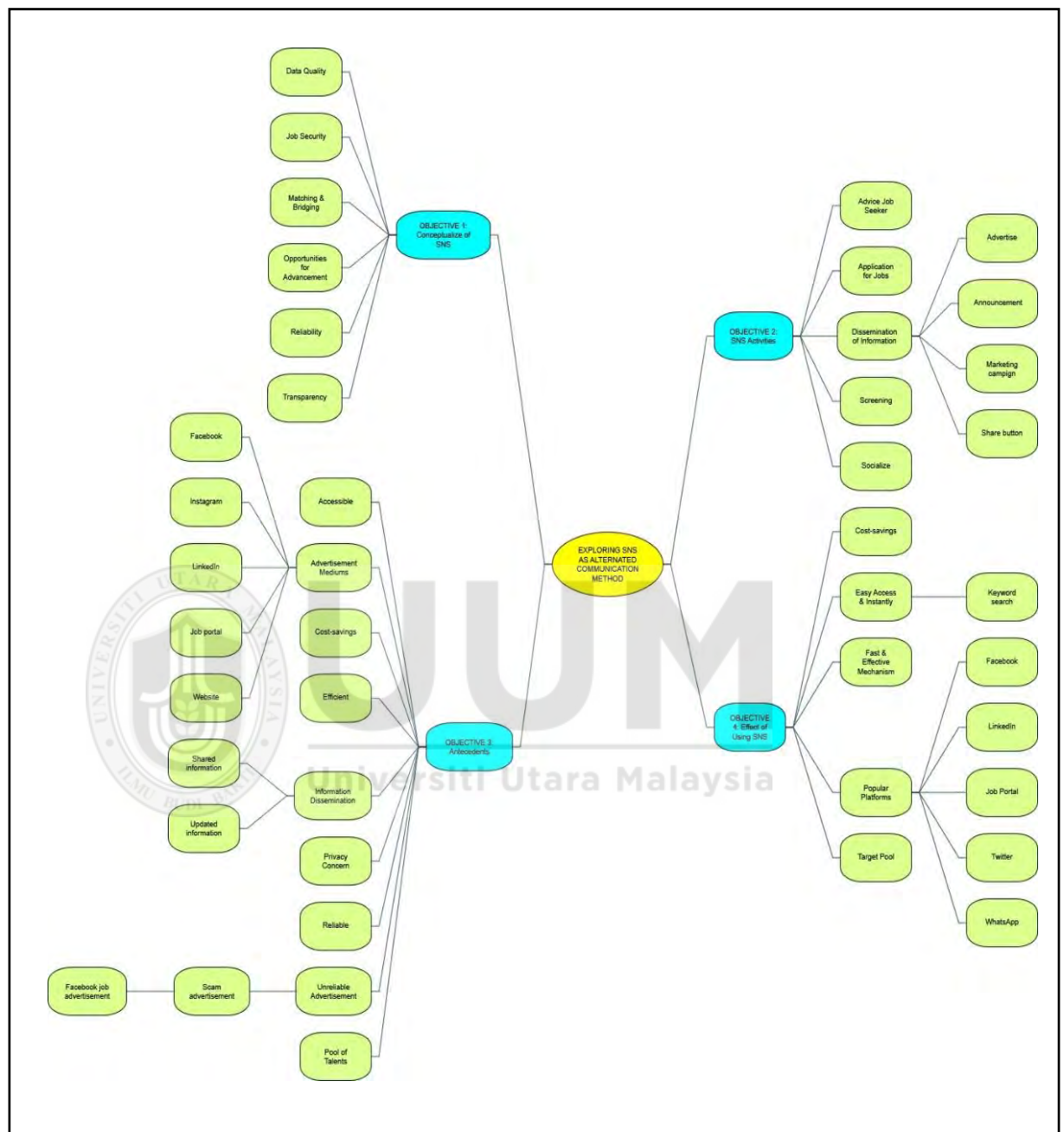
Informant 9

“First and foremost is actually the accessibility. You can access the information from anywhere. If physical means that you only have one paper and the paper should be kept in the office and you cannot evaluate the candidate when you are outside of the office. So, with the online system, it gave us a lot of advantage where is not only one person can view the same profile, I mean at the same time.”



Figure 4.14:

Mapping of Research Findings



4.7 Conclusion of the Research Findings

Figure 4.14 illustrates the conclusion derived from the analysis of data in this study. Primarily, the majority of informants agreed that reliable is an imperative factor to the use of SNSs for interpersonal communication in recruitment. Secondly, the most frequent activity is dissemination of information. This mainly comprises advertising activity, followed by announcement, share button, and marketing campaign. The third finding is related to the antecedents of choosing job advertisement on SNS platforms. The most mentioned antecedent is advertisement medium with job portals being on top of the list, followed by Facebook, Instagram, LinkedIn, and websites. Finally, the findings reported on the effect of using SNS platforms to advertise job vacancies. It was revealed that fast and effective mechanism is the most prominent effect, followed by cost-saving, popular platforms, targetted pool, as well as easy and instant access.

4.8 Chapter Summary

This chapter presented the research findings following the sequence of the research objectives. These findings shed light towards the conceptualisation of SNSs in interpersonal communication, SNSs communication activities, antecedents of choosing job advertisement on SNS platforms, and the effect of using SNS platforms to advertise job vacancies.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter presents a summary of the research findings to examine the conceptualisation of SNSs, the communication activities that occur, the antecedents of choosing SNS platforms, and the consequences of using SNS platforms. These findings are discussed in line with the research questions and research objective to provide prominent theoretical, methodological, and practical contributions. This chapter also discusses several limitations of the study and offers suggestions and directions for future research.

5.2 Summary of Research Findings

This research explores the interpersonal communication between employers and job seekers and the conceptualisation of SNSs as alternative communication activities, antecedents of choosing job advertisements on SNS platforms, and the consequences of using SNS platforms to advertise job vacancies from the perspective of employers in Malaysia.

Research Objective One (RO1) examines the use and the understanding of the concept of SNSs as alternative communication method from the employers' perspective. This study found that employers conceptualise the use of SNSs as alternative communication method from the aspects of reliable, matching and bridging, data quality, job security, transparency, and opportunities for advancement.

Research Objective Two (RO2) examines the communication activities that occur between employers and job seekers from the employers' perspective. This study found that these communication activities include dissemination of information, screening, socialise, providing advice for job seekers, and application for jobs.

Research Objective Three (RO3) examines the antecedents of choosing job advertisements on SNS platforms from the job seekers' perspective. The antecedents of choosing job advertisement on SNS platforms range from advertisement medium, information dissemination, accessible, reliable, efficient, cost-saving, privacy concern, pool of talents, and unreliable advertisement.

Research Objective Four (RO4) analyses the consequences of using SNS platforms to advertise job vacancies to search for job seekers from the employers' perspective. The consequences of using SNS platforms include fast and effective mechanism, cost-saving, popular platforms, targeted pool, as well as easy and instant access.

5.3 Discussion of the Research Findings

5.3.1 Conceptualisation of SNSs

Employers are placing greater emphasis on the use of SNSs as staffing tools (Thomas, Rothschild, & Donegan, 2014). This study found that employers' conceptualisation of SNSs in communication revolves on the aspects of reliable, matching and bridging, data quality, job security, transparency, and opportunities for advancement.

In this research, the employers identified reliable as a prominent aspect to understand the conceptualisation of SNSs in interpersonal communication for recruitment. According to the employers, in order to understand the concept of SNS in interpersonal communication in recruitment, the medium itself must be reachable to the targeted pool of job seekers. Hence, the element of reachable to targeted pool is in line with the findings from past studies, including Diglel and Yazdanifard (2015) who acknowledged that employers can now reach to a large number of talented individuals with the help of social networking sites. The employers categorised reachable as the most important aspect because the concept of searching and getting is one of the vital aspects for them to use SNSs in recruitment. Searching means they will search the targeted pool and expect to find the most appropriate one in their search. The employers assumed that the use of SNSs will fulfil their expectations and needs. Such assumption is aligned with the Uses and Gratification Theory (Katz & Blumler, 1974), which describes why people use certain types of media, what needs they have to use them, and what gratifications they get from using them. Thus, reliable is a prominent aspect for the informants to understand the SNS concept.

The employers identified the important of information dissemination about jobs where it must reach job seekers correctly. The current study is also aligned with Krishna (2016) which suggested that the recruitment process is increasingly affected by the use of SNSs, especially for job seekers to search for information related to the vacancies. Information is vital for both businesses and recruitment where correct information such as company's information, job vacancies, required qualifications, job descriptions, and salary that are required in an advertisement must be put and disseminated correctly to job seekers. Such important details can be advertised using

the selected SNS platforms, particularly as any misinformation will only lead to bad reputation, credibility, and trust issue to the respective company or organisation.

Furthermore, the employers also identified that the concept of SNS can fasten certain processes in recruitment compared to traditional methods. Among the examples include the gathering of talent pool and the use of keyword search to read their resumes for designated jobs. The employers feel satisfied because it saves a significant amount of cost and time. It is an undeniable point because many past research also discovered that SNS is a cost-saving method in recruitment. Meah and Sarwar (2021) agreed that one of the benefits in utilising SNSs is how it can reduce recruiting costs and decrease recruitment time. The finding is also aligned with other past studies which stated that faster processing of such step can fill in the vacant posts quicker. Past evidence suggests that recruiters and organisations are realising that more and better candidates can be discovered and approached quicker and at a lower cost by utilising social networks as compared to traditional recruitment methods (Koch, Gerber, & de Klerk, 2018; Singh & Sharma, 2014).

The findings also revealed that the employers identified LinkedIn as the most reliable SNS. They believed that LinkedIn is a more professional SNS compared to other SNSs, such as Facebook, Instagram, or Twitter. The informants also received good talents from LinkedIn. Previous research also acknowledges that LinkedIn is a professional SNS. This includes the study by Krishna (2016) which found that LinkedIn has become a key resource for professional networking. A survey by Walters (n.d.) stated that LinkedIn profile is perceived as the most important, reliable, and popular SNS among

employers. Additionally, LinkedIn was reported as the most popular SNS in the sourcing process and is widely used as a new tool to search for potential candidates (Koch, Gerber, & de Klerk, 2018).

Secondly, the employers identified the concept of SNS as matching and bridging between employers and job seekers. They viewed SNSs, especially LinkedIn, as a bridge for employers to reach job seekers and if the selection is correct and meets the characteristics desired by the employers, it will turn out to be a perfect match for the respective vacancies. This finding is aligned with previous research which found that LinkedIn is considered to be the most effective SNS in terms of matching job seekers with open positions (Kajanová, Sedláček, & Soósová, 2017). Some matchings may not be a 100 percent successful to employers as it depends on other characteristics such as behaviour, skills, adaptation to job culture, and maturity; however, the employers still regard SNS/LinkedIn as a good resource. According to the employers, sometimes even though the job-candidate matching is good on paper, but the hired employee still lacks other qualities like the inability to be independent in doing work, lack of communication skills with clients, and lack of presentation skills – these skills are often regarded as important for the success of a company.

The findings of this study also denote towards the importance of data quality. The employers stated that when using SNSs especially LinkedIn, they received numerous candidates of good quality that were matched with their requirements. They believed that employers should widen their searching method to obtain good candidates. This means that they should not depend on one SNS only but rather utilise various other

options and methods. The employers also believed that getting quality candidates can reduce the hiring cost for management and raise business productivity. Such finding is aligned with Ollington, Gibb, and Harcourt (2013) who found that hiring better quality candidates can raise productivity and reduce screening costs. Singh and Sharma (2014) also propounded similar evidence where the use of SNSs offers a comparatively economical way to find specific talent and improve the quality of candidates.

Other findings propounded by the employers are job security, opportunities for advancement, and transparency. These findings received fewer views than the three results mentioned above. Furthermore, the informants conceptualise the use of SNSs from the aspects of job security, opportunities for advancement, and transparency, which play a prominent role for job seekers in their search for jobs. The employers identified that many job seekers are looking for job security and opportunities for advancement, which can be in terms of position, salary, or title. They also projected that transparency can be another imperative aspect to the concept of SNS in recruitment, where the use of SNSs can help project the true colours of job seekers or candidates. There are many ways to do screening in recruitment and the employers believed that by looking at job seekers' SNS profiles can illustrate their external self. One of the employers said that while job seekers' SNS profile is only a tiny tip of the iceberg, having access to such information can facilitate employers to make a better decision in hiring.

5.3.2 Communication Activities Between Employers and Job Seekers

The current study divided the content of communication activities between employers and job seekers into five categories: dissemination of information, screening, socialise, advice for job seekers, and application for jobs. According to the employers, dissemination of information is the most frequent activity that can be divided into four subcategories: advertise, share button, marketing campaign, and announcement.

The employers stated that advertise, share button, marketing campaign, and announcement are the frequent activities they did when using SNSs. In this context, advertise refers to the advertising of vacancies. According to the employers, any vacant positions will be advertised using SNSs such as LinkedIn or Facebook. All specific details regarding the requirement and criteria of the vacancy will be placed on the advertisement so that only those with the said criteria can apply. However, according to the employers, not all positions will be advertised on SNS platforms. This is because only the entry-level or lower management positions are suitable to be advertised using SNSs. The employers also stated their awareness to the current trend where many job seekers search for job advertisements using SNSs and they are trying to keep up with the trend through possible means. However, SNSs are not the only channel for employers to put their job advertisements. Employers are still linked to other channels like company websites and job portals to convey the same job advertisement. By doing so, they believe that the job advertisement can be delivered to a wider target pool.

