



**Facebook as a Mechanism for Sourcing and Recruiting Talent at the Pronel
Recruitment Agency**

Master of Commerce in Human Resource Management

School of Management, IT and Governance

Pietermaritzburg

By Tarryn Liesl Charles

Student number – 213506103

Supervisor – Dr. H.J. Pelser

2019

DECLARATION

I Tarryn Liesl Charles declare that this dissertation is of my own original work. Any secondary research material that has been used throughout this dissertation is peer reviewed and has either been a print source or from the Internet. I understand plagiarism is the use of another person's words, ideas and work without appropriate and specific acknowledgement. All sources are appropriate and referenced using the required Harvard way of referencing and can be found at the end of this document.

Student Number: 213506103

Date 31 January 2019

GLOSSARY OF TERMS

TALENT MANAGEMENT:

Talent Management is the employee journey within a company which involves the recruitment, hiring, retaining, developing and engaging employees within the business to create a competitive workforce (Heathfield, 2018).

TALENT MANAGEMENT SYSTEM:

A Talent Management System (TMS), is a system that tracks employees through their work life cycle/ journey, which includes training, learning, development, engagement and performance (Human Resource MBA, 2018).

TALENT ACQUISITION AND RECRUITMENT:

Talent Acquisition is a strategic and proactive process of finding experts, leaders, or future executives for a business (Jobvite, 2016). It focuses on long-term human resources planning to find the best candidate for a position that require a very specific skillset or competencies. Whereas recruitment is a short-term strategy to fill a vacancy to ensure the current process or job is effectively carried out (Jobvite, 2016).

TALENT SOURCING:

Talent sourcing refers to the searching, researching, and proactively recruiting and engaging candidates who have not yet applied for a specific job. Talent sourcing allows a recruiter to generate talent pools of potential candidates to draw from when a job becomes available (Goazempis, 2016).

ACRONYMS

Human Resources (HR)

Human Resource Information Systems (HRIS)

Protection of personal information Act (POPI)

Employment Equity Act (EEA)

Talent Management System (TMS)

ABSTRACT

This was a small-scale qualitative research study, which looked at Facebook as a mechanism for sourcing and recruiting talent at the Pronel Recruitment Agency. The research specifically focuses on a local Recruitment Agency in Pietermaritzburg, Pronel who are currently using Facebook as an innovative tool to source, screen and recruit potential candidates. In today's technological era, companies are now using social media, specifically Facebook as a strategic recruiting tool. Using Facebook in the recruitment process, gives companies like Pronel a competitive edge as most people have profiles on social media which allow for sharing of job advertisements. Research of Facebook as a mechanism for sourcing and recruiting talent at Pronel has not been conducted previously, thus it was decided to conduct this research study in order to contribute to the body of knowledge. This descriptive research employed a qualitative approach and assessed expert recruitment agents' views on using Facebook as an innovative tool to source and recruit talent into Pronel Recruitment Agency. A purposive sampling method was employed as the targeted sample was very specific and limited to a group of individuals at Pronel. Information was gathered through face-to-face interviews and a focus group within the company. The findings were gathered from 5 recruitment agents. The insights provided by the study lead to meaningful key findings in which recommendations for Pronel Recruitment Agency and other Companies have been made.

Table of Contents

DECLARATION	2
GLOSSARY OF TERMS	3
ACRONYMS	4
ABSTRACT	5
LIST OF TABLES	9
LIST OF FIGURES	10
CHAPTER ONE	11
INTRODUCTION AND OVERVIEW OF THE RESEARCH	11
1.1. Introduction	11
1.2. Background of the study	12
1.3. Significance of the study	14
1.4. Research problem	14
1.5. Research questions	15
1.6. Research objectives	15
1.7. Ethical Considerations	15
1.8. Chapter Outline	16
1.9. Summary	16
CHAPTER TWO	18
LITERATURE REVIEW	18
2.1. Introduction	18
2.2. Talent Management defined	18
2.3. Advantages of Talent Management	18
2.4. Talent Acquisition	19
2.5. Recruitment in HR	20
2.6. Traditional versus non-traditional methods of recruitment	21
2.7. Facebook as a talent sourcing tool	21
2.8. Advantages and disadvantages of using Facebook to source and recruit talent	22
2.9. Theoretical Framework	23
2.9.1. The Recruitment Process	24
2.9.2. Recruitment and Selection Model	24
2.10. HR Talent Management Model	27
2.11. Summary	28
CHAPTER THREE	29

RESEARCH METHODOLOGY	29
3.1. Introduction.....	29
3.2. Research Approach	29
3.2.1. Quantitative Approach to Research	29
3.2.2. Qualitative Approach to Research	29
3.2.3. Mixed-Methodology Approach to Research.....	29
3.3. The Adopted Research Approach	30
3.4. The Adopted Research Design.....	30
3.5. Study setting.....	31
3.6. Target population	31
3.7. Collection Process, Sampling and Sample Size.....	31
3.7.1. Collection Process.....	31
3.7.2. Sampling Method.....	31
3.7.3. Sample Size.....	32
3.8. Data collection instruments.....	32
3.8.1. Semi - Structured Interviews.....	33
3.8.2. Focus Groups	33
3.8.3. The Interview Guide Construction.....	34
3.8.4. The Pilot Test.....	34
3.9. Data Analysis	35
3.10. Validity and Reliability	35
3.10.1. Validity	35
3.10.2. Reliability.....	35
3.11. Trustworthiness and Credibility	36
3.11.1. Credibility	36
3.11.2. Transferability.....	36
3.11.3. Dependability	36
3.11.4. Conformability	37
3.13. Summary	37
CHAPTER FOUR.....	38
PRESENTATION AND DISCUSSION OF FINDINGS	38
4.1 Introduction.....	38
4.2 Presentation and Discussion of Findings	38
4.2.1. Interview Questions and Answers.....	44

4.2.2. Focus Group.....	51
4.3. Summary	52
CHAPTER FIVE	53
CONCLUSIONS AND RECOMMENDATIONS	53
5.1 Introduction.....	53
5.2 Objective One:	53
5.2.1 Findings from Primary Research	53
5.3. Objective Two:.....	54
5.4.1 Findings from Primary Research	54
5.3. Objective Three:.....	56
5.3.1 Findings from Literature	56
5.4. Objective Four:	57
5.4.1 Findings from Primary Research	57
5.5. Recommendations	58
5.6. Concluding Remarks.....	59
References.....	60
Appendix A: Interview Schedule.....	66
Appendix B	67
ANNEXURE A: ETHICAL CLEARANCE.....	75
INFORMED CONSENT	75
Information Sheet and Consent to Participate in Research	75
Research Office, Westville Campus	76
Govan Mbeki Building	76
ANNEXTURE B: CONSENT FORM.....	77
Research Office, Westville Campus	77
Govan Mbeki Building	77
ANNEXURE C: PARTICIPATION CONSENT FORM	79
ANNEXURE D: GATEKEEPERS LETTER.....	80
ANNEXURE E: TURNITIN REPORT	81

LIST OF TABLES

Table 1:	List of themes according to each question.....	39
-----------------	--	----

LIST OF FIGURES

Figure 1: The Recruitment and Selection Model.....	25
Figure 2: Talent Management Model	27
Figure 3: New Talent Management Model	28
Figure 4: Word Cloud of the social media platforms that are used to source talent.....	44
Figure 5: Word Cloud of why Facebook is used in the process to source talent.....	45
Figure 6: Word Cloud of the value of using Facebook	47
Figure 7: Word Cloud of the use of Facebook to recruit specific talent	48
Figure 8: Word Cloud of further comments regarding Facebook as a tool to source and recruit talent.....	50
Figure 9: Top 6 Pillars or themes from the study	52

CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE RESEARCH

1.1. Introduction

There has been a shift in how organisations view employees, from human capital to valued personnel (Willyerd, 2015). This new age thinking has empowered Human Resource (HR) professionals to find new ways of sourcing and recruiting potential talent (Willyerd, 2015). Companies need to find the right person for a specific job, which is done through specific talent acquisition strategies. One of the fastest-growing recruiting trends in organisations, in recent years has been social recruiting, using social media networks to source and recruit candidates (Deshati, 2017).

Today's digital era has brought about the development and alternative use of Facebook. Known primarily as a social networking platform, Facebook has evolved into a talent sourcing, recruitment platform, marketing and potential employee screening tool for businesses like the Pronel Recruitment Agency (Deshati, 2017). The main reasons for this innovative use of Facebook is to identify, attract and create new talent pools, through an inexpensive process to gain competitive advantage and develop the talent and succession pipeline (Deshati, 2017).

Recruitment in the traditional form is a Human Resource Management process of finding and hiring the best and most qualified candidate for a job opening within a specific time frame and budget (Cleverism, 2016). In past years, organisations would advertise a vacancy in the local newspaper or approach a recruitment consultant or agency when recruiting potential employees. Today with the growth of social media, recruitment has become more proactive and strategic through the emerging trend of talent acquisition. Organisations are now sourcing and forming a pool of talent across a wide range of platforms, with the most innovative and interesting one being Facebook (Cleverism, 2016).

Organisations are moving away from the traditional recruitment processes to a more diverse talent management strategy as technology and social media is constantly changing and developing in this digital era (Cleverism, 2016). Incorporating Facebook as a talent sourcing tool within the recruitment and talent management process gives a company a strategic advantage (Cleverism, 2017).

Pronel is at the cutting edge of talent attraction and recruitment using technology and social media, specifically Facebook. This recruitment agency is setting the trend by utilising Facebook to strategically enhance their recruitment and selection strategies to source from a pool of talent.

1.2. Background of the study

It is important to keep pace with the competitive technological strategies growing stronger within organisations today. Due to the advent of the digital and knowledge era, one of the most crucial sources of competitive advantage in organisations is its people or human resources, who are attracted, sourced and hired through technology and social media, more specifically Facebook. As employees moved from being known as just human capital to valued talent, companies have adjusted their traditional recruitment processes to incorporate automated recruitment and talent acquisition strategies to attract and retain the most talented and culturally-fit individuals into their business. Thus, employing the best talent available in the market to enhance competitiveness and diversity (Wanjoku, 2015).

Pronel is one of the leading, innovative and competitive recruitment agencies in Pietermaritzburg, South Africa as they use social media, Facebook as a strategic mechanism for attracting and sourcing potential clients of talent. Therefore, making them a competitive company through the implementation of new and exciting processes of recruitment and talent acquisition.

According to a study by Collings and Isichei (2017), the emergence of global talent management across businesses is becoming potentially a more strategic approach to recruitment and talent attraction and hiring. This attraction and retention of strategic talent increases the potential for a dynamic and diverse workforce. However, research indicates that despite this shift from human capital to talent, the concept of talent management lacks depth in terms of conceptual and theoretical boundaries as it is a new strategy within HR (Collings, Scullion and Vaiman, 2015). Research by Sparrow and Makram (2015), introduces the notion of talent management in relation to a value-driven theory of individuals in an organisation which substantiates the limitations of viewing employees as human capital. A study by White (2016), explains that social media should not be used in replacing traditional recruitment methods, but rather that it should be integrated within a talent acquisition strategy to source and recruit top talent. In this modern world driven by technology Facebook is a potential mechanism for sourcing talent quickly and easily allowing for a smoother and more efficient

recruitment process (White, 2016). Recruiters need to become more familiar and comfortable with the use of Facebook as a strategic tool for discovering, connecting and sourcing potential individuals to enhance competitive advantage.

There have been a few studies on the use of social media in recruitment, and how this is the new and current trend for competitiveness and innovation. A case study carried out by Linkhumans (2016), speaks about Deloitte's progressive and innovative recruiting and marketing method of social media. Another article by Wes Research and Advisory Services (2013), explain that social media can be used as a recruitment tool to attract international students responsively and productively. Bohmova and Pavlicek (2015), explore the use of social networking sites as an emerging trend in Human Resources regarding hiring new employees. Their findings claim that social networking sites like Facebook will replace traditional recruiting process in the near future due to the growth and development of technology (Bohmova and Pavlicek, 2015). Pritchett and Stany (2017), explain that sourcing talent from Facebook may at present be considered a fad, but it is considered the future of talent acquisition.

However, a separate study by Fitzgerald (2016), claims that social media and in particular Facebook is the potential new resource for recruitment and talent acquisition due to the number of individuals who access this platform. Another study by Headworth (2016) suggests that Facebook as a social media platform needs to become an integral part of the recruitment strategy, as it assists an organisation in developing a strong employer brand. In comparison a study by Rodrigues (2014), argues that despite the advantages of using Facebook in the recruitment and selection processes, there are many ethical concerns. The additional cost of purchasing and implementing Human Resource Information Systems (HRIS) software to manage the information available on social media should also be considered.

There is no specific law or policy governing the use of social media, such as Facebook in South African businesses, thus making it difficult for companies and individuals to identify the parameters within which they need to operate effectively (Dlamini, 2017). The Protection of Personal Information (POPI) Act of 2013, ensures that all professional institutions conduct themselves in a responsible manner when gathering, processing, storing and sharing a person's or entities personal information which has been disclosed (Dlamini, 2017). However, according to this Act all information provided and uploaded legally by a user onto

a social media platform is not subject to the protection of this act as it has been published and shared on a public platform (The Protection of Personal Information's Act, 2013).

Using Facebook as a tool to source talent is a new concept and may be considered an unreliable platform in organisations for recruitment due to the ethical issues related to it. However, using this broad and innovative platform contributes to promote the diversity of talent within a workforce (Meyer, 2016). The Employment Equity Act (EEA) 55 of 1998, which seeks to “achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups”.

This study is relevant and valuable in today's digital and technologically driven world as there is little research on social media, Facebook as an emerging trend and strategic tool for sourcing talent. It aims to develop best-practice options when using Facebook as a mechanism for building a diverse pool of talent available to an organisation. Furthermore, it will assess the value of Facebook as a non-traditional recruitment strategy for the employment and recruitment agency of Pronel.

1.3. Significance of the study

Facebook has become a common reality for society today and continues to grow in popularity. This study will propose another use for Facebook other than a primary socialising tool. It will explore the strategic move organisations are taking in recruitment today, of using Facebook as a mechanism for attracting talent. This is the first study to the researcher's knowledge, to assess the value of a social media platform, specifically Facebook in creating a pool of talent for Pronel Recruitment Agency in Pietermaritzburg, South Africa.

This study will substantiate why Facebook is the most efficient social media system, to attract, screen and recruit potential talent. It will propose a new aspect to the recruitment process through the adoption of talent acquisition that will allow organisations to benefit by enhancing competitiveness and efficiency.

