Master Thesis

Social media as a strategic business and recruitment tool

Name: Franklyn Wolf
Student number: 1791826
7 March 2011

Master thesis

Business Administration: Strategy & Innovation

Social media as a strategic business and recruitment tool

F.L. (Franklyn) Wolf

Student number 1791826

Folkingestraat 30e, 9711 JX

Groningen, The Netherlands

06 – 30 96 88 79

F.L.Wolf@student.rug.nl

University assessor: **A.R. (René) van der Eijk**

University co-assessor supervisor: **W.A. (Wilfred) Dolfsma**

University of Groningen

Faculty of Economics and Business

Department of Innovation Management and Strategy

Abstract

Lots of organizations still struggle with the global market crisis, therefore these companies are in search of ways to obtain or enhance their competitive advantage more then ever. Utilizing the right strategic tools to increase the organizational chances on the market is a necessity to overcome any possible problems. Competitive advantage can be gained by fostering the organizational resources whereas human capital plays a central role within this research. Social media turns out to be a pre-eminently medium to use as a strategic tool to foster the human capital. More than 80% of the total Dutch population aged below 35 owns a certain social media profile, but also seniors are getting increasingly more active on various social media platforms. Hence, employers and recruiters are able to use social media as a recruitment tool to reach various types of active and passive jobseekers within various industries at very low and indirect costs. Additionally, social media also functions as a corporate branding tool whereas utilization of social media in a responsible way mainly leads to an increasing brand reputation, which consequently stimulates the influx of employees. Thus social media enables recruiters to obtain high potentials and it provides enough quantity to enhance the organizational human capital in a heterogeneous way. Furthermore, it can also attract other stakeholders that can lead to extra indirect conversion and thus competitive advantage on overall basis, which can be acknowledged as an additional benefit of the enhanced visibility and increased brand reputation. All in all, social media can be interpreted as an effective and efficient recruitment tool pertaining to the traditional recruitment methods like printed advertisements, job boards and executive search agencies. Hence the fact that social media can be interpreted as a strategic business tool with eminent recruitment capabilities.

Keywords: human capital, social media, recruitment, quality, quantity, heterogeneity, branding, effective, efficient, strategic business tool, competitive advantage

Executive summary

Independently of the global market crisis, each company wants to obtain a certain level of competitive advantage in order to overrule their direct and indirect competitors. Therefore managers are always in search of strategic tools to enhance their position within their market. But hence the increased weight on the manager's shoulders to find that specific tool due to the pressure of the on going market crisis. In this case we will look at the resources of the company that are dependent for the success on the market, in other words organizations are really relying on their unique resources to get a lead over their competitors. Within this research the emphasis moves towards an important part of the total organizational resources namely, the personnel of the organization (instead of physical capital like liquid assets or organizational capital like supplier relationships), whereas good human capital obviously can make a huge difference in how companies function on the market. Thus employees with high qualities or in other words high potentials can usually contribute more to the involved company compared to employees who perform below average in terms of job performance and personal traits. Therefore the focus lays on strengthening the recruitment process in an innovative way by making use of new technologies and industries in order to acquire high potentials with more ease. This research is built around the idea to use social media as an extra tool besides the traditional recruitment methods in order to increase the recruitment successes, however it turns out that social media also can perform as a great standalone method for recruitment purposes. Additional, it can also function as a complementary business tool. The following benefits with respect to the outcomes can be acknowledged:

- **High quality and quantity at low costs.** Social media can be an effective and efficient recruitment tool in terms of being able to acquire high potentials in large quantities at low costs. Since social media offers free and targeted search possibilities to search among the worlds biggest databases available, whereas massive amounts of active and passive jobseekers can be found.

- **Supports diversity among the personnel with ease.** The high variety among the social media users in terms of fields and backgrounds combined with an almost unlimited database with potential employees enlarges the chances and easiness of supporting the heterogeneity among the human capital. Whereas more diversity among the resources and thus human capital supports the chances on a unique organizational out-put in order to foster the competitive advantage. Other recruitment methods are also able to support the heterogeneity, however mostly at higher costs pertaining to social media. Thus the actual possible heterogeneous out-put emphasizes also the efficiency of social media.

- **Enhances the brand reputation of organizations.** Social media can foster the general visibility of the organization towards the customers, (potential) employees or other

stakeholders. This visibility can result into good brand reputation when using social media in an appropriate manner, since transparency can enhance the credibility and reliability. Consequently, good brand reputation leads to indirect conversion and it can enhance the influx of high potentials, which also emphasizes the effectiveness of social media as a recruitment method.

Hence, social media can function as a competitive recruitment method pertaining to the traditional methods like executive search, printed advertisements and online job boards. Whereas recruiters, employers and managers can enjoy the extra benefits over the traditional recruitment tools like the free usability, excessive database of candidates, free manner of corporate branding and indirect conversion. To conclude, the use of social media can be recommended in order to gain competitive advantage in the end.