Other than advertise activity, the employers also identified share button as one of the communication activities using SNS. This share button is functioning as sharing of any job advertisements, information, news, and notification about the company among staff members to public. Any information that has been put up on the company Facebook or Twitter can be shared with the public. Pressing the share button on LinkedIn, Facebook or Twitter is a simple way for the employer to disseminate information, especially regarding job vacancies. It is a dissemination activity that can spread so fast, like a split second in the SNS and online world, and indirectly it saves a lot of cost for the employer. This communication activity which connects between employer and job seeker is simple but yet definite.

The next activity is announcement, which uses SNSs as an announcement section apart from job advertisements. Some employers said that they do not put job advertisements on SNSs for job seekers to apply. Instead, employers use it only as an announcement citing that there is a vacancy and those interested can apply using the company website. According to the employer, many companies direct interested job seekers to their own websites. Hence, the announcement activity is nothing more than just a simple notification to the public without being able to apply directly to the SNS.

The last activity under dissemination of information is marketing campaign. This particular activity is only used to segregate between job advertisements or announcement to market company products. The employers said that they must ensure there will be no misinformation when disseminating marketing products.

The second communication activity that occur between employers and job seekers is screening. The internet and SNSs have become the most utilised tools in the screening and procuring of employment talent (Cooley & Parks-Yancy, 2016). This activity stands as an advantage to employers before any candidates are hired. The employers identified this activity as advantageous and beneficial to them because employers can easily vet some of their details using SNSs. Although not all details and information about the job seekers may be available, it can still give some perspective about them, particularly in terms of their behaviour, social groups, whether they are religious extremists, and other social activities that occur on their Facebook or Instagram profiles or through Google search. The employers clarified that by doing pre-screening using SNSs, they will get some ideas on what to ask further during the job interview.

The third communication activity identified by the employers is socialise. According to the employers, the use of SNSs is also confined to individual staff accounts and it is an informal activity among staff members. They also said that employers choose not to officially use SNSs as their recruitment channel, but instead, they ask the recruitment staff to use their own personal SNS account if they decide to share job vacancy information to their friends or the public.

The fourth and fifth communication activities are advice for job seekers and application for jobs. These are the least activities that the employers identified. The employers revealed that they never use SNSs to give advice about job scope or job requirements to candidates or job seekers. Instead, they will give a few tips about their expectations to candidates and what kind of preparations that job seekers must do

before applying for certain position during job fairs or road shows in universities. These tips then can be shared among other job seekers using their own personal SNS accounts. By doing so, the valuable advice they give has widely spread. As for the application for jobs, this aspect is also the least communication activity using SNSs. The findings showed that the majority of employers said that they will only accept applications through their company websites or job portals. While they rarely accept job applications through SNSs, they do not reject it completely depending on case to case basis.

5.3.3 Antecedents of Choosing Job Advertisements on SNS Platforms

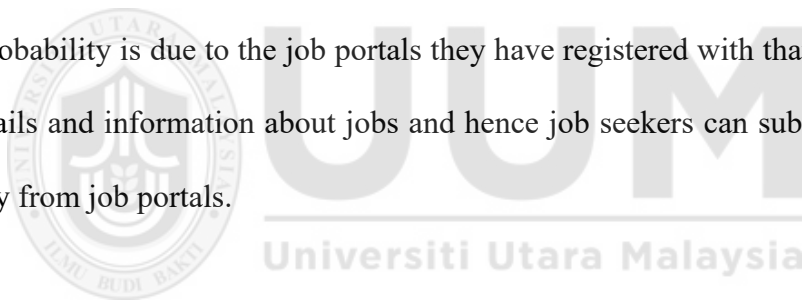
The third research objective was achieved by gaining the job seekers' perspective. This study found that the antecedents of choosing job advertisements on SNS platforms are advertisement mediums, information dissemination, accessible, reliable, efficient, cost-saving, privacy concerns, pool of talents, and unreliable advertisement.

The findings from this study showed that advertisement mediums stand as a prominent antecedent among others. The majority of job seekers agreed that they use SNSs not only for socialising but also to look for job advertisements posted on SNSs. The job seekers also said they usually follow certain companies to know their updates and latest news. At the same time, they do not want to miss any vacancies posted on the SNSs. They also think that SNSs are a good alternative for them to search for jobs and get latest updates.

There are five subgroups under advertisement mediums that consists of job portals, Facebook, Instagram, LinkedIn, and websites. The job seekers identified that most of them tend to register for job portals as an online channel for job searching. Among the popular job portals include JobStreet.com, Indeed.com, MauKerja.com, and JobsMalaysia.com. The job seekers explained that job portals are more reliable and can be trusted in terms of sending applications through e-mail and the job advertisements are usually genuine. They are satisfied when using job portals because they always get notifications through e-mail for current job listings for them to easily apply. Furthermore, they can click job links that the job portals provide in order to apply. This is more like a stop-centre or one-click solution under one advertisement medium.

Next, the job seekers identified that Facebook is the second most used SNS in job searching. They thought that Facebook has been helpful to job seekers, not only due to its function that reconnects with so many people but also on how easy, light and fast the medium is. The job seekers informed that compared to other SNSs like Twitter, Facebook gained millions of users and followers and that it has more strategic advertisements and features such as link pages. Facebook has been gaining more popularity among young people through how it connects people and the innovations that it has experienced since it was first launched in 2004. Nikolaou (2014) indicated that younger job seekers and human resource professionals are inclined towards Facebook and job boards, while the older generation of both groups often utilise LinkedIn. Since the job seekers in this study were young graduates, their preferences are more towards job portals and Facebook.

The next findings are the least used SNSs among the job seekers, namely Instagram, LinkedIn, and websites. Instagram received a very low finding due to its nature as a free photo and video sharing app as well as for online businesses. The job seekers are less attracted to use Instagram to search for jobs because business owners rarely post any job advertisements on Instagram. On the other hand, even though LinkedIn is well-known among professionals, it still received low findings among job seekers. This is in line with Nikolaou (2014) who found that LinkedIn is preferred by older job seekers with more work experience. Only young job seekers with a better projection towards their future career will consider LinkedIn as a good source of recruitment. Another advertisement medium that received low findings is websites. It was found that the majority of job seekers were less keen on using websites as their job search medium. The probability is due to the job portals they have registered with that have furnished all details and information about jobs and hence job seekers can submit applications directly from job portals.



Information dissemination has occurred as another antecedent that the job seekers identified. There are two subcategories under information dissemination: shared information and updated information.

It was found that the job seekers regard shared information under information dissemination as an important antecedent when utilising SNSs in their job search. As young job seekers, any job information that they considered trustworthy will be shared among their friends groups, graduate groups, or family and relative groups. The job seekers indicated that the use of SNSs like Facebook gives them the freedom to share

links, information, or other beneficial details about jobs and openings. They also received many links that have been shared and forwarded to them by their friends and family through SNSs and instant messaging apps like WhatsApp or Instant Messenger.

It was also found that the job seekers considered updated information as equally important as shared information. They believed that having updated and latest information about job vacancies is good and easier for them to apply, and it is one of the points that they would consider before deciding on certain SNSs.

The next antecedent is accessible. The job seekers identified this aspect as highly important because without the accessibility to access information or to open SNS pages, it would be useless to register and have an account. The job seekers indicated that they prefer user-friendly SNSs that are simple and easy to navigate. Having an SNS account like Facebook, LinkedIn, Instagram, or Twitter nowadays is mandatory because this is the current trend. According to the Secretary General, Ministry of Communications and Multimedia (KKMM), Datuk Seri Mohammad Mentek, there are approximately 28 million users of SNS in Malaysia as of January 2021 (The Star, 2021). The figures showed that Malaysians are among the active SNSs users globally and that the majority of job seekers will at least have one SNS account in their daily life because SNS is where all sorts of information spread with a single click. Therefore, the job seekers believed it is crucial for them to have easy access to any kinds of SNS, and they also considered the SNS role as an intermediary between job seekers and employers.

The next antecedent is reliable. The job seekers indicated that thus far, SNSs have been helpful to them in terms of job searching. In order for job seekers to choose and register certain SNSs, the factor of reliability is very much considered. This is because without the aspect of reliable, any SNSs will not be able to attract users. They also indicated that the usage of SNSs in Malaysia is going to be bright and it is a way forward in recruitment and job searching because everything is now paperless and online.

Another two antecedents are efficient and cost-saving. The job seekers considered SNSs to be efficient as it is simple, fast, and convenient. They also believed that job applications can simply be sent online and do not require the use of the traditional postal service. Subsequently, this is related to another finding which is cost-saving. The job seekers feel at ease when using SNSs because they no longer need to queue up at the post office and save their money on printing resumes or buying stamps. Hence, they agreed that SNSs stand as a lower-cost advertisement medium.

Another two antecedents are privacy concerns and pool of talent. Only one job seeker expressed concern about the users' privacy when using SNSs. The job seeker was against the idea of employers spying on their personal SNS account and looking at its details. There should be boundaries on what can and cannot be viewed. The job seeker also felt unsafe and did not intend to share any personal information and data with outsiders. The statement is also supported by Hosain and Liu (2020) who stated that while SNS can be a valuable resource for talent acquisition by furnishing essential information, its utilization may also provide certain concealed hazards, including information misuse, ethical and legal issues, and job seekers' perceptions of privacy,

equity, and morality. Another antecedent is pool of talent. The job seekers believed that SNS is one of the many recruitment mediums that play important roles in getting talents. They explained that the employment market is currently considered to be the employers' market; hence, employers have the privilege of choosing the best talents, resulting in a tight competition among job seekers.

The last antecedent is unreliable advertisements, which comprise two subcategories: scam advertisements and Facebook job advertisements. The findings indicate that there are many active fake accounts that offer jobs with good salaries and benefits. The job seekers explained their own experience of applying for jobs through fake advertisements but ended up with no response. They also believed that there are many scam advertisements and job seekers must be careful and do a detail check of the companies before applying. The job seekers also explained that Facebook has the most fake job advertisements, according to their experience. Hence, this antecedent represents how they viewed SNSs.

5.3.4 The Consequences of Using SNS Platforms

The fourth research objective is achieved from the perspective of employers. This study found that the consequences of using SNS platforms to advertise job vacancies are fast and effective mechanism, cost-saving, popular platforms, target pool, and easy and instant access.

The employers identified fast and effective mechanism as one of the consequences when using SNS platforms. There are various recruitment approaches and most companies will use a combination of two or more recruitment mediums, such as SNSs, job portals, company websites, or recruitment agencies, to deliver their overall recruitment strategy (Sinha & Thaly, 2013). The findings indicate that the employers agreed that using SNSs as a recruitment medium has sped up the hiring process. They believed in the credibility of SNSs to be used in their recruitment strategy and were satisfied with the effectiveness of the medium. The findings also indicate that cost-saving also plays a role in the selection of SNSs for recruitment. Not only that it allows job advertisements to reach the targeted job seekers at a fast pace but it also saves a significant cost to the management. This is aligned with the findings from Sinha and Thaly (2013) in which SNSs help organisations to get the right talent pool while being cost-effective.

The next consequence is popular platforms, which has five subcategories: LinkedIn, Facebook, job portals, WhatsApp, and Twitter. LinkedIn was identified as the most prominent and popular SNS among professionals and employers. Employers who choose to use LinkedIn as their recruitment channel gained more talent than other SNSs. According to Diglel and Yazdanifard (2015), posting employment opportunities on SNSs is a reliable way of getting more applications, particularly from LinkedIn than from Facebook and Twitter. The current study also found that LinkedIn is considered a strong SNS in terms of getting professional and experienced candidates from various backgrounds. This is followed by Facebook where even though it is considered less professional, it still gains popularity among employers, especially those who do not use LinkedIn in their recruitment strategy. The employers regarded Facebook as a good

source to post job advertisements, disseminate information, make public announcements, and place targeted areas in the postings. The employers are fairly happy because they can still find candidates using Facebook because they know that the majority of young job seekers are on Facebook.

The findings also revealed three less popular yet still significant SNSs, namely job portals, Twitter, and WhatsApp. Each of these SNSs play different roles in recruitment. Job portals are more frequently used among employers who do not subscribe to LinkedIn. Furthermore, job portals like JobStreet.com have given good service to its subscribers (i.e., employers). Additionally, Twitter and WhatsApp both have been used for information dissemination, job vacancy announcement, and sharing information.

A further consequence of using SNS platform is target pool. This category is another important aspect that the employers have viewed because before deciding to use any medium of recruitment, they will study all pros and cons of the medium. The success of certain SNSs towards the recruitment strategy of a company depends on its usage and utilisation. The employers explained that in order to get better candidates, they should explore and use a variety of recruitment mediums, and not sticking to one or two recruitment mediums only. However, it also depends on the company's strategy and budget.

The last consequence of using SNS platforms is easy and instant access. This aspect is greatly appreciated by the employers because they can access relevant information, data, and details of job applications sent by job seekers. The concept of being

accessible anywhere and anytime is applicable when deciding to choose the medium of recruitment.

5.4 Research Contributions

This study offers several theoretical, methodological, and practical contributions.

