

NEW TRENDS IN RECRUITMENT PROCESS. WHAT IS THE ROLE OF SOCIAL NETWORKS?

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ABSTRACT

The role of social networks in recruitment has increased lately and got more and more attention of researchers and practitioners, as social media has become a vital resource for recruiting and selecting candidates in the digital environment. This study shows that social networks are frequently used in the human resources recruitment in our days, demonstrating its usefulness by providing valuable experiences and information for both employers and candidates.

KEYWORDS: *social networks, recruitment, online recruitment, internet, human resources.*

1. INTRODUCTION

The digitalization of different aspects of the society and the evolution of social networks speed up transformation in the way people communicate and interact, providing a global platform to connect and exchange information, facilitating communication, collaboration and content sharing in a fast and extensive way. Improving recruitment processes with the help of social networks has brought greater efficiency, flexibility and accessibility to the hiring process, allowing recruiters to identify and hire suitable candidates in a faster and more interactive way. The field of human resources (HR) focuses on people, which are the organization's most valuable asset. By managing and developing human resources, opportunities are created for employees to improve their skills, reach their full potential and contribute to the success of the organization.

This area is essential for building a strong organizational culture, for attracting and retaining talents, and for promoting a healthy and motivating work environment. HR strategies and practices can create a significant impact on organization performance and success in a dynamic and competitive world. Another important aspect is that online marketing and promotion offers unlimited opportunities for organizations to reach their target audience in an interactive, creative and personalized way. Through digital tools and online channels, a strong online presence can be built and relevant and compelling messages can be communicated to different stakeholders. Digital marketing is vital for business growth, building a strong brand image, attracting and retaining customers, and adapting to changing and evolving consumer behavior trends.

2. RECRUITMENT PROCESS. MAIN ADVANTAGES AND DISADVANTAGES

Specialists in the field of human resources management have defined recruitment as that process of searching, identifying and attracting potential candidates for vacant positions within an organization. Afterwards, the recruitment process ends up with the selection of the most capable and most suitable candidates that match the needs of the organization, starting the selection and screening process of all applicants (Manolescu, 2001).

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Manole and Nica (2018) describe the recruitment process as being a complex one, because it identifies the most competent human resources, it requires planning and carrying out several activities, as presented in Figure 1:

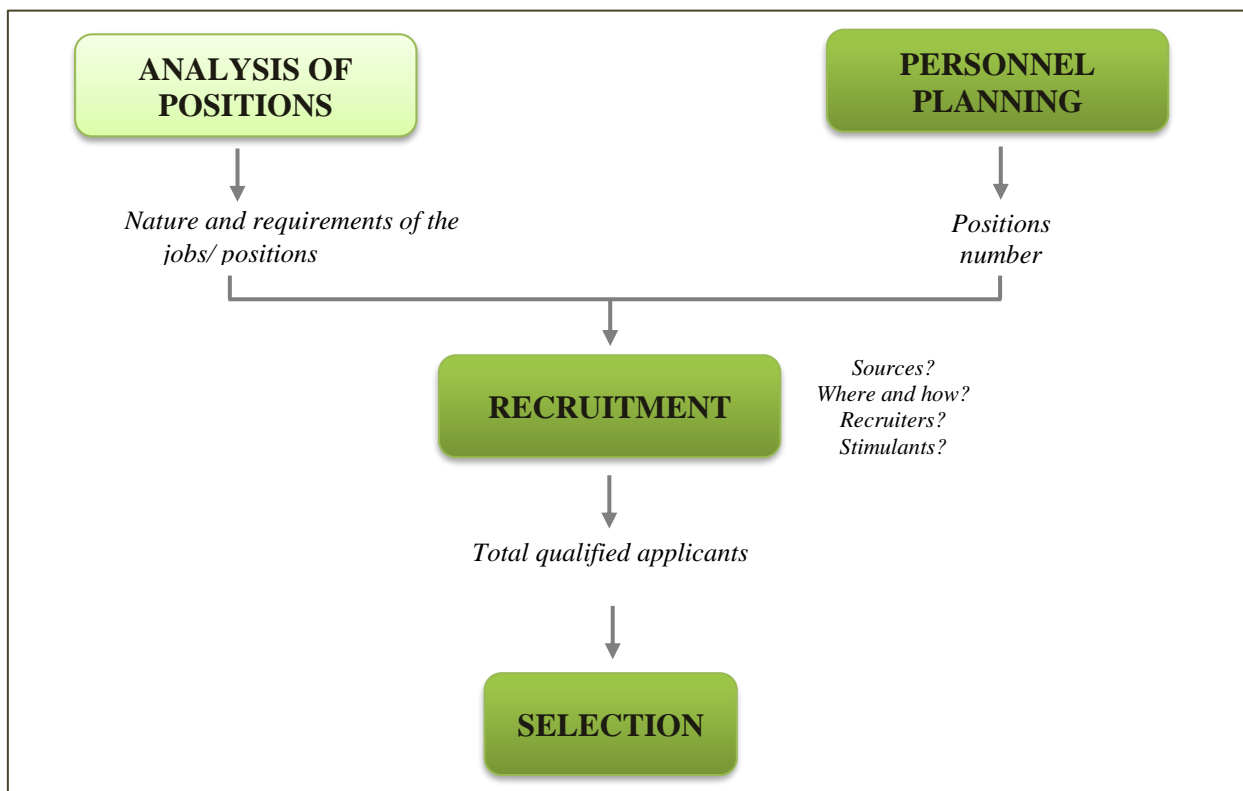


Figure 1. Relationships between job analysis, personnel planning, recruitment and selection
Source: Manole & Nica (2018)

An efficient recruitment process needs to set clear objectives, to plan the right activities, to establish the adequate resources and deadlines (Schuler & Huber, 1993: 189-190):

- identifying current and future organization recruitment requirements, ensuring human resources planning and analysis of available positions;
- improving the selection process by reducing the number of unsuitable or overqualified candidates for a certain position;
- reducing the number of candidates who leave the organization shortly after the recruitment and selection processes end;
- the development of the individual efficiency of the employees, but also of the organization in the short, medium and long term;
- evaluating the efficiency level of recruitment techniques and sources.