1.4. Research problem

Organisations in South Africa are slowly becoming aware and adopting social media, specifically Facebook into their recruitment and selection process to source potential employees. However, this is a new and innovative approach to recruitment. Therefore, many

organisations in South Africa do not fully understand the value of using Facebook or know how to adopt it into their recruitment and selection process.

1.5. Research questions

1. How can Facebook contribute to the talent sourcing process?
2. What are the possible deficiencies associated with use of Facebook?
3. How accurate could information obtained from Facebook be?
4. How does the use of Facebook add to Pronel's competitive advantage?

1.6. Research objectives

- To understand how Facebook contributes to the talent sourcing process.
- To identify the possible deficiencies of using Facebook.
- To investigate how accurate information obtained from Facebook could be.
- To explore how the use of Facebook adds value to Pronel's competitive advantage.

1.7. Ethical Considerations

Ethical concerns were practiced when approaching participants, while capturing data through the research collection methods disclosed in this study, analysing data and when interpreting data to identify the insights. An appropriate ethical paradigm was set in place to ensure all participants of the study are acknowledged in an ethical manner.

- Firstly, ethical permission for this study was obtained from the University of KwaZulu-Natal Ethics Committee.
- Permission was obtained from the organisation of choice, Pronel Recruitment Agency in the form of a Gatekeeper's letter.
- The researcher was transparent with all 5 participants by informing them of the purpose of the research study before the interview questions were asked.
- A consent form was given to each participant of this study to ensure human dignity and respect was upheld.
- All participants were informed that all information will be kept private and confidential.
- All participants were made aware before the start of the interview of their right to omit any question they are not comfortable in answering during the interviews and focus groups as well as having the right to stop the interview or focus group at any point.

- Participants were informed that their identity would be anonymous, as pseudonyms would be used instead of names.

All this was communicated through the researcher's consent form. This was ensured by providing a brief background and presenting participants with a consent form (Annexure A). The researcher communicated the findings of the interviews to participants through the focus group session to verify the information gathered from the interviews.

1.8. Chapter Outline

Chapter One: Introduction and Research Background

Chapter one introduces the field of this study, highlighting the questions of this study linked to the objectives.

Chapter Two: Literature Review

Chapter two consists of prior literature relevant, pertinent and specific to this research study.

Chapter Three: Research Methodology

Chapter three introduces the research methodology and the adopted research approach and design. Target population, sampling size and method, data collection methods, in a qualitative context and ethical considerations have been provided and discussed.

Chapter Four: Presentation and Discussion and Discussion of Findings

Chapter four presents the findings and discusses the findings of this research study.

Chapter Five: Conclusions and Recommendations

Chapter five introduces the conclusions and recommendations linked to each objective of this study. Suggestions for further studies have been mentioned as well.

1.9. Summary

The research identified a problem area namely, despite the growth of technology and social media, many companies in South Africa have not yet adopted the use of Facebook as a tool to source and recruit talent. This chapter explained how Facebook has evolved into a talent sourcing and potential employee screening tool for businesses like Pronel. The chapter explained the need for this study in today's digital era to ensure companies in South Africa understand the value of using Facebook to source talent. This chapter has presented the

problem, suitable questions, objectives and ethical considerations. It has also stated the significance of the research. This will be further substantiated in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In this chapter the themes, concepts, definitions and terms related to the topic and objectives of this study, will be examined through the use of existing literature. This chapter will provide a basis for this study by reviewing secondary sources of literature related to talent management and acquisition, traditional versus non-traditional recruitment strategies as well as the use of Facebook as a recruitment tool.

2.2. Talent Management defined

The topic of talent management has been examined from a range of angles, due to its continuous growth in popularity, in relation to recruitment (Deery and Jago, 2015). The concept of talent management in HR is a relatively new and innovative way of viewing current employees and attracting potential ones for the future. According to Momtazion (2018), talent management, also known as the employee experience, systematically attracts, identifies, develops, engages, retains and deploys individuals who are of specific value to a business. This is because of the value they will bring into the business due to skills, knowledge and experience.

According to Pavlou (2016), successful talent management strategies assist companies in identifying internal candidates to fill key positions, engages employees through employee engagement strategies therefore reducing employee turnover, boosts employee morale and provides a platform to coach and develop employees. Therefore, enabling employees to reach their full potential. Talent management is about hiring the right people, effectively managing them, developing and implementing policies and approaches, and adopting a significant system to analyse the data to ensure the business makes critical decisions based on valid information (Paychex, 2015).

2.3. Advantages of Talent Management

A Talent Management System (TMS) is a strategic integrated system built to track and manage the recruitment, hiring, development, performance and engagement levels of employees (Human Resource MBA, 2018). This system enables the automation of all the processes of the employee experience and employee life cycle which simplifies workflows for HR (Human Resources MBA, 2018). There are several benefits of implementing a TMS into a business. Firstly, it enables the connecting and sharing of data through HRIS. This

provides a company with knowledge and understanding of specific data through analytics and enables you to make informed, strategic business decisions (Hendrix, 2016). Secondly, it is an innovative and strategic hiring process which assists an organisation in the recruitment of talent as it relates to the job and culture of the business (Hendrix, 2016). TMS tracks applicants through attraction and sourcing thus streamlining the hiring process (Hendrix, 2016). Thirdly it improves the on-boarding and employee experience which engages employees therefore increasing the retention of top talent (Hendrix, 2016).

Moreover, this system allows for all employee information to be uploaded and tracked online ensuring employees are happy, engaged and motivated while performing their job (Hendrix, 2016). Finally, an integrated TMS solution motivates employees to invest in their organisation and align daily work duties with business goals while also taking time for personal goals thus increasing production, innovation and overall employee engagement (Hendrix, 2016).

2.4. Talent Acquisition

Today businesses have moved away from the traditional approach to hiring employees. There has been a shift from mere recruitment to talent acquisition. Friedman (2017), explains that talent acquisition is different to recruitment as it is a cyclical approach that is geared towards building relationships, anticipating future hiring needs, and creating a sustainable pool of candidates. It is a strategy that develops and nurtures a talent pipeline with a long-term view. Unlike recruitment it involves attracting potential employees through brand awareness thus creating a pool of talent (Friedman, 2017). This means when a vacancy becomes available a business does not have to find a candidate, but rather potential individuals will approach the business. Therefore, sourcing from a pool of talent increases a business's strategic advantage and efficiency.

Talent Acquisition is strategic as it helps companies build workforces with skilled employees who drive successful and meaningful businesses through innovation (Pavlou, 2016). Talent acquisition strategies benefit an organisation in the following ways;

- It ensures a business moves away from a traditional and reactive approach of recruitment to a proactive hiring strategy aimed at creating and sourcing talent
- It creates a candidate pipeline for future staffing needs
- It increases the diversity within the workplace

- It ensures that the individuals who are sourced and hired contribute to the development of the company in terms of strategic decision making
- It enables the company to hire employees who are adaptable, culturally fit, innovative and most suitable for a job therefore will grow and develop over time (Pavlou, 2016).

2.5. Recruitment in HR

Recruitment refers to human resource management strategies undertaken to attract people with the appropriate educational qualifications and experience to fulfil specific roles to allow an organisation to achieve its strategic objectives (Swanepoel, Erasmus and Schenk, 2014). Moreover, Kenna (2014), states that recruitment is the process of searching for the right person for a job and encouraging a potential candidate to apply for a position. The primary purpose of recruitment is to identify and find candidates for positions that are currently available (Friedman, 2017). In other words, recruitment is a reactive process, where companies advertise a vacancy to fill a post. When a position opens up, the HR department is required to advertise for the position through a recruitment process either using traditional or non-traditional methods (Broughton, Foley, Ledermaier and Coz, 2013).

Swanepoel, Erasmus and Schenk (2014), state that there are 10 steps in the recruitment process. These steps are; 1: Determine the need for recruitment, 2: Consult the recruitment policy, 3: Obtain approval to recruit, 4: Make sure job description and specification is updated, 5: Choose what recruitment source and method will be used, 6: To utilise the source and apply recruitment method, 7: Allow enough time for a response, 8: Screen responses, 9: Draw up short list, 10: Keep applicants informed. However, Blackley-Gray (2017), refined the recruitment and selection process to 7 steps. These steps are; 1: Receive a job order, 2: Source candidates, 3: Screen applicants, 4: Shortlist candidates, 5: Interview candidates. 6: Conduct testing, 7: Extend job offer.

In order for recruitment to be successful there needs to be strong leaders and a good recruitment team in place to ensure efficiency (Headworth, 2015). There are specific skills that make a good recruiter, these are being; a good listener; a peoples' person; savvy in social media; professional; and outspoken (Headworth, 2015). Today companies do not recruit by only considering a person's CV but also consider their online or digital footprint to see if a person is suitable for a job and fits the culture of the organisation (Bohmova and Pavlicek, 2015).

2.6. Traditional versus non-traditional methods of recruitment

Over the years there has been two forms of recruitment methods implemented by HR departments, traditional and modern. The last 10 years has brought about a paradigm shift in organisations from only using traditional methods of recruitment to slowly adopting non-traditional methods. Traditional methods of recruitment include: paper advertisements; office postings; recruitment agencies; and internal vacancies (Kishu, 2016). According to Swanepoel, Erasmus and Schenk (2014), the most popular method of traditional recruitment is paper-based advertisements which can be found in the newspaper, posters or flyers and was known as the most reliable, simplest effective recruitment strategy. Traditional methods are slowly becoming less feasible and appropriate as technology and the use of millennial workers grow in the workplace.

Most South African organisations use non-traditional methods to recruit from a wider range of people in terms of generational diversity (Kenna, 2014). Workplace diversity involves understanding and accepting differences in the workforce, thus creating an environment that is conducive and empowers potential employees (Kenna, 2014). Non-traditional recruitment methods, such as social media platforms allow for the increase of diversity as companies can create and source from a wide pool of talented candidates (Kenna, 2014).

The power of social media has become a strategic, innovative and inexpensive form of recruitment. This in turn allows for a pool of potential hires to be sourced within a short period of time (Kishu, 2016). Social media websites such as LinkedIn, Facebook and Twitter have portals where potential employees submit their resumes in the hope of being employed. This being said, Pronel is an excellent example of a company that continues to compete and set the trend for other businesses in this digital era by using non-traditional or modern methods of talent acquisition and recruitment through Facebook to improve innovation, increase diversity in the workforce, and ensure a competitive edge in recruiting.

2.7. Facebook as a talent sourcing tool

Social media sites allow for the creation of web-based profiles where people can interact through social media tools (Dewar, 2016). There are many social media sites such as Facebook, Twitter, LinkedIn, Instagram, WhatsApp, WeChat, Snapchat, YouTube, Pinterest and various Blogs. However, the fastest growing social media platform used not only for social networking but also for sourcing and recruiting talent is Facebook (Kenna, 2014). Facebook is known as the game-changing platform for today's hiring professionals as it

enables recruiters to source and attract potential individuals from a diverse pool of talent (Gechijian, 2016).

Facebook is the world's leading social media site and is estimated to have 500 million users around the world (My Recruitment Platform, 2017). Facebook recruitment can be used for companies who are interested in connecting with their current employees, or who work for their competitors in order to develop a strategic edge (Dewar, 2016). Moreover, Facebook far exceeds the reach of any other social media network, having 1.55 billion active users across the globe compared to Instagram 600 million, Tumblr 550 million, Twitter 317 million and LinkedIn 106 million (My Recruitment Platform, 2017).

Many organisations currently use Facebook to successfully recruit potential new employees (Headworth, 2015). Pronel has a company Facebook page which allows for relevant information about the company to be uploaded and shared as well as using Facebook as a strategic tool to create and source from a pool of talent. They also use Facebook as a mechanism to search other relevant company pages in the pursuit of finding vacancies for their clients. A Global Recruiting Survey carried out by White (2016), explains that the use of social media as a tool for recruitment around the world is on the rise. Statistics show that 37 percent of individuals believe Facebook is the leading and primary social media tool to source and find top talent. Facebook is quickly becoming the go to modern day platform to source and recruit and find diverse, talented candidates to fill job vacancies (Headworth, 2015).

2.8. Advantages and disadvantages of using Facebook to source and recruit talent

In today's knowledge economy, Pronel uses different social media sites. Facebook, however, is the main tool to source and recruit potential candidates as well as a candidate screening tool (Kenna, 2014). Using the leading social media platform, Facebook is said to be a strategic tool for sourcing talent as it provides an organisation with a competitive edge by creating and choosing from a diverse pool of talent specific, experienced and knowledgeable group of individuals (Kenna, 2014). Therefore, forming a talent pool to recruit from, made up of specific people who are in-line with the organisation's values and culture. However, the use of social media and Facebook for recruitment and talent management is currently a new trend and the level of concern has increased in many organisations who wish to use this method.

Using Facebook as a recruitment tool in today's digital era is a common and popular activity especially among the millennial generation. Facebook has become more than a social networking platform to connect friends and family. It has recently been adopted by organisations as a talent acquisition and recruitment tool which has advantages and disadvantages.

The use of Facebook as a recruitment tool continues to grow in popularity because it is faster, more efficient and provides a larger more diverse pool to recruit from (Headworth, 2015). Furthermore, it is a knowledge sharing platform, enhances an organisations competitive edge and allows for a quicker response time from potential candidates (Headworth, 2015). It also allows for a more transparent, modern and innovative recruiting system (Freeman, 2015). The use of Facebook assists organisations in the attraction and creation of talent pools thus increasing brand awareness which adds to competitive advantage (Freeman, 2015).

However, there are several risks when using Facebook as a talent acquisition and recruitment method. Firstly, ethical issues of privacy may arise when searching a person's social media profile. According to Headworth (2014), if a potential candidate for a job does not receive a job based on their Facebook profile this can be argued as a form of discrimination. Secondly it allows for bias and stereotypes to be made based on peoples' profiles as the recruiter will make assumptions from the impression, he or she made from a candidates online Facebook profile (Kenna, 2014). Another concern is that users can limit what information is seen on their Facebook profile or portray themselves in a false manner (Headworth, 2014). Moreover, social media can portray fake untrue information on profiles due to hacked accounts, limitations or lack of transparency (Kenna, 2014). Lastly Freeman (2015), states that social media recruitment removes the personal or human touch between potential employees and recruiter as communication is done over social media.

2.9. Theoretical Framework

A theoretical framework provides a general representation of relationships between things in a given phenomenon (Regoniel, 2018). The theoretical framework that is pertinent to this study have been expanded on by relevant authors and showcased in respect to the relationship between recruitment and selection and talent management.

