SOCIAL NETWORKING SITES (SNS) QUALITY, ATTITUDE TOWARDS SNS, TYPE OF SNS AND EFFECTIVE RECRUITMENT AMONG HUMAN RESOURCE PERSONNEL AT MANUFACTURING COMPANIES IN PENANG

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by

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ABSTRAK

Dalam industri pembuatan, majikan dijangka mencapai keuntungan yang tinggi. Berjaya dalam perniagaan adalah sangat penting untuk Syarikat berkembang dan maju pada masa akan datang. Pencapaian ini bergantung sepenuhnya kepada orang yang bekerja dan memberi perkhidmatan kepada Syarikat. Kakitangan pencapaian tinggi datang daripada kualiti pekerja. Kakitangan yang berkualiti jarang boleh didapati jika majikan masih bergantung pada pengambilan tradisional. Pada zaman moden, peranan laman rangkaian sosial bukan hanya untuk tujuan sosial tetapi ia juga membantu kakitangan sumber manusia untuk memilih kumpulan-kumpulan calon pemohon yang terbaik. Oleh itu, kajian ini menyiasat hubungan antara kualiti laman rangkaian sosial, sikap terhadap laman rangkaian sosial, jenis laman rangkaian sosial dan pengambilan yang berkesan di kalangan kakitangan sumber manusia di syarikat perkilangan di Pulau Pinang. Penyelidik menakrifkan pengambilan yang berkesan adalah keupayaan untuk mengambil dan memilih orang berkualiti baik dari usaha organisasi untuk mengupah orang yang terbaik. Kajian ini telah menentukan pengambilan yang berkesan adalah peranan laman rangkaian sosial dalam pengambilan. Objektif utama adalah untuk memberi pemahaman yang lebih baik mengenai kesan peranan rangkaian sosial yang berkualiti ke arah pengambilan yang berkesan di kalangan kakitangan sumber manusia di Pulau Pinang. Di samping itu, kajian ini juga menganalisis hubungan moderator untuk

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jenis laman rangkaian sosial di antara hubangan laman rangkaian sosial kualiti dan sikap terhadap laman rangkaian sosial dengan pengambilan yang berkesan. Soal selidik yang mengandungi ukuran terdahulu seperti yang dicadangkan oleh penyelidik sebelum ini telah diterima pakai dan disesuaikan dan dihantar kepada responden daripada syarikat perkilangan yang terpilih di Pulau Pinang. Data daripada responden yang berkenaan digunakan untuk menguji model penyelidikan. Daripada 500 soal selidik yang dihantar, hanya 180 jawapan yang diterima dan dianalisa. Kemudian, dengan menggunakan PLS, data telah dibersihkan dan pengujian model pengukuran dan model struktur dijalankan untuk menguji hipotesis. Secara keseluruhannya, kajian ini mendedahkan bahawa daripada 12 hipotesis, 11 hipotesis diterima. Secara khusus, semua laman rangkaian sosial iaitu kualiti maklumat, populariti di kalangan pemohon, kemudahan navigation, privasi, skop rangkaian telah didapati signifikan ketara dengan pengambilan berkesan. Sikap ke arah laman rangkaian sosial telah didapati signifikan positif dengan pengambilan berkesan. Kajian ini juga mengesahkan moderator jenis laman rangkaian sosial telah ditemui signifikan positif di dalam hubungan antara laman rangkaian sosial kualiti dan pengambilan berkesan. Oleh kerana kajian ini hanya memberi tumpuan kepada kakitangan sumber manusia dalam industri pembuatan, penemuan mungkin tidak berkenaan dengan tetapan kerja lain. Oleh itu, kajian ini mencadangkan bahawa pada masa akan datang, tetapan penyelidikan boleh diperbesarkan.

SOCIAL NETWORKING SITES (SNS) QUALITY, ATTITUDE TOWARDS SNS, TYPE OF SNS AND EFFECTIVE RECRUITMENT AMONG HUMAN RESOURCE PERSONNEL AT MANUFACTURING COMPANIES IN PENANG