According to researchers in the field of human resources management (Stanciu et al., 2003: 190-191; Snell et al., 2015), the recruitment strategy is based on **three fundamental stages**:

1. *Identification of the target audience* - profile of the ideal candidate: required skills, type of employment (temporary or permanent employment). Depending on this information, the organization can determine the geographical area of the recruitment process (local, county, regional level, etc.) and the specific training stage (fresh graduates, students, people with higher education, etc.);
2. *Establishing the recruitment sources* (from inside or outside the organization);
3. *Determining the most appropriate ways to attract candidates in organization, taking into account the information provided* (salary, extra benefits, work environment), but also how the organization is perceived by different stakeholders (from newspapers articles, brochures, rankings or the organization's website).

On the other hand, if a candidate is considered suitable by the employer and is in line with the organization's values, the decision to accept the position or not belongs to the candidate. Factors such as salary package, additional benefits, various additional services provided or opportunities for career advancement can weigh heavily in the final decision (Belcourt et al., 1999; Breugh, 2013). As in any other domain, also in HRM there are times when things don't go as planned. Employers, or better said human resources managers, must ensure that all employees and candidates are treated fairly, ethically and non-discriminatory and have equal chances to promotion (Breugh, 2016; Lukacs et al., 2017). Thus, from the moment a position becomes vacant, a recruitment specialist must ensure that all candidates have the same chance of employment and there will be no discrimination, regardless of the recruitment sources that are used by the organization.

Sources of human resource recruitment can be both internal and external (Manole, 2013):

I. Internal recruitment requires people who are already in the organization and occupy a position to apply for another vacant position. In general, the human resources department within the organization is in charge of informing the employees about the possibilities of promotion or changing the career path. Among the advantages and disadvantages of recruiting from within the organization are:

Table 1. Recruitment from internal sources

Advantages	Disadvantages
- Saving time and financial resources in identifying suitable candidates;	- There is a possibility that a candidate is unsuitable for the vacancy position or is not ready for change;
- Reflects the organization's transparency towards its employees;	- Resentment may arise among employees who were not considered for the change;
- People are free to choose their career path or change their mind about the professional choices they made;	- Creation of the job propagation effect when an employee moves from one job to another, the employee's previous job becomes vacant;
- Increases employee motivation knowing that there are possibilities for promotion and additional financial incentives.	- The number of new, creative ideas brought by organization's employees might decrease.

Source: Authors based on specialized literature

II. In external recruiting, the recruiters expand their search for candidates outside the organization. Therefore, most of the time online advertising is resorted to, posting and promoting job ads on various social networks or platforms and then shortlisting candidates who match the job requirements. Among the advantages and disadvantages of recruiting from outside the organization are:

Table 2. Recruitment from external sources

Advantages	Disadvantages
- Online advertising increases the visibility of the company and offers a wider range of candidates;	- The necessary period for identifying the right people for the job is longer compared to internal recruitment;
- Employees from outside of organization bring with them suggestions and proposals of ideas based on previous experiences	- A higher budget of financial resources for the purchase of ad packages and online promotion services;
- The employer does not have to provide additional financial resources for the training of the candidates, since they come already prepared.	- The information presented by the candidates cannot be fully verified;

- The position propagation effect doesn't manifest any longer..

- Suitable candidates can be quite difficult to identify, especially if the specificity and complexity of the position is high.

Source: Authors based on specialized literature

Synthesizing all the previously mentioned aspects, Stanciu et al. (2003) schematically present how the recruitment process is organized and carried out in an organization:

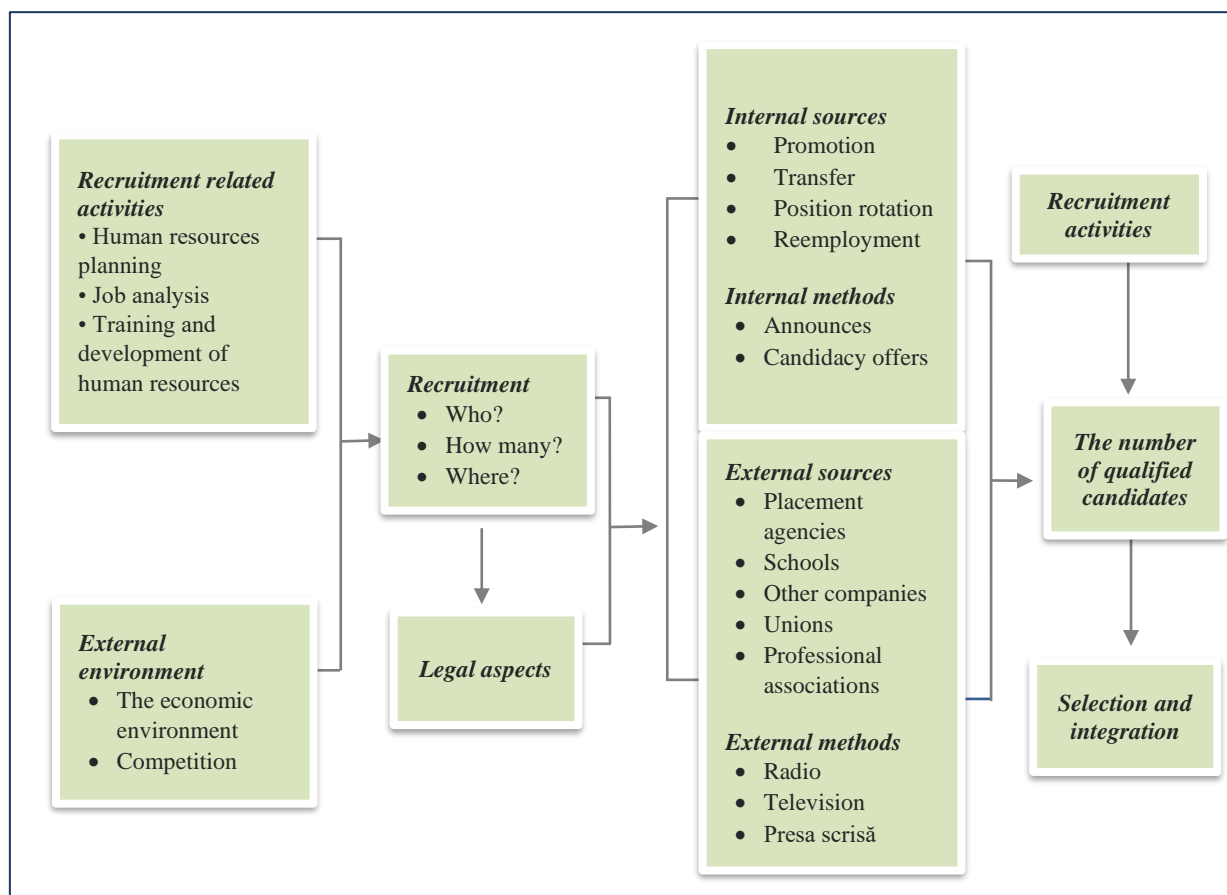


Figure 2. Organization and conduct of the recruitment process

Source: Stanciu et al. (2003)

Organizations have understood that people are attracted to activities that are dynamic, fun and keep their curiosity and interest high. Thus, more and more companies have started to implement all kinds of interactive processes in the selection stage, such as: contests or competitions between candidates, dynamic presentations, exposure of the team and the work environment or even "Assessment Center" sessions (Hosain et al., 2020). All of these actions provide a unique experience to candidates, making them want the job more and more and convincing them that the work environment will not be boring or one where they can get stuck.