2.9.1. The Recruitment Process

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organisation (Swanepoel, Erasmus and Schenk, 2014). The recruitment process is a process of identifying a job vacancy, analysing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate (Swanepoel, Erasmus and Schenk, 2014). The recruitment and selection process are one of the most important aspects of running new and established an organisation. It is important to attract and hire the right employees for the right job. Hiring the wrong individual for a job can impact a business negatively by creating an unhappy workplace (Mayhew, 2018). The process of recruitment and selection begins with recruiting candidates and ends with selecting a candidate to hire (Blakley-Gray, 2017). Being thorough in following each step can lead to better hires and retention rates (Blackley-Gray, 2017).

In order for an organisation to sustain competitive advantage each step in the recruitment and selection process needs to be considered and structured carefully. Decisions made in the recruitment and selection stage will impact the company in the future. Bad decisions made in the selection process can create serious costs for an organisation. Therefore, this is a major process in strategic human resource management (Swanepoel, Erasmus and Schenk, 2014). There is a set of best HRM practices that are universal, meaning that they are best in any situation. Adaptation of these practices will lead to superior organisational performance (Argue, 2015).

Social media is used by nearly everyone today to keep in touch with friends and family, and recently, job prospects. Graduates today are using social networks, such as LinkedIn and Facebook as primary sources of information and communication (Kenna, 2014). However, in spite of the increasing use of the Internet as an efficient recruitment source, some companies still prefer recruiting traditionally through printed articles, magazines and newspapers (Argue, 2015).

2.9.2. Recruitment and Selection Model

There are 7 steps in the Recruitment and Selection Process:

1. Receive a job order
2. Source candidates
3. Screen applicants

4. Shortlist candidates
5. Interview candidates
6. Conduct testing
7. Extend a job offer (Blakley-Gray, 2017)

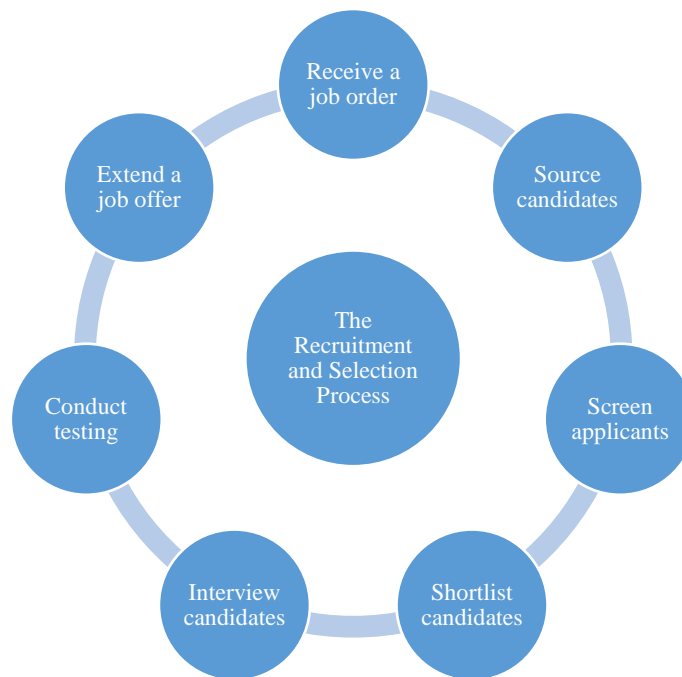


Figure 1: The Recruitment and Selection Model

Source: Blakley-Gray, 2017

1. Receive a job order

When a job order is received from a client, first start the recruitment process (Blakley-Gray, 2017). A job order should include information about the position you're filling and a well-written job description which includes; job title, preferred qualification and job description (Blakley-Gray, 2017).

2. Source candidates

Once a position is fully understood and opened, the next step in the recruitment and selection process is to source candidates. There are many ways which can be used to source passive candidates and active candidates. Active candidates are those actively looking for work while

passive candidates are not. Successful recruiters are able to source both types of candidates (Blakley-Gray, 2017).

Candidates can be sourced using the following tools and sources of recruitment:

- Social media
- Online job boards
- Company website
- Your recruiting database – applicant tracking system
- Attend social networking events
- Referrals (Martin, 2017).

Social media such as Facebook, LinkedIn and PNET are currently trending as innovative tools for finding both active and passive candidates. You can post job descriptions on your social platforms (Blakley-Gray, 2017). Social media allows companies to target specific qualifications, effectively correspond with candidates, and evaluate applicants (Wood, 2014). Based on recent statistics recruiters hire approximately 73% of their job candidates through social media (Wood, 2014). Competitive companies today are integrating technology and social media into their recruitment and sourcing strategy (Wood, 2014). Using technology and social media to recruit not only sources potential candidates but also attracts and connects with people which can be tracked through an applicant tracking system (Blakley-Gray, 2017)

3. Screen applicants

Screening applicants is an important step in the recruitment and selection process. This is where more is learnt about each applicant, which helps you narrow down your pool. This can be done through telephone screening or using social media, such as Facebook or online platforms to screen candidates before the interview (Blakley-Gray, 2017).

4. Shortlist candidates

Recruitment shortlisting is the process of advancing a few candidates from a pool. This should be around three people who are invited for a face-to-face interview (Blakley-Gray, 2017). This is done by analysing the candidate's CV and application to determine whether they meet the requirements of the job, stipulated in the vacancy (Greedus, 2019).

5. Interview candidates

Once the candidates have been narrowed down, it needs to be communicated with the manager or supervisor. The manager or supervisor will then interview the candidates. HR must be present during interviews to take notes, ask questions, give opinions afterwards and ensure fairness and respect (Blakley-Gray, 2017).

6. Conduct testing

Next the recruiter might consider conducting job-fit test. A job-fit assessment test aids the recruiter in determining whether the candidate would be culturally fit for the job and fit into the organisation (Blakley-Gray, 2017). According to SHRM (2018), an interview can include an in-depth assessment, psychometric assessments and job simulations to select candidates with the highest potential for job success.

7. Extend a job offer

Finally, a candidate is selected by extending a job offer to the candidate of choice (Blakley-Gray, 2017).

2.10. HR Talent Management Model



Figure 2: Traditional Talent Management Model (PR Pundit, 2006).

HR Talent Management Model

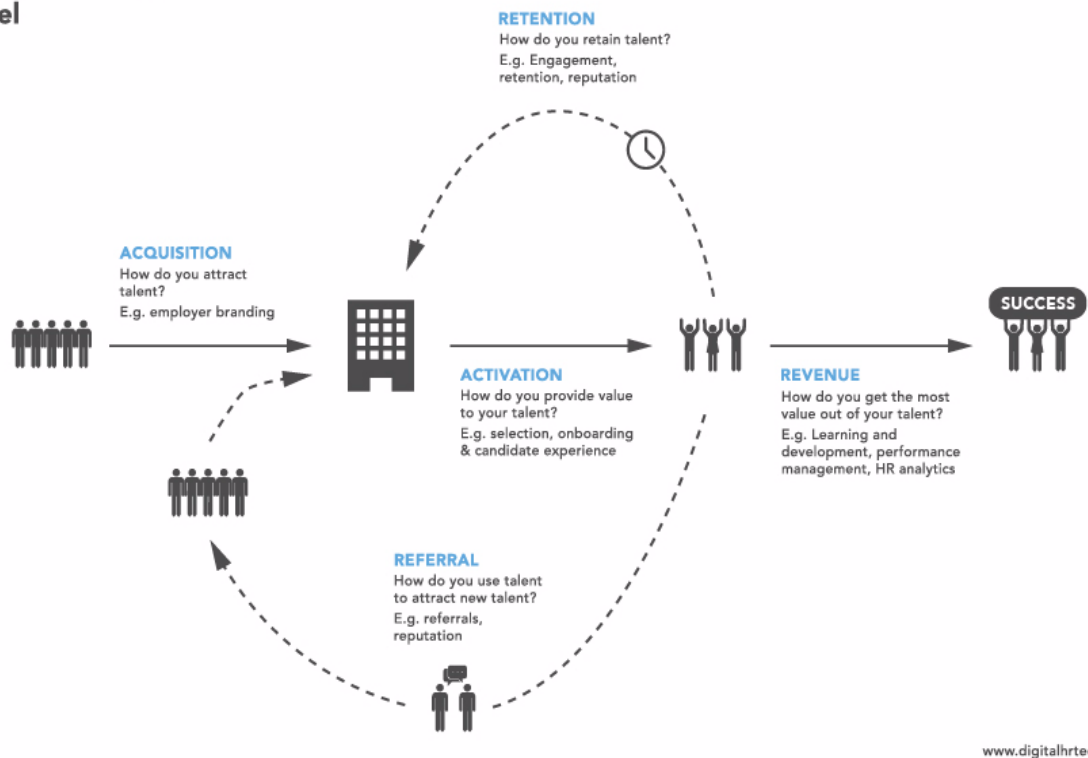


Figure 3: New Talent Management Model

Source: Digital HR Tech Blog, 2018

The difference between the Traditional and the new age Talent Management Model as illustrated above, is that while earlier the focus was on recruiting, developing and retaining, the new age Talent Management Model or Approach focuses on engaging employees daily (PR Pundit, 2006).

2.11. Summary

In this chapter the terms and concepts of literature which are linked to the topic and objectives were explained. It firstly explained the new and strategic concept of Talent Management and Talent Acquisition in HR today. It then went on to compare traditional and non-traditional recruitment methods. Furthermore, it explained the value of Facebook as a digital platform to source and recruit top talent. Finally, it provided a theoretical framework where both the recruitment and selection model and talent management model was analysed in detail. The next chapter discusses the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides an in-depth breakdown of the research methodology used by the researcher, the research design, the research approach, target population, sample size, sample method, data collection method, data analysis method, construction of the interview guide and focus group session, as well as the ethical considerations are also discussed.

3.2. Research Approach

According to Jayes (2016) there are three designs a researcher can utilise for a research study, namely; quantitative, qualitative or a mixed method.

3.2.1. Quantitative Approach to Research

Quantitative methods focus on objective measurements and the statistical, or numerical analysis, of data gathered through questionnaires or surveys which can be estimated or calculated (Labaree, 2016). Quantitative research makes use of surveys, sampling and census methods to collect data (Jayes, 2016). The advantages of quantitative research are that it provides precise numerical data that is independent of the researcher, however the disadvantages are that the data collected is not in-depth and rich in meaning (Nieuwenhuis, 2016).

3.2.2. Qualitative Approach to Research

On the other hand, qualitative research refers to data that is described using words, literature and peoples' perspectives (Occupy Theory, 2014). Therefore, qualitative research is subjective and obtains information about what an individual is thinking and feeling (Stephanie, 2018). The advantages of qualitative research are that the data collected recognises individual experiences and opinions, which allow for an in-depth understanding and analysis (Labaree, 2016). Whereas the disadvantages are the fact that such an approach is time consuming and at times the researcher may influence the study (Jayes, 2016). Moreover, qualitative enquiry may leave out contextual sensitivities as it focuses more on meanings and experiences, confidentiality or anonymity which can cause problems, and data is influenced by people therefore can be biased (Rahman, 2016).

3.2.3. Mixed-Methodology Approach to Research

Mixed-method research builds on both qualitative and quantitative approaches. This allows a researcher to collect quantitative survey and questionnaire data as well as individual

qualitative interview data, therefore both statistical data and text data concurrently (Jayes, 2016). A mixed-method approach can be used to address different research objectives, therefore allowing the researcher to measure and explain outcomes, develop an in-depth case analysis, explaining the relationship amongst variables, develop new measurement instruments and advancing social justice concerns based on multiple perspectives (Ivankova, Creswell & Clark, 2016).

3.3. The Adopted Research Approach

A research approach provides an outline or layout that guides the research method and thus facilitates the analysis of the data (Jayes, 2016). This study used a qualitative approach to research in order for the researcher to answer the research questions and achieve research objectives. This approach gave the researcher the opportunity to identify individual perceptions and opinions held towards Facebook as a useful mechanism for sourcing and recruiting talent at Pronel Recruitment Agency. Through qualitative research, informed rich data was gathered to understand the questions and objectives of this study and capture quality findings (Nieuwenhuis, 2016). Stephanie (2018), suggests that this approach is useful in allowing the researcher to gather reasons, opinions and motivations. Thereby providing a deeper understanding and a better sense of the research topic (Jost, 2016).

This type of research gave the researcher the opportunity to ask ‘what’, ‘why’ and ‘how’ questions (open-ended). It was also useful and appropriate as it allowed for information to be gathered, interpreted and analysed against relevant literature (Ebling Library, 2016). Furthermore, it enabled the researcher to explore, describe and produce explanations about social media, specifically Facebook as a strategic mechanism of talent management and recruitment at Pronel. The qualitative approach was employed as it benefited the study in the following ways: it improved the quality of the research findings; built new theories; provided a detailed description of an individual’s feelings, opinions and experiences; explored new areas of knowledge; examined complex questions, subjective in nature, allowing data to be revised quickly and easily; and finally, information was specific to a situation (Rahman, 2016).

3.4. The Adopted Research Design

There are three types of research design which studies can employ; exploratory, descriptive or causal (Creswell, 2014). This study used a descriptive research design. This type of design was appropriate as it effectively in described a complex issue to produce a clearer understanding of the topic (Sekaran, 2016). Thus, contributed to the body of knowledge.

Descriptive research approach enabled the researcher to make better decisions and communicate data more effectively (Creswell, 2016). This study provided a theoretical analysis of the new trend of using Facebook as a mechanism for creating and recruiting from a pool of talent at Pronel.

3.5. Study setting

The study site refers to the physical place or location where the study was conducted to gather the relevant data (Rizova, 2014). The study site for this research was Pronel Recruitment and Employment Agency in Pietermaritzburg KwaZulu-Natal.

3.6. Target population

A target population refers to the people, events and products being included in the study to which the researcher is interested in (Minitab, 2015). The target population for this study were all recruitment agents at Pronel Recruitment Agency at the Pietermaritzburg branch. This was estimated to be around 6 employees. The qualitative study will contribute to the body of knowledge and support other research. Regarding this study data saturation was achieved as all findings from the interviews were verified during the focus group.

3.7. Collection Process, Sampling and Sample Size

Sampling and sample size deals with the segment of the population that was selected and participated in the research study, in qualitative research the sample should ideally be representative of the population (Nieuwenhuis, 2016). Qualitative research does not have the same criteria for samples being representative of the population. As rich data was required, a qualitative approach was embarked on to get reasons and in-depth responses.

3.7.1. Collection Process

The relevant information needed for this study was collected through means of 6 semi-structured face-to-face interviews, and a focus group.