ABSTRACT

In the manufacturing industry, employers are expected the high achievement in profit. Successfully in business is very important for company to be grow and advance in the future. The achievement is fully depend on the people who are working and give a service towards company. High achievement employees come from the quality of employees. The quality employees are scarcely to be found if the employers still depend on traditional recruitment. In the modern era, the role of social networking sites is not just for social purpose but it also help Human Resource Personnel to select the best pool of candidates. Thus, the present study investigates the relationship between social networking sites quality, attitude toward social networking sites, type of social networking sites and effective recruitment among Human Resource Personnel at Manufacturing Companies in Penang. Researcher defined the effective recruitment is the ability to effectively recruit and select good quality people from an organizational effort to hire the best people. This study has defined effective recruitment is the role of social networking sites in recruitment. The main objective is to have a better understanding on the impact of the role of social networking sites quality towards effective recruitment among Human Resource Personnel in Penang. In addition, this study also analyse the moderate relationship of type of social networking sites between social networking sites quality and attitude toward social networking sites with effective recruitment. Questionnaires containing previous measures as proposed by previous researchers was

adopted and adapted and sent to the respondents from the selected manufacturing companies in Penang. Data from the respective respondents were used to test the research model. From 500 questionnaires sent, only 180 responses received and analysed. Then, by using PLS, data are cleaned and later measurement model and structural model is conducted to test the hypotheses. Overall, this study revealed that out of 12 hypotheses, 11 hypotheses are accepted. Specifically, all social networking sites quality which are information quality, popularity among applicants, ease of navigation, privacy, networking scope have been found significant positive with effective recruitment. Attitude toward social networking sites has been found significant positive with effective recruitment. This study also confirms the moderator of type of social networking sites have been found significant positive moderate the relationship between social networking sites quality and effective recruitment. Since this study only focus on Human Resource Personnel in manufacturing industry, the findings might not be applicable to other work setting. Therefore, this study proposed that in future, the research settings can be enlarged.

CHAPTER 1

INTRODUCTION

1.1 Introduction

Through world population, Internet users is reached 4.2 billion out of 7.6 billion world population which is about 54.4 % of human in the world using Internet (Stats, 2017). Poushter (2016) reported in 2013, a median of 45% across 21 developed countries reported using the Internet at least and in 2015, that number increased to 54%, with that effect is coming from countries such as Malaysia, Brazil and China. By comparison, a median of 87% use the internet across 11 advanced economies surveyed in 2015, including the U.S, Canada, major Western European nations, Australia, Japan and South Korea and Israel (Poushter, 2016). The Internet is a global connection between millions of computers that consent and allow access into and spread the information.

1.9 billion of world population using Facebook as their main social networking sites (Stats, 2017). Vyas, (2015) have found Facebook has attracted more than 500 million users and instantly step faster than Google visit per day and compared to LinkedIn that users registration from 2009 picked 40 million and increased to 100 million in 2011. It is undeniable if most of the users now did not have even one social network site and they will be called outdated because not parallel with the current trend. Abdulahi, Jalil, & Lumpur, (2014) claim since social network sites exists, they have attracted millions of people to become members. Lal & College, (2013) pointed out in their journal where many of people currently are already log in or sign up to register and some just using one social network sites and some are more than one.

Social media is defined as a group or compilation of Internet web based applications that created on the ideological and technological foundations of Web 2.0, and allowing the creation and exchange of User Generated Content (Kaplan & Haenlein, 2010). Kaplan & Haenlein, (2010) categorized social media through six categories such as blogs, content communities, collaborative projects, virtual game worlds, and virtual social worlds, social networking sites. According to the past scholar, social media is consists of many creation such as social networking sites, blogs, social bookmarking, micro blog, voting sites, review sites, media sharing sites, forums and virtual worlds (Zarrella & Zarrella, 2010). Based on this study, social networking sites is a platform that is focused on. Sułkowski and Chmielecki (2014) defined a social networking site as any Website that authorize users to create personal profiles and create relationships with other users profile.

Social networking sites are seen as a number of people into specific groups similar to a small rural community or neighborhood. Now this type of social platform has being linked to the touch of technology. This new twist has created a new term or platform called online social networking. It has the functions as an online group and virtual community of internet users across the world (Social Networking, 2009). Social networking sites are online social applications that encourage users to join the community through creating personal profiles, attracting friends to visit every user's profiles, and sending a chat or message between one another (Kaplan & Haenlein, 2010). Personal profiles contain a variety of photos, video, information, audio files, and blogs. The users of social network profile are capable to upload their social photo, add their close friends or alumni of university and messaging one another. Social networking sites have become as a trend to all peoples especially Generation Y where now they used

social network sites for many purpose. Some of them use social network sites to do informal activity such as like searching old friends, follow the trend, and some because of formal activity like seeking a job. In additon, social networking sites are defined as online social applications that give facility for users to create personal information profiles, recommend other users to access to the profile, and sending messages among users (Kaplan & Haenlein, 2010). These personal profiles are consists of any type of photos, video, audio files, information, and blogs. Boyd and Ellison (2007) found since recognition of social networking sites, MySpace, Facebook, Cyworld, and Bebo have tied millions of users and many of people have choose these sites as one of the part in their daily activities.

