Chapter 10
Integration of Micro-Blogs into the Human Resource Management (HRM) Areas of Recruitment and Selection

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ABSTRACT
This chapter examines the use of micro-blogs in the human resource management (HRM) areas of recruitment and selection. While there is much attention in the popular press and practitioner literature about how HRM is incorporating micro-blogging and related social media platforms to help execute basic HRM functions, scholarly research on the subject is sparse, with only a handful of peer-reviewed journal articles/edited books. Although these works have contributed much to our understanding, we still know very little about how specific HRM practices can incorporate micro-blogs to achieve competitiveness. We also know very little about the legal and ethical dilemmas associated with using micro-blogs and how employers in general and HRM in particular can circumvent these problems. This chapter will address these issues and will conclude with future research directions that might be used as a platform for subsequent conceptual and empirical research.

INTRODUCTION
As the popularity of micro-blogging and social media (henceforth MB/SM) has increased dramatically in the past couple of years, their use in the corporate world has correspondingly risen (Malita, Badescu, & Dabu, 2010), with the trend increasingly gaining momentum within many functional areas of the firm.
such as marketing, human resource management (HRM), finance, and customer services, just to name a few. In this chapter we examine how HRM integrates MB/SM in its operations to serve internal and external constituents, focusing specifically on two areas, namely: employee recruiting and employee selection. A survey of the academic literature has found few scholarly journal articles on this topic (e.g. Dekay, 2009; Girard, Fallery, & Rodhain, 2013; Madia, 2011) even though social media platforms are becoming increasingly useful among practitioners and HR professionals (McCann, 2010). Indeed, in a recent study drawing on a large sample of HR practitioners and academics, Girard et al. (2013) found that the use of MB/SM raises the strategic role of HRM through employer branding, internal skill development, and a greater involvement of managers in the recruiting process. Echoing this same sentiment, other scholars believe that social networking tools can help HR professionals make more informed and strategic staffing decisions (Bondarouk, Ruel, Axinia, & Arama, 2013; Breauagh, 2009). Given these potential benefits, therefore, the need to understand how HRM can employ MB/SM to enhance its strategic impact is warranted. Toward this end, we survey the academic and practitioner literature to offer deeper insights into how HRM practices can incorporate MB/SM, examining possibilities, legal and ethical dilemmas, limitations and ways in which HRM can effectively address these problems going forward. For the purpose of this chapter, we note that ethical and legal issues – including fairness, honesty, integrity, and legal compliance – are at the heart of an organization’s talent philosophy and should be reflected in its HRM practices such as recruitment and selection.

We begin by surveying the literature, both practitioner and academic, on how MB/SM are being used in HRM, focusing specifically on recruitment and selection. We then examine common HRM practices incorporating MB/SM, with a view to identifying the legal, ethical, and moral implications associated with using MB/SM. Following that discussion, we suggest ways in which organizations can integrate MB/SM into various HRM practices without violating ethical and moral principles, or running afoul of employment related laws. Finally, we conclude with some potential future research directions that might be used as a platform for further empirical research.

**EMPLOYEE RECRUITING**

Employee recruiting refers to the process of attracting and screening potential employees for jobs. Traditional e-recruitment methods such as job boards and Internet sites are rapidly giving way to more compelling and cost-effective social recruitment strategies that utilize micro-blog platforms (e.g. Twitter, Tumblr) and social media (e.g. Facebook, LinkedIn). In a 2013 Jobvite recruitment survey, 94 percent of the companies polled reported using MB/SM in their recruitment efforts, compared to 89 percent in 2011 (Jobvite Social Recruiting Survey, 2013). One of the reasons for this is that social recruiting, done through MB/SM platforms, is more cost-effective and has the ability to reach more qualified “passive” jobseekers (i.e. employed persons not actively seeking another job) compared to conventional strategies like job boards and employment fairs. MB/SM recruiting efforts center around three primary techniques: employer “branding” efforts (Bondarouk et al., 2013), proactive recruitment of passive jobseekers (Girard et al., 2013), and active postings of job openings (Madia, 2011). We explore each technique below, focusing specifically on common practices, and ethical and legal implications.