3.7.2. Sampling Method

According to Educadium (2016), sampling is the process of selecting a small portion of the population to represent the whole target population. As previously stated, this study used a qualitative research approach. Two main sampling designs exist; probability and non-probability.

Probability sampling refers to the elements in the population that have an equal chance of being selected (Cherry, 2018). Whereas non-probability sampling refers to the elements that

do not have a pre-determined chance of being selected. There are two forms of non-probability sampling designs; convenience and purposive sampling (Crossman, 2017). Convenience sampling is those individuals who are available and accessible at a specific time and place (Crossman, 2017). On the other hand, purposive or judgemental sampling is when a researcher uses his or her judgement to select from the population of members to collect accurate or desired information (Educadium, 2016). Therefore, elements in a population are selected for inclusion by the researcher with a clear purpose in mind.

A non-probability sampling method, specifically purposive or judgemental sampling was used to select the main sample for this study. Purposive sampling involved searching for individuals who meet certain requirements (Cherry, 2018). This type of sampling was employed as the targeted sample was very specific and limited to a group of individuals who were well equipped to provide the necessary information from a certain company. The selection of the sample reflects the purpose or the objective of the study.

3.7.3. Sample Size

For this study the researcher identified specific individuals within the organisation of choice, Pronel Recruitment Agency, Pietermaritzburg to make up the sample. As the organisation of choice was an employment agency all individuals who source and recruit using social media tools were relevant to the study and participated in interviews and a focus group. The sample size for this study was a small group of 6 participants. Given it was a qualitative approach it was a sufficient number of participants for the type of study, as the intention of the researcher was to reach data saturation. According to Francis et al (2010), the point of saturation is reached when the researcher realises that no new information, insights, or themes are forthcoming. Simply seen, this is a process of verifying the initial categories against the data. All themes and constructs which emerged during the 5 interviews, was confirmed during the focus group session and no new themes or information was derived. Therefore, the researcher achieved data saturation.

3.8. Data collection instruments

Data in research is the original sources or material that has been created or collated to conduct a research study, which is either digital or non-digital (Fellous-Signist, 2015). Therefore, it refers to the relevant information that is collected for a specific reason or purpose. Data that is interpreted and is made relevant, transforms into valuable information (Queiroz, Monteiro, Carvalho and Francois, 2017). There are two forms of data; primary and

secondary data. Primary data is obtained through first-hand, specific research in the interest of a particular study whereas secondary data is gathered from existing information collected by other people. (Sekaran, 2016). Secondary sources of data are found in books, articles, journals, dissertations and online articles (Sekaran, 2016). Both a primary interview schedule as well as a focus group was conducted to collect data for this study. These were known as the first-order constructs.

3.8.1. Semi - Structured Interviews

A primary semi-structured interview schedule linked to the objectives was used for this study in order for the researcher to collect relevant data. This allowed for probing questions which brought new ideas to the surface and created an atmosphere of openness and communication (Doyle, 2017). Semi-structured interviews also allowed for a more conversation-based environment between interviewer and interviewee as the topic for this research was fairly new and current. Therefore, ensured the interviews were more informal and casual encouraging an open conversation with the interviewee (Doyle, 2017). A transcript of the insights from each interview was developed for data analysis (Nieuwenhuis, 2016).

3.8.2. Focus Groups

This study employed focus group discussions as a qualitative approach to gain a detailed understanding of issues relating to individuals' feelings, opinions and thoughts regarding Facebook as a strategic mechanism for creating a pool of talent at Pronel. A focus group can be seen as a group interview that is used to verify and humanise the data which emerged from interviews (Nieuwenhuis, 2016). This method aimed at obtaining information from a purposely selected group of people rather than from a statistically representative sample of a larger population (Nyumba, Wilson, Derrick and Mulcherjee, 2017). The benefits of using focus group discussions were; they obtain detailed information about personal and group feelings and opinions, saved on time and money, provided a larger pool of information, offered the opportunity to seek clarification, and assists in the verification of gathered information and humanised the data that was obtained from the interviews. (Villard, 2015). Participants were brought together for the purpose of expressing their views and opinions on the themes which emerged from the interviews. Broad questions were identified in advance by the researcher and used as a guideline of discussion to take place, which encouraged free exchange of ideas, perceptions, opinions and experiences amongst participants in light of the study (Nieuwenhuis, 2016). The focus group consisted of six participants, where a time, date and venue were allocated to the participants. The focus group took place within the premises

of the study site where a suitable facility for such a session exists. The focus group was used by the researcher to verify and humanise the information obtained from the interviews.

3.8.3. The Interview Guide Construction

The objectives of the research guided the questions which made up the interview guide. Therefore, data on participant's expert opinions regarding Facebook as a tool for sourcing and recruiting talent were captured by the researcher to attain findings on whether or not it is an efficient and effective platform. All participants were given an informed consent form in order to prove that they gave the researcher permission to use the information acquired (Annexure A – Consent Form).

3.8.4. The Pilot Test

The research questions were issued to an individual who had knowledge and experience in the respective field of the research topic. After the polite test the interview questions were reviewed, and minor adjustments were made in line with the research objectives.

Question 1: Do you use social media tools to source talent? Which social tools do you use (Facebook, LinkedIn Twitter, Instagram, any other)?

Question 2: Why do you use Facebook as part of your process for sourcing talent?

Question 3: In your experience what is the value of using Facebook? Your response can be positive or negative.

Question 4: Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

Question 5: Do you have any other comments?

These questions acted as a guide to the interviews, however the research participants were encouraged and invited to share their experiences and thoughts through probing questions. Nevertheless, a common aspect of each of the interviews was the need to answer the questions based on the type of talent group/ demographic group each participant is responsible for sourcing and recruiting. Each of the research participants compared Facebook to the likes of LinkedIn and Pnet to provide meaningful and accurate answers to the interview questions.

The responses from the research participants painted a detailed picture of the need and importance of using Facebook to source and recruit talent even though the Facebook is not

used to its truest potential at the business. Each research participant gave honest and practical answers to the interview questions however lacked a deeper understanding to how Facebook is used as a strategic talent sourcing platform. Each of them had contributed richly to the research which reflects the first order constructs upon which the ensuing process of reduction was based.

3.9. Data Analysis

According to Research Guide (2018), data analysis involves making sense of data gathered through the use of analytical and logical reasoning to determine patterns, connections or trends, thus summarising collected data. Thematic analysis was used by the researcher for this study and is a method for identifying, analysing, organising, describing and reporting on themes which are found within a data set or research (Nowell, 2017). It highlights the main findings of the data and classifies it according to the main objectives of the study (Learning and Training Services, 2014). Thematic analysis enabled the collected data from the interviews and focus group discussions to be understood, interpreted and supported by literature, which are known as the second order constructs. According to Jayes (2016), there are five-phase processes of thematic analysis:

1. Familiarising yourself with the data
2. Generating codes
3. Searching for themes and patterns
4. Defining and naming themes
5. Producing a report

3.10. Validity and Reliability

Jayes (2016), states that validity and reliability are the vital measures in quantitative research, however these concepts were considered in this qualitative study. Face validity was ensured and in terms of reliability the research was conducted professionally and scientifically; as such should the research be replicated it is likely that similar findings will be made.

3.10.1. Validity

According to Jayes (2016), validity is concerned with the integrity of the conclusions that are generated from a piece of research. Face validity was established during the pilot study.

3.10.2. Reliability

Reliability is concerned with whether the results of a study are replicable and consistent if such a study is conducted again. According to Jayes (2016), reliability ensures that if such a

study were repeated, in the same context, with the same methods and the same participants that similar findings would surface and be obtained. The research was undertaken professionally, and it is believed that a similar study will have similar findings.

3.11. Trustworthiness and Credibility

For qualitative studies validity and reliability is referred to as trustworthiness (Anney, 2014). There are four criteria needed to be investigated for qualitative research, namely; credibility, transferability, dependability and conformability (Devault, 2018).

3.11.1. Credibility

Credibility is how confident the researcher is in the truthfulness of the research study's findings (Nieuwenhuis, 2016). To ensure credibility was established for this study the researcher conformed in frequent debriefing sessions with the allocated supervisor where notes were reflected and checked. Secondly triangulation was used to assist the researcher to reduce bias. The researcher used different sources of data or research instruments such as interviews to gather information, along with a focus group where the interpreted data was presented to the participants, as a way of verifying the researcher's understanding (Anney, 2014).

3.11.2. Transferability

Transferability refers to the degree to which the results of the research can be transferred to other contexts with other participants (Anney, 2014). In other words, it ensures that another reader or researcher can duplicate the study (Jayes, 2016). The researcher applied two strategies to ensure the transferability of the study. Firstly, a 'thick description' of context was conducted by the researcher to ensure readers can make their own decisions about transferability. Secondly the researcher practiced careful consideration of who may be an asset to this study using a purposeful sampling set out by the researcher (Jayes, 2016).

3.11.3. Dependability

In qualitative research dependability is used in preference to reliability. According to Anney (2014), dependability refers to the stability of findings over time. The researcher implemented the research design in correct relevance to the study with the assistance of a supervisor. The researcher used an audit trail to account for all the research decisions and activities to show how the data was collected, recorded and analysed (Nieuwenhuis, 2016).

3.11.4. Conformability

Conformability is concerned with establishing that the researcher's interpretations and findings are clearly derived from the data, requiring the researcher to demonstrate how conclusions and interpretations have been reached (Nowell¹, Norris, White and Moules, 2017). Here the findings of the study were shaped by the participants' subjective perceptions and experiences and not by researcher bias or interest (Nieuwenhuis, 2016). Secondly the researcher kept a journal where all events and personal observations in relation to the study were documented (Anney, 2014).

3.13. Summary

This chapter has presented a clear research design and approach. Qualitative research was selected, as it enabled the researcher to capture ideas, opinions and expert understandings based on the participants of the study. The target population, sample size and clear data collection methods and analysis were discussed. Relevant methods of data collection and analysis of the study were chosen and provided the researcher with valuable data. A pilot study was discussed and practiced by the researcher as it enabled the researcher to refine the interview questions which frames this research. This was done before the official process of collecting data was practiced. Trustworthiness was presented ensuring credibility, transferability, dependability and conformability of the research and that it may be duplicated if undertaken by another researcher. In Chapter four, the findings from the interviews and focus group are coded presented and discussed.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter contains the presentation and discussion of the data collected through both the interview schedule and focus group. The data is tabulated, discussed and represented in a table format for ease of interpretation. Analysis of the data was performed as per the research methodology discussed within Chapter three. It is important to mention that this was a small-scale qualitative study and as such, valuable and meaningful insights were gained from the research participants.

4.2 Presentation and Discussion of Findings

The findings are presented as to how the questions and objectives are related. The qualitative issues have been analysed thematically and where appropriate word clouds have been generated. All five interviews were transcribed, and open coding was applied. This allowed for the identification of concepts and the discovery of properties and dimensions contained in the data that emerged from the interviews and focus group (Glaser, 2016). The main sources for creating the open codes were the recorded interviews/focus group, the transcripts of the interviews and focus group and field notes.

The objectives of the research guided the questions which made up the interview guide. After the pilot test the interview questions were reviewed and minor adjustments were made as the interview process unfolded. The actual codes were created on the interview transcripts after a line-by-line analysis of the content which was considered in conjunction with the recordings and my field notes. Specific care was taken to ensure that meanings attached to the phrases and terms used by the research participants were understood by actively verifying any vague concepts during the interviews through asking clarifying or probing questions. Once open coding was completed the researcher highlighted the common themes from each question from the interview guide and noted it. From this process the researcher identified twenty-one broad themes from the five interviews.

- Questions 1 provided 5 themes.
- Question 2 provided 5 themes.
- Questions 3 provided 4 themes.
- Questions 4 provided 5 themes.

- Question 5 provided 2 themes.

(Refer to Table 1)

Each theme or construct from each question was counted against the number of times a participant mentioned it during an interview. The twenty-one themes mentioned above, were then narrowed down to six common themes. These twenty-one themes were then listed and analysed according to how the research participant explained it. The researcher found after analysing all twenty-one themes that some linked to another or expressed another in a different way. Thereafter, six broad and common themes were identified. A manual approach to coding was done by the researcher as the NVIVO system, originally recommended distanced the researcher from the research objective and data.

Questions	Line-by-line coding: Constructs	Common Themes – Thematic Analysis	Total number of themes after narrowing down Thematic Analysis
Q1 - Do you use social media tools to source talent? Which social tools do you use (Facebook, LinkedIn Twitter, Instagram, any other)?	<p>P1 - Facebook, LinkedIn, Website, Create Awareness</p> <p>P2 – LinkedIn, Facebook, PNET</p> <p>P3 – LinkedIn, Facebook, Twitter, Instagram</p> <p>P4 – Facebook, LinkedIn, PNET, Gumtree</p> <p>P5 - Facebook, LinkedIn, Company website, PNET, Gumtree</p>	<p>1. Facebook (x5)</p> <p>2. Gumtree (x2)</p> <p>3. LinkedIn (x5)</p> <p>4. PNET (x3)</p> <p>5. Careers Page/ Website (x2)</p> <p>6. Instagram (x1)</p>	<p>1. Facebook</p> <p>2. LinkedIn</p> <p>3. PNET</p> <p>4. Careers page/ Website</p> <p>5. Gumtree</p> <p>Total Themes- 5</p>
Q2 - Why do you use Facebook as part of your process for sourcing talent?	<p>P1 - Creates Awareness, Connects people.</p> <p>P2 - Facebook targets younger</p>	<p>7. Creates Awareness (x2)</p> <p>8. Brand Identity (x1)</p> <p>9. Reaching the masses</p>	<p>1. Creates awareness</p> <p>2. Connecting people/ reaching the masses through word of mouth and sharing of</p>

	<p>people and recent grads, Facebook is effective for sourcing recent graduates and younger people, LinkedIn is used for more senior positions, Maritzburg business group</p> <p>P3 - Generates awareness, share on different pages on Facebook, Facebook account is liked to Pronel Website – hit broader market and reaches the masses, social media brand identity</p> <p>P4 - Facebook helps reach the masses</p> <p>P5 - Facebook allows you to share posts, Facebook allows for word of mouth, Facebook allows you to reach out to so many people.</p>	<p>(x3)</p> <p>10. Connecting people (1)</p> <p>11. Attracting the young generation – millennials (x1)</p> <p>12. Effective sourcing and recruiting tool (x1)</p> <p>13. Allows for sharing of posts (x2)</p> <p>14. Word of mouth (x1)</p>	<p>posts</p> <p>3. Brand identity</p> <p>4. Attracting young people/ graduates/ millennials</p> <p>5. Effective sourcing and recruiting tool</p> <p>Total themes - 5</p>
Q3 - In your experience what is the value of using Facebook? Your response can be positive or negative.	<p>P1 - Valuable tool, Effective and secure tool, Admin support roles</p> <p>P2 - Candidates reach out from Facebook adverts, not as effective as PNET, Problem with Facebook –</p>	<p>15. Valuable and effective tool that allows for quick responses from candidates (x2)</p> <p>16. Candidates reach out - Reaching the masses (x2)</p> <p>17. Creating awareness (x1)</p>	<p>1. Valuable and effective tool that allows for quick responses from candidates</p> <p>2. Reaching the masses and creating awareness</p> <p>3. Cannot filter or narrow down</p>