Asia population achieved 2.02 billion out of Internet users and 343 million users of Facebook (Stats, 2017). In Malaysia, users of Internet achieved 25 million out of 32 million of Malaysian population and Facebook users have reached 22 million (Stats, 2017). From 21.9 million social networking sites users in 2016 which are 97.3% of them claimed that they owned a Facebook account (Commission, 2017). Commission (2017) states an increased in ownership as compared to previous year among user of Instagram account (56.1%), YouTube (45.3%), Twitter (26.6%), LinkedIn (9.1%) and Tumblr (4.8%). On the different part, account ownership of WeChat Moments (43.7%), Google+ (28.3%) and Line Timeline (7.6%) has decreased since the previous year. It means Malaysian are actively using the Internet and at the same time it is undeniable they adopted Internet to sign up for social networking sites and Malaysian people especially youngster are more attractive to have at least one social network sites, and they used it for many purposes such as communication with friends and family purpose, educational purpose, and career purpose. Internet usage in Malaysia started around 1992, with the

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introduction of the first internet provider names Jaring (Salman & Hasim, 2011).They also claim, that Internet provider is a simple browsing and e-mail experience, has now changed to creative information dissemination.

The past decade ago has seen a huge contribution in the use of social networking sites, by personal and businesses. Individuals took advantage of the facility of social networking sites for communicating and confess out their opinion even personal or public issues while businesses have many advantage from social networking sites with marketing and advertising opportunity. Based on this study, the social networking sites can be differentiated between business-oriented sites and social-oriented sites. Business-oriented networking sites is defined the sites that allow applicants to communicate with one another through any information related with business and personal information among users through social networking sites which those who has joined in and contribute to the online community (Abel, 2011a). While a many of social networking sites exist, Facebook, Twitter and LinkedIn are the social online platforms being concentrated on and these social networking sites previously mentioned are used by hundreds of millions of human daily (McKenna, 2014). LinkedIn is a social networking site and created as a networking tool for business and user's personal profiles can be used as their CV, which already list out the information like education, previous jobs, current job (Pitkänen, 2010). In Facebook, people are mainly showing about their personal life. Pitkänen (2010) found in LinkedIn, users can recommend other users if the individual's background have met their expectations.

1.2 Problem statement

Recently, the industrial value creation in the early industrialized countries is formed by the development towards the fourth stage of industrialization, that called Industry 4.0. This development provides huge opportunities for the creation of sustainable manufacturing (Stock & Seliger, 2016). The development is involved with more software and embedded intelligence that are more dependent between one another in industrial products and systems, predictive technologies which can further intertwine intelligent algorithms with electronics and tether-free intelligence (Jay, 2014). Jay (2014) also claimed Germany is introduced as country who lead the transformation toward 4th Generation Industrial Revolution (Industry 4.0) based on Cyber-Physical System that enables manufacturing and service innovation. Malaysia has been one of the prominent economies among the developing world countries that have reach succeed growth in industrialization especially through manufacturing. Manufacturing is consist of production of goods by using labor, machines, equipment and raw materials. The manufacturing sector is related with industrial design and engineering has a significant influence in economy. Malaysian manufacturing sector has made a big changes in its structure with development of more skilled intensive industries, such as machineries, electronics and a relative contraction in the semi-skilled labor intensive and traditional sectors such as food and textiles (Wadud, 2008).

Recruitment is defined as the process of producing a group of talented people to apply for vacancy in organization (Sivabalan, Yazdanifard & Ismail, 2014). Traditional recruitment channels that are not using social network sites have played via newspaper advertising, posting a banner, flyers distribution; friends referrals and word of mouth have led to many obstacles and limitation. Besides that, some applicants have to buy a

newspaper to search vacancy jobs and sometimes some advertisement of jobs already outdated. If employers still used traditional recruitment, targeting talents cannot be started because recruiters did not know applicants very well if they just see in their resume paper. Giving advertisements in newspapers is costly and it is a persistent challenge to target the narrowly defined candidate types through newspaper advertising (Banerjee, 2012).