In this era, an increasingly important role is played by digital recruitment which, which according to specialists represents a significant evolution in the field of human resources, offering advantages for both employers and employees (Johnson & Gueutal, 2011; Carpentier et al., 2019; Rodrigues & Martinez, 2020; Gilch & Sieweke, 2021; Soroceanu, 2022; Koivunen et al., 2023). The use of technology in the recruitment process can lead to more effective talent identification and matching with the job requirements, significant reduction of time and costs in the recruitment process and greater flexibility for candidates, thus contributing to the success of organizations in the digital age (Buettner, 2017; Villeda et al. , 2019; Baumann & Utz, 2021)

3. SOCIAL NETWORKS: NOTION, EVOLUTION, TYPES

Since the internet came into our lives, we can talk about social networks and applications that people use to communicate and share information about themselves, even if they are in different locations, or apart from each other. Easier access to computers, modernization of countries around the world, and increased use of technology through any device (smartphone, computer, etc.) have allowed people to use the Internet more frequently and more conveniently. Connecting with the family members and friends, expressing opinions, participation to online entertainment event and shopping online are among the most popular reasons people go online (ITU, 2022).

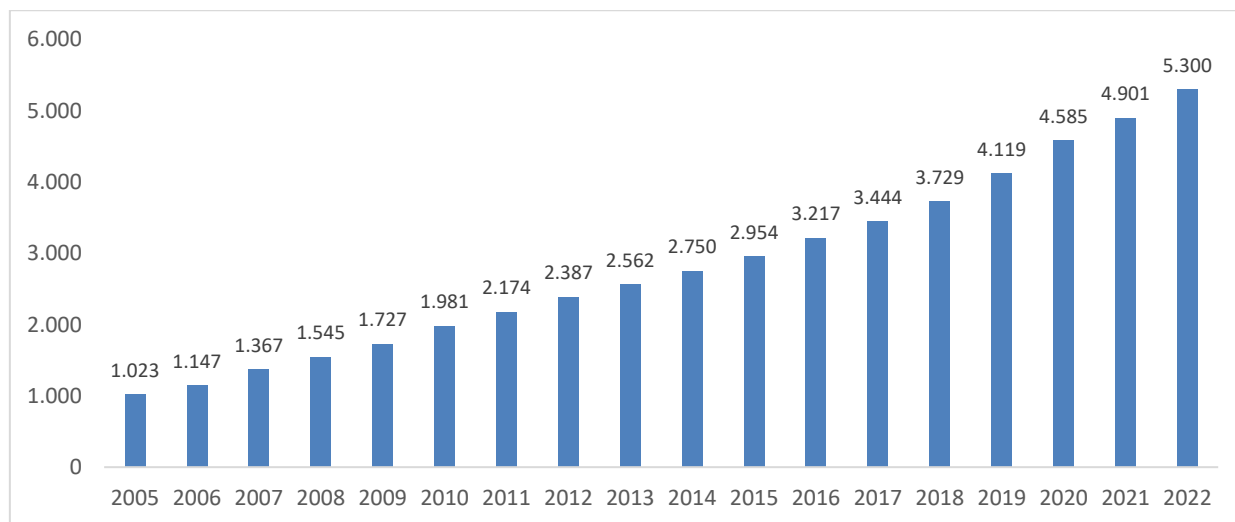


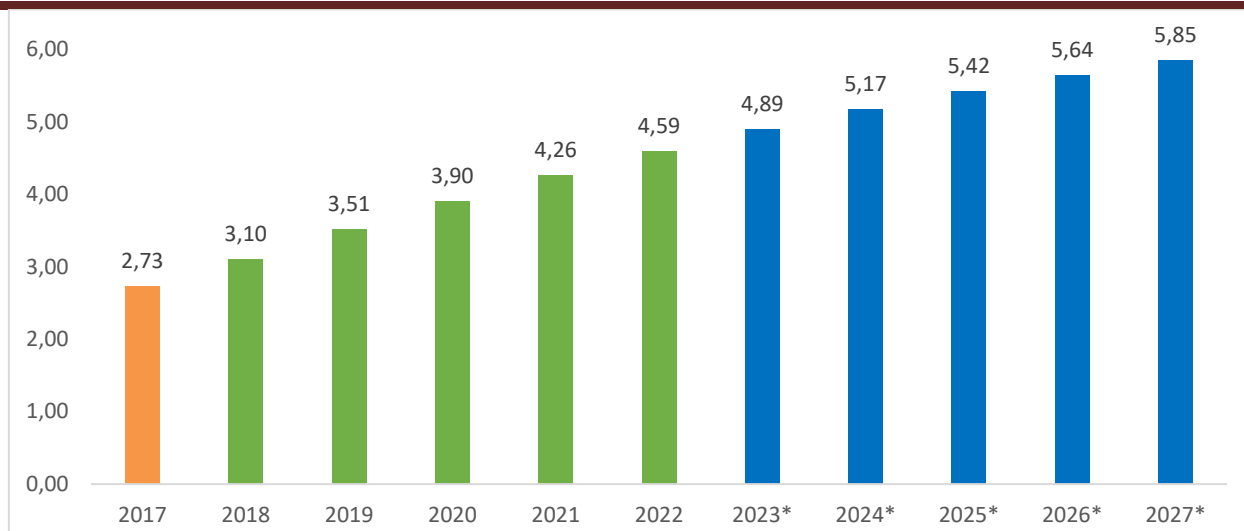
Figure 3. Number of internet users at global level 2005-2022 (millions)

Source: ITU, 2022

Thus, according to available data, in 2022 the number of Internet users reached 5.3 billion (representing 66% of the global population) with an increase of 400 million users compared to 2021 (ITU, 2022). Over time, many definitions have been given for what Social Media and social media platforms mean. According to Curtis (2013), social networks are those sites or platforms on the Internet where people can interact, share thoughts or information about their lives, having the possibility to post online photos, videos or even paragraphs of text. Howard & Parks (2012: 362) offered a more complex definition of Social Media concept, being composed of **three key factors**:

- the digital infrastructure and tools used to create and disseminate information;
- the content takes the digital form of personal messages, images, videos or even news, ideas, products, etc;
- the people, organizations and industries that produce and consume digital content at the same time.