5.4.1 Theoretical Contribution

In academia world, the Uses and Gratification Theory (UGT) is an old theory, perhaps like an ancient treasure to many scholars, and yet it still relevant to this day. This theory which describes how individuals use media and derive satisfaction from it, has been the dominant theory in the communication field for many decades. According to McQuail (2010) this theory was actually emerged as far as in 1940s when researchers began examining the reasons why individuals read newspapers every day and tune in to popular radio programs. The uses and gratifications theory was then fully developed by Blumler and Katz in 1974 in their publication, "The uses of mass communication: Current perspectives on gratifications research" which indicates four main uses: i) surveillance: information that could be useful for living/people use the media to obtain information about the world, primarily the news; ii) personal identity: association with characters in texts and TV programmes and they also learn behaviours and values from media/people use Facebook to express identities in ways they can control; iii) personal relationship: using the media for emotional and other interactions; and iv) diversion: people use media to escape from everyday problems and their daily routines.

When looking at the rapid development of today's communication technology, it is a solid foundation for this study to revisit the theory, because this theory has been used, reused, and applied widely in research of various backgrounds. The traditional research definition and function has improved with so many other research that have been adopted, adapted, expanded, and modified over many decades to suit current situations while maintaining the fundamental basis of the theory. Statement by Whiting and Williams (2013) clearly supported that the UGT is relevant to social media because of its origins in the communications literature. It is therefore ideal for this research to incorporate the Uses and Gratifications theory into this study in order to align with the evolving landscape and contemporary communication technology, given that this study centres on the use of social networking sites as an alternate means of communication for employers and job seekers during recruiting and job searching.

As a result, this study has produced seventeen themes. The themes then have been embedded into Blumler and Katz's (1974) main model which consists of surveillance, diversion/escape, personal identity and relationship. But is given different definitions to suit the research subject. The seventeen themes are: information dissemination, reliable, accessible, fast and efficient, data quality, matching and bridging, advertisement medium, transparency, target pool, cost-saving, job security, screening, application for jobs, socialise, opportunities for advancement, advice for job seeker, and unreliable advertisement.

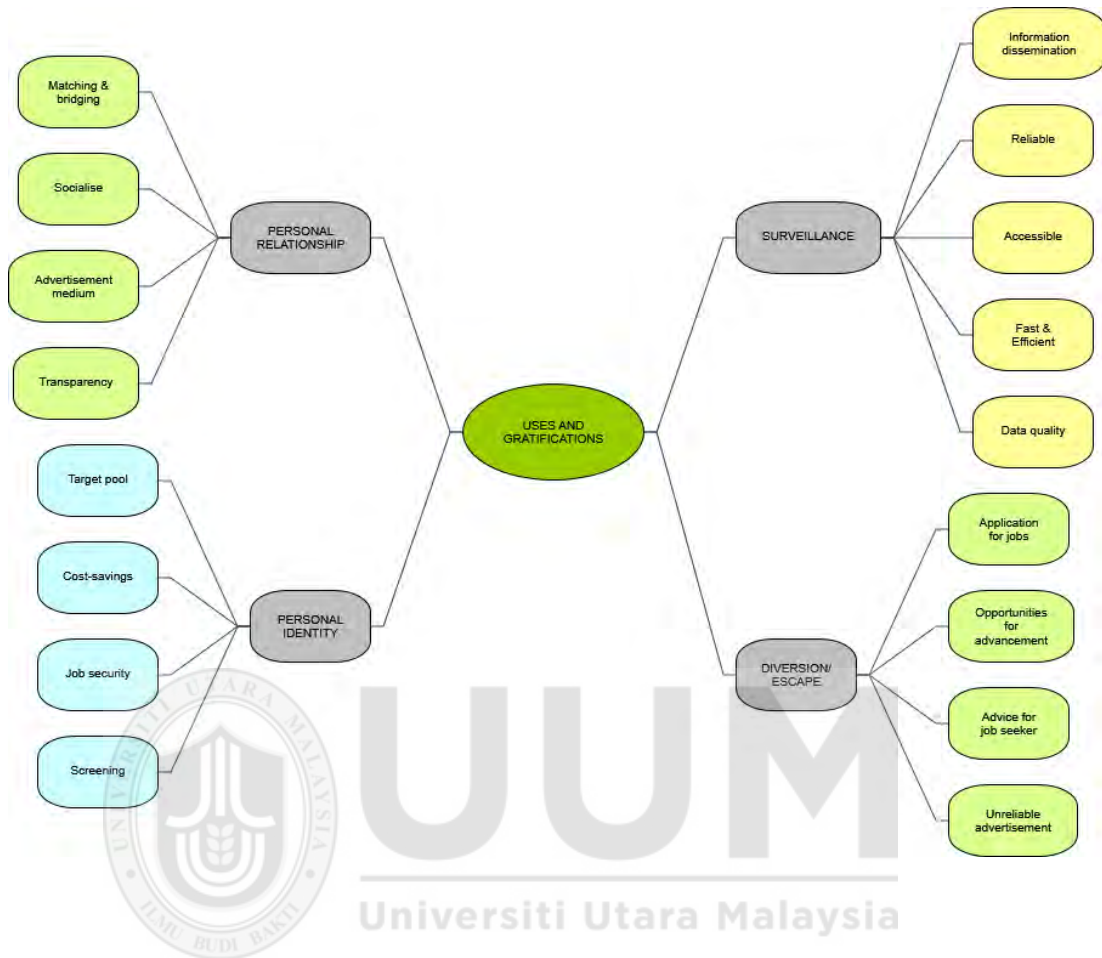
All seventeen themes were carefully grouped into four main uses based on Blumler and Katz's (1974) model: surveillance, diversion/escape, personal identity, and relationship.

- i. Surveillance: information dissemination, reliable, accessible, fast and efficient, data quality, advice for job seekers
- ii. Personal Identity: target pool, cost-saving, job security, screening
- iii. Diversion/Escape: application for jobs, opportunities for advancement, and unreliable advertisement
- iv. Relationships: socialise, advertisement medium, transparency, matching and bridging.

Themes that have been put under surveillance, personal identity, diversion and relationship are because of the current data, findings and situation that matched with the main uses. The broad definition of each use from Blumler and Katz (1974) has given space and opportunity for this study to suit the definition accordingly, hence further for the development of new meanings. This is further illustrated in Figure 5.1 below:

Figure 5.1:

Themes Under Main Uses



Each themes matched the definition beneath the main uses. For surveillance, the themes were information dissemination, reliable, accessible, fast and efficient, data quality, and advice for job seekers. The general definition for surveillance is that the media is used by people to fulfil their informational needs, for example when people watch business and financial news, as well as weather updates. Thus, all themes that were put under surveillance have the same definition but only to suit with current technology and situation. For example, the quote from informant for accessible stated: *“Easy, is so easy, simple. Just click on the link and it will direct you to the information that you seek. So this social network makes me feel very convenience to find what I want to seek.”* Here it means people/users can access information they need through SNS with one single click. Therefore, it coincides with the meaning of surveillance.

Next is diversion or escape. According to this uses, people utilize media as a means of escape from routine and daily issues. But to suit this study, the definitions for the themes were adjusted to be understandable. The themes under diversion or escape were application for jobs, opportunities for advancement, and unreliable advertisement. For example, the quote from informant for application for jobs stated: *“Now, people apply online, hand phone also become wireless, you can submit, you can access your e-mail via e-mail through your phones all this kind of things. In the future probably the landscape will be change.”* Here it means, people/users are using certain media like mobile phones to apply for jobs online. Thus, instead of only using mobile phones for calls or messages, it has diverted users to use them to apply for jobs.

General definition for personal identity is that people reflected themselves in texts and television programs and they also learn behaviours and values from media. The themes for personal identity were job security, screening, cost-saving, and target pool. For example, the quote from informant for job security stated: *“Some people they are looking at you know the salary, some people they just, they apply the job because they love the title. So, it depending on how is, is really purely your creativity to rework the things. I can tell you most of the people think that okay you are taking care of security.”* It means here is that people/users reflected on having a hope of getting a job when they apply it through SNS. Getting a job is one way of reflecting on the security they need to have.

Last uses is personal relationships or relationship only. Relationships are generally defined as situations in which people utilize media to avoid engaging in genuine emotional and interpersonal interaction. A common phenomenon for this situation is

people experiencing feelings they might normally have in their real family life through soap operas. So the themes for personal relationships were matching and bridging, socialise, advertisement medium, and transparency. For example, the quote from informant for matching and bridging stated: *“I think that would be one of the good way for us to reach them out, to tell them that, we are offering something and for us as a company to be seen as a company that can satisfy them.”* Here, the interpersonal interaction was built by using SNS. Thus, the usage of SNS is identified as a link of interaction between employer and job seeker.

5.4.2 Methodological Contribution

This research utilised an inductive approach through in-depth semi-structured interviews to collect data from the informants. It utilised Lincoln and Guba's (1985) guidelines for credibility, transferability, dependability, and conformability to establish validity-associated data. The developed themes were cross-checked to ensure accuracy. This research was conducted face-to-face and via e-mail. The majority of previous research focused on local Malaysian contexts, such as companies, organisations, or certain groups of people using quantitative methods. However, this study applied qualitative methods and focused on two groups of informants in order to get in-depth findings and rich data.

5.4.3 Practical Contribution

One of the most important challenges facing Malaysia's top employers today is the competition to find, hire, and retain the best candidate or future employee. This study

is hoped to benefit employers and recruiters in their recruitment strategy and management. The integration of new digital platforms like the SNS which can be inserted into the recruitment process has provided employers with a method to pursue the top talent. Now employers no longer have to wait for job seekers to apply for a position; instead, these SNS allow employers to search for opportunities. The practicality of SNS usage for employers can be seen in the data findings for objective two (SNS activities) in this study.

Through SNS, employers can engage and communicate with job seekers by providing information regarding job vacancies, or announcements about the company's monthly activities. Employers are also able to screen job seekers' social activity just to get an early impression of the candidates. By having basic relationships through social communication with random job seekers or users, employers can build a positive impact for future reference. The same thought has been voiced by Meah and Sarwar (2021) that state employers who are seeking to develop a competitive brand image and pursue specialized talent acquisition will find that integrating recruitment tools like the SNS is becoming essential. With these findings, it can be an eye-opener to any employers who have doubts and hesitations to use and incorporate SNSs in their recruitment process.

The practicality of SNS usage for job seekers can be seen in the data findings for objective three (antecedents) in this study. Job seekers from the early interview during the data collection have agreed that using SNS helped them a lot in terms of, for example, the cost saving, accessibility to information about company or job vacancy,

or the variety of SNSs they can use to gain information or to apply online for jobs. Meah and Sarwar (2021) also stated that the most often used SNSs for recruitment are Facebook and LinkedIn. These two SNSs are also the choices made by the job seekers. Nevertheless, the informant also expressed concern on the privacy breach. This can be seen in the statement: *“I don’t like company to spy to my personal account or my personal information which I don’t intend to share.”* Denan et al. (2020) reminded in their research that it is the responsibility of job seekers to make sure that nothing on job seekers’ social media profiles would be inappropriate for an employer or recruiter to see. Personal data, images, and remarks or status updates are some examples of these.

Having separate groups of informants can give insights to both employers and job seekers on how to manage their interpersonal communication towards each other. Even though both sides are free to choose any mediums of recruitment they desire, the findings can be a stepping stone for them to improve their recruitment strategy and job searching. As a result of the findings, both employers and job seekers can determine which medium of recruiting to use to the fullest extent possible and fulfil their needs.

5.5 Limitations, Suggestions, and Direction for Future Research

This study faced a significant limitation to obtain cooperation and agreement from employers to be interviewed. Since this study employed a qualitative research approach, thus, time was part of the reasons why some employers declined from being interviewed. Also, conducting an interview using e-mail is found to be ineffective due to limited cooperation from the informant. Therefore, the small sample of employers

stands as a challenging aspect. Due to the small sample size and limited scope of the study, the findings from this study cannot be generalized. However, it is vital to note that the goal of an inductive technique, as well as this study, is to obtain fresh discoveries and explanations for a phenomenon rather than to generalize findings.

Future studies may focus on a new direction of group, such as a particular industry or government agency, to obtain better understanding of their recruitment process.

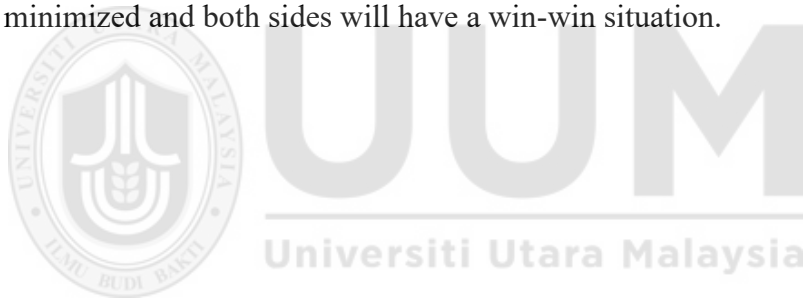
5.6 Conclusion

This study conducted in-depth interviews with two separate groups, namely employers and job seekers. The interview was conducted with employers to understand their conceptualisation of SNSs, SNSs activities that they implement, and the consequences of using SNSs in job advertisements. The interview was also conducted with job seekers to know the antecedents of choosing job advertisements when using SNS platforms.