Companies need talented people because they are a main source for a company, and talented people are hard to find. Furthermore, since the exist of economic crisis, the competition of talent is still a main topic, and recruiters are faced with the problem seeking the right talents (Abel, 2011b). Abel (2011b) has done a research at the German companies, there are still unfilled post and companies have problems regarding their staffing. The employer has spent huge money on fixing this platforms, but still not good and the employers also are facing the problems where they unable to find the right talents. Banerjee (2012) claims in his study, employee recruitment has become more tough as the market for qualified applicants is scarce. Because of the low unemployment rate and the lack of qualified applicants for many positions recruiting the "best and the brightest" has become a war for talent (Judy, 1999). The difficulty that has been encountered by employers and talented employees sourcing each other when it is demonstrated by the huge responses to advertised vacancies and only with 50 to 200 CVs per position, employers still feel is difficult to find suitable talent (Rahman, Arora, & Kularatne, 2014). It is difficult to find the right applicant for the right job at the right place because of the accessibility of big number of talents and the challenges created by the recruiting strategies. Recruiting a new employee is not a tough process, but recruiting the right employee can be tougher (Jóhannsson, 2016). It has been exposed

that hiring the wrong individual for a job can be both expensive and disruptive for an employer (Hinkin & Tracey, 2000).

Despite the extensive use of SNS in HR practices, this is still not widely being practiced in Malaysia. Hakkarainen (2014) claimed that social networking sites help the recruitment tools in cutting the cost of recruitment and adding the competency of recruiters. If compared to traditional recruitment, applicants have to print out much of resume papers, fold it and they started to visit to all companies regardless of the location, in order to submit the hard copies of their resume. This also adds a burden to the companies to screen the applications. Thus, several research show that online recruitments have become the only idea to save cost and time for organizations (Hart, Doherty & EllisChadwick, 2000). Even though, traditional recruitment channel actually can generate a high number of applicants or candidates through newspapers but the process is costly. Moreover, advertisements in traditional modes are inflexible; it is expensive and complicated to change (Graham, Milner, Saul, & Pfaff, 2008). Companies have to cut costs and recruitment is a big cost for a company and at the same time companies struggle with cost cutting and market situation also tight with making business with fewer resources (Hakkarainen, 2014).

The use of social networking websites such as Facebook, MySpace, LinkedIn, and Twitter for recruiting, hiring, or terminating individuals is still new study, but the usage for these task is growing while study on these practices is still lacking (Davison, Maraist & Bing, 2011). Many questions is rising about the usage of these sites for HR practice have yet to be revealed, including the validity of information acquired on these sites, user's perceptions of employer's role of these sites, and the legitimacy of using these sites, among others (Davison, Maraist & Bing, 2011).

Many of applicants that are suited with the job are unreachable because the advertisement is not entirely covered because some of them are not live in that geographical area. Dew et al., (2013); McIntosh, Ossip-Klein, Spada, & Burton, (2000) supported the argument, radio and newspaper advertisements have a large number of first contacts, but because of limited time and space, many of those contacts are choosing to reject the offer and led to poor channel efficiency, costing time and resources. Social networking sites become as a new solution in recruitment and have the capability to solve the problem. More than a decade ago, Michaels and colleagues has done a research about a "war for talent" in which they have found recruiting qualified talents is tough because of demographic and economic factors (Michaels, Handfield-Jones, & Axelrod, 2001).

The research of social networking sites and recruitment only have a few studies conducted and now researchers just begin to investigate about this field (Mohammed, 2015). Social networking sites is not a new thing to peoples but the role of social network sites in recruitment is still unaware by some of employers and applicants, and somewhat unsurprisingly the literature are still not much conducted. DeKay (2009) pointed to studies of the implication of using social networking sites in candidate's recruitment is still just a little researched. Implication or effect using social networking sites in recruitment can be divided into positive and negative, and some employers have avoided negative implication such as privacy invade and rejecting candidates because of their personal page without their awareness. The effect of social network sites in recruitment is mostly unaware. Madera (2012) has concluded in his study, there is a lack of studies examining how applicants perceive and react to the usage of social networking sites in the recruitment and selection process and the research of the relationship

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between social networking sites and recruitment is still lacking. Almusa and Albalawi (2016) found its critical to select suit candidates for open jobs and current applicants needed to be walking in to find the best suited then increasing the number of jobless people and those are dissatisfied with their current jobs fight to search other jobs. Currently, with the advance of technology and advance of a company that is always moving forward, the employers attempt to find right candidates where they decided to choose to target talents. Gu, Skierkowski, Florin, Friend, and Ye (2016) has done a study about the effectiveness of social networking sites based recruitment channels for youngster populations, and they found although teenager use of social networking sites is increased its efficacy in research recruitment remains unclear. Although the popular press has reported on this topic, research remains limited on the use of SNS by employers and the extent of this issue remains under debate (Black & Johnson, 2012). Recruitment in social networking sites is a field that has not been fully familiar by companies and employers also feel that talent is more difficult to find in employee markets and they think that the situation will get worse in future (Hakkarainen, 2014). Gibbs, MacDonald, and MacKay (2015) claim the domination of research on social networking sites usage in human resource management evoke the necessity for more empirical investigations. It because there is totally a big gap between practice and research with related to social networking site usage in human resource management, particularly in recruitment and selection (Caers et al., 2013; El Ouirdi, El Ouirdi, Segers, & Henderickx, 2015; Roth, Bobko, Van Iddekinge, & Thatcher, 2016). Research is required on the usage of social networking site in organizational contexts, to rise questions regarding the factors that facilitate or hinder their adoption (Ngai, Moon, Lam, Chin, & Tao, 2015). Employer screening of public content has previously been less