In conclusion, social networks can be defined as those Internet-based channels that allow users to interact with each other in real time or even asynchronously, with a wider or narrower audience, which facilitate communication and, at the same time, bring value through user generated content (Carr & Hayes, 2015: 8). In 2022, more than 4.59 billion people used Social Media worldwide, which represents 86.6% of the total number of Internet users, a number estimated to increase to almost 6 billion by the year 2027 (Statista, 2022).



*estimation

Figure 4. Number of social networks users at the global level from 2017 to 2027 (billions)
Source: Statista, 2022

On the other hand, the average daily use of social networks worldwide was 147 minutes per day in 2022, which is 2 hours and 27 minutes (Figure 5). Currently, the country where population spent the most time on social networks per day is the Philippines with 3 hours and 53 minutes, while in Romania people spend an average of 2 and a half hours per day (We Are Social, DataReportal & Hootsuite, 2023).

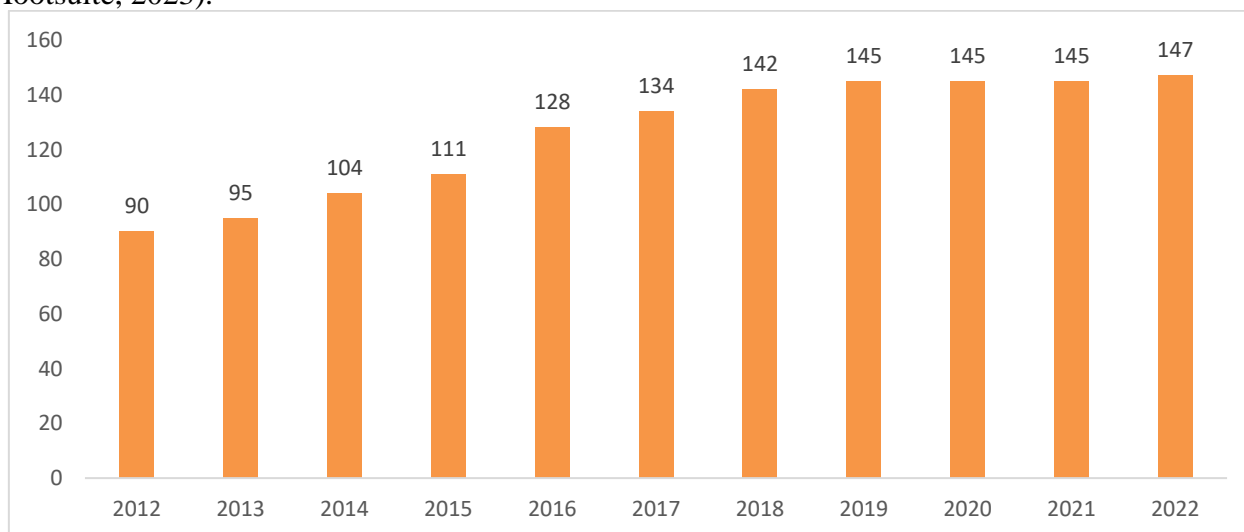


Figure 5. Daily time spent on Social Media by internet users during 2012-2022 (minutes)
Source: We Are Social, DataReportal & Hootsuite, 2023

The Internet has a significant impact not only on online activities, but also on behavior and "offline life" in general. Respondents to global surveys declared that social media platforms have increased their access to information, ease of communication and freedom of expression (Baumann & Utz, 2021). On the other hand, there are also negative effects, the most important being related to the impairment of personal privacy, increased polarization in politics and daily distraction.

According to Tătaru & Abrudan (2019: 37), the most used social networks worldwide are:

- **LinkedIn** is the largest professional social network used in business, where billions of members share their professional achievements and career-focused stories (Koch et al., 2018; Roulin & Levashina, 2019). It has the great advantage of building highly varied

professional relationships to pursue different companies in the world or to find a job (Subhani et al., 2012; Pisano et al., 2017; Garg & Telang, 2018);

- **Facebook** is a social network used to create personal profiles, where interaction between friends is possible. It is considered a valuable tool when it comes to recruitment due to its high use by young segment of population;
- **Instagram** is a network that allows users to upload photos, videos, etc. It is one of the most used networks by companies to keep in touch with its' customers/ consumers;
- **YouTube** is the network through which videos are distributed, which users upload, share, view. Organizations use this channel to exchange information about themselves and vacancies;
- **Twitter** is a social network through which users can publish short articles (140 characters) that have as their subject their personal life or events that take place on the Internet or in the world (Barbu, 2015). Bolboacă (2015) claims that "organizations use Twitter marketing to keep in touch with their customers to promote their brand, services and products, but also to collect information from its customers";
- **Telegram** is a messaging network through which conversations take place, which allows the creation of public/private groups, but also the addition of images, emoticons, documents, files and links (Bolboacă, 2015);
- **Tumblr** is a microblogging platform that has the characteristics of a social network, used by big brands in fields such as fashion, design, bloggers to post content (Bolboacă, 2015);
- **Pinterest** is a platform that makes it possible to share images. The vast majority of users use this network to plan new purchases or to search for necessary information about a particular good (Bolboacă, 2015);
- **Tik-Tok** is a platform used by companies as a marketing channel, while people use this network for entertainment (WordStream, 2023)

Facebook was the first social network to surpass one billion registered accounts and currently has over 2.9 billion monthly active users, accounting for over half of all internet users worldwide, as shown in Figure 6. Meta Platforms owns four of the largest Social Media platforms, each with over a billion monthly active users: Facebook, WhatsApp, Facebook Messenger and Instagram (We Are Social, DataReportal & Meltwater, 2023).