The globally use of SNS for recruitment has replaced traditional hiring and job searching. Hence, Malaysian employers that wish to use SNS for their recruitment process should rely on the key findings in this study and see them as an advantage to their recruitment activities. Main findings like cost-savings, fast and effective mechanisms, easy access and instantly, dissemination of information, screening, socializing, reliability, matching and bridging, and other important findings are key factors that can contribute to the decision-making that employers will make in their

recruitment strategy. According to a prior study by Kaur, Arianayagam, and Singh (2020), the transition from traditional to modern recruitment via SNS is gaining traction in Malaysia. Future job seekers are likewise urged to make the most of the finest job-search tools available to them especially on the use of SNS. This is because the global trend of recruitment has begun shifting to modernize the hiring concept and more data is needed to plan how best to use them in order to get a competitive edge.

Therefore, findings from the interviews were discussed and measured delicately for better understanding of the topic and can be used by interested parties. Therefore, it is hoped that issues like the high unemployment rate among fresh and young graduates can be minimized and both sides will have a win-win situation.



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- Woods, M. (2011). Interviewing for research and analysing qualitative data : An overview Interview methods – for what purpose? Types of interviews for research The semi-structured interview : benefits and disadvantages Limitations of in-depth interviews Pre-interview prep, 1–8.



APPENDIX A: LETTER FOR DATA COLLECTION



AWANG HAD SALLEH
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/CAS/ AHSGS/95634

19 May 2015

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION FOR PROJECT PAPER/ THESIS

This is to certify that **Madam Elijah binti Noor Azmi (matric number: 95634)** is a full time graduate student in Doctor of Philosophy (Communication) at UUM College of Arts and Sciences.

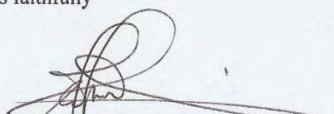
She needs to do her field study and data collection for her project paper/thesis in order to fulfill the partial requirements of her graduate studies.

We sincerely hope that your organization will be able to assist her in the data collection and the distribution of the questionnaires for her research.

Thank you.

“SCHOLARSHIP, VIRTUE, and SERVICE”

Yours faithfully


WAN NORHASHIMA BINTI WAN MIN

Assistant Registrar
for Dean

Awang Had Salleh Graduate School of Arts and Sciences
UUM College of Arts and Sciences

Fail do/Makasih

Universiti Pengurusan Terkemuka
The Eminent Management University



KEDAH AMAN MAKMUR. BERSAMA MEMACU TRANSFORMASI

Elijah Noor Azmi
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Through:

Dr. Adrian M. Budiman
Primary Supervisor
SMMTC - UUM
Universiti Utara Malaysia



DR. ADRIAN M. BUDIMAN
Senior Lecturer
College of Arts and Sciences
Universiti Utara Malaysia

24 May 2015

TO WHOM IT MAY CONCERN,

Dear Sir/Madam,

DATA COLLECTION FOR THESIS

The above matter is referred.

This letter is to acknowledge that Miss Elijah Noor Azmi (matric no: 95634) is undergoing her study in pursuing a Doctor of Philosophy in Communication at this university. She is now at the phase of data collection in her field study. Her topic of interest is as below:

The Malaysian Job Market: Exploring Employment and Recruitment Method through Social Networking Sites in Bridging the Gap Between Employers And Jobseekers

Therefore, we are grateful if you could kindly assist her throughout her interview session and share relevant information during her data collection process.

Thank you for kind cooperation on this matter.

Yours sincerely,



DR. ROSLI MOHAMMED
Dean
School of Multimedia Technology and Communication
Universiti Utara Malaysia

APPENDIX B: CONSENT FORM FOR INFORMANTS



CONSENT FORM – INTERVIEW WITH AUDIOTAPING

Consent to Participate in Research:

The Malaysian Job Market: Exploring Employment and Recruitment Method Through Social Networking Sites in Bridging The Gap Between Employers And Jobseekers

1.0 Introduction and Purpose

My name is Elijah binti Noor Azmi. I am a graduate student at the Universiti Utara Malaysia in the School of Multimedia Technology and Communication. I would like to invite you to take part in my research study, which explores and analyzes methods used in recruitment. This study will look more into the use of social networking sites as the method to bridge the gap between employers and jobseekers.

2.0 Procedures

If you agree to participate in my research, I will conduct an in-depth interview with you at a time and location of your choice. The interview will cover questions about employment, recruitment, methods used and jobseeker. It should last approximately 45 to 60 minutes. With your consent, I will audiotape and take notes during the interview. The recording is to accurately record the information you provide, and will be used for transcription purposes only. If you choose not to be audiotaped, I will take notes instead. If you agree to being audiotaped but feel uncomfortable at any time during the interview, I can turn off the recorder at your request. Or if you do not wish to continue, you can stop the interview at any time.

I expect to conduct only one interview; however, follow-ups may be needed for added clarification. If so, I will contact you by email/phone to request this. This follow-up is usually to clarify the transcription I have made after the interview.

3.0 Benefits

There is no direct benefit to you from taking part in this study. It is hoped that the research will benefit the society and players who are involved in this subject matter.

4.0 Risks/Discomforts

If the research questions will make you uncomfortable or upset, you are free to decline to answer any questions you do not wish to, or to stop the interview at any time. As with all research, there is a chance that confidentiality could be compromised; however, I am taking precautions to minimize this risk.

5.0 Confidentiality

Your study data will be handled as confidentially as possible. If results of this study are published or presented, individual names and other personally identifiable information will not be used.

When the research is completed, I may save the records and notes for use in future research done by myself or others. I will retain these records for up to one year after the study is over. The same measures described above will be taken to protect confidentiality of this study data.

6.0 Rights

Participation in this research is completely voluntary. You are free to decline to take part in the project. You can decline to answer any questions and are free to stop taking part in the project at any time. Whether or not you choose to participate in the research and whether or not you choose to answer a question or continue participating in the project, there will be no penalty to you or loss of benefits to which you are otherwise entitled.

7.0 Questions

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 012-7278910 or by e-mail at elieazmi@gmail.com. You can also contact my supervisor, Dr. Adrian M. Budiman at 013-435 3105 or e-mail adrian@uum.edu.my.

8.0 Consent

If you agree to participate, please say so. You will be given a copy of this form to keep for your own records.



UUM
Universiti Utara Malaysia

CONSENT

I have read the information presented in the information letter about a study being conducted by Elijah binti Noor Azmi of the School of Multimedia Technology and Communication at Universiti Utara Malaysia. I am aware that I have the option of allowing my interview to be recorded to ensure an accurate recording of my responses. I am also aware that excerpts from the interview may be included in the dissertation and/or publications to come from this research, with the understanding that the quotations will be anonymous.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

☒ YES ☐ NO

I agree to have my interview tape recorded.

☒ YES ☐ NO

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

☒ YES ☐ NO

If you wish to participate in this study, please sign and date below:

FIKRI AHMAD
Participant's Name
[Signature]
Participant's Signature
Sumber Manusia Kumpulan
Tingkat 8, Ibu Pejabat Pos Malaysia
Kompleks Dayabumi
50670 Kuala Lumpur
25/6/15
Date

ELIJAH NOOR AZMI
Researcher's Name

[Signature]
Researcher's Signature
25/6/15
Date

APPENDIX C: TRANSCRIPTION SAMPLE

Title : Celcom
Duration : 52 minutes 31 seconds
Place : Celcom Headquarters, KL
Date :
Time :
Key Informant : R = Researcher
 I = Informant

[Start of Recording]

Key Informant	Transcript	Time Stamp
R	Ok, Assalamualaikum Mr. Abdul Hadi.	0:00:01
I	Waalaikumussalam.	0:00:04
R	Thank you for having me here today.	0:00:05
I	Okay.	0:00:07
R	At this hour during your busy schedule. Okay, okay myresearch is as you can see the topic is regarding Malaysian JobSeeker, Job Market which we are, I'm trying to explore of the use of social networking site as an alternative communication method in recruitment actually between employers and job seeker. Okay, for the first question, can you introduce me yourself and the position you have here in Celcom?	0:00:07
I	Okay, my name is Abdul Hadi. So, I'm a members of this human capital group, but currently I'm managing the facilities and also the data centre for Celcom, and under infrastructure as well.	0:00:43
R	Okay, so do you responsible for hiring?	0:01:02
I	Yes, I'm one of the hiring manager under my division.	0:01:06
R	Okay, your division is?	0:01:11
I	Workspace Management.	0:01:13
R	Workspace Management, okay. Okay, you are hiring the junior level or management or~?	0:01:15
I	Junior level.	0:01:24

Key Informant	Transcript	Time Stamp
R	Junior level? Ok.	0:01:25
I	But we work closely with our recruiters for this.	0:01:26
R	What do you mean by that?	0:01:30
I	So, we work closely with recruiters. We have recruiters, internal recruiters and also the external recruiters for so called contractor staff.	0:01:32
R	Okay, can you explain the external recruiters?	0:01:42
I	We do have few companies that become our recruiters which supply talent for us to interview and for hiring as well. So that we do not have the headcounts as our Celcom FTE; Full time employees, meaning that this people are contractors to share to, to Celcom.	0:01:48
R	Okay. So, meaning is that you are only using the contractor?	0:02:07
I	There are few matters that we are using here.	0:02:16
R	Okay.	0:02:19
I	We, we use direct hiring where people send their resume to us. We use third party company like Millennium for us to hire, to supply talent for interview and I think possible hiring. Then we have social networking like LinkedIn, we do have Twitters, we do have the JobStreet, all these kind of channels that we can use for hiring.	0:02:20
R	Okay, you said direct hiring?	0:02:52
I	Mmm.	0:02:55
R	What do you mean by that, is through newspaper or what?	0:02:55
I	It can be through newspaper, it can be like people actually will depositing their resume to us via our website.	0:02:59
R	Oh, via your website.	0:03:07
I	Mmm.	0:03:08
R	So, among all these methods, which do you feel that, the most that job seekers use or candidates use?	0:03:08
I	Usually they will go, they will apply directly via website or via LinkedIn or via JobStreet.	0:03:19

Key Informant	Transcript	Time Stamp
R	Okay.	0:03:31
I	So, and through other agency companies as well. It is very easy for people to reach nowadays with the IOT; Internet of Things, where you do not need to post physically your resume, your cover letter which it might involved the missing of the document. So, now what happened is actually people is prefer to submit you know to deposit their resume in the system or in the cloud, so that, that you can have the confirmation that the resume is already saved, I mean received by the company. So that is what it means.	0:03:31
R	Okay, when you said you use all these kinds of methods, what advantage you get by using all this method? You said because nowadays there is no people are paperless, people like to do online. So, what is it the advantage you gain from using this kind of methods?	0:04:12
I	First and foremost is actually the accessibility. You can access the information from anywhere. If physical means that you only have one paper and the paper should be kept in the office and you cannot evaluate the candidate when you are outside of the office. So, with the online system, it gave us a lot of advantage where is not only one person can view the same profile, I mean at the same time you know. So that, one profile can be disseminate to many people at one time. So that they can have a same view either they are in the office or they are outside of the office. So it can accessible 24 hours. The second thing is that, is easy for us to retrieve back the documentation. If you have the physical documentation, then you need to do the filing which will eat a lot of your space. Yeah, so now in the system that you go you just search whatever her name, his name or something so called the unique ID for the applicants then, then you go, you will get their profile. And then the third thing is that is much more easier in terms of you know it's a cost-saving what I would say. You do not need actually to have a lot of storage space physically. When I was especially in KL, the city centre and the PJ like, like, like in PJ the per square feet cost actually quite high. So, you do not need to store the resume whatsoever. So, everything it just one laptop and then I can just retrieve it any time.	0:04:32

Key Informant	Transcript	Time Stamp
R	So how do this job seeker reach you? I mean do they know this kind, this type of method that the company use or how do you make them aware of, you are using this kind of methods?	0:06:12
I	So I think today, people they are preferred actually to use so called the social networking thingy, things like the JobStreet is very popular, LinkedIn is very popular, Indeed, what else?, Glassdoor. All these types or platforms are very popular. Even though people listing job via Facebook, Twitters or any other social networking platform. So, is much more cheaper and faster.	0:06:29
R	So, that can be the~.	0:07:03
I	So this people actually they know, we do have a roadshow, but at the same time also we advertise it in, in the newspaper or in other social media platform. So that they will know if there is any opening or there is any vacancies in this company.	0:07:05
R	Okay.	0:07:25
I	But sometimes they just browse through the website. There's a career page there and they just click and they just can apply whatever the position that they would like to.	0:07:25
R	Okay, but don't you think that if LinkedIn that is more to experience rather than you said that you are hiring a junior level?	0:07:35
I	Part of it yes. Indeed, LinkedIn is for those people to show off with their flaws of experiences, but at the same time also it gives, you know it just a social platform like Facebook, anybody actually can use. Kids at school up to CEO also will have their profile there, so it makes no difference today. As long as the platform, it does not restrict us in terms of age, it does not restrict us in terms of experience. So, anybody actually can reach you via that channel.	0:07:47
R	Okay, so may I know why, what motivates this company to use variety of methods? I mean not, not to stick to one channel or whatever. What motivates you, let say you use portal, job portal; JobStreet and so on. Why job portal and why other like social media and also why direct, as well as direct. So this like so many channels. So what motivates you to choose either of this or all of this?	0:08:20