studied, but only few research has studied the validity of social networking site's usage in recruitment and selection (Van Iddekinge, Lanivich, Roth, & Junco, 2016) even though some studies have risen the concerns about this practice (Haefner, 2009). Not surprisingly, the practice of screening applicants' online profiles is highly controversial (Chauhan, Buckley, & Harvey, 2013).

Recruitment is very important for company because it is the activity that helps company hire new people that suit for the position employers looking for. Recruitment can be described as the "practices and activities that will be implemented by employers with the main purpose of recognizing and attracting potential employees" (Parry & Wilson, 2009). Recruitment aims to attract new people especially applicants to fill vacancies in order to correspond it with organization's strategy. Recruiting the best applicants is tough to company's achievement today because many interesting tools have been invented to help employers find the best talent. Recruitment is a process of finding and attracting suitable applicants for employment (Palonka & Porębska-Miąc, 2013). Recruitment is the process which the employers have a right which candidates they will choose whatever which background they come from.

Effective recruitment is important towards companies because when recruitment succeed, the good candidates will give the good outcome in business. Ineffective recruitment is defined as an activity that prevent any chance for effective talents selection because when recruitment is moving imperfectly, selection must proceed with a pool of poorly qualified talents (Motsoeneng, 2011). Without the right talents in the right jobs, no employers or individuals can execute good performance and good hiring decisions are very important for company performance. Poor hiring decisions can harm the organizational performance and needs to be corrected (HOI, 2013).

Job applicants now are more realize of their social network sites activities where they have tried to release the negative information in their social network profile and try to place something that regarding positive traits that can attract their dream employers (Schneider & Feeney). This behaviour actually acknowledged by recruiters but some recruiters will make many of assumption why just have an only good posting that posted by candidates, and the recruiters will assume the candidates have no confidence and trying to hide suspicious things. Schneider & Feeney, (2013) stated there are certain limits for applicants to delete their social network account because the employers will think that is an uncommon thing if the candidates did not have a social network account. Schneider & Feeney (2013) stated the employers will feel a sense of suspicious towards candidates when they feel candidates hiding the negative information.

Internet recruitment studies are little researched (Verhoeven & Williams, 2008) then Young, and Weinroth (2003) said current studies of Internet recruitment is still in minimum numbers and scarce. Parry and Tyson (2008) found e-recruitment has had less awareness in academic research through organizational perspective. Cho, S., Lee, W., and Liu, J. (2011) claim literature about adoption Internet in recruitment are little numbers even the wideness of Internet range is increasing by both applicants and employers. Vicknair, Elkersh, Yancey, & Budden, (2010) claim further studies of the application of social networking sites as screening tools should be conducted to acquire good perspective. The advent of e-recruitment, it applicably eliminates a long time to consume, find out new advertisement of vacancies and upload a resume without any cashout. In Malaysia, only a few researches studied on e-recruitment and the job sea, conducted by a postgraduate and an undergraduate student in Universiti Sains Malaysia on the topics "Individuals Acceptance of Internet Job Search" (Wong, 2001) and

"Acceptance of Online Job Search" (Chong, 2006). Also there were two journals on e-recruitment research: "Erecruitment service providers review, International and Malaysian" (Tong and Sivanand, 2005) and "A study of e-recruitment technology adoption in Malaysia" (Tong, 2009).

Much of research nowadays are focused a lot of e-recruitment regarding employers and employees, Cai, (2015a) stated the development of technology in periodically has caused the companies are seeking the applicants through internet usage because it is their first way to find the jobseeker and very fortunate because candidates are more likely using the internet. He said searching a suitable candidate is very complicated with existing of e-recruitment have given the best solution for employers to find the fits candidates and e-recruitment had become an important part of the recruitment plan. Dhamija, (2012) has claimed that her advice on progressive improvement research in the understanding of technology issue regarding e-recruitment is greatly encouraged. Kapse, Patil, & Patil, (2012) found e-recruitment became an issue over ten years ago and Internet was recognized as main tools for recruiting.