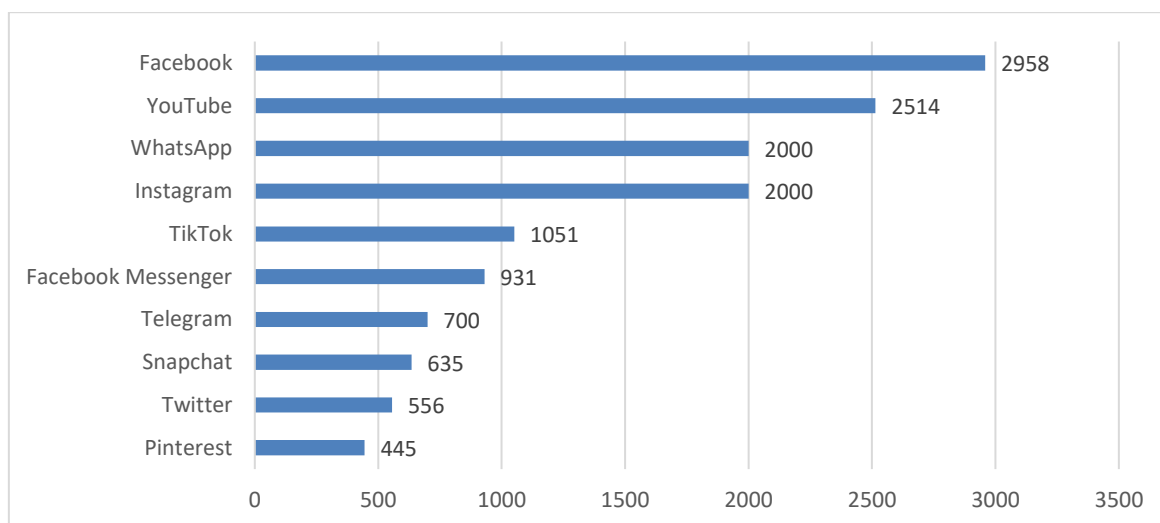


Figure 6. The most popular social networks in January 2023, ranked by the number of users (millions)

Source: We Are Social, DataReportal & Meltwater, 2023

According to a report by We Are Social, Hootsuite & DataReportal (2023), in January 2023 Snapchat recorded an annual audience growth of 13.9%. Instagram had the largest decrease in users (about 11%), while business and career platform LinkedIn saw an increase of 11.4% compared to 2022 (Figure 7).

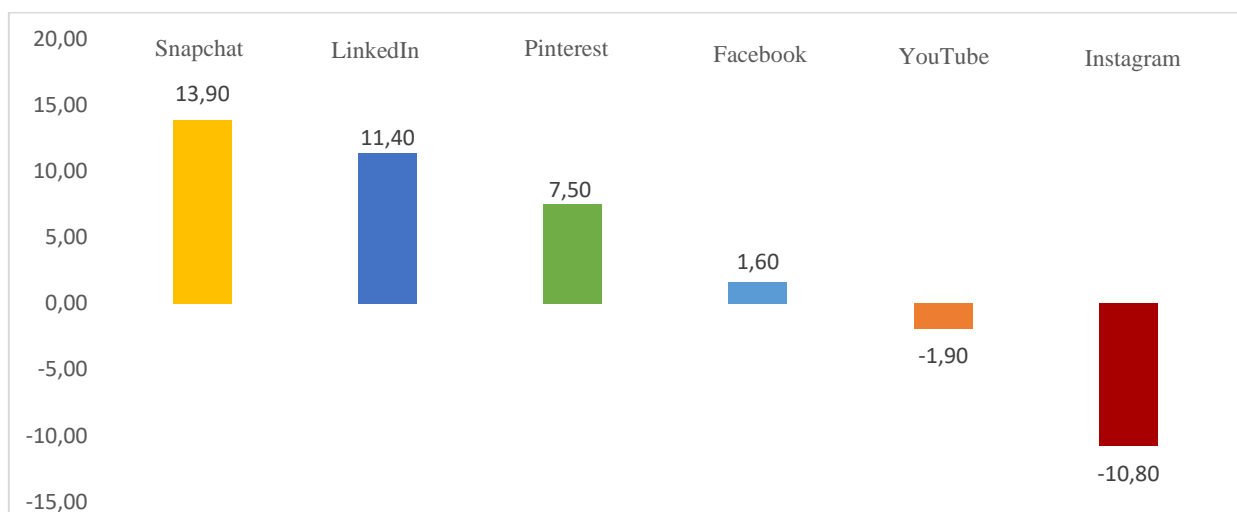


Figure 7. Annual evolution of Social Media platforms (%)

Source: We Are Social, Hootsuite & DataReportal, 2023

Other studies (GlobalWebindex, 2023) show that WhatsApp is the platform that holds the first position in consumer preferences (regardless of age) in the year 2023. In second place in this top is Instagram which is preferred by generation Z (Gen Z) (1997- 2012) and, as with Facebook, new players are not diminishing its popularity. TikTok is gaining more and more followers among both 8-23 year olds and 56+.



Figure 8. User preferences for Social Media platforms (2021 vs 2023) (%)

Source: GlobalWebIndex, 2023

A study conducted by GlobalWebIndex in 2014 (Mander, 2015), showed that people have multiple accounts that they log into regularly. Thus, an Internet user was present in 2014, on average, on 5 social networks. However, it only actively uses 2.82 of them. In figure 8, it can be seen that the average number of accounts held by an individual is inversely proportional to his age. Thus, respondents between the ages of 16 and 24 are at the top of this trend, having, on average, 6.55 accounts, while people between the ages of 55 and 64 only have 2.85 accounts on social platforms. Another interesting aspect revealed by the study was that users between the ages of 25 and 34 use 4.2 networks actively, which is more than people who are between 16 and 24 years old, that use actively only 3.9 of social platforms.