Key Informant	Transcript	Time Stamp
I	Number one, we should be able to, in order for you to get the better candidate, you should widen your searching method. The more channel for you to reach more candidates, that will give you better options for you to choose for you know for talent. So that I think people, not so many people actually will stick into one part of channel. Mostly they will follow, some people they would prefer to use LinkedIn because of the features. Some people they use to apply via JobStreet because of the features. Some people they use Indeed, some people they use Glassdoor, some people they use third party agency to apply for a job, some people they would prefer through apply directly to the, via company website. So, we cannot stop people actually from applying from any other channels. So in terms of speed, yes that is something that really motivate us. So, if let say I give you one example. If today we blast out one vacancy, definitely by tomorrow at least somebody actually will apply for it rather than we advertise it your know via mouth-to-mouth in the newspaper whatsoever, I think it takes a bit time for you to, to get a candidate for you to be to interview. So, speed is something that, speed and ease are the things that really motivating us to use this type of channel.	0:08:53
R	Okay, so by using all this kind of channels, how satisfied you when you see the candidates?	0:10:32
I	Well~.	0:10:43
R	Oh! In terms of the numbers and as well as the qualification and candidates that you get?	0:10:44
I	Okay, for junior position, what I would say, in today's world most of the applicants for junior position are those who are born you know they are Gen-Y people. Gen-Y, gen-z, I don't know, but this people they are exposed to IT much earlier than what we was before, what we were before. So, in other words, the moment that when you advertised something with regard to the junior position, the numbers of applicant definitely will be high compared to those the middle level or you know higher position where mostly all this people they are experienced people, some of them probably IT savvy, some of them probably they are not really IT savvy, they don't know how to use a technology or probably just a little of them they preferred not to use this type of platform because you know there's a lot of thing they want to, to stay low profile, they do not want their, their background to be known or for so on the reason. So, if for some position when we advertised, yes, we are very	0:10:49

Key Informant	Transcript	Time Stamp
	satisfied that we are getting a lot of choices in order for us to shortlisted the candidates.	
R	Okay, so you said benefits, benefits that are the, the, the fast to get the access, the accessibility. So, this how long actually from the moment they sent, they sent through online or whatever to you, and how, how long it will take until the position is filled?	0:12:25
I	Depending on the urgency of the position. Let say for example I give you for some positions. Mostly it will take about the standard, standard so called SLA for recruitment will be within 2 to 4 weeks before we come out with the offer letter.	0:12:54
R	Okay.	0:13:15
I	But, under some circumstances what I will say it takes up about one week and some probably will take longer than that. So, it depending on the roles that been advertised. I'm telling you sometimes let say for such senior position. There are a lot of aspects that need to be taken care of.	0:13:18
R	Yes.	0:13:43
I	Number one, besides the experience, the package that, the perks that under remuneration package that we need to gather consensus on this and also some other parts some sort of like the politically things that we really need to manage it properly.	0:13:44
R	Okay.	0:14:04
I	For example, I give you an example. If you are getting somebody, because we are the, we are under Axiata, and Axiata is shortlisted on Bursa. So, the appointment of people would play a lot of you know the factor in ensuring that the share on Bursa does not drop. So, all this kind of thing also should be taken care of. But for the junior position, the way I look at it is much more easier. Once we have shortlisted the candidate and then the good thing is that this social network or the online platform they have some sort of the keyword that makes our job much more easy. We do not need to read the full resume as long as we know what are the keywords for that particular vacancies that we are looking at. They can sort all the profile that related to that keywords.	0:14:04
R	For example the keyword?	0:15:02

Key Informant	Transcript	Time Stamp
I	For example I give you one example. Yeah, we are looking for a chargeman.	0:15:03
R	Okay.	0:15:06
I	Chargeman is actually somebody actually working on the high voltage building. So, if you got engineering background, but without this chargeman certification, definitely you cannot do that job. So, I just search the chargeman BO or kV whatsoever. So, and then I know out of 100 probably 20 profiles match this characteristic. So, I just focus on these 20. I do not need to waste time reading all you know all the, the profile or the resume and that will be good in terms of indexing as well.	0:15:08
R	Okay.	0:15:43
I	So, I just for the keywords, then there you go. I get the full candidates, full is our candidates that we are looking for. If manual, yes, of course we need to read everything one-by-one and sometimes you know too many things you lost count, you lost interest as well.	0:15:43
R	Okay, 1 to 2 weeks I can say very fast actually okay for you to fill one position.	0:16:07
I	Mmm depending on the agency.	0:16:15
R	Yes, but if to compare to last time, I can, if you can say like probably 10 years. Is it very long for one position to fill up, to fill in?	0:16:17
I	You should look at the transformation of recruitment. 10 years ago, up to date. 10 years ago what I would say is more on the traditional method where you know you advertise, then people apply. Then after people apply you need to go through a lot of red tapes, a lot of bureaucracy and then mostly when the people submit their resume, there's only a piece of paper. When a piece of paper then that person need to go through the profile and then will take ten man-days. Not like today, you submit one application online, 10 persons can view your profile at the same time. That cut of the 10 days, you see? So this what we called the transformation of IT in recruitment. So now I think we need to shorten on the period of recruitment.	0:16:35
R	Okay.	0:17:25

I	But depending on agreement that you get let say for example if the candidate agree with the package that you are offering	0:17:26
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Key Informant	Transcript	Time Stamp
	then okay. If the candidate does not agree with the package and then you will let the discussion to become you know verylong or until you get agreement or you need to do so called, oryou need to go to the second best candidate for the position.	
R	Okay.	0:17:55
I	So we cannot compare the 10 years, 10 years. I think probablyin future I don't know. Probably the interview also might be done virtually but now also is already started.	0:17:56
R	Yes.	0:18:06
I	But the process of, when you, when we offer somebody then they need a least 2 to 3 months for them to you know to submit their resignation. Resignation process still remain the same 2-3 months which I mean this moment we think it's a bitchallenge for us to manage.	0:18:06
R	Okay. So, you said, just now you said that using keyword. Okay let say chargeman you said keyword to, to get the candidate. So out of that, 100 let say probably 20 or 30. So, letsay one position is filled in. Okay with during all this requirement, but then it turned out to be not as you expect theperson as the employee. So, do you think is the system corrector is it the human or the system or what?	0:18:27
I	How's just now~.	0:19:08
R	No, because you are using a keyword, is like you depend on system to find a shortlist of whatever that you need, probably like you need, candidate that you need. But then okay when the position is filled in already there and okay probably that six months or a year then that person that employee turned outto be not as you expect. Then whether is it you think the systemis correct to, to match you with what you need and the, what you get later on?	0:19:08
I	Is the same.	0:19:48
R	Okay.	0:19:4
I	10 years ago~.	0:19:51
R	Do you mean, okay~.	0:19:51
I	If 10 persons submit the resume, you interview 10 of them. How would you know that behaviour able to do the job or not?	0:19:52

Key Informant	Transcript	Time Stamp
	When you go through the interview process, interview process is the process where you have to sell yourself. You only know how to talk. After you get hired and then after that you start to do work. If you can do better job and then it's a good thing, that will be the perfect candidate, but most of the time for the first year they need to learn about the system, they need to learn about the process, they need to learn about the politics of the companies and then on the second year usually they, they will start to apply whatever knowledge that they have. Third year, then they can perform. If the first year if they cannot adopt with the culture of the company, they don't understand the process and then you know it's not going to be suitable for that position. That's how I look at it. Either you go you search using the keyword, I don't see there is any connection, or you know the interrelation with the point that you just brought forward. So, it's totally two separate things.	
R	So, it means that the system is still correct, I mean your target is trying to get the candidate?	0:21:01
I	Mmm.	0:21:07
R	So, using a system to get it very fast is a correct way. Do you think it's a correct way?	0:21:08
I	That is the correct way. You should innovate the way people search for potential candidate.	0:21:15
R	Okay.	0:21:25
I	Have you seen the people that in their profile they have been in many, many companies for in a short stance? So, this type of people usually they know how to talk, we've goes back to the experiences' recruiter. If you are very experience recruiter, and then you should know what type of people that you are dealing with. Most of the people who has track records in many companies they could be high performer, they could be the worst employee. Why am I saying this? If they are really high performer, usually they were been hired by the headquarter.	0:21:25
R	Okay.	0:22:08
I	Okay? They don't apply for a job, or if they are high performer but they couldn't perform due to some other issues in that particular company, that could be you know another point, but this is very little. Another type of person is those who really	0:22:08

Key Informant	Transcript	Time Stamp
	know how to write in a good resume, those who are know howto talk during the interview, but they couldn't perform in, in their daily job.	
R	Okay, job.	0:22:38
I	So, this type of people, these two types of people you see, does not have the correlation with the point that you just brought forward. Some people they do not know how to talk. They can write lousy resume, they don't know how to talk but could be when they got the job they can be the best staff. We've got some people like that. It is depending on the interview on howyou want to assess the candidate. For some position that require a lot of technical knowledge and is much more easier actually for you to interview people that actually applying a job for management role, because technical is technical, factsis facts. Numbers start from zero up to nine, there is no new numbers. Management today you can talk about Darwin theory, tomorrow you can talk about whatever theory, in the future you can talk about probably your theory. So, you see is, is not during recruitment process that require you to get the best candidate. It's along the way, it's a very long process foryou to get the best candidates it is end-to-end process in the whole ecosystem of employment. That is how we see it.	0:22:42
R	So, if that way, it still a risky thing. I mean~.	0:23:57
I	Yes, yes.	0:24:05
R	Like you said this kind of candidates still a risky.	0:24:06
I	Yes.	0:24:10
R	Okay.	0:24:11
I	I, if monkey can write a resume, there's a possibility that you might call the monkey to come for the interview. Everybody can cheat what nowadays?	0:24:12
R	Yes.	0:24:22
I	So that is how people~.	0:24:24
R	Okay, how do you see the future of recruitment in this company?	0:24:26
I	In this company?	0:24:30

Key Informant	Transcript	Time Stamp
R	Yes, let's say for another 5 years because I look at it like it's already expand you know, you know system, you know IT. So, how is it in the future? Okay.	0:24:30
I	How I'm looking at it? We are in the technology company. We are the telco. When telco people always associate telco with technology. Why we want to bring this type of things must be the true reflection of what our core values that we really trust. I give you one example, last time if telco people use analogue, now is more on digital. Analogue meaning that everything must you know wired. When you go for interview (sigh) is very, very traditional way.	0:24:50
R	Yeah.	0:25:25
I	Now, people apply online, handphone also become wireless, you can submit, you can access your e-mail via e-mail through your phones all this kind of things. In the future probably the landscape will be change. One of the things that I can foresee today, the recruitment interview process will start at the beginning of your application. Those were the days where you just apply. Now, when you have 1000 around candidates that you really cannot precise. You must start the screening or the pre-interview prior for, prior to the submission of accepting the candidate profile, and then you start the interview or, or filtering or the shortlisting the candidates. In the future, there will be lots of exam, test or some sort of evaluation assessment need to be done online where it will assess the way how you think, how you behave probably, your EQ, your IQ, all these kind of things will be done much more earlier prior your submission for your profile. So, this is happening now, and probably the trend will be changing. Look back at the economy. Even right now, I think with the new government, there's a lot of people which unemployed (chuckle). Okay, I'm not saying that the new government doing the bad job, but sometimes yes this is the reality. But if you can see on that, people are desperate, and people can start to cheat.	0:25:25
R	Okay.	0:27:19

I	When people start to cheat, how actually you going to you know, you are going to verify that whether they are cheating or not. So this type of pre-screening process is very, very important to ensure you as a recruiter will get the best candidate because when you highlight their profile to the	0:27:19
Key Informant	Transcript	Time Stamp
	hiring manager, this is a true reflection of you know whether you are doing a good job or not as a recruiter, right? If you give them all the monkeys (giggle) for the hiring manager to, to, to interview, if I'm the Hiring Manager, definitely I will go and you know I just throw the, the, the resume to the, straight to the face of the recruiter (giggle). So, this kind of thing is actually through a shape the future of recruitment in this company. And then definitely is part of the technology, is not the pioneer but the technology driven company where we want to advance our society. We really need somebody who has that kind of mind, those who are really, really, not too traditional but sometimes we need to have a strong root you know, we have the strong roots inside, but at the same time also we need somebody which is quite modern, agile to be, to be recruited in the company.	
R	Do you think the jobseeker ready for this future, future I mean looking at this Gen-Y, all of the problems they caused, do you think they are ready for this kind of test like you said, the pre-test before they send their resume? Do you think right now when you looking at this people, junior, do you think they are ready for this future?	0:28:53
I	In terms of fulfilling the process, yes, they are ready.	0:29:17
R	Okay.	0:29:24
I	But in terms, because they are IT savvy, but in terms of whether they really can work, that would be another big question that we need to address because mostly this people they don't like to work for you know very long time. There, there is no loyalty in themselves.	0:29:24
R	Okay.	0:29:44

I	Because most of this people, they were born you know, they born everything was on their plate. They don't really appreciate what you know to get something is very easy for them what I would say. So, that they, they don't really want totaste blood. If they think that the job that they are doing now is you know, is not something that they really want to do in their life, so they just drop things and then they apply for newthings. And then some of them they don't really listen, they don't want to listen to the instruction. When you try to work with those when by now I think those like the baby boomers will become the big bosses of any organization, do you think that these baby boomers can control the Gen-Y? Definitely	0:29:45
Key Informant	Transcript	Time Stamp
	not, they won't listen. Is either they need to bring their thinking how they, they want to act accordingly to this Gen- Y, that would be the big question about that, that we need to address. But whether Gen-Y can understand this people mindset? Which I don't seeing so, I doubt that. So, like what Isaid, to fulfil the process we need platform, yes, but whether they will be the right candidate to do the job, I cannot answer.	
R	So, how to control, stop maybe cannot, how to control this culture, culture of jumping from one place to another, cultureif voicing out, to voice is not, is not a problem, is not wrong, voice out whatever your mind is not wrong, but again how to control this kind of set of mind of this people that working is not easy like you in a university, thing is different. So, how tocontrol let say in this company with this junior people, how doyou groom that?	0:31:10
I	Some people they would groom to become leaders, some people they were groom to become broom. Some people they just you know they were groom to become, just to fill the, the, the headcount.	0:31:52
R	Followers you mean, followers?	0:32:06