Economic crisis becomes the main contributor where employers just afford to create few vacancies and candidates selected are just little hired, and then they point out recruiting potential candidates to become more effective (Sułkowski & Chmielecki, 2014). Papakonstantinidis (2014) claims in his study about the impact study social network sites on occupational opportunities and he has come out about the severity of economy in Greece caused high unemployment rates and made recruitment and selection become more difficult. Many of researchers have had related economy crisis with e-recruitment and role of social network sites where currently employers strive to reduce their administrative and financial cost and to entertain all candidates is costly. The

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advent of social network sites and e-recruitment, acquisition of big applications can be done in a fast period and the selection becomes more safe cost. Raed Ali Hamarna (2011) did his research in United Nation Agency in Occupied Palestinian Territories and he found is worth to have huge number of employees recruited which about 20,000 to 25,000 applications that processed by HR department. Raed Ali Hamarna (2011) found conducting test and interview it is costly and eventually the advent of e-recruitment are applicably reducing financial cost.

Recruiting is defined as organizational task to attract and influence or inspire potential talents attitudes towards the job as well as their job option (Swider, 2013). One of another study by (Rynes & Miller, 1983) they found recruiting behaviour had the big impact as a decision making when job characteristics whether attractive nor unattractive but another study (Taylor & Bergmann, 1987) found recruiters anticipated applicant attitudes but did not anticipate job characteristics in the recruitment process. While current research are showed the signals in the recruitment process and it have a supportive, few studies have studied the impact they may face on applicant attitudes (Maurer, Howe, & Lee, 1992).

1.3 Research objectives

The main objective of the study is to have a better understanding on the impact of the role of social networking sites quality towards effective recruitment among Human Resource Personnel in Penang. The study will focus on the following objectives:

RO1: To examine the relationship of social networking sites quality (information quality) on effective e-recruitment among Human Resource Personnel in Penang.

RO2: To examine the relationship of social networking sites quality (popularity among applicants) on effective e-recruitment among Human Resource Personnel in Penang.

RO3: To examine the relationship of social networking sites quality (networking scope) on effective e-recruitment among Human Resource Personnel in Penang.

RO4: To examine the relationship of social networking sites quality (ease of navigation) on effective e-recruitment among Human Resource Personnel in Penang.

RO5: To examine the relationship of social networking sites quality (security/privacy) on effective e-recruitment among Human Resource Personnel in Penang.

RO6: To examine the relationship of attitude toward SNS on effective e-recruitment among Human Resource Personnel in Penang.

RO7: To examine the moderating role of type of SNS on the relationship between information quality of SNS and effective e-recruitment among Human Resource Personnel in Penang.

RO8: To examine the moderating role of type of SNS on the relationship between popularity of SNS and effective e-recruitment among Human Resource Personnel in Penang.

RO9: To examine the moderating role of type of SNS on the relationship between networking scope of SNS and effective e-recruitment among Human Resource Personnel in Penang.

RO10: To examine the moderating role of type of SNS on the relationship between ease of navigation of SNS and effective e-recruitment among Human Resource Personnel in Penang.

RO11: To examine the moderating role of type of SNS on the relationship between security / privacy of SNS and effective e-recruitment among Human Resource Personnel in Penang.

RO12: To examine the moderating role of type of SNS on the relationship between attitude towards SNS and effective e-recruitment among Human Resource Personnel in Penang.

1.4 Research questions

There are 12 research questions involved for this study:

RQ1: What is the relationship of social networking sites quality (information quality) on effective e-recruitment among Human Resource Personnel in Penang?

RQ2: What is the relationship of social networking sites quality (popularity among applicants) on effective e-recruitment among Human Resource Personnel in Penang?

RQ3: What is the relationship of social networking sites quality (networking scope) on effective e-recruitment among Human Resource Personnel in Penang?

RQ4: What is the relationship of social networking sites quality (ease of navigation) on effective e-recruitment among Human Resource Personnel in Penang?

RQ5: What is the relationship of social networking sites quality (security/privacy/trust) on effective e-recruitment among Human Resource Personnel in Penang?

RQ6: What is the relationship of attitude towards SNS on effective e-recruitment among Human Resource Personnel in Penang?

RQ7: Does the type of SNS moderate the relationship of social networking sites quality (information quality) on effective e-recruitment among Human Resource Personnel in Penang?

RQ8: Does the type of SNS moderate the relationship of social networking sites quality (popularity) on effective e-recruitment among Human Resource Personnel in Penang?

RQ9: Does the type of SNS moderate the relationship of social networking sites quality (networking scope) on effective e-recruitment among Human Resource Personnel in Penang?