	<p>cannot refine searchers, Facebook can attract unsuitable candidates, PNET has filters to narrow search</p> <p>P3 - Valuable tool, We do not use Facebook to its true potential, Helps spread word of mouth, Reach the masses</p> <p>P4 - Facebook can be time consuming when trying to find suitable candidates, allows you to share the vacancy, Helps create awareness</p> <p>P5 – valuable tool as Facebook allows for quick responses as you are reaching out to many people, Only negative is that it opens up your personal life to others on Facebook as you are sharing posts on your personal page</p>	<p>19. Not as effective as other platforms i.e. PNET (x1)</p> <p>20. Cannot filter or narrow searchers (time consuming) (x1)</p> <p>21. Opens personal avenues (x1)</p>	<p>searchers</p> <p>4. Opens personal avenues</p> <p>Total themes - 4</p>
Q4 - Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?	<p>P1 – Skills positions, Admin based roles, Specialist positions.</p> <p>P2 – Easier to find younger people or recent graduates on Facebook</p>	<p>17. Admin roles (x3)</p> <p>18. Skilled (x2)</p> <p>19. Unskilled/Graduates (x1)</p> <p>21. Semi-skilled – unskilled (x2)</p>	<p>1. Admin roles (x3)</p> <p>2. Skilled (x2)</p> <p>3. Unskilled/Graduates (x1)</p> <p>4. Semi-skilled – unskilled (x2)</p>

	<p>P3 - Facebook is used as a shout out tool to notify people we are searching, Facebook is used to source and recruit office/admin-based roles or artisans, post full vacancy on our business page, we do not post our more senior roles on Facebook, Consider demographic and type of person before post advert</p> <p>P4 – Facebook targets the skilled/technical people, look for people with a trade using Facebook</p> <p>P5 - Facebook is used to source and recruit admin-based roles, LinkedIn is used to source and recruit more professional roles, Negative side of Facebook is that there is no electronic filters or CV screening, it is done manually</p>	22. Specialists (x1)	<p>5. Specialists (x1)</p> <p>Total themes - 5</p>
Q5 - Do you have any other comments?	<p>P1 – Screening potential candidates, Identify hobbies and interests, Effective</p>	<p>23. Use various platforms to source and recruit (x2)</p> <p>24. Good and valuable tool (x1)</p>	<p>1. Use various platforms to source and recruit</p> <p>2. Helps create a talent pool or</p>

4.2.1. Interview Questions and Answers

Question 1: Do you use social media tools to source talent? Which social tools do you use (Facebook, LinkedIn Twitter, Instagram, any other)?

The question required participants to indicate if social media tools are used to source talent and if so, specifically which tools are used. All participants concurred that Facebook and LinkedIn are the most commonly used platforms used to source talent at Pronel. Other social media tools and platforms that were mentioned were PNET, Gumtree and the company's careers page.



Figure 4: Word Cloud of the social media platforms that are used to source talent.

Participant 1 - “Yes I do, I use various platforms such as Facebook, LinkedIn and a career portal website. I use other platforms like Twitter and Instagram to create awareness around the vacancies I advertise on Facebook, LinkedIn and our Career’s Page.”

Participant 2 – “We primarily focus on LinkedIn and Facebook. We also use PNET, but I will not consider that social media.”

Participant 3 – “Yes I do. I utilise LinkedIn, Facebook, Twitter sometimes, and Instagram.”

Participant 4 – “I use Facebook, LinkedIn, PNET and Gumtree.”

Participant 5 – “Yes I do. I use social media, I use Facebook and LinkedIn and the company website. PNET I do use as well and Gumtree.”

Question 2: Why do you use Facebook as part of your process for sourcing talent?

Participants were asked to explain why Facebook is used to source talent. The participants expressed the value of Facebook by using different words which mean the same or similar thing. The participants understand that Facebook is a large strategic platform which when used to advertise vacancies creates awareness, reaches the masses and connects people. From the responses it can be said that in today’s digital era Facebook and social media should be used to advertise and attract talent as it allows for ‘sharing’ and ‘reposting’ which creates awareness. An interesting theme which was mentioned was the concept of Facebook allowing individuals to create a brand identity which allows people to sell themselves online which attracts recruiters.



Figure 5: Word Cloud of why Facebook is used in the process to source talent.

Participant 1 – “I use Facebook to advertise vacancies as it creates awareness as many people use Facebook. Many people therefore see the advert and can either apply for the vacancy or inform others by sharing the vacancy or sending it to others. It is a big public platform that allows me to connect to a number of people.”

Participant 2 – “Facebook targets a lot of the younger people, when we are dealing with positions for recent grads, especially my Facebook. I tend to use LinkedIn for the more senior positions. So yes, I find Facebook quite effective.”

Participant 3 – “It generates awareness around the vacancies. I try to encourage people to put it up on the business Facebook page but also to share it on their personal Facebook page, because we reach all of their friends and their friends, friends. We hit a broader market, and everybody is on their phone. It does not matter what type of person we are looking for most people are alive on social media and they have a brand.”

Participant 4 – “Helps me reach out to the masses.”

Participant 5 – “The vacancies I put up can be shared - word of mouth.”

Question 3: In your experience what is the value of using Facebook? Your response can be positive or negative.

The question required participants to express what the value of using Facebook is. There was a positive general perception that was expressed by the participants. The participants expressed the value and effectiveness of using Facebook to source and recruit talent. It was concurred that Facebook is a strategic and valuable tool as it is easy to use, allows recruiters to reach out to the masses therefore creating awareness. However, it was also mentioned that there are negative aspects of using Facebook. It can be time consuming to advertise and wait for suitable candidates to respond. This was further elaborated on by participants by expressing the lack of filters in place to narrow down a search. Manual screening is applied at Pronel as Facebook is not yet used to its fullest potential.



Figure 6: Word Cloud of the value of using Facebook

Participant 1 – “I believe that Facebook is a valuable tool as I have had success with it. It is an effective and secure tool that allows me to advertise job vacancies in relation to admin support roles.”

Participant 2 – “We definitely had some candidates reach out to us from the Facebook adverts, so it has been helpful. But I find that it is not as effective as PNET or our standard job searching programmes and tools. Another problem with Facebook is that you cannot select people or refine your searchers.”

Participant 3 – “Facebook is an extremely valuable tool and we would be foolish not to use it. I know we do not use Facebook to its true potential in terms of putting filters in. It is a large social platform that allows us to reach the masses and helps spread the advert/ vacancy through word of mouth.”

Participant 4 – “Both positive and negative. It can be time consuming. It does have benefits, as people can share the vacancy and create awareness.”

Participant 5 – “It is very positive and great to use Facebook in terms of getting quick responses. The only bad thing I must say is that it opens up personal avenues.”

Question 4: Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

This question required participants to indicate the specific talent that Facebook is used to source and recruit. From the responses it was evident that each participant sourcing and recruits different types of people/ talent groups to fill specific vacancies. Due to this each recruiter has their own way of sourcing talent by advertising on various platforms to attract the right person for the job. As mentioned above graduates, skilled professionals, unskilled, admin based, or temporary workers are found on different platforms, therefore Facebook is not used alone but in conjunction with other social platforms.



Figure 7: Word Cloud of the use of Facebook to recruit specific talent

Participant 1 – “Yes, I use Facebook to source and recruit potential candidates for skilled positions.”

Participant 2 – “I find it easier to find younger people and recent grads on Facebook”

Participant 3 – “More admin, office-based roles. I use Facebook to source and recruit office-based support roles or artisans and not specialised or skilled roles. I basically post a shout out for potential candidates to view the new vacancy I posted online. It is a notification and not the full vacancy. I do not place vacancies for more senior roles on Facebook as I consider the demographic and type of people using Facebook in relation to the candidates the vacancy is targeting.”

Participant 4 – “I put up a vacancy on Facebook mostly targeting technical skilled people. I look for people who work with their hands. Basically, skilled people like IT, diesel mechanics. I look for people with a trade.”

Participant 5 – “If I advertise on Facebook, it could be anything really because you get all types of individuals on Facebook. I first place my advert on Linked and from LinkedIn I will link it to my Facebook page. I use Facebook to source and recruit more admin-based roles. The temporary workers come from me. Any ages, it depends on what the client wants. I do not post as many adverts as the other ladies, and that is purely because I am running the temp division.”

Question 5: Do you have any other comments?

The participants were asked if they have any further comments relating Facebook as a tool for recruiting and sourcing talent at Pronel. The participants explained how Facebook can be used as a screening tool. Recruiters have the ability to screen potential candidates' CV's against their Facebook profile or newsfeed. This allows recruiters to learn more about the potential candidate which is compared to the job roles and responsibilities. Furthermore, it was expressed by the participants that advertising or recruiting for top talent is most effective when it is used alongside other social media or online platforms such as, LinkedIn and PNET.



Figure 8: Word Cloud of further comments regarding Facebook as a tool to source and recruit talent

Participant 1 – “I also use Facebook to screen potential candidates that I have sourced and recruited for a position. I will often look at a candidate’s hobbies or personal interests which I can view on Facebook. Therefore, it is not only an effective tool to advertise vacancies and create awareness but also an effective screening tool.”

Participant 2 – “We definitely use Facebook if we have done a telephonic interview on a candidate, then we will use Facebook to check them out, see where they at. There is a screening in a sense, but it is not as refined as other job portals.”

Participant 3 – “It is not ideal to only post vacancies on Facebook. There are many social platforms and in order to attract the best candidate the advertisement must be put on various platforms to be seen everywhere by different people. Facebook has also changed its policy and we have to pay Facebook to advertise for certain vacancies or job roles on a business page”

Participant 4 – “Facebook is a good tool to use, for posting adverts and vacancies. I think more people should use Facebook, but it is tricky to find the right person. We create little data pools and pull from them when we need too.”

Participant 5 – “None”

4.2.2. Focus Group

Furthermore, all information gathered through the interviews were verified and through a focus group session. The agenda for the focus group was guided by a mind-map based on the information gathered by the research participants during the initial interviews. The mind-map was comprised of the six common themes which emerged as the main elements from the interviews, transcripts and field notes. During the focus group session with the research participants, the main themes from the interviews were shared. These constructs were explained and given context as it relates to the business of choice. The research participants verified the data and were asked to provide and share any thoughts or feelings they have after hearing the results. All information mentioned during the focus group linked back to the main themes in the research, therefore no new concepts or themes emerged. Thus, data saturation was again confirmed.

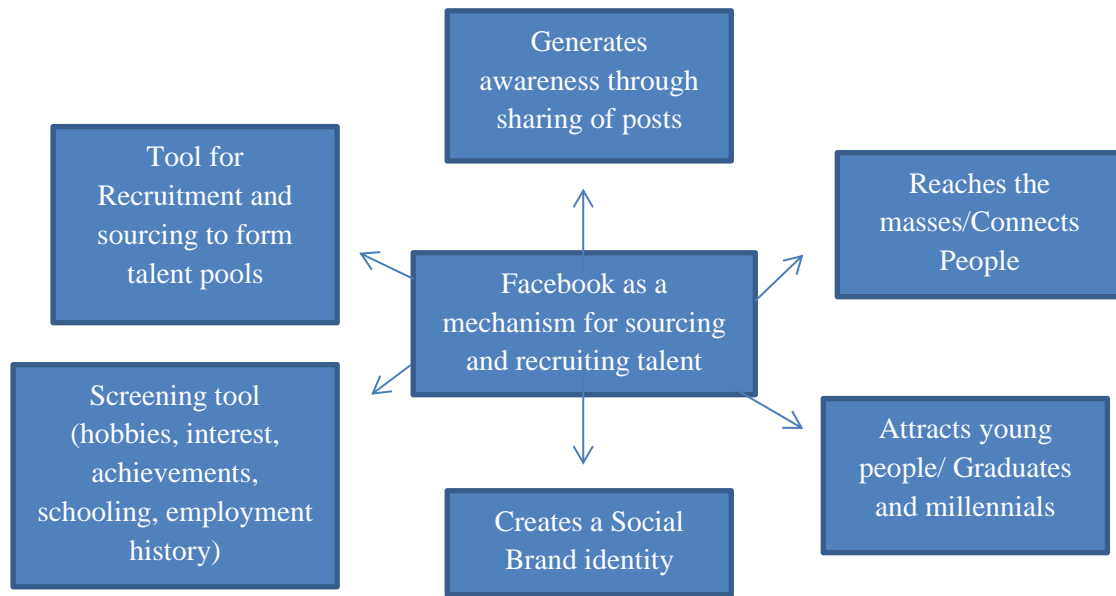


Figure 9: Top 6 Pillars or themes from the study

4.3. Summary

This chapter focused on the qualitative findings which were presented, interpreted and discussed. During this chapter the process of analysing the data obtained as first-order constructs from the various interviews conducted was discussed. The data obtained was then reduced using thematic analysis where common themes were identified. Majority of the findings were relevant, exciting, interesting and informative. Each question led into the next and all participants gave relatively similar answers which allowed for data saturation when analysing and coding. Finally, the common themes were used as the main elements in the conceptual model as a framework for reviewing pertinent literature. In the next chapter this model will be used and discussed while reviewing and supporting the findings through literature, known as second order constructs, as well as provide recommendations and conclusions drawn from the results of this research study. The following chapter will present the conclusions and recommendations for each objective of this research.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the conclusions and recommendations of the research are presented, in relation to each objective. Findings are presented, which are followed by a conclusion and recommendation for each objective. In addition, suggestions for further research have been made.

5.2 Objective One:

To understand how Facebook can contribute to the talent sourcing process.