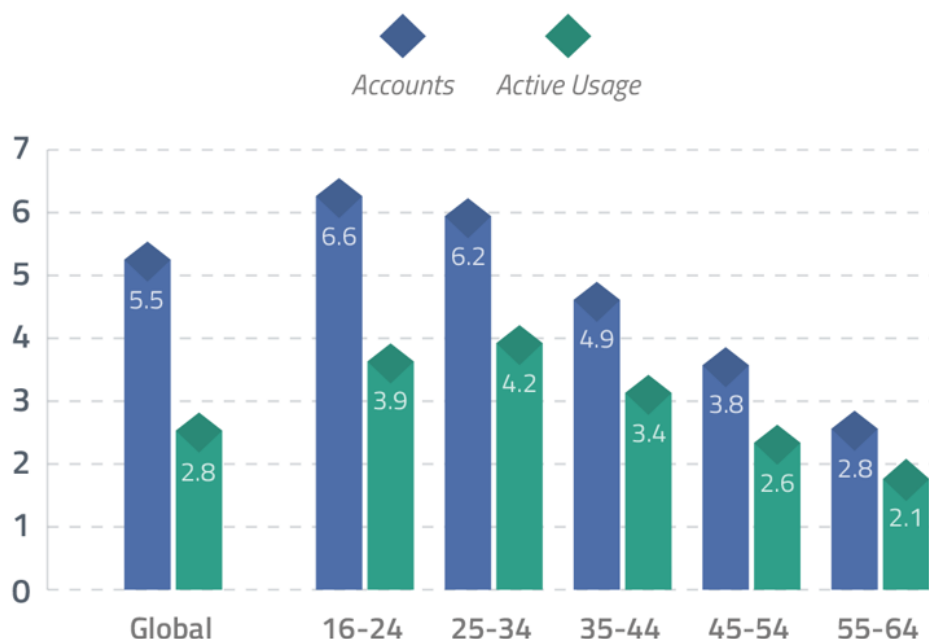


Figure 9. Average number of Social Media accounts and of active accounts globally and by age group in 2014

Source: GlobalWebIndex, 2015

In 2023, on average, Gen Z and Millennials use more than 6 social media and messaging apps per month (6.7 and 6.5, respectively), Gen X uses 5.8, and Baby Boomers use 4.9 (GlobalWebIndex, 2023). Thus, according to Figure 10, 78% of Facebook users also use Instagram at least once a month, while 82% of Instagram users follow Facebook at least once a month.

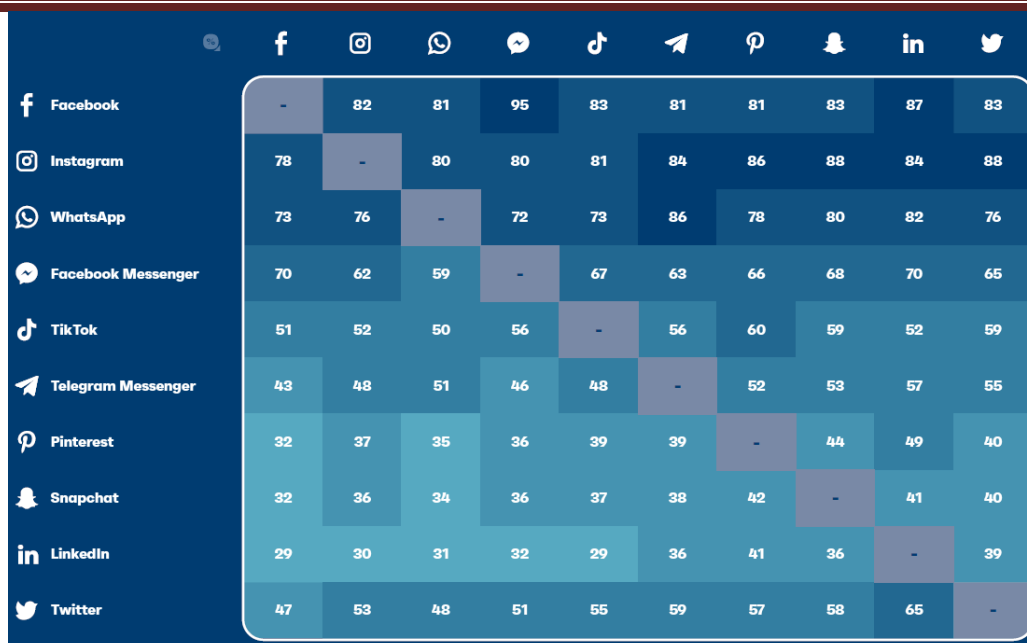


Figure 10. Overlap (in percentage %) of regularly used social networks
Source: GlobalWebIndex, 2023

Making the transition to the use of the Internet in Romania, social networks have experienced an increase among users in recent years and it is estimated that the trend will be an upward one in the near future. According to the National Institute of Statistics (2023), at the beginning of 2023 Romania had a population of 21.9 million inhabitants. In 2022, approximately 14.9 million Romanians accessed the Internet using any kind of mobile device. Therefore, it can be deduced that approximately 68% of the Romanian population has access to the Internet at the present time (Statista, 2023a). Forecasts show that by 2027 the number of Internet users will reach 16.19 million users, which means an increase of 1.3 million new followers compared to 2022. In addition, it is observed that the total number of people who have at least one account on social networks has grown at about the same rate as the number of Internet users, with an estimated increase between 2023 and 2027 of one million users (Statista, 2023b).

By far, the most used Social Media platforms in Romania at the end of 2022 were YouTube, Facebook and WhatsApp (Data Reportal, 2023). At the same time, approximately seven out of ten Romanians used Instagram, but platforms such as Twitter or LinkedIn still remained undiscovered by many Internet users, as can be seen in Figure 11 (DataReportal, We Are Social & Meltwater, 2023).

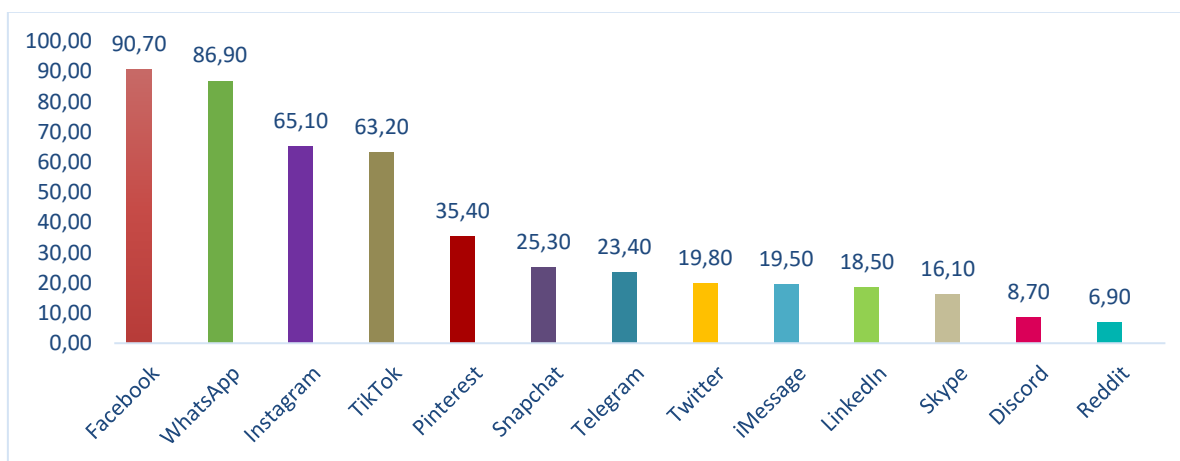


Figure 11. The most used Social Media networks in 2022 (%) in Romania
Source: DataReportal, We Are Social & Meltwater, 2023

According to a study carried out by the recruitment marketing platform SmartDreamers on a representative sample of 1,158 people, aged between 18 and 50 (Ispas, 2018), 44% of respondents were active in Social Media between 1 and 3 hours a day, 22% were present on these networks less than one hour a day, 21.5% of them spent between 3 and 6 hours a day on Social Media, and 12.5% were present on Social Media more than 6 hours a day.