I	The headcount, the followers. So, what happened next is this, you can talk whatever that you want to talk, you can say whatever that you want to say. It doesn't matter the point, sometimes the point might be right, might be wrong, but how you say is much more important. You can tell somebody they are not handsome or they are not beautiful, they are fat. But if you talk like that, you talk to, to one girl, "Hey, you are fat!". Is that the right way of telling people that you are fat? In fact, she's fat. Then the fat people will think that oh you are insulting me (chuckle). So, but, you might be able to tell her in a nicer way probably, "oh, you look better if you, you know~".	0:32:07
R	Exercise.	0:32:56
I	Yeah, exercise or whatsoever bla., bla., bla., indirect you are telling her that, "Eh! You are fat! Move your ass and work on something", right? So, that is how it works. This Gen-Y they really need to understand that. But the only this is that, so saying a good thing, saying a good thing is the right way of saying thing is two different things. Loyalty another thing that we really need to look at. Loyalty is depending on the benefits of the company. If the company can offer you a good package	0:32:56
Key Informant	Transcript	Time Stamp
	for you and your family, do you think that you know you'll become loyalty to the company or else if you got the better offer why not? That is something that we cannot control. Of course, the company try to retain a great talent in the company in pre-decision, but most of the time we fail to do so because some of the else are actually you know to give them a better offer. And it's very wrong for you to stop people or looking for better opportunities ethically.	
R	Okay.	0:34:26
I	But as a company I think we should have that kind of selfishness because you definitely you cannot afford to offer them a new things but you still want to retain the talent.	0:34:26
R	Okay, so what do you think of this using the social network here in Malaysia?	0:34:42
I	Ting! Tong!	0:34:53
R	Among companies? Among other companies, among probably your competitors?	0:34:54

I	Increase healthy competition the way I look at it because everybody actually playing on the same playing field. They are competing on the same playing field. It's a healthy competition. You just you know no matter how you want to rework the job scope, how you want to rework the position of the vacancy to become more fancy so it up to your own creativity. They will look at it for you to attract good talent. Some people they are looking at you know the salary, some people they just, they apply the job because they love the title. So, it depending on how is, is really purely your creativity to rework the things. I can tell you most of the people think that okay you are taking care of security. Meaning that you are security guard, but if you rework the securities to become something that is more fancier let say for example what is another word for security? I don't know, but is something fancy, so people will love it. Some people they are looking at the title because is a manager position, but at the end of the day, the executive position, the salary or the perks that the executive will getting is much more higher than what the manager can, can get. So, depending on what you want, but at the end of the day this is the same platform whether you are Celcom, you are Maxis, you are Digi, you are U Mobile, you are using LinkedIn or JobStreet for example, to be the channel	0:35:01
Key Informant	Transcript	Time Stamp
	for you to recruit people. So, as a customer, as a consumer, I have more choices. So, it good for both parties.	
R	So, let say I put it this way. Do you agree that this social media I'm talking to only for social media because I'm using, I'm doing research on social media. As an alternative recruitment method, do you agree that this social media is as an alternative method in recruitment, do you agree? Or~.	0:36:54
I	Yes. Eh, is not the alternative anymore, is now on the main.	0:37:16
R	Okay.	0:37:21
I	The main, the recruitment method.	0:37:21
R	Okay, if main, can you explain how?	0:37:25

I	So, we are moving towards the IoT; Internet of Things. When you talk about Internet of Things, in the future, with the 5G technology, 6G technology even your car can drive by itself. You don't need drivers anymore. When you go home, your home will be able to sense you. the sensibility of your home, they know how you feel. You know when you go back, when your face you know look sad, the face recognition of your home would be able to sense your mood and then they try actually to being that~.	0:37:28
R	Cheer you?	0:38:02
I	Ambience of your home to cheer you up. Even now also we have the Google Home. You just ask the Google Home actually to play music, to switch on TV all this kind of things and which is it's going to be the same. So, the main method of recruitment today all is around this IoT, and when we evolve to this Industrial Revolution, IR4.0.	0:38:03
R	Yes.	0:38:34
I	That will be the main so called I mean is the meat, not the meat, the bone of IR4.0.	0:38:34
R	Okay, I'm not going to go deeper into IR4.0 because I'm not into that, but then since you brought it up, okay, IR4.0 it will be less human.	0:38:45
I	Mmm.	0:39:03
R	So how do you look at it later on?	0:39:04
Key Informant	Transcript	Time Stamp
I	Why people actually looking for job if they can employ themselves to become entrepreneur? That would be another angle that you should look at. Today, people still have that traditional mentality where 'makan gajilah' what I would say.	0:39:08
R	Okay.	0:39:25

I	Prefer work. People prefer to work for somebody else instead of starting their own business. IR4.0 was there to ensure that people has a different type of mentality, where people actually will look more on develop their skill on entrepreneurship and therefore they can start to hire people to work for them. So, this is something that the new generation should look at because you cannot work with people. You don't want to listen to the instruction, now you become somebody actually can give instruction to other people to work for you. in order for you to do that, you should start up a business.	0:39:25
R	Okay.	0:40:14
I	Don't worry so much about the IR4.0 can do, but how you can utilize the IR4.0 to be the catalyst of your success? That is much more critical.	0:40:13
R	But people are looking as if that there are more people being unemployed because machine is taking over?	0:40:25
I	Of course, industry that machine will take over whatever you say. I still believe that the Nokia principle is there, that is still applicable today. We'll need the human touch.	0:40:33
R	Of course.	0:40:46
I	When you deal with machine, when you dealt with some of the thing yes you can you know introduce the AI, you can introduce a lot of things, but at the end of the day you need somebody usually can sell the solution, can think to develop anew solution. When we talk about solution today, if let say foreexample people do not know how to sell things today. Then, of course it's very hard for you to, to, to get the job because of course in the interview so you cannot sell yourself, and so that is something that we should look on IR4.0 differently. Instead of be more worried of people become unemployed, it's a circle as already proven IR1.0, IR2.0, IR3.0, IR4.0, and then in between of the IR, there is always something that have been created to become, we go back to the old types of economics, how we generate economics. So, with technology how we	0:40:48
Key Informant	Transcript	Time Stamp
	create new opportunities, with this new opportunities, how do we create more jobs. So the circle will, will come back one day. I, I always believe in that. So, I'm not so worry about IR4.0 on the employment rate those kinds of things. But how people can take advantage of IR4.0, that will be the bigger agenda that we should talk.	

R	Okay. So, is the company ready for~?	0:42:25
I	IR4.0?	0:42:30
R	Yes.	0:42:32
I	Yes, we already started to do that.	0:42:32
R	Okay.	0:42:34
I	We cut the numbers of people.	0:42:34
R	So, so okay, do you think people outside know especially those who are trying to getting here in~?	0:42:37
I	Nobody knows, but you can you know you look at the total economy. I mean overall the economy in Malaysia. The GDNP is not growing well by two years ago. So, is now very,very hard time. So, by now I think people should know there's always the risk when you join the new company or whatsoever even though that is established company doesn't mean that you cannot been you know terminate, terminated or you cannot, there's no retrenchment, no there is no, no warranty today. Even if you are contract staff or either you are permanent staff, there's always no assurance that you will be retain in the company until end of you know your career life you know. Yeah, you should be able actually to upskill yourself, you must be able actually to, to be ready to face all this kind of possibilities.	0:42:47
R	Okay, so do you think is it, there's a match between jobseeker they are trying to get the job now using whatever method they apply. Do you think is a match between employer and candidates? Do you think there is a match or people looking elsewhere, you are advertising elsewhere or there is a match there?	0:43:49
I	There's always a match between this two. If there is a demand, there is a supply and there is a match.	0:44:17
Key Informant	Transcript	Time Stamp
R	Because is the, is a, is a job market now, is not an, a jobseeker market. Jobseekers are thousands. So, this~.	0:44:23

I	You have a better choice. Last time when you have more employment than jobseekers, then there is a big problem. Because why? Is very hard for you to find you know people that is really, really can do the job or probably you can just getah whatever 'tangkap muat sahaja'. Now I think you have a better option. More people, more choices, more skills and then it has become very, very competitive. And the good thing is that, when there's a lot of jobseekers outside, you as the employer need to play a role where you know it depending on the package. People are not demanding, people just need a job.	0:44:33
R	Yeah.	0:45:21
I	Last time if the jobseeker is lesser, people is demanding, very, very demanding. But now, whatever offer that you have on the table, if you want to take it, you take it, if not you just leave it. Because it's how the company actually looking at the current scenario.	0:45:21
R	But still the unemployment is among especially junior are very high?	0:45:39
I	Yeah.	0:45:46
R	So, any, any, any solution that this company can help this group of people or~?	0:45:47
I	As much as the GLC, Celcom is the GLC; Government-Linked Company. As much as the GLC wanted to have the government, we also must understand our capacity. We are running business, we are not the welfare company where we can absorb and employ all this people, but at least we open some sort of programme to those people like last time we got SLIM, now we got Protégé Programme similar to SLIM where we hired all this potential junior people that can be groomed to become our permanent staff one day. So, we have that kind of that programme in place currently.	0:45:57
R	Okay. So, do you get a lot of candidates by joining this programme?	0:46:40
I	Yes, yes, we have a lot of candidates, but we cannot hire all of them.	0:46:46
Key Informant	Transcript	Time Stamp
R	Okay.	0:46:50
I	We cannot hire all of them.	0:46:51

R	What are the types that you might hire this people when the programme is finished?	0:46:53
I	What type of people that we want to hire? Those who actually can perform. Those who actually can perform~.	0:47:00
R	How long the programme is?	0:47:05
I	One year.	0:47:07
R	One year, okay.	0:47:08
I	Mmm you play, we pay them salary. We pay them a minimum salary RM2000 something if I'm not mistaken, RM2000 plus, RM2500 per month, for them to be under this programme. So, that if their performance after a year is good, if there is opportunity that we can absorb, that we just absorb, but this people are very competitive.	0:47:08
R	Okay.	0:47:31
I	This people are very, very competitive.	0:47:31
R	Because I can say that this people is probably there are also the cream one outside there that trying to, to try their luck. So, that's why they are very competitive. That's not only the lower or whatever.	0:47:33
I	Mmm.	0:47:54
R	Okay, so the future in this company using social media is wide, is bright, don't you think?	0:47:54
I	Bright? Yes, very bright.	0:48:05
R	Okay.	0:48:07
I	As a technology company, yes. Telco company, yes, it's very bright because we rely on technology to make our business. If we don't use it, then who else?	0:48:07
R	Yes. But the jobseekers are aware?	0:48:16
I	Whether jobseekers are aware or not aware, if they choose to work for the technology company and then they need to upskill themselves. Our responsibilities, is not to make that	0:48:20
Key Informant	Transcript	Time Stamp

	trade you know? You as a jobseeker you cannot be everything spoon, spoon feed by, by your future employer. You must do your homework so this kind of things. That is how I look at it. If you really want to be competitive, then you must know what are the skills that are needed for you to, to be ready before you, you apply for the job. That is your own responsibility, not company's responsibility.	
R	Okay. So, we cover most of the question. And looks like you agree that this social media is no longer alternative for you, you said is now become a main, main, main communication, main method.	0:48:59
I	Of course, it's a main. Is no longer alternative, it's a main.	0:49:20
R	Okay.	0:49:27
I	Yeah.	0:49:27
R	Alright. Thank you for the interview today.	0:49:29
I	Okay.	0:49:33
R	Sorry, Mr. Hadi. I left one question. Okay, you said that one of the method is also using the head hunter.	0:49:35
I	Mmm.	0:49:47
R	Okay, why is that? Is that for what kind of position or level?	0:49:47
I	Usually for a senior position we will use that because there are some charges that we need to pay for the headhunter to get the candidate. So, we don't really go for the junior position because junior position is very easy for us to find. So, those position at the senior level or those who actually requires certain skills, you will go through the headhunter.	0:49:51
R	Okay, how about LinkedIn, how, how actually, can you explain how you actually you use LinkedIn as one of the methods?	0:50:13
I	If you use LinkedIn you still need to do the pre-filtering of the candidates, but headhunter usually they will do all this thing prior passing the profile to us for interview. So, there's a two separate thing that sometimes our recruiter are not expert in other things. We really rely on the skills of headhunter for example we are not good in hiring engineering people. Our headhunter is very good. They know who are the talent in	0:50:22