5.2.1 Findings from Primary Research

Most of the participants felt their experience with using Facebook has been successful when sourcing and recruiting talent. All responses expressed the need to use Facebook in conjunction with several other online platforms (LinkedIn, PNET), and how valuable it was in aiding the advertising and searching process. Participants explained that all recruiters were responsible for sourcing and recruiting different types of people or talent groups which is why different platforms were used by each of them. One participant explained that; “Facebook is not as effective as PNET as searchers cannot be refined”. This may be due to the lack of expertise or functionality when using Facebook. Whereas another participant explained the success they had with using Facebook and how it could be used as an effective screening tool. However, it was mentioned by the participants in the focus group session that the Pronel Recruitment Agency had only recently started using Facebook as a platform to source talent and that Facebook had not been used to its fullest potential in terms of screening or filters. Moreover, all participants explained that Facebook was one of the most popular social media platforms which was used by thousands of people; therefore, the chances of finding the right person for a job were higher when using Facebook.

According to research, social media tools such as Facebook, are being used by companies to supplement sourcing and recruiting (Gechijian, 2016). The research suggests that Facebook has become essential for sourcing talent as it exceeds the reach of any other social media network with users from across the globe (My Recruitment Platform, 2018). In 2010, Facebook added fields for employment and education details which became a strategic option for recruiters (My Recruitment Platform, 2018). This allows users on Facebook to provide professional details online which can be seen by all users. Therefore, making sourcing for

talent easier for recruiters, as all a recruiter needs is a Facebook profile (My Recruitment Platform, 2018). Facebook allows recruiters to identify job seekers and specific talent by simply reading user's profiles. It not only provides professional details but personal details of an individual. Recruiters can use this information to screen potential candidates before an interview (Kenna, 2014). Research explains that Facebook profiles are more authentic than LinkedIn because they're dynamic descriptions of people's everyday lives, whereas LinkedIn profiles are predominantly written as 'static marketing documents' to sell a person (My Recruitment Platform, 2018).

Sourcing professionals at large corporations are responsible for finding potential future hires and engaging with them to add them to their recruitment pools. Sourcing talent from Facebook as thus becomes easier for recruiters due to the sophisticated search functionality used to identify prospective candidates on Facebook (My Recruitment Platform, 2018). Employer branding is an innovative concept in HR, which enables employers to strategically position an organisation as an employer of choice through culture, remuneration and benefits, learning and development and overall employee experience (Digital HR Tech Blog, 2018). The New Talent Management Model reinforces that employer branding and employee engagement is essential for a company (Digital HR Tech Blog, 2018). It provides a framework for businesses to attract the right candidates using social media platforms, like Facebook (Digital HR Tech Blog, 2018). This enables a company to build a strong and engaged workforce (Digital HR Tech Blog, 2018).

Further research suggests that Facebook contributes to sourcing talent by providing recruiters an accessible, easy to use and inexpensive platform to post vacancies on the News Feed and host them on a new jobs bookmark on their company's Facebook page (My Recruitment Platform, 2018). Research explains that Facebook will be a solid sourcing platform if further development takes place with the Facebook job posting tool and the advanced search tools (Kenna, 2014).

5.3. Objective Two:

To identify the possible deficiencies of using Facebook.

5.4.1 Findings from Primary Research

Most of the participants felt that Facebook was a valuable recruiting tool, however all experienced different problems or limitations with it. The study shows that all of the participants used Facebook in conjunction with other social media platforms such as;

LinkedIn and PNET to broaden the search for candidates as Facebook did not always produce a diverse pool. From the study it was evident that each participant recruited a specific type of talent and it was noted that not all talent groups which were needed could be recruited using Facebook. Two participants mentioned that using Facebook had led to privacy issues as their personal Facebook pages were used to post job adverts and vacancies, opening their personal profiles for all to see. During the focus group session participants explained that Facebook was not currently used to its fullest potential due to it being a fairly new recruitment tool for the company, therefore limiting recruiting and screening. As stated by a participant; “we receive a number of candidates who think they are suitable for a particular position and then they send their CV’s through to you, and most of the time they are not”. This occurs because Facebook cannot pre-screen applicants to produce a significant talent pool.

According to a study conducted in 2011, 16% of organisations in South Africa are using social media tools such as Facebook to recruit talent, and this number is continuously growing due to the influx and development of technology (Vienna Research, 2011). In today’s technological world, organisations have adopted new and innovative ways of recruiting and sourcing through social media to increase competitiveness. While Facebook offers advantages to employers in terms of making economies and targeting recruitment, it also carries risks and deficiencies (Broughton, Foley, Ledermaier and Cox, 2013). Prior research indicates that not everyone uses Facebook, which therefore limits recruitment if Facebook is the main tool for recruitment (Kenna, 2014). The issue of a candidate’s privacy being invading was an issue for twenty-eight percent of participants (Broughton, Foley, Ledermaier and Cox, 2013). This may give rise to possible discrimination or bias based on a candidate’s personal profile (Broughton, Foley, Ledermaier and Cox, 2013).

Despite Facebook’s success as a recruitment tool the more advanced features that are offered on Facebook are limited to paid adverts (Fitzgerald, 2016). According to Riley (2014), Facebook can be used as an unethical and inappropriate screening tool, which causes recruiters to form an opinion of a candidate which leads to them hiring or not to hiring them based on the additional information they discover on their Facebook page. Unlike LinkedIn, users provide false information on their profile as this is a social platform (Riley, 2014). Raising issues of authentic information when recruiting and screening on Facebook (Riley, 2014). This then substantiates the point of Facebook not typically being used for applicants to

post professional information or documents which makes it an untrustworthy platform (Freeman, 2018).

Research also considers the possibility that Facebook for sourcing, screening and recruiting is a fad due to the digital age of immediacy and trends and soon will no longer be seen as a strategic tool for employers searching for top talent (Pritchett and Staney, 2017). Despite Facebook being known as a large diverse platform to source from it may be limiting to the recruiter as not everyone uses this social media platform (Rodrigues, 2014). Therefore, recruiting through Facebook can be highly effective for technology-orientated positions such as, web developers and less productive for nontechnology-based jobs such as fitters (Rodrigues, 2014). Literature goes on to explain that majority of social media uses especially Facebook is said to be Millennial and by 2020 millennial will form 50% of the workforce (PWC, 2016). This means that certain groups of individuals or talent may not be found on Facebook thus limited a diverse talent pool (PWC, 2016). Therefore, an article by Blakley-Gray (2017), suggests that Facebook be used in conjunction with other social media and online sources for sourcing and recruiting to limit the exposure of the deficiencies of Facebook.

5.3. Objective Three:

To investigate how accurate information obtained from Facebook could be.

5.3.1 Findings from Literature

The research obtained from this study indicates that Facebook is primarily used as a social media or social networking tool. Moreover, users choose what information they want to share on Facebook and technology allows for false information and edited photographs to be uploaded, which makes Facebook an unreliable source for screening applicants. However, it has evolved over time into a recruiting tool for organisations. From the study it was understood that recruiters use applicants' Facebook profiles or pages as a screening tool. As this process can be biased Facebook is used alongside other sites such as LinkedIn and PNET to determine whether a potential candidate will be suitable for a position. It was stated during the focus group that Facebook is not used as a formal screening tool but rather used to understand a person's personality and values to determine whether they will be culturally fit for a business. Even though Facebook enables online dishonesty which reduces the accuracy

of information when recruiting and screening an applicant it still provides a large diverse pool of potential talent to source and select from.

Social networking sites such as Facebook are not generally used in the recruiting process due to the controversial nature of it (Muthu and Kumar, 2015). Facebook allows for false information and edited pictures to be uploaded and shared which leads to difficulty verifying personal information on Facebook (Broughton, Foley, Ledermaier and Cox, 2014). Furthermore, individuals might post photographs of socialising and drinking alcohol at a party to impress their friends or due to peer pressure however this is not an image that will persuade a recruiter or company to hire a potential candidate for a job (Kenna, 2014). Another important aspect of Facebook is the potential to easily make mistakes when using this online platform (Broughton, Foley, Ledermaier and Cox, 2014).

Even though this information can be deleted it only takes one recruiter to see negative or false information on Facebook which may lead to an applicant not being hired. A study conducted by Saikaew and Noyunsan (2015), provides a framework for measuring credibility on Facebook information. It enables recruiters to measure credibility of each post by manual human's labelling. Therefore, allowing users to validate the information uploaded onto Facebook by potential candidates, working as a social media reference check.

5.4. Objective Four:

To explore how the use of Facebook adds value to Pronel's competitive advantage.

5.4.1 Findings from Primary Research

Participants in this study indicated that Facebook was the new trending platform used for recruiting candidates. All participants in the study mentioned that most people are active on Facebook. This enabled Pronel as a company, to create awareness, form connections online and attract top talent for a job. Furthermore, it was explained that the company's business or careers page is linked to its Facebook profile, ensuring vacancies and information reaches the masses.

The research participants explained that Facebook was a strategic and dynamic platform. When used for recruitment it increased the company's social reach, increased brand awareness and allowed followers to know that Pronel was a competitive company. It was indicated by the participants that Facebook was an inexpensive, easy to use and fast results

producing platform This provided Pronel with a competitive edge when recruiting and sourcing potential candidates.

Recruiting through Facebook will gain more applicant traffic for your company jobs. Job boards, blogs and websites are always available, but Facebook possesses a large percentage of internet users that other mediums fail to provide (Cook, 2015). The most important advantage of recruiting and sourcing on Facebook is that it provides the recruiters unrestricted access into the lives of prospective candidates by only using one platform (RPO, 2017). For a potential recruit it's always easier to apply to advertise a job on Facebook and connect the company's Facebook profile with the careers or business page therefore creating more awareness (Cook, 2015). Pronel recruits through Facebook which provides the opportunity to select from a world's worth of talent to ensure job and culture fit (Cook, 2015). An article by (RPO, 2017) explains when a company engages in Facebook recruitment, it proves that the company is flexible and willing to adapt to change. This is something that your potential candidates will notice and will find attractive in a potential employer. This will improve company status and assist the company by attracting the best individuals from the market. Moreover, when a company engages in Facebook recruitment it inadvertently increases brand presence in the industry.

Studies have shown that people will tend to trust brands more when they are socially active on Facebook and other social media sites (Cook, 2015). Using Facebook as a tool to recruit ensures recruiting and sourcing is done faster and more efficiently while lowering recruitment costs (Cook, 2015). Another advantage of social recruiting through Facebook is that it makes establishing and cultivating a relationship with prospective candidates easier, by providing a great candidate experience which increasing competitive edge (RPO, 2017). Therefore, forming connections between employer and candidate and providing a platform for conversation (Innovative employee solutions, 2015).

5.5. Recommendations

This study found that the recruiting team at Pronel had recently started using Facebook as a tool for recruitment, but that some had lacked experience with the platform. It is therefore suggested that:

- a deeper understanding and improved functionality of the platform is carried out. This will ensure that Facebook is used to its fullest potential to enhance Pronel's competitive advantage in the market.
- Further understanding and training on Facebook should be given to those who are involved in recruitment to increase awareness, opportunities and strategic advantage. This will ensure best practice is implemented into the company.
- Moreover, updating the recruitment strategy and policy by incorporating the concept of social media as a recruiting and screening tool will provide the guidelines to follow when using Facebook for the various recruiting steps. This in turn will manage the ethical and privacy issues, screening limitations and diversity problems research identifies as deficiencies to using Facebook.

5.6. Concluding Remarks

This qualitative research study investigated Facebook as a mechanism for sourcing and recruiting talent at Pronel Recruitment Agency. The main objective was to understand how Facebook can be used as a strategic recruiting and sourcing tool in today's digital era. Research has proved that although Facebook was primarily designed and used for social networking purposes it has evolved and is now used by many companies as a tool to source and recruit top talent. This has given these companies a strategic edge and competitive advantage. It is a large platform which connects individuals, creates awareness, is inexpensive to market a company's brand or culture and provides a diverse pool of talent. However, even though Facebook is the new trending recruitment platform, Blakley-Gray (2017) suggests that there are some disadvantages of using it to source and recruit talent.

The literature concerning the problem and the objectives was presented and a sound research plan developed. An interview schedule was composed based on the literature and participants were presented. Appropriate findings were made, and suitable conclusions were arrived at, with support from literature. Sound recommendations have been made that will be of value to Pronel Recruitment Agency and other companies using or wanting to adopt Facebook as a tool for sourcing and recruiting.

References

- Anney, N.V., 2014. Enabling the quality of the findings of qualitative research: Looking at trustworthiness criteria. *Journal of enabling trends in educational research and policy studies* [online], 7 September. Available from: <https://www.enabling-the-quality-of-the-findings-of-qualitative-research-looking-at-trustworthiness-criteria/> [Accessed 25 September 2018].
- Bohmova, L. and Pavlicek, A., 2015. *The Influence of Social Networking Sites on Recruiting Human Resources in the Czech Republic*. (48), pp.23-32.
- Cherry, K., 2018. Sample types and sampling errors in research. *Very well mind* [online], 5 March. Available from: <https://www.verywellmind.com/what-is-a-sample-2795877> [Accessed 15 April 2018].
- Cook, M., 2015. What good is Facebook in recruitment? *Recruiting Blogs* [online], 28 July. Available from: <https://recruitingblogs.com/profiles/blogs/what-good-is-facebook-in-recruitment> [Accessed 6 October 2018].
- Creswell, J.W., 2014. *Research Design: Qualitative, Quantitative and Mixed methods Approaches*. 2nd ed. Thousand Oaks, California: Sage Publications.
- Deery, M. and Jago, L. *Revisiting talent management, work-life balance and retention strategies*. Guildford: United Kingdom.
- Deshati, E., 2017. *Social media, a strategic tool for the recruitment process*. [online], 6 December 2017. Available from: www.alliedacademics.org/articles/social-media-a-strategic-tool-fpr-the-recruitment-process-9742.html [Accessed 6 July 2019].
- DeVault, G., 2018. Establishing Trustworthiness in Qualitative Research: What are qualitative research processes? *The Balance* [online], 17 May. Available from: <http://www.thebalancesmb.com/establishing-trustworthiness-in-qualitative-research-2297042> [Accessed 14 October 2018].
- Dewar, J., 2016. Facebook recruitment: How to source candidates on the largest social network. *Lever* [online], 22 January. Available from: www.lever.co/blog/facebook-recruitment-how-to-source-candidates-on-the-largest-social-network [Accessed 22 March 2018].

Digital HR Tech Blog, 2018. The New HR Talent Management Model [online], February, 5. Available from: <https://www.digitalhrtech.com/new-hr-talent-management-model/> [Accessed 12 November 2018].

Dlamini, S., 2017. Protection of personal information Act: soon to become a reality [online], 18 September. Available from: www.101.co.za/personal-finance-protection-of-personal-information-act-soon-to-become-a-reality-1125350/ [Accessed 2 April 2018].

Ebling Library, 2016. *Nursing Resources: Quantitative vs Qualitative* [online], January, 28. Available from: <http://www.researchguides.ebling.library.wisc.edu> [Accessed 15 April 2017].