1 Introduction

Organizations face difficult times due to the current global market crisis (Streb et al. 2009), whereas quality resources are more important than ever before. Valuable resources are the engine to capture value and to stay consequently competitive within markets (Barney, 1991). Therefore organizations need to use strong resources as a strategic tool to battle for their position and maybe to get even stronger. Sub consequently this means that organizations are in search of ways to foster their resources, social media might be the right tool as it provides many opportunities for organizations according to Snell (2008) and Fathi (2008).

The actual social media industry becomes increasingly important which is an interesting development. Examples of social media platforms are FaceBook and Twitter, they offer respectively a personal profile page and short messaging services with already millions of users worldwide. Facebook and Twitter do have approximately the same amount of unique visitors, which was about 60 million in 2009 and increasing (Ankeny, 2009; Barnes, 2009). A more recent research confirms this as it mentions about the huge amount of 175 million estimated Facebook users worldwide (Mehdizadeh, 2010) around the summer of 2010. Furthermore, also the growing amount of internet users worldwide indicates that there is an rising importance of putting the emphasis on social media, currently 1,3 billion people are using the internet worldwide (Brashear, Kashyap, Musante and Donthu, 2009). Thus, social media is something hard to get around to with the focus on the coming years, certainly considering the growing amount of social media users which are currently already about 60% of the total amount of 13 year and older internet users (people with internet connections) within the United States (Barnes, 2009), the group aged between 18 and 34 years old represents almost 84%. Hence, many people are already familiar with social media or are becoming rapidly familiar with it within the foreseeable future, possibly this is the best time for organizations to reap the benefits of this new way of communication. Many organizations already use social media like the U.S. airways, whereas customers provide feedback about the service through Twitter to the company. Furthermore, social media can also be used as a recruitment tool, some recruiters use FaceBook or LinkedIn to gain information about the candidate before the selection procedures (Elmore, 2009). Not forget to mention, social media is also an emerging marketing tool for many different organizations (Trusov, Bucklin and Pauwels, 2009). Obviously social media is becoming a new strategic tool for organizations, it is a fast and an effective way of communicating.

In this context it is important to know what social media exactly is to gain a deeper understanding regarding to this research. First, social media are Web 2.0 (known as the current internet) services which allowing synchronous and asynchronous communications through technological wired or wireless devices (Barnes, 2009). Second, these communication services are real-time like short and instant messages, in the case of synchronous technologies that are mainly

dedicated for telephonic platforms. Services like e-mail, blogs, wikis and other web-based communications are asynchronous. However, social media covers in many cases both simultaneously and therefore there will be no distinguish made within this research. Known social media communities are for instance FaceBook, LinkedIn, Twitter, Wikipedia, Youtube etcetera. Third, social media sites offer communication platforms to interact with others, sharing information and gathering information of interest. Fourth, social media is also known as social networking, although social networking could also mean offline networking, nevertheless within this research social networking will refer to social media.

The purpose of the research is to focus on social media as a strategic tool for companies to foster competitive advantage by obtaining the right resources. The influence of social media on the human capital - which is an important part of the organizational resources according to Barney (1991) - of organizations, will be the key research area. This is further elaborated within the next chapters.

2 Research question

As stated in the introduction, companies need to overcome the global market crisis, hereby the right resources can help organizations in order to create sustainable competitive advantage (Barney, 1991). Also Hurley and Hult (1998) mention the importance of having the right resources to obtain innovative capacity to create consequently competitive advantage. Thus companies desire to obtain effective tools to foster the availability of internal resources.

Therefore it is interesting to take a closer look at the increasingly popularity of social media within this context, since social media can be used as a powerful business tool according to Fathi (2008). Fathi mentions that social media can be used in particular for marketing, services and for other purposes whereby improving the visibility and interaction with customers or businesses are recommended. Also other studies conducted in the past by Trusov, Bucklin and Pauwels (2009) and Barnes (2009) inform about the enhancing capabilities of social media on marketing and customer service. Furthermore, Fathi (2008) describes that social media can function as a recruitment tool, Kluemper & Rose (2009) even claim that recruiters can assess potential employees based on their social media usage. However, no such studies and literature are available about the quality and quantity of (potential) employees obtained through social media. According to Barney (1991), human capital is a very important part of the organizational resources, on which is elaborated on within the theoretical framework. Hence, improving the human capital within organizations will foster the organizational resources that consequently lead to sustainable competitive advantage. Moreover, Hurley & Hult (1998) elaborate on the importance of acquiring innovative capacity through obtaining positive structural, process and cultural characteristics, whereas resources and thus human capital is part of the structural characteristics. Organizations with high innovative capacity are able to create

competitive advantage, in accordance with the theory of Hurley & Hult, hence the human capital does also play an major role within this context to gain competitive advantage. Unsurprisingly, good employees will enlarge the organizational human capital. The next research question plays a central role within this research and it is questioning the relationship between social media and the possible enlargement of the human capital.