Key Informant	Transcript	Time Stamp
	industry, they have the benchmark or this type of things so we will use their services.	
R	Okay, can you explain how you use this LinkedIn. I mean is there any person that in-charged of this LinkedIn and do you~.	0:50:57
I	Yes, yes, we have the recruiter actually in-charged of LinkedIn, and then will be looking at the, the profile of some sort of potential candidate in the future via LinkedIn. We also do the headhunting sometimes, but on the skill that we are really, really comfortable with our general skills like the management all this kind of things then we do it ourselves.	0:51:05
R	Okay. So, do you get a lot from LinkedIn or other social media?	0:51:27
I	A lot.	0:51:35
R	Do you use Facebook?	0:51:36
I	Facebook? Facebook, yes, sometimes, but not so many people actually would love to apply via Facebook. And then we just advertised, and then we encourage them to apply directly via website or use other channel to apply.	0:51:37
R	Okay, so let say LinkedIn. Do you advertised using, how, how do you advertise actually during LinkedIn?	0:51:52
I	We have our own profile.	0:52:04
R	Okay.	0:52:05
I	So we just profile, we make it public, so that everybody wanted to apply~.	0:52:07
R	You mean you have your own account?	0:52:11
I	Yes, yes. We do have the Celcom Axiata Berhad account, premium account.	0:52:12
R	Okay. Alright, that's explained. Okay, I think that's all. Okay, thank you.	0:52:17

[End of Recording]

Title : 150724_001
Duration : 44 minutes 02 seconds
Place : Shell Headquarter, Cyberjaya
Date : 24 July 2015
Time :
Key Informant : R = Researcher
I = Informant

[Start of Recording]

Key Informant	Transcription	Time Stamp
R	Ok. Assalamualaikum.	0:00:00
I	Waalaikumussalam.	0:00:02
R	Could you please give me a quick overview of the company including the main area of business, local and international, the sector and the size as well as the profile and workforce, and the turnover of the recruitment here in Shell.	0:00:03
I	Ok so what I will say let me just introduce myself. My name is Abdul Hadi Zakaria. So you can call me Hadi. I'm the orderto delivery manager and this is not my first role in Shell. I thinkall these while I've been in Shell for ten years and I've been doing various roles in this company. So knowing Shell is the Oil & Gas company. So the main area of this business is ranging from the upstream which is exploration and production, to downstream which is retail, lubricants, and commercial fuels. So along the way we also have servicing companies like Shell Business Operation. Well, while we provide support to main operation team and also to our marketing arms and we talk about the sector, about the size and location of the organisation. About the size, locally in Malaysia for Shell alone, we do have about less than 10000 employees. So this is covering upstream and also downstreambusiness and for myself particularly I'm in downstream business in, even in this building Shell Business Operation wedo have about 2900 staffs and broad overview on the staff turnover we talk about attrition. This year out of 2900 attritionfor Shell Business Operation we, our attrition rate at the moment is about 8%. So, because~	0:00:17
R	The turnover 8%?	0:02:05
I	Mmm the turnover 8%.	0:02:07

R	Isn't that too high?	0:02:08
I	It consider quite high yeah because of various factors as well. One of the factors is actually better offer because the salaries structure for Shell Business Operation is totally different than the marketing arms, and we also hire fresh grads and this fresh grads at the moment I think the turnover is quite high because they got better offer from other companies as well, and the services that we call, that we provided in this building alone I think is about the same, I mean in terms of the package is about the same as our, as other companies which provides the same kind of support for their business. For example I give you like the customer service. Other multinational company also has customer service. Last year the customer service we have about 100 staffs. So out of this 100 staffs, customer service always have a high attrition. The turnover their staffs mostly about 10% to 12% yeah and we do have few other functions in this building like IT. IT the attrition rate not that high. I think about 5% to 6%, and we do have HR Services. HR Services also the turnover is not that high. Is about 2% to 3%. We do have Finance Operation. Finance operation the attritionrate is about 5%. We do have order to delivery team. So, order to delivery is the department where our sales people making a promise to the customers, so they are people behind the same actually keeping the promise for the customers, and the OTD Team has a very low attrition with 1% to 2% turnover in a year. So that in general that is what I can say about this company.	0:02:10
R	Ok as you mentioned that certain department having quite a very high turnover but didn't Shell do anything about it? I mean like 10%, 8% is quite high for an international company like Shell. So isn't Shell do some investigation or do, or offer more benefits to their staff?	0:04:18
I	Depending on the definition of turnover. If you want to include the turnover of our contract staff versus full time employee, I think our full time employee has a very low turnover but most of the people actually has the high turnover is those contractors.	0:04:49
R	Oh ok.	0:05:08
I	Yeah so probably their performance is not up to the mark of those kind of things which cause us either to terminate, or we don't renew their contracts, or by themselves they get better offer which is permanent position because we do not have much permanent position anymore in Shell.	0:05:09

R	Oh no more permanent position?	0:05:31
I	Not much.	0:05:32
R	Not much.	0:05:34
I	We still have but not that much.	0:05:34
R	Ok now we move to~, could you please tell me about your role in this organisation, the main responsibilities particularly your responsible in recruitment and recruitment policies?	0:05:37
I	Ok. So in a way my role, I'm the SPO3 order to delivery Manager. So I sits in the local leadership team council for downstream. Where in downstream we do have a few businesses like retail, like commercial fuels, like commercial lubricants, trading and supply, finance, IT, and also customer service, and in the whole fuel supply chain, I'm the one who actually in charge the department where sits at the end of the supply chain, the department who execute all the orders from the customers, the plan and then they schedule the delivery to their executed by our hauliers or drivers. So if you see those tankers road, sorry, those Shell tankers on the road and these people in my team actually doing the planning for the movement of this tankers yeah. We talk about the role, my role in recruitment. So as one of the leadership team members, I also responsible in recruiting number one senior people from my organisation alone or in downstream organisation. For downstream organisation we talking about the graduates scheme candidates. So we do have our Shell Graduates Scheme, where we hire fresh graduate who has less than three years working experience to be in the scheme, to be groomed, to be trained, and we hope one day they will become the future leader in this company. So that is what we did and along the way they will have to go through a few series of assessment, they will have to go through a few series of interviews before they can get into the company, before we can offer them the job, and we will continue to assess them for the next three years to see how they perform. Whether their performing up to the expectation of the graduate scheme candidates or if they are not performing well then the consequences manager will take place and either they will get the confirmation earlier or we will downgrade the position that they have. So that is how it works, and talking about my team alone, I do have about 40 staffs reporting indirectly to me. I have four supervisors or team leaders who reports directly to me and I'm responsible in recruiting all of them. Even though we do have the HR Account Manager who actually helps me in doing this but I still in a way involved from the first process of recruitment up	0:05:51

	to the process of hiring and I know each and every processes along the chain and that's it.	
R	Ok as you mentioned that you hire, I mean you will take students, fresh graduates like three years after graduating or something. What are the criteria in finding these students, I mean like their qualification or their CGPA or something?	0:09:31
I	We are looking at the high quality graduates from local and also outside, I mean foreign universities, and one of the requirement is at least this person must hold a degree. The first degree and at least second class upper in their result. It opens to all disciplines, not only for specific courses, and probably preferable those in the engineering discipline or finance discipline. Besides that I think most of the time you also looking at the quality of graduates kind of candidates who really can communicate well and well-versed in English and also their local language.	0:09:54
R	Are you satisfied with the progress so far?	0:11:01
I	What I would say, yes. Every year we see there is a lot of improvement in terms of competitiveness. Competitiveness meaning that our candidates who came from local public university versus those candidates coming from private universities. The communication level has improved tremendously even their knowledge in terms of the technology that they are using also improved tremendously and what I would say from year to year is very competitive competition for all these graduates to get in this company.	0:11:04
R	Ok. Ok let's move to the social media. Ok, can you explain to me the process. Have you, like you mentioned you have been here for ten years over. So, can you explain to me the process of recruitment that have been used in here in Shell for this past ten years. Is it evolved or still the same?	0:11:54

I	I think let's go back to the previous. When I first started, I think the medium of recruitment most of the time mostly actually evolved around is either mouth-to-word or is in a traditional form where they advertise the vacancy or the position in newspaper. Ok and I think that one was in year 2005. In 2007, they started to introduce something that they called as open resources. But this open resources only focusing on internal candidates, meaning that if the staff is already in the system, the open resources can only be access by those who already in the Shell system. Even if you are the contractors who work in Shell, you do not have any access to that. Is only can be access by fulltime employee.	0:12:26
R	Ok.	0:13:31
I	And they will advertise all the vacancies available around the world in that open resource. It is online, sorry, it's a web-based system where everyone can have the visibility of what type of job or roles that they are looking at. That is the first process. Usually we will give priority to our internal candidate. If they couldn't find any suitable candidate for that position, at that time they started to advertise in the newspaper. I think it's only in newspaper or recommendation or reference by staff. But along the way, what I have seen that now Shell has started to engage the third party firms. For example like Kelly Services.	0:13:32
R	Ok.	0:14:29
I	I can't remember who else but few third party contractors who actually will do the recruitment for us.	0:14:31
R	Like job portal like JobStreet?	0:14:39
I	We do have advertisement in LinkedIn.	0:14:42
R	Ok.	0:14:45
I	JobStreet sometimes but not all the time. Job portal I don't see there is any vacancy from Shell, I mean job portal. But most of the time we will do the headhunting via either LinkedIn or the third party firm who do the recruitment for us.	0:14:47
R	Ok. So, so far how was the, your, is it do you satisfied with the candidate they offer for you, they find for you?	0:15:10

I	What I would say sometimes we get the quality candidate. But to get the quality candidate also depending very much on how they behave and how they can actually what that we do called this try to adapt with the new culture in Shell. Some people they can do work but they cannot develop culture which is very fast pace and very competitive in this company. Therefore, I think Shell is not a good company to them. But most of the time when we advertise, people will have the perception where Shell is Oil & Gas Company, therefore, they try to mark up the salary, their salary expectation. But yet not all function in Shell actually involved in the Oil & Gas processes. Therefore, when we do the benchmarking in terms of the salary structure, we will do the benchmarking not only against the Oil & Gas company in Malaysia, but also throughout all other services companies. For example our customer service. We also did a benchmarking of customer service with other sectors like banking sectors, like gadget or in~	0:15:22
R	IBM.	0:16:44
I	Computers sectors and how do they perform, what is their, the package that they are offering. We cannot just simply mark up salary because of you know we are Oil & Gas company, that is not the way on how Shell operates. We will do the benchmarking based on this and therefore sometimes they think that oh Shell is not the good company because they cannot offer something which is~	0:16:45
R	High.	0:17:07
I	High or up to their expectation. So, but we continue to do that. That's what I can say the result because first thing first when we conduct the interview, you will receive the first batch of applicants which is quite a number of applicants who are interested, but the expecting, the package actually is a very good remunerate package and high from other sectors for example the customer service in Shell they expecting something is higher than the customer service in banking industry. Yeah, in fact they are doing the same thing. Yeah, answering phone but not related to the technical job.	0:17:08
R	Ok currently what kind of method do you use? Let say like if you are going to hire a fresh grad or somebody that more experienced other apart that from using LinkedIn or headhunting?	0:17:50

I	We have what we call this, Campus Ambassador Programme, where every year we will conduct a visit to local universities to identify those suitable candidate to fill some roles in Shell especially under the graduates scheme plan. Every year the HR Campus Ambassador people, they will go to almost 20 universities. I can remember it's about 20 universities.	0:18:09
R	In Malaysia?	0:18:48
I	In Malaysia to conduct a talk and also to participate in the career fair. Other than that we do have campus, I can't remember what is the name of that competition where we encourage students to participate in the innovation competition where they can innovate things or they were given some budget. Let say for example RM10000 to conduct an event or PR event which related to either safety, or is related to, but most the time related to safety because Oil & Gas company most of the time will preach about safety a lot. So, that is how we get the talent beside recruitment firm and also other means of social media.	0:18:49
R	Ok so apart from LinkedIn, do you use Facebook or Twitter or any other social media?	0:19:46
I	Facebook and Twitter is very rare.	0:19:55
R	Ok.	0:19:58
I	Very rare, because we most of the time we use our Facebook and Twitter to communicate our marketing campaign rather than a recruitment campaign. Yeah because we do not want the focus of promoting the products or promoting the business get the second priority after recruitment. Yeah so we do not want people to get confuse with the channel. So we dedicate Twitter and Facebook to communicate our marketing product to market our product, not for us to.	0:19:59
R	Just like an announcement of product or something?	0:20:33
I	Mmm.	0:20:36
R	Ok.	0:20:37
I	Event or campaign, marketing campaign and so on, promotion.	0:20:38
R	Ok when do you start to use LinkedIn?	0:20:42
I	We started to use LinkedIn three years back, three years ago.	0:20:46

R	Oh three years ago.	0:20:49
I	Well if I'm not that, the LinkedIn network is getting stronger and then we see a lot of professionals with various backgrounds depositing their resume.	0:20:50
R	Resumes.	0:21:05
I	And their profile in LinkedIn. So we found out that LinkedIn is a good source to get people, to get professional to join our company.	0:21:06
R	So, so far candidates that you get from LinkedIn compared to like ok let say six, seven years ago when you use traditional like newspaper, can you tell me is it better this way or candidate that you get is better than from the previous like tenyears ago?	0:21:17
I	In terms of the timeline I would say it increase the speed of getting suitable candidate, number one. But yet you still can	0:21:44