4. THEORETICAL ASPECTS REGARDING THE IMPORTANCE OF SOCIAL NETWORKS IN RECRUITMENT

In the speed era, both job seekers and employers have begun to realize how valuable each other's time and resources are, which is why there has recently been a competition between large companies and multinationals for resources qualified and suitable human resources for the vacant positions.

In the specialized literature (Richard, 2010; Howardson & Behrend, 2014; Nikolau, 2014; Kluemper et al., 2016; Tal, 2018; Carpentier et al., 2019; Rodrigues & Martinez, 2020; Sakib et al., 2023), it is mentioned that Social Media platforms have become more and more used to identify talents and to recruit the most suitable employees. By using Social Media, employers can check the profiles of candidates who have applied for a particular position and thus get an idea of what kind of person they are before they get to the interview (Madia, 2011; Kim & Malek, 2018; Ruparel et al., 2023).

Social media has the advantage of providing relevant and comprehensive information about candidates' lives, occupations, and their knowledge networks (Allen, 2013; Baum & Kabst, 2014; Baumann & Utz, 2021). Thus, with the help of just a few clicks, a human resources specialist can figure out whether a candidate is suitable or not for a certain vacant position within the company (Ioan et al., 2014).

În România există mai multe **platforme online** care sunt folosite atât de către angajatori pentru postarea oportunităților de angajare, cât și de către candidați pentru căutarea job-urilor potrivite pentru nevoile și așteptările lor (CV-online, 2023). Printre cele mai cunoscute, se regăsesc:

In Romania, there are several online platforms that are used both by employers to post employment opportunities and by candidates to search for jobs suitable for their needs and expectations (CV-online, 2023). Among the most known and used, we can mention:

1. **Hipo.ro** is a platform, which is addressing to professionals, but also to juniors with higher education who are looking for a job after completing their studies, being used by over 500,000 candidates every month. The number of positions available for professionals is constantly increasing. In the category of internships and jobs for juniors, Hipo occupies the 1st place in rankings. Compared to other similar platforms, Hipo.ro provides more than 1,000 articles, career news, various guides and even online courses supported by employers (Hipo, 2022).
2. **eJobs** is known as the platform with the highest traffic, with around 4.6 million registered candidates and over 300,000 jobs available. A wide variety of jobs are available here, from specific trades to office jobs or management positions. This site is especially aimed at people who are at the beginning of their career and have not yet clearly defined the direction they want to take (eJobs, 2022).
3. **BestJobs** is as well-known as the previous site, providing jobs in all fields, regardless of the candidate's level of training. According to statistics, people specialized in marketing, IT, accounting, engineering and sales mainly use this site. Candidates can also make lateral moves, opting for other fields to experience based on the knowledge they already possess (BestJobs, 2022).
4. **OLX** is an online sales website, being present in 45 countries. This portal is the world leader in online announces for developing communities. OLX connects people in the same area and helps them buy, sell or trade goods they no longer use very quickly and easily, directly from their mobile phone or computer. Every month, millions of people around the world use this platform to transact a wide variety of products, and in recent years there has been a trend of it being used

as a recruitment platform as well, with various job ads being posted either by companies offering jobs, or from people looking for a job (OLX, 2022).

Since the beginning of 2023, employers have come into contact with 45% more job seekers compared to the same period in 2022. It has been observed that more and more employers are choosing to disclose salary information in the job offer, with the aim of attracting as many relevant candidates as possible. The degree of salary transparency reached 36% in February 2023, an increase of 14% compared to the same period in 2022. This transparency about the salary level helps employers become more attractive to candidates who want to get complete information about the positions work from the moment of application (Rosu, 2023). In addition to specialized recruitment platforms, social networks have started to become more and more used in the process of searching and identifying the most suitable candidates for organizations. It is important to note that preferences and trends may vary from company to company and industry to industry. Studies (Ispas, 2018) have shown that most potential candidates (57.9%) access a job ad on Social Media to view information, 37.1% access the ad to see if the job that it is about attracts him and only 5% of respondents claim that they do not pay attention to these ads.

In Romania, the most used social networks in recruitment are:

- **LinkedIn** is a complex social network where people and companies open conversations about "Best practices" and use this context to find the best matches between the most trained specialists in the field and the companies that would value them the most, expanding on a global level. Being a socio-professional network oriented towards employment, it explains why approximately six out of ten people present on LinkedIn in Romania are between 25 and 34 years old. People between the ages of 35 and 54 represent 19.9% of users, while people over 55 are present in only 2.4% of active accounts in April 2023 (NapoleonCat., 2023).

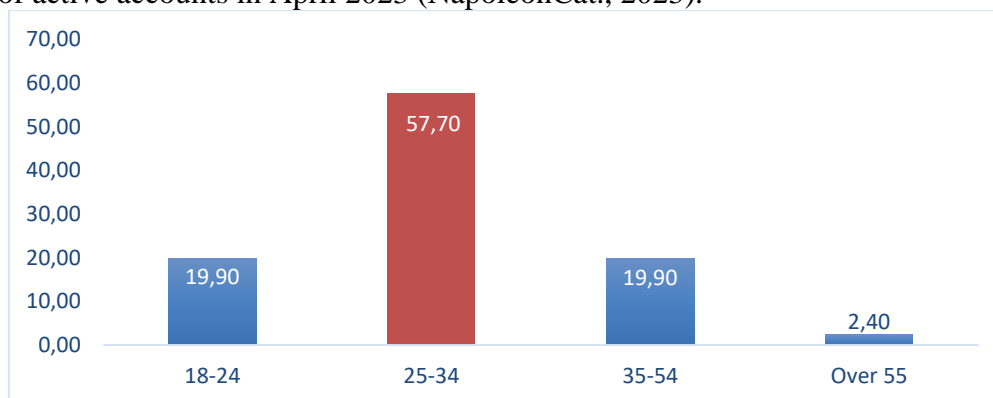


Figure 12. Age distribution of LinkedIn users in Romania in April 2023 (%)

Source: NapoleonCat., 2023

A relatively recent study (Abrihan, 2018) showed that about 75% of recruiters use LinkedIn. With the help of this platform, recruiters can search for people based on educational criteria, current job, experience, etc. Moreover, discussion sections, questions and answers are another advantage of this network, making the work of recruiters easier.