Friedman, E., 2017. Difference between recruitment and talent acquisition. *eskill blog* [online], 4 February. Available from: [www.http://blog.eskill.com/difference-between-talent-acquisition/](http://blog.eskill.com/difference-between-talent-acquisition/) [Accessed 30 March 2018].

Gechijian, K., 2016. Facebook recruiting secrets. *Careerarc* [online], 8 December. Available from: www.careerarc.com/blog/2016/12/facebook-recruiting-secrets/ [Accessed 30 March 2018].

Greedus, A., 2019. How to shortlist candidates. *Recruiter CV Library* [online], 11 June. Available from: <https://www.cv-library.co.uk/recruitment-insight/shortlist-candidates/> [Accessed 14 July 2019].

Glaser, B. G., 2016. *Open Coding Descriptions. Grounded Theory Review – An International Journal* [online], 19 December. Available from: <http://groundedtheoryreview.com/2016/12/19/open-coding-descriptions/> [Accessed 2 September 2018].

Goazempis, M., 2016. What is Talent Sourcing? *HelloTalent* [online], 9 February. Available from: <https://www.hellotalent.com/blog/what-is-talent-sourcing/> [Accessed 13 October 2018].

Headworth, A., 2014. Social Media Recruitment. *How to Successfully Integrate Social Media Recruitment Strategy* [online], 10 March. Available from: <http://www.socialmediarecruitment.com> [Accessed 21 April 2017].

Heffner, C. L., 2014. *Chapter 7.3 Test Validity and Reliability* [online], 21, August. Available from: <http://www.allpsych.com> [Accessed 6 April 2017].

Heathfield, S.M., 2018. Why talent management is an important business strategy to develop. *The Balance Careers* [online], 25 August. Available from: <https://www.thebalancecareers.com/what-is-talent-managemnt-really-1919221> [Accessed 10 October 2018].

Hendrix, J., 2016. 7 benefits of having a talent management system. *ELMO* [online], 13 June. Available from: [www.http://elmosoftware.com.all/news/2016/07/17-benefits-of-having-a-talent-management-system/](http://www.elmosoftware.com/all/news/2016/07/17-benefits-of-having-a-talent-management-system/) [Accessed 30 March 2018].

Human Resources MBA, 2018. *What is a Talent Management System?* [online], October, 10. Available from: <https://www.humanresourcesmba.net/faq/what-is-talent-management-system/> [Accessed 20 October].

Innovative employee solutions, 2015. *The benefits of using social media as a recruitment tool* [online], March, 16. Available from: <https://www.innovativeemployeesolutions.com/blog/the-benefits-of-using-social-media-as-a-recruitment-tool/> [Accessed 6 October 2018].

Ivankova, N.V., Creswell, J.W., and Clark, V.L.P. 2016. Foundations and Approaches to Mixed Methods Research. In: Maree, K. ed. *First Steps in Research*. Pretoria: Van Schaik Publishers. pp.306-333.

Jayes, J., 2016. *Exploring the Impact of the Emission Scandal on VW's Brand Equity, Brand Image and Brand Loyalty*. Vega School of Brand Leadership.

Jobvite, 2016. What is the difference between recruitment and talent acquisition? [online], April, 27. Available from: <https://www.jobvite.com/recruiting-process/what-is-the-difference-between-recruitment-and-talent-acquisition/> [Accessed 10 October 2018].

Jost, S., 2016. An Overview to Qualitative and Quantitative Research Methods in Design [online], 29 March. Available from: <http://www.anoverviewtoqualitativeandquanitativeresearchmethods.com> [Accessed 20 April 2017].

Kenna, C. M. C., 2014. The Use of Social Media in Recruitment and Its Impact on Diversity in Services Companies in Ireland. *Durban Business School*. [online], 10 August. Available from: <http://www.durbanbusinessschool.com> [Accessed 21 April 2017].

LETS Evaluation, 2014. *Content analysis – data analysis – General advice*. [online], August, 21. Available from: <https://www.sheffield.ac.uk/lets/strategy/resources/evaluate/general/data-anaylsis/content-anaylsis> [Accessed 13 April 2018].

LexisNexis, 2017. *What are the legal implications of your company's social media use?* [online], October, 24. Available from: <https://www.golegal.co.za/legal-implications-social-media/> [Accessed 12 March 2017].

Link Humans, 2016. *How Deloitte Uses Social Media to Recruit* [Case Study]. [online], February, 4. Available from: <http://www.linkhumans.com> [Accessed 19 April 2017].

Loreli, S et al. 2016. Thematic Analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*. Vol 16. [e-journal]. Available from: <https://journal.sagepub.com/doi/pdf/10.1177/1609406917733847> [Accessed 12 November 2018].

Martin, M., 2017. 10 creative ways to source more candidates. [online], 21 November. Available from: <https://hundred5.com/blog/11-innovative-ways-how-we-source-top-candidates> [Accessed 14 July 2019].

Minitab, 2015. *What is the difference between a population and a sample* [online], January, 8. Available from: <http://www.support.minitab.com/en-us/minitab/17/sample-and-population> [Accessed 8 April 2017].

Momtazion, M., 2018. What is talent management and why is it important. *Expert360* [online], 6 January. Available from: <http://www.expert360.com/blog/talent-management-important/> [Accessed 30 March 2018].

Nowell, L., S., 2017. Thematic Analysis: Striving to meet the trustworthiness criteria. *Sage Journals* [online], 2 October. Available from: www.journals.sagepub.com [Accessed 27 August 2018].

Nieuwenhuis, J., 2016. Analysing Qualitative Data. In: Maree, K. ed. *First Steps in Research*. Pretoria: Van Schaik Publishers. pp.104-126.

Nieuwenhuis, J., 2016. Introducing Qualitative Research. In: Maree, K. ed. *First Steps in Research*. Pretoria: Van Schaik Publishers. pp.50-68.

Nieuwenhuis, J., 2016. Qualitative Research Designs and Data-Gathering Techniques. In: Maree, K. ed. *First Steps in Research*. Pretoria: Van Schaik Publishers. pp.72-100.

Pavlon, C., 2016. Talent acquisition vs talent management vs human resources *Resources Workable*. [online], 16 March. Available from: [www.http://resources.workable.com/tutorial/faq-talent-acquisition](http://resources.workable.com/tutorial/faq-talent-acquisition) [Accessed 30 March 2018].

Paychex, 2015. *The role of HR in talent management*. [online], March, 31. Available from: [www.http://paychex.com/articles/hcm/role-of-hr-in-talent-management](http://paychex.com/articles/hcm/role-of-hr-in-talent-management) [Accessed 22 March 2018].

PR Pundit, 2006. *The Traditional Talent Management Model*. [online], March, 15. Available from: <http://www.prpundit.com/wp-content/uploads/2018/02/Paresh-Chaudhry.pdf> [Accessed 13 November 2018].

PWC, 2016. *Millennials at Work: Reshaping the Workplace*. [online], February, 4. Available from: <http://www.pwc.com/people> [Accessed 30 April 2017].

RPO, 2017. *Advantages and Disadvantages of Social Media Recruiting* [online], March, 16. Available from: <http://www.rpoedge.com/advantages-and-disadvantages-of-social-media-recruiting/> [Accessed 6 October 2018].

Saikaew, K., R and Noyunsan, C., 2015. Features for Measuring Credibility on Facebook

Swanepoel, B., Erasmus, B. and Schenk, H., (2014). *South African Human Resources Management: Theory and Practice*. 5th ed. Pretoria, Juta.

Information, *International Journal of Computer and Information Engineering* [online], 4 April. Available from: <https://waset.org/publications/10000280/features-for-measuring-credibility-on-facebook-information> [Accessed 6 October 2018].

Sekaran, U. and Bougie, R., 2016. *Research Methods for Business – A Skill Building Approach*. 7th ed. Wiley, United Kingdom.

SHRM, 2018. *Screening and evaluating candidates* [online], March, 2. Available from: <https://www.shrm.org/resourcesandtools/toolsandsamples/toolkits/pages/screeningandevaluatingcandidates.aspx>. [Accessed 14 July 2019].

Sparrow, P. R. and Makram, H., 2015. What is the value of talent management? Building value driven processes within talent management architecture *HRM Review* [online], 15 September. Available from: www.sciencedirect.com/science/article/abs/pii/S105348225000200 [Accessed 12 April 2018].

White, S. K., 2016. *Recruiters increasingly rely on social media to find talent*. [online], 23 May. Available from: <https://www.cio.com/article/3073589/hiring/recruiters-increasingly-rely-on-social-media-to-find-talent> [Accessed 30 March 2018].

Wikipedia, 2016. *Deloitte* [online], June, 5. Available from: <http://www.en.m.wikipedia.org> [Accessed 21 April 2017].

Willyerd, K., 2015. *6 ways successful organisations approach human capital management*. [online], 10 September. Available from: <https://www.weform.org/agenda/2015/09/6-ways-successful-organisations-approach-human-capital-management/world> economic forum [Accessed 06 July 2019].

Wocke, A., 2015. *2015 Human Capital Trends Report for South Africa: Leading in the New World*. Pretoria: University of Pretoria

Wood, K., 2014. 5 Companies That Have Nailed Social Media Recruiting. *Nimble.com* [online], 2 December. Available from: <https://www.nimble.com/blog/5-companies-who-have-nailed-social-media-recruiting/> [Accessed 10 September 2018].

Appendix A: Interview Schedule

1. Do you use social media tools to source talent? Which social tools do you use? (Facebook, LinkedIn Twitter, Instagram, Any other?).
2. Why do you use Facebook as part of your process for sourcing talent?
3. In your experience what is the value of using Facebook? It can be positive or negative.
4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?
5. Do you have any other comments?

Appendix B

Interviews - line by line coding

Interview with Participant 1 (P1)

1. Do you use social media tools to source talent? Which social tools do you use? (Facebook, LinkedIn Twitter, Instagram, Other).

“Yes I do, I use various platforms such as Facebook, LinkedIn and a career portal website. I use other platforms like Twitter and Instagram to create awareness around the vacancies I advertise on Facebook, LinkedIn and our Career’s Page.”

- Constructs – Facebook, LinkedIn, Website, Create Awareness.

2. Why do you use Facebook as part of your process for sourcing talent?

“I use Facebook to advertise vacancies as it creates awareness as many people use and are on Facebook. Many people therefore see the advert and can either apply for the vacancy or inform others who are job seekers by sharing the vacancy or sending it to others. It is a big public platform that allows me to connect to a number of people.”

- Constructs – Creates Awareness, Connect you to people.

3. In your experience what is the value of using Facebook? It can be positive or negative.

“I believe that Facebook is a valuable tool as I have had success with it. It is an effective and secure tool that allows me to advertise job vacancies in relation to admin support roles. I have had success with it and will continue to use it.”

- Constructs – Valuable tool, Effective and secure tool, Admin support roles

4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

“Yes, I use Facebook to source and recruit potential candidates for skilled positions. I specifically advertise job vacancies for admin-based roles and specialised positions.”

- Constructs – Skills positions, Admin based roles, Specialist positions.

5. Do you have any other comments?

“I also use Facebook to screen potential candidates that I have sourced and recruited for a position. I will often look at a candidate’s hobbies or personal interests which I can view on Facebook. Therefore, it is not only an effective tool to advertise vacancies and create awareness but also an effective screening tool.”

- Constructs – Screening potential candidates, Identify hobbies and interests, Effective screening tool.

Interview with Participant 2 (P2)

1. Do you use social media tools to source talent? Which social tools do you use? (Facebook, LinkedIn Twitter, Instagram, Any Others)

“We primarily focus on LinkedIn and Facebook. We also use PNET, but I will not consider that social media. We do have an Instagram account, but my other colleague focuses on that I do not use it.”

- Constructs – LinkedIn, Facebook, PNET

2. Why do you use Facebook as part of your process for sourcing talent?

“Facebook targets a lot of the younger people, when we are dealing with positions for recent grads, especially my Facebook. Obviously with all the different consultants we all have different groups of people. Liezel’s people are a little bit older and mine are younger, so for me I find it effective, for sourcing recent grads and younger people on Facebook. I tend to use LinkedIn for the more senior positions. So yes I find Facebook quite effective and also I enjoy using it as you can post to the Maritzburg business group and if you primarily focusing on the Maritzburg positions, whoever is in the Maritzburg group gets to see the position you advertising and if they are interested they contact us.”

- Constructs - Facebook targets younger people and recent grads, Facebook is effective for sourcing recent grads and younger people, LinkedIn is used for more senior positions, Maritzburg business group

3. In your experience what is the value of using Facebook? It can be positive or negative.

“We definitely had some candidates reach out to us from the Facebook adverts, so it has been helpful, it’s not entirely useless. But I find that it is not as effective as PNET or our standard job searching programmes and tools. Another problem with Facebook is that you cannot select people or refine your searchers. You receive a number of candidates who think they are suitable for a particular position and then they send their CV’s through to you, and most of the time they are not, and I find that quite frustrating. Whereas with PNET you have filters to narrow down your searchers which make it a bit easier.”

- Constructs - Candidates reach out from Facebook adverts, not as effective as PNET, Problem with Facebook – cannot refine searchers, Facebook can attract unsuitable candidates, PNET has filters to narrow search

4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

“Not really we tend to post all our adverts on our Facebook page, and as I mentioned I find it easier to find younger people and recent grads on Facebook but otherwise we post all our adverts on our Facebook page.”

- Constructs – Easier to find younger people or recent graduates on Facebook

5. Do you have any other comments?

“We definitely use Facebook if we have done a telephonic interview on a candidate, then we will use Facebook to check them out, see where they at. People do not think that what you put on Facebook matters, but it really does. We had some candidates who interviewed extremely well, we check out their Facebook page and there’s some dicey stuff on it and often we will not utilise that candidate. There is a screening in a sense, but it is not as refined as other job portals.”

- Constructs – Use Facebook if a telephonic interview was done, People think what you put up on Facebook does not matter, but it does, You can screen on Facebook but it is not as effective as other job portals

Interview with Participant 3 (P3)

1. Do you use social media tools to source talent? Which social tools do you use?
(Facebook, LinkedIn Twitter, Instagram, Other)

*“Yes, I do. I utilise **Linkedin, Facebook, Twitter sometimes, and Instagram**. All the ones that are available, I do not think the likes of snapchat are being utilised here yet.”*

- Constructs - LinkedIn, Facebook, Twitter, Instagram

2. Why do you use Facebook as part of your process for sourcing talent?

*“For a number of reasons as it **generates awareness** around the vacancies I post. Especially that we have a business Facebook page and a personal Facebook page. I try to encourage people to put it up on the business Facebook page but also to **share it on their personal Facebook page**, because we reach all of their friends and their friends, friends. Another reason why we use it is because of the traffic we get from Facebook there is a **link that goes through to our website**. So, we hit a **broader market** and everybody is on their phone. It does not matter what type of person we are looking for **most people are alive on social media and they have a brand**.”*

- Constructs - Generates awareness, share on different pages on Facebook, Facebook account is linked to Pronel Website – hit broader market, social media brand identity

3. In your experience what is the value of using Facebook? It does not matter, it can be positive or negative as we want to understand if Facebook is a useful mechanism or not.