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	questioned the quality of the candidate because last time I think it's very hard for you to get to know how many candidates who are interested because the information by the time it reaches them is already expired or we already closed the advertisement. But this time around I think is much more easier because they already have their own profile there and we just contact them whether, to ask them whether they are interested to be interviewed or not. So, in terms of process is getting faster. The second thing we talk about the quality of candidates, I guess yes we reached lots of quality candidates out there and at the same time also what I would say most of the, just the feedback from these people, because the source of social networking is very limited, for example LinkedIn. Our third party contractors also using LinkedIn. Our recruitment firm also using LinkedIn. Shell itself is using LinkedIn. So sometimes they are one role but have two different definition because one advertised by Shell directly, another one advertised by the recruitment firm. For example customer service professional. So both actually we are looking for customer service people but that one that advertised by Shell most of the time will attract more people to apply, will attract more candidates rather than if advertised by Kelly Services because people didn't know, because people know that Kelly Services is the one who or ProMICOM is the one who actually recruiting people for other companies but didn't know oh this one is for which company. Yeah so they would prefer to apply directly to Shell, and then we need to go through or do the screening one more time which is a double work for us rather than you know we hire somebody to do the first screening. By the time it get to us, someone that ready to be interviewed by the Line Manager.	
R	Don't you think it will clash between you and the third party that recruit?	0:2:03
I	Definitely clashes. It's a big clash sometimes.	0:24:08
R	So is there any other step that you might exclude that kind of step, I mean to get shorter time?	0:24:12
I	Since we are hiring these people, if you really need to attract more people because the brand is very strong. We believe that Shell brand is very strong. We will do the advertisement by ourselves. If we think that the position is not very critical for us to get the replacement, then we will go through the firm, recruitment firm.	0:24:23
R	Ok.	0:24:44

I	To get the candidate.	0:24:45
R	So I guess it will not be any problem for Shell to pull the crowd of candidates?	0:24:47
I	Not a problem. I think we~	0:24:55
R	Let say one vacancy you can pull up to how many thousands?	0:24:56
I	Depending on the vacancy. If the vacancy is non-technical role, then we can pull, sometimes one role can pull out about 100 candidates. But on average what I would say is about between 10 to 20, not that much.	0:25:01
R	Oh.	0:25:20
I	Not that much. But, if it is a technical role, then we need to do the headhunt.	0:25:21
R	Ok.	0:25:28
I	They hunt will start because very less people with that reach because the role probably requires specific skills that we are looking at and then also many people actually can do that job yeah so we will start to do the headhunt process via our recruitment firm.	0:25:29
R	So, ok as you mentioned before, you use this Campus Ambassador. So yearly how many students that you recruit through this programme?	0:25:46
I	Hmm depending on their interest as well. Through this programme since it started we have recruited almost 70 students to be in Shell today.	0:25:59
R	Ok you started from year 2000~?	0:26:18
I	Hmm 2010 if not mistaken. 2010, almost 70 students.	0:26:21
R	Ok.	0:26:26
I	And some of them actually doing quite well, and they have passed their three years cycle.	0:26:28
R	Ok.	0:26:34
I	And now what I would say they are in the role, middlemanagers role is given for us actually to groom them to become the higher level or senior position in future. But at the moment majority out of the 70 let say for example 50 of them	0:26:35

	are already in the middle managers role and some of them already got their overseas assignment.	
R	So all of them still here in Shell?	0:27:05
I	Still in Shell. Some might be in Malaysia.	0:27:08
R	Ok.	0:27:12
I	Some might be~	0:27:13
R	Elsewhere?	0:27:14
I	Outside of the countries.	0:27:14
R	Ok so is Shell still using traditional like newspaper?	0:27:16
I	No more.	0:27:23
R	No more?	0:27:24
I	No more but we still use newspaper to advertise our recruitment for retailer.	0:27:25
R	Ok.	0:27:31
I	Retailer meaning that those who are interested to run the Shell station, Shell petrol station.	0:27:32
R	Oh ok.	0:27:37
I	They will advertise that in a newspaper, only for that. Other than retailer-ship and then we will advertise it either through our own website or other means of social network.	0:27:38
R	Ok. So you have been using LinkedIn like the past five years ok more or less. So what actually motivates you to use this kind of social networking site?	0:27:52
I	Number one, we started to receive a lot of good feedback. For example, someone from outside from different company. Ok I mean this is the HR thought. Sometimes the HR people from the other side they have I think the candidate that have a good potential but very limited career progression in their own company.	0:28:07
R	Ok.	0:28:33

I	And they know that by helping this guy, actually they will gain more. Yeah and then they want to keep this type of people in the company anymore because is not fair for the employee but it's very rare, but very rare cases, and then they will try actually to export the talent that they have to our company.	0:28:34
	LinkedIn use that as number one. Second thing, when we do a benchmarking, sometimes it will be good actually for us to know or using the keywords to get suitable candidate who has experience in their previous role from other companies and we can use that as a base of selection. We know we received quite a lot of good review from, let say for example I just quote Maybank. Maybank's staff for good review, good review, good review, and then we know that every time there is someone from Maybank applying a job or the role in Shell for example in finance role. Then we know that, this can be a good candidate because we have a good review from the previous employer previously or recommendation. So that we know oh we don't need to do the cross check anymore because I think LinkedIn is very reliable.	
R	Ok.	0:29:55
I	And not bloats of I mean not a scam and is a reputable resource that we can rely on.	0:29:56
R	Ok, let us go to the cost and benefit of using this social media. Is there any cost involved when you use this LinkedIn in Shell?	0:30:07
I	Definitely. Definitely it will be some cost involved. For example I think for you to advertise it for 30 days, it will cost you about \$150 if I'm not mistaken, USD. That's the cost to Shell whether we can get the good candidate or not that will different question that we need to address but by advertising that, the role itself is a cost and we should absorb that.	0:30:20
R	So when you use this social media, is there any policy, when we talk about the using this certain method in this recruitment, is there any policy I mean the way you recruit, how many days until the position is been filled?	0:30:46
I	Usually in HR policy we couldn't advertise the role if the person who are doing that role is still in the service.	0:31:11
R	Ok, why?	0:31:20

I	Ok unless if they have tendered the resignation or they have been offered different role, then we can start to do the advertisement, but not the advertisement to outsiders. We must put the advertisement on Shell webpage first which is our internal open resource.	0:31:20
R	Oh ok.	0:31:41



I	For minimum of 2 weeks. Once the dateline has been closed, after that we can start to check out the job meaning that we open the job to~	0:31:42
R	Public.	0:31:54
I	To public if we couldn't find any suitable internal candidate for that particular job. So it will take another two weeks [Cough] or longer depending on the urgency of the role that we need to be filled up. Yeah but most of the time we take about a month. Then interview process for another one or two weeks and we start with hiring process for another one and two weeks before we can offer to the candidate.	0:31:55
R	How many interviews?	0:32:21
I	At least one.	0:32:23
R	At least one.	0:32:25
I	At least one interview.	0:32:25
R	Ok.	0:32:26
I	But on average yeah is one.	0:32:27
R	Is it one for experience people or more for fresh graduates?	0:32:30
I	One for experience and sometimes it will require another session that we call it as 'Get to Know You' session. Let say if the position is a senior position, then we will have another 'Get to Know You' session if that position is not the senior position then one interview should be enough.	0:32:35
R	Ok so how long have, how has been this method, this tools affect the HR? Is it good, I mean how was the review from them?	0:32:56
I	I would say it's strengthen the process. More barriers that we put it will mitigate a lot of future potential issues caused by this candidate for example. Because sometimes HR also need to go through the background check. Yeah the background check is very important. How would we know that whether the candidate have committed something in the past.	0:33:08
R	Mmm like crime.	0:33:34
I	Mmm like in the criminal cases and so on. We don't know. But you will give sometime for HR and Security actually to work on the background. Let say for example if the position requires the candidate to be fully filtered for example those	0:33:36

	who actually keeping the database and this very critical because we do not want any cases or crime cases in future where people will use all the data that we save in our server, three to, they sell it out all the commercial data.	
R	The leak, the leak of the data?	0:34:18
I	Yeah.	0:34:20
R	The data, ok.	0:34:20
I	So we found out that so far the process of recruitment that we have is quite robust to mitigate this from happening in future.	0:34:22
R	Ok so we cover most of the question. So in the future do you think that this social media like ok Shell have been using it quite sometimes but other companies may not. So, do you think that, and the percentage in here in Malaysia is very low. People, the employer using. So do you think that in the future Malaysia might many of the other organisation or companies might be using it?	0:34:34
I	Yes with the future of globalisation I think they should because we are now not competing against the company in Malaysia anymore but we also competing with other global companies and I think nowadays especially the gen Y students or candidates, they are more well-versed in the gadget or social network or whatever the internet means.	0:35:12
R	Yes.	0:35:38
I	Yeah and I think that would be one of the good way for us to reach them out, to tell them that, eh we are offering something and for us as a company to be seen as a company that can satisfy them yeah because it just the level of IT savvy in the company. If you are not using all these kind of social network in recruiting, so the candidate might be thinking that, oh this is a traditional company because probably the IT system is not that good to cater this kind of recruitment and that is the, what do we called it, the preliminary perception of the candidate and I think the information will reach out the right candidate faster than the traditional way and in the way it saves a lot of cost because for example if you are advertising newspaper, one page probably cost you about RM100 over for one day or two days. But if you advertise it via LinkedIn, I think it cost you about RM300 the most, RM400 the most for a month which you can save a lot. Let say you advertise it in newspaper for a month, it can cost you about few thousands. So in terms of cost	0:35:40

	saving, yes, you will get a lot of cost saving if you advertise it via social network. Faster, is the~	
R	Cost saving.	0:37:12
I	Cost saving and efficient.	0:37:13
R	Ok but there will always be space of improvement in recruitment in the future and what do you think that do you want to improve the most here?	0:37:17
I	Recruitment is one thing. Is like is you are selling yourself as a candidate to convince the Hiring Manager why you are so good until you have the right to be hired. So if you know how to sell yourself, your selling skill is good. Then you will be hired. But we didn't know whether you are the right candidate for the role or not. Some people they can only talk but they couldn't do the job. But in future I do not know how to address this but most of the time I mean the Hiring Manager become disappointed when their performing not up to their expectation. Yeah they know how to talk, they can talk well, they can sell themselves well but in the end of the day it's nothing. Yeah and this person make the most noise. So, I do not know how we want to address this but that will be one of the thing that probably in future HR can manage and sometimes we couldn't expect our staff, I mean the attrition, the turnover of the staff is quite high in future. I have foresee that because there is a need for people as a push and pull factor for them to apply or to get more better offer from other companies. We cannot stop that yeah. The economics out there is not so good and then people tend to seek for job that can offer them higher salary. So if they feel that Shell is no longer a good company for them to work, then they will go out is could be the bad thing also for us because now they, it's advantage for the candidate but it's not advantage for the company sometimes. Yeah because if they found out from their friend or from the media, from the social network that, oh the other company is actually looking for person so they can do their job and he thinks that, ah I'm a suitable candidate. Then I can apply, why not? Not like last time. Last time you need to read newspaper.	0:37:33
R	Yeah.	0:39:42
I	It takes a lot of time or effort.	0:39:43
R	Resume.	0:39:44
I	So now by clicking one button then you can apply few roles. Seven, ten roles at one time. So it could be the disadvantage to	0:39:45

	the company as well because they, you cannot control the flow of information.	
R	Yes.	0:40:00
I	Yeah so that will be the worries in Malaysia. Other than that I will see this is a good advantage to our company.	0:40:01
R	Have you ever use for example Facebook to check on their background for example like what the western been using now?	0:40:08
I	Ok what I did as a Hiring Manager usually I will try to get as much information before I start to interview the candidate. For example the very simple thing is just to Google the name.	0:40:19
R	Mmm.	0:40:29
I	By Googling the name, look at the images that was tagged to him or her. Then you will know what type of personality that you are dealing with. Are you dealing with alien, are you dealing with the party animals, are you dealing with a good people, religious people, then you will know from there. Yeah and then I think during the interview you can use, do not use that as a point but probably you can probe more question to understand more because interview is just a surface. You never know what is underneath of the iceberg. It just a tip of the iceberg that you can see. So, I use that a lot. Not only Facebook, because Facebook sometimes not so much information that we can get because of the privacy setting. But Google, yes, we did that.	0:40:30
R	Ok as a HR Manager, do you think that job seekers aware about this employer checking on their background or something?	0:41:15
I	No. We conducted a talk. I was one of the panel, and then when we told the forum about this, the audience, they were shocked.	0:41:26
R	Ok.	0:41:37
I	They were shocked because the employer know more about the employees before, even before they enter the door yeah so from now on I think they should be~	0:41:38
R	Aware.	0:41:49
I	Aware of this and should be careful. If they cannot be good, just be careful.	0:41:50

R	[Laugh] Ok I think we have come to the end. Is there anything you would like to add before we end the session on this social media in Malaysia or in Shell particularly?	0:41:55
I	Ok so I just want to know how does this research really benefit the company for example like Shell?	0:42:16
R	Ok my research is to explore this social networking site method in Malaysia specially to employers and to jobseekers. Myself, I would like to see why Malaysian employer specially the employer feel like reluctant to use because I've read so many articles in the past, in the western then they use this method like 90% most of the companies there. So, why Malaysia not using it, why very low percentage, and what happen to this thousands of thousands of graduates yearly. So, why they didn't match. Ok so since that Shell is has been using it, it is a good example. I will take this as a good example to other employers, to other organisation, to tell them that this probably the way of future method. Ok if you are not using it now probably you will think that this will give benefits to your company. So why not change? Ok. So for Shell ok Shell you have the example in my research of course. So, oh yes I think I will give Shell as an example to other companies in the future.	0:42:23
I	Alright. Thank you.	0:43:56
R	Ok	0:44:00

[End of Recording]