RQ10: Does the type of SNS moderate the relationship of social networking sites quality (ease of navigation) on effective e-recruitment among Human Resource Personnel in Penang?

RQ11: Does the type of SNS moderate the relationship of social networking sites quality (security/privacy) on effective e-recruitment among Human Resource Personnel in Penang?

RQ12: Does the type of SNS moderate the relationship of attitude towards SNS on effective e-recruitment among Human Resource Personnel in Penang?

1.5 Significance of study

This study is to explore the role of social networking sites quality (information quality, popularity among applicants, networking scope, ease of navigation, security/privacy) in effective e-recruitment and continue use intention among Human Resource Personnel in Penang. This study would contribute to a better understanding of quality of social networking sites that can influence effective e-recruitment among Human Resource Personnel which influence their intention to continue to use social networking sites in recruitment.

In practical terms, the present study seeks to provide findings that will help private companies to consider the role of social networking sites in their recruitment process. Subsequently, this will lead to an improvement in recruitment which Human Resource Personnel now realize the use of social network sites. Besides that, Human Resource Personnel will know the use of social networking sites which now are trending among youngster and it helps them recruit's young talents. Furthermore, recruitment in social network sites lead to better selection of candidates because whom candidates that have proper professional updates in their social page are potentially being recruited.

In theoretical contribution, the present study seeks a better understanding on the facts concerning social networking sites quality and effective recruitment. Previously, research of social networking sites quality has focused on the study of individual context or user context and how the influence of social networking sites affect their life social. This present study is focused more on organization activities especially effective recruitment. On the other hand, less empirical attention has been paid to towards attitude towards social networking site.

1.6 Scope of the study

This study focuses only on Human Resource Personnel that are working at manufacturing industry in Penang, Malaysia. Data are obtained from Human Resource Managers who act as a bridge in this research which he will distribute all questionnaires towards all Human Resource Personnel that are working under them. The independent variable is social networking sites quality and effective e-recruitment is the dependent variable.

1.7 Definition of key terms

a) **Information quality**

Y. Lee and Kozar (2006) defined information quality is the quality of information that the system delivers, and it is categorized by conveying relevant information, up-to-date information and easy in understanding the information. For the purpose of this study, the study has redefined information quality as the information of candidates that located in social networking sites are relevant in recruitment.

b) **Ease of navigation**

J. P. Tong, Duffy, Cross, Tsung, and Yen (2005) defined ease of navigation as a site contains functions that assist the user find what they require without difficulty, possessing a good search engine, and allows them to move easily and quickly. For the purpose of this study, the study has redefined ease of navigation as the use of social network site in recruitment will be in easy to learn and user-friendly designed.

c) **Effective e-recruitment**

Abel (2011b) has defined the effective e-recruitment is the practice that have a capability to effectively recruit and select quality talents from an organizational effort to hire the best candidates. For the purpose of this study, the study has redefined effective e-recruitment is the role of technology or social networking sites in recruitment.

d) Security

Slovensky and Ross (2012) have defined privacy or security is the degree to which people believe that a site is secured from any invasion and the protected personal information is possible. For the purpose of this study, the study has redefined security is the degree to which user believe the data of social networking sites that used for recruitment is protected.

e) Networking scope

Ellahi and Bokhari (2013) defined networking scope as networking effect of the site that assist users to increase their virtual connection with other users as wide as possible, and it has a large number of people using it. For the purpose of this study, the study has redefined networking scope as social networking site that helps people to create a huge connection in one group.

f) Popularity among applicants

Abel (2011b) has defined popularity among applicants is the level of publicity or marketability of social networking site among the target group of respective applicants. For the purpose of this study, the study has redefined popularity among applicants is about the use of social networking site is popular among candidates and suitable for recruitment.

g) Target group orientation

Target group orientation means target group-oriented recruitment and it will ensure the information of vacancy jobs reaches to the target group regarding their qualifications for existed vacancy especially for candidates which met the suitable qualification (Abel, 2011). For the purpose of this study, the study has redefined target group orientation is the target group of suitable candidates will be met if the use of social network sites in recruitment still continues.

h) **Diversity of applicants**

Abel (2011a) defined the diversity of applicants is considered by their diverse background and their geographical area then social network sites also have many of users that it is not only located from one country but from many countries where recruiters have a chance to get a suitable candidate. For the purpose of this study, the study has redefined diversity of applicants is considered as candidates from different background, culture and different geographical area then the amount of them will be increased with the help from the use of social network sites in recruitment.

i) **Applicant quality**

Talmage (2012) defined applicant quality as the judgments that made by recruiters about applicants based on congruency with job descriptions and other job attributes that were posted. For the purpose of this study, the study has redefined applicant quality is considered as the quality or the qualified candidates will be met since the recruiter use social network site in recruitment.

j) **Attitude toward the site**

Attitude toward social media is defined as the surfers predisposition to respond either favorable or unfavorable to the web content in natural exposure situations

(Chen & Wells, 1999). For the purpose of this study, the study has redefined attitude toward social media is considered as the attitude of applicants towards the content of social networking site through recruitment.