- **Facebook** is the most popular Social Media network in Romania (DataReportal, We Are Social & Meltwater, 2023). The platform is used not only for social interaction but also for business purposes including recruitment (Brown & Vaughn, 2011). Many companies post job ads on their pages or use the specific functionality of this application to promote job opportunities. Moreover, numerous specialized groups for employment and already filtered ads are already created on Facebook. In addition, being already there, you can always "jump" to the page of a potential employer to see how the company presents itself online.

Studies (Colorful, 2017) have shown that Facebook hosts the most professional groups around the world, and is easy to access jobs on the other side of the globe, just a click away. Consequently, "posts in specialized groups, paid and targeted recruitment ads, as well as the fact that it is an inexhaustible

source of information (professional and personal), make Facebook the best tool to find the right people" (Colorful, 2017). Currently, Facebook is trying to create a tool with which organizations can post available jobs, which would make this network a significant competitor to LinkedIn, but also to job sites.

- **Twitter și Instagram**, if we make a comparison with LinkedIn and Facebook, have a limited use in the context of recruitment in Romania. However, there are companies that also use these platforms to promote job opportunities and interact with potential candidates, but the risk is that the ads will not be viewed by very many people, precisely because of the lower number of users.

The advantage of using Social Media is that it offers the possibility to filter information through the relationships already created with certain people, thus facilitating access to relevant content. In addition, these platforms promote "networking" and professional interaction, which helps to expand the network of contacts and increase the chances of finding the ideal job. Another benefit of these networks is the possibility to access job offers even internationally (Kluemper et al., 2016). Thus, as a candidate, you have the opportunity to explore employment opportunities abroad, and employers can discover and evaluate your profile. According to studies (Abrihan, 2018), most HR professionals use social networks to post job vacancies (38%), to approach candidates (33%) and to promote the company's image (25%).

The aspirations and desires of young people who are active on the labor market were the subject of another study carried out by the recruitment marketing platform SmartDreamers (Ispas, 2018). It revealed that young people want to participate in an employment process as efficiently and quickly as possible, in this sense short and clear announcements on social platforms are preferred by the majority of survey participants. The research also showed that the absence of company presentation/promotional images or videos, as well as a long or complicated job description are barriers for those who want to apply.

In recent years, review platforms for companies have become more and more popular, such as:

- **Unde lucrăm.ro** is a Romanian platform where company employees or applicants for vacant jobs can leave reviews about their experience. Opinions are anonymous, especially when they come from current employees of a company. The reviews help other interested people get an idea of what it would be like to work there, what salary expectations to have, or career opportunities (Unde lucrăm.ro, 2022);
- **Glassdoor** is an American platform that contains reviews and salary quotes, important information for employees and applicants. This site is useful when one does not know what to expect in terms of salary offer from an employer that is present in several countries. Specialists believe that a candidate should not always relate to the local market, especially if he is applying to a company that can bear costs commensurate with his professional experience. On this platform, organizations also publish information about themselves, as well as job vacancies (Glassdoor, 2022).

These review platforms also have their advantages, which is why they are becoming more and more popular. It is always a good thing to have information from the inside of a company, about the work environment, about colleagues and about the attitude of management people towards employees.

On the other hand, there is always the risk that some people who cannot temper their emotions regarding their low performance or conflicts at work, leave unfounded reviews on these review platforms. An interested person should be able to filter the published information and draw a conclusion from several reviews. Another disadvantage is that these platforms are part of the consumer generated content category. This means you have nowhere to get more information about a company if people don't go in on their own initiative to leave a review. However, even if the ideal job cannot be found on these platforms, potential candidates can go in and see what reviews are there for the targeted company.

5. CONCLUSIONS

Today, for a company to achieve its staffing goals, HR professionals need to reach where their target audience is. Considering the fact that almost all people are present in Social Media, the recruiter must also be present in this environment. As a result, the HR specialist must also be a marketer, having knowledge of online marketing and communication. Organizations have concluded that social media recruitment is one of the most opportune channels for recruiting ideal candidates for their vacancies (Melanthiou et al., 2015; Rajan, 2015; Palos-Sanchez et al., 2018). Of course, the recruiter must know how to use the platforms, because they have different characteristics (Singh & Finn, 2003; Peretti, 2019).

Social Media is a suitable tool for promoting the image of the employer, taking into account the fact that all candidates are looking for information about the organization to which they apply (Spitzer et al., 2013; Dijkmans et al., 2015; Neill, 2016). It should include aspects of the company's organizational culture, company mission, vision and goals, etc., so that anyone who interacts with this information immediately understands what the organization promises (Malita et al., 2010). All these efforts to create a positive image about the organization represent the employer branding activity that helps the company to easily attract new people and retain the existing ones (Elving et al., 2013; Sivertzen et al., 2013; Puncheva-Michelotti et al., 2018; Kaoud & Elbolok, 2022). The presence of companies on Social Media is a very important pillar of the employer brand. It is a way to communicate about the things that matter to an organization. It has become increasingly important for a company to be known in the market for its results, for who it is as an employer, about internal engagement, how its employees actually feel and what professional results they can get from the organization. These aspects make potential employees seek out companies and not the other way around. Once they reach a certain professional level, specialists no longer want to work with any company and on any type of job (Luxton et al., 2015).

Social Media is the friendly medium through which it is much easier to keep in touch with passive candidates, those who are not actively looking for a job, but are open to an opportunity. Thus, the employer brand leads to the emergence of the effect of belonging. People see that a potential employer they are pursuing speaks in a certain way about things that are important to them, for example a common goal or a cause that they think is important, and then there is a sense of belonging and a desire to be part of that community. In conclusion, an employer attracts candidates through the content policy it uses on a social channel, and who fit the company's values.

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