*“Huge. Facebook is an extremely **valuable tool** and we would be foolish not to use it. I know we **do not use Facebook to its true potential** in terms of putting filters in place to attract the right people and hit the right market. The value of **word of mouth** is something you cannot underestimate. It is a large social platform that allows us to **reach the masses** and helps **spread the advert/ vacancy through word of mouth**.”*

- Constructs – Valuable tool, we do not use Facebook to its true potential, Helps spread word of mouth, Reach the masses

4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

“When I do utilise Facebook, I would probably not put my more senior roles on there, for me I would rather use a more business platform. But we could potentially put a shout out and not a detailed job description on Facebook. It would just be a notification that we are searching for somebody. More admin, office-based roles. I use Facebook to source and recruit office-based support roles or artisans and not specialised or skilled roles. I basically post a shout out for potential candidates to view the new vacancy I posted online. It is a notification and not the full vacancy. The full vacancy will be posted onto the business page and the shout out to create awareness will be posted on Facebook. I do not place vacancies for more senior roles on Facebook as I consider the demographic and type of people using Facebook in relation to the candidates the vacancy is targeting.”

- Facebook is used as a shout out tool to notify people we are searching, Facebook is used to source and recruit office-based roles or artisans, Post full vacancy on our business page, We do not post our more senior roles on Facebook, Consider demographic and type of person before post advert

5. Do you have any other comments?

“It is not ideal to only post vacancies on Facebook. There are many social platforms and in order to attract the best candidate the advertisement must be put on various platforms to be seen everywhere by different people. Facebook has also changed its policy and we have to pay Facebook to advertise for certain vacancies or job roles on a business page”

- Constructs – Not ideal to only post on Facebook, use many social media platforms to attract the best candidate, can be expensive as Facebook requires you to pay for certain vacancies to be advertised

Interview with Participant 4 (P4)

1. Do you use social media tools to source talent? Which social tools do you use (Facebook, LinkedIn Twitter, Instagram, any Others?)

“I use Facebook, LinkedIn, PNET and Gumtree.”

- Constructs – Facebook, LinkedIn, PNET, Gumtree

2. Why do you use Facebook as part of your process for sourcing talent?

“Because there are just so many people and other people can share your post. If I put it up on business groups, then other people and their friends can view it as well. Helps me reach out to the masses.”

- Constructs – Facebook helps reach the masses

3. In your experience what is the value of using Facebook? It can be positive or negative.

“Both positive and negative. We put out our email addresses on the vacancy and I will have people emailing me who are not suitable, and it is a time waster to go through emails of people who do not meet the requirements. It can be time consuming. I am also new I am still learning, but I have not placed one person from Facebook yet. We have just started to use Facebook. It does have benefits, as people can share the vacancy and create awareness.”

- Constructs – Facebook can be time consuming when trying to find suitable candidates, allows you to share the vacancy, Helps create awareness

4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

“I put up a vacancy on Facebook mostly targeting technical skilled people. I look for people who work with their hands. Basically, skilled people like IT, diesel mechanics. My division or type of people I search for online are tricky as many of them do not have Facebook or email. I look for people with a trade.”

- Constructs - Facebook targets the skilled/ technical people, look for people with a trade using Facebook

5. Do you have any other comments?

“Facebook is a good tool to use, for posting adverts and vacancies. I think more people should use Facebook, but it is tricky to find the right person. If someone sends in their CV and do not meet the requirements for a vacancy, we will still had them to our database for future vacancies. We are creating little data pools and pull from them when we need too. We pull most of our people from PNET.

- Constructs – Facebook is a good tool, Facebook allows us to create talent pools or a database of people, we find more people on PNET

Interview with Participant 5 (P5)

1. Do you use social media tools to source talent? Which social tools do you use (Facebook, LinkedIn Twitter, Instagram, any other)

“Yes, I do. I use social media, I use Facebook and LinkedIn and the company website. Pent I do use as well. And Gumtree. However, Facebook is one of the main platforms.”

- Constructs - Facebook, LinkedIn, Company website, PNET, Gumtree

2. Why do you use Facebook as part of your process for sourcing talent?

“The vacancies I put up can be shared. From that it grows, and more people will see it and apply – word of mouth. Because I have a large database and I can reach out too many people who can share it.”

- Constructs – Facebook allows you to share posts, Facebook allows for word of mouth, Facebook allows you to reach out to so many people.

3. In your experience what is the value of using Facebook? It can be positive or negative.

“Since starting at Pronel the value of it is great, in terms of if I am looking for a post to be filled and there is a quick response, an immediate response as people add other people’s names to my advert. It is very positive and great to use Facebook in terms of getting quick responses. Also, it is not like PNET that would just draw any CV. When you are advertising on Facebook you put up the advert that you want, and you get people that actually fit those functions. So, if I am looking for a receptionist, I am getting people that have history and

*experience in reception and not just anybody that is just trying to find a job. I am getting the job filled. The only bad thing I must say is that I get a lot of friend requests from people I do not know, as they want to make conversation as they are seeing my adverts for a post, and I am not happy with it. It opens up **personal avenues.**"*

- Constructs – Facebook allows for quick responses as you are reaching out to many people, Only negative is that it opens up your personal life to others on Facebook as you are sharing posts on your personal page

4. Do you use Facebook as a tool to source and recruit specific talent (Skilled/ semi-skilled/ unskilled)?

*"If I advertise on Facebook, it could be anything really because you get all types of individuals on Facebook. There are doctors, engineers, and administrative people there and if they are not they know of somebody who they will share it with. So if it is something very **professional** like a design engineer, I will go to a platform like **LinkedIn**. But I will do is first place my advert on **LinkedIn and from LinkedIn I will link it to my Facebook page.** But then again if it is a more administrative role, the more **lower (unskilled), roles I will not put it on LinkedIn I will put it directly on Facebook.** I use **Facebook to source and recruit more admin-based roles.** The temporary workers come from me. Any ages, it depends on what the client wants. I do not post as many adverts as the other ladies, and that is purely because I am running the temp division. I am running another database of candidates I have already interviewed and are on the system that I can just go to. Recently I placed an advert on Facebook for temps for a dance academy, and within 2 days I had about 400 responses so you must know you now are **sifting through all those CV's.** This is a **negative** side of Facebook as I have to **manually do all the CV screenings as Facebook does not do it.**"*

- Constructs – Facebook is used to source and recruit admin-based roles, LinkedIn is used to source and recruit more professional roles, Negative side of Facebook is that there is no electronic filters or CV screening, it is done manually

5. Do you have any other comments?

"No none.

ANNEXURE A: ETHICAL CLEARANCE

**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS
COMMITTEE (HSSREC)**

**APPLICATION FOR ETHICS APPROVAL
FOR RESEARCH WITH HUMAN PARTICIPANTS
INFORMED CONSENT**

Information Sheet and Consent to Participate in Research

Date: December 2018

Dear Potential Participant,

My name is Tarryn Liesl Charles. I am a Human Resource Management Masters Student at The University of Kwa-Zulu Natal Pietermaritzburg Campus. Contact details are 0720767896/ 0338977582 and my email address is tarryncharles0612@gmail.com.

To complete my master's qualification in Human Resources, it is essential that I conduct appropriate research. You are invited to consider participating in a study that is entitled; Facebook as a mechanism for sourcing and recruiting talent at Pronel Recruitment Agency. The aim of this study is to develop the best practice system, to use Facebook as a mechanism to create and contribute to the diverse pool of talent. The study is expected to enrol five participants at Pronel Recruitment Agency based in Pietermaritzburg. It will involve interviews and a focus group to gather relevant data. The duration of your participation if you choose to enrol and remain in the study is expected to be one hour for an interview and one hour for a group focus group.

We hope that the study will create the following benefits; will assist Pronel Recruitment Agency with recommendations and insight to best practice strategies in terms of recruiting using social media. It will also assist Pronel Recruitment Agency to better utilize Facebook as a tool for sourcing talent. Furthermore, it will add to the body of knowledge. Describe the scientific/other benefits hoped for from the study).

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at [tarryncharles0612@gmail.com/](mailto:tarryncharles0612@gmail.com) 0720767896 or the researcher supervisor [henniep1@gmail.com/](mailto:henniep1@gmail.com) 0836557572 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Your participation in this research is voluntary. There will be no monetary gain or any incentives from participating in this interview or focus group. You may refuse to participate or withdraw from the research at any point for any reason, with no negative consequence. In the event of refusal or withdrawal of participation the participants will not incur penalty or loss of treatment or other benefit to which they are normally entitled.

Confidentiality and anonymity of records identifying you as a participant is assured with the use of pseudonyms. If you have any questions or concerns about participating in the interview and/or focus, you may contact myself or my supervisor at the numbers listed above. My supervisor will ensure that I comply with your terms of consent and with all ethical requirements. All signed consent forms, transcript of interviews, focus group and original audio recordings will be retained and stored on an electronic device (computer) for the duration of the study and for 5 years which my supervisor and I will have access to. After 5 years all records, both hard copy and electronic will be destroyed. Under Freedom of Information Legalization, you are entitled to access the information gathered at any time while it is in storage as specified above.

ANNEXTURE B: CONSENT FORM

I _____ have been informed about the study entitled; Facebook as a mechanism for sourcing and recruiting talent and Pronel Recruitment Agency, by Tarryn Liesl Charles Masters Student at The University of KwaZulu-Natal Pietermaritzburg.

I understand the purpose of the study is to develop the best practice system, to use Facebook as a mechanism to create and contribute to the diverse pool of talent. I understand the procedures of the study is expected to enrol five participants at Pronel Recruitment Agency based in Pietermaritzburg. It will involve interviews and a focus group to gather relevant data. The duration of your participation if you choose to enrol and remain in the study is expected to be one hour for an interview and one hour for a group focus group.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at tarryncharles0612@gmail.com or 0720767896

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Signature of Participant

Date

Signature of Witness

Date

(Where applicable)

ANNEXURE C: PARTICIPATION CONSENT FORM

Masters Dissertation: Facebook as a mechanism for sourcing and recruiting talent at Pronel Recruitment Agency.

Researcher: Tarryn Liesl Charles (07 076 7896)

Supervisor: Dr. HJ Pelser (083 655 7572)

Dear Research Participant,

I, Tarryn Liesl Charles am a master's Student at The University of Kwa-Zulu Natal. To complete my master's qualification in Human Resources, it is essential that I conduct appropriate research. I invite you to participate in my research project entitled; Facebook as a mechanism for sourcing and recruiting talent at Pronel Recruitment Agency. The aim of this study is to develop the best practice system, to use Facebook as a mechanism to create and contribute to the diverse pool of talent.

Through your participation I hope to understand whether Facebook is an effective tool to source and recruit top talent for organisations. Your participation in this research is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence.

Confidentiality and anonymity of records identifying you as a participant is assured with the use of pseudonyms. If you have any questions or concerns about participating in the interview and/or focus, you may contact myself or my supervisor at the numbers listed above. My supervisor will ensure that I comply with your terms of consent and with all ethical requirements. The interview should take about 30 minutes. Your participation will be greatly appreciated.

Yours Sincerely,

Miss TL Charles

Date : 5 July 2018

ANNEXURE D: GATEKEEPERS LETTER

Date: 24 May 2018

To Bridget Jones – Managing Director of Pronel

**PERMISSION TO CONDUCT RESEARCH AS PART OF THE RESEARCH DISSERTATION
REQUIREMENT FOR M.COM COURSEWORK DEGREE**

Name: Tarryn Liesl Charles

Student No: 213506103

Dissertation Topic: Facebook as a mechanism for sourcing and recruiting talent at Pronel

It is a requirement for the above mentioned student to undertake a practical research project as part of the research dissertation requirement for M.COM Coursework degree.

Typically this project will be a “practical problem solving” exercise, and necessitate data gathering by questionnaires or interviews.

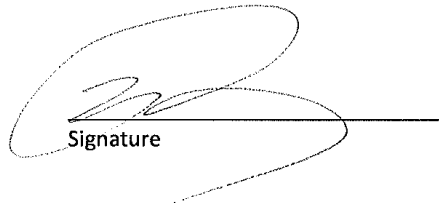
Your assistance in permitting access to your organisation for purposes of this research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost circumspection. Further, should you wish the result from the dissertation “to be embargoed” for an agreed period of time, this can be arranged. The student will strictly adhere to confidentiality and anonymity.

If permission is granted the UKZN requires this to be in writing on a letterhead and signed by the relevant authority.

Thank you for your assistance in this regard.

Yours sincerely

Dr. H. Pelser
Supervisor Name



Signature

ANNEXURE E: TURNITIN REPORT

[My Class](#) [User Info](#) [Messages](#) [Student](#) [English](#) [Help](#) [Logout](#)

[Class Portfolio](#) [My Grades](#) [Discussion](#) [Calendar](#)

NOW VIEWING: HOME > TC DISSERTATION

Welcome to your new class homepage! From the class homepage you can see all your assignments for your class, view additional assignment information, submit your work, and access feedback for your papers.

Hover on any item in the class homepage for more information.

Class Homepage

This is your class homepage. To submit to an assignment click on the "Submit" button to the right of the assignment name. If the Submit button is grayed out, no submissions can be made to this assignment. If resubmissions are allowed the submit button will read "Resubmit" after you make your first submission to the assignment. To view the paper you have submitted, click the "View" button. Once the assignment's post date has passed, you will also be able to view the feedback left on your paper by clicking the "View" button.

Assignment Inbox: TC Dissertation

	Info	Dates	Similarity	
Taryn Charles		Start: 10-Jul-2019 8:31PM Due: 16-Aug-2019 11:59PM Post: 24-Jul-2019 12:00AM	This is the percentage of text in your paper that matched sources in our database. Click to view the Similarity Report. 9%	Resubmit View

Copyright © 1998 – 2019 Turnitin, LLC. All rights reserved.

[Privacy Policy](#) [Privacy Pledge](#) [Terms of Service](#) [EU Data Protection Compliance](#) [Copyright Protection](#) [Legal FAQs](#) [Helpdesk](#) [Research Resources](#)