1.8 Chapter organization

This thesis comprises of five chapters. Chapter 1 summarizes the present study by outlining the background and the problem statement, the research objectives, and research questions respectively, as well as discusses the significance of the research, the scope of the study, and the key of terms used in this study. Chapter 2 discusses the underlying theory and identifies the theoretical framework. Then, it provides a literature review of social networking sites, the qualities of social network sites and effective e-recruitment. It presents research hypotheses in the last section of the chapter. Chapter 3 explains the methodology that is used in this study which included research design, sampling method, research instruments, pilot test, data collection procedure and the statistical method. Chapter 4 shows data analysis of the study, which consists of profiles of respondents and firms. Chapter 5 provides justification for all findings of the study, implications in view of theory and practice, limitation, and recommendation for future studies.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the relevant literature leading to the development of the conceptual model of the present study. It begins with a review on e-recruitment and will be continued with a literature on the growth of social network sites quality. This is then followed by a discussion advantages and disadvantages of social network site in recruitment. The review of the variables including social network sites quality (information quality, popularity among applicants, networking scope, ease of navigation, security, perceive usefulness, web appearance, ease of use, and information fit to task) and effective e-recruitment (diversity and quality of applicants, cost, time, target group orientation) and continue use intention. Finally, the link between these variables is established. This chapter ends with the theoretical framework and hypotheses of the present study.

2.2 What is social media?

Social media used as an "umbrella" term for websites based and software that give opportunity for people to interact via online together and in social media, the user can chat, change the idea between one another, and share information together (Meri, 2014). Meri defined social media as names as "Next Net, Live Web, Communal Internet and Web 2.0". Kaplan and Haenlein (2010) defined social media as a group of Internet applications that create the technological basis of Web 2.0 and allowing the creation and exchange of User Generated Content (UGC). Social media is comprising a group of websites such as YouTube, blog, social network sites and professional network sites. Kaplan and Haenlein (2010) have classified social media through these forms as tabulated in Table 2.1.

Table 2. 1 Social media

Social media (Kaplan & Haenlein, 2010)		
Collaborative projects	Content communities	Virtual game worlds
Blogs	Social networking sites	Virtual social worlds

According to Table 2.1, collaborative project encourages the simultaneous invention of content by many users and within collaborative projects, websites permit the user to add, eliminate, and modify text and content inside (Kaplan and Haenlein, 2010). In the same table, Kaplan and Haelein (2010) defines Blog as the types of social media which personal websites and comes from much variations such as in author's diaries, relevant information about authors, and summary of author's background. Blogs are usually created by one individual only.

The objective of content community is the sharing of content between a user and other users. Content community exists with different types of media such as with photos

(Flickr), videos (Youtube), and PowerPoint presentation (Slideshare). The user in the content community is not need to create their personal page. And from a corporate viewpoint, the content community has opportunities to bring up the risk of using the copyright protected materials (Kaplan and Haenlein, 2010).

Social network sites are an application that gives a facility for users to create personal profiles, invite new friends and sending e-mails and instant messages one another. These personal profiles include photos, videos, audio, and blogs. The examples of these personal profiles are Twitter and Facebook (Kaplan and Haenlein, 2010).

The virtual game world is a stage that can copy a three dimensional (3D) environment and users can find in the form of anime and can interact one another in reality life. These applications have gained much of popularity in recent years such as Microsoft X-Box and Sony Play Station. Example of virtual game worlds is "World of Warcraft" (Kaplan and Haenlein, 2010).

Virtual world usually referred as virtual social worlds that encourage "inhabitants" to choose their attitude freely and live as their real life and virtual social world users seem in the pattern of Avatar and interact with the three-dimensional virtual environment and something like Second Life. (Kaplan & Haenlein, 2010).

2.3 What is social network sites?

Social networking site as web-based services that enable users to generate a public or semi-public personal profile within a bounded system, and share and view a group of other users with whom they share a connection within the system (Boyd & Ellison, 2007). Social networking sites environments encourage their users to manage their personal and professional profile and share it with other members inside the same or