"Can social media function as an effective and efficient recruitment tool both in terms of quality and quantity?"

This central research question enables to investigate the usefulness of social media as a recruitment tool for organizations to find out if it can foster competitive advantage. Furthermore, this research is focused on the Dutch industry. The next sub questions will assist to answer this central research question:

- How to define an employee with high qualities?
- How can social media contribute to the recruitment of personnel with high quality?
    - Who uses social media?
    - As what kind of instrument can social media act regarding to obtaining qualitative employees?
- Is social media able to provide quantity regarding to the available amount of potential employees?
    - Are employers and recruiters able to approach and persuade candidates with job offers through social media?
- Are there any other advantages or disadvantages to use social media as a recruitment tool?
- What are innovative characteristics and consequences of using social media as a recruitment tool?
- And after all, to what degree can social media function as an efficient recruitment tool?

To answer these questions, social media will be compared with the traditional recruitment tools like advertisements in newspapers and magazines, company- and job websites like Monsterboard[1] and with executive search/recruitment institutions.

---

[1] http://jobsearch.monsterboard.nl/

3 Theoretical reflection

This part elaborates on the relating literature to social media, recruitment, competitive advantage and the relation between these subjects. This theoretical part is divided into the next paragraphs: First, the importance of the resources in terms of human capital and the perspective pertaining to recruitment within this research is described within the first paragraph. After that there is a description about how employees with high quality can be defined and to what extent these theories are applied to this research. The following paragraph contains a briefly description concerning social media and the other traditional recruitment methods in order to work towards a total comparison, which indicates to what extent social media can be a competitive recruitment method with respect to the quality and quantity out-put. After that there is a paragraph about the side effects of process innovation regarding to implementing social media as recruitment tool. The last paragraph contains a general conclusion. However, first is the importance of strategic resources and effective recruitment enlightened.

3.1 Resources

The internal organizational resources are from paramount importance when organizations want to acquire sustainable competitive advantage, according to Barney (1991) and Morris (2001). However, organizations should have unique heterogeneous resources compared to the competitors as companies with homogeneous resources are not likely to provide a unique output and thus no competitive advantage. According to Barney's theory, three categories of resources can be distinguished. These are physical resources that are tangible like machines, organization capital like relationships with certain suppliers and the human capital that stands for the human input like intelligence, knowledge, and experience. Morris (2001) argues about resources in a comparable way to Barney (1991), though Morrison segmented resources into more than three parts. These parts are physical, relational, organizational, financial, intellectual/human and technological, which is abbreviated as PROFIT. Within this research the emphasis shifts towards strengthening the human capital, thus obtaining employees with a good personality and adequate skills for diverse fields are needed to acquire heterogeneous resources in terms of human capital. Various studies confirm the necessity and defiance of acquiring the right heterogeneous resources concerning the human capital (William, Brain, Foley, Claudia & Fred, 2009). Organizations are often challenged to attract, develop and retain high-quality workforce, hence organizations are always seeking to possibilities to enhance their recruitment and selection processes. For instance, a way to recruit is to take advantage on the current employees' physical social network as a source of potential workforce. This is considered to be an effective way to recruit as these candidates are referred as less likely to leave the firm, they have a higher job satisfaction and they enjoy a high performance (Myers & Janice, 2007). These candidates show certain characteristics of employees with high qualities (which is defined within the next paragraph),

nevertheless a physical social network of a single person can be considered as homogenous as many people with the same background are linked to this person according to Myers and Janice (2007). Though a network becomes rapidly heterogeneous when looking into the networks of the other linked people, still a single persons network can be interpreted as homogeneous. A distinction between heterogeneous and homogeneous personnel can be made on the basis of the following relevant variables for this research namely: age, education, resume and career experience (Jackson, Brett, Sessa, Cooper, Julin & Peyronnin, 1991). In other words, a team of people with diverse backgrounds forms a heterogeneous team. Thus the emphasis lays on variety among the human capital instead of handling the overall human capital as a single resource within this research, which shows some resemblances with the thinking of Fleming (2004) about cross-pollination. Since Fleming (2004) argues about enhancing the chance on breakthrough innovations when multidisciplinary teams are involved. In other words, variety among the employees within firms is needed to create incisive innovative opportunities, which consequently leads to competitive advantage according to Wijnberg (2004), Hurley and Hult (1998). Anyhow, the emphasis within this research does not lie on cross-pollination, but the theory of Fleming (2004) enlightens another vision concerning the importance of heterogeneity among the human capital. Thus, organizations are in search for recruitment tools with a certain reach and available quantity in order to obtain employees with high quality within different fields to increase the internal heterogeneous resources and thus to foster the overall human capital. Put differently, heterogeneity can be considered as a result of the out-put of extensive available quantity. And available heterogeneity at organizations in terms of resources and thus human capital can be interpreted as an indication for quality.

Barney as well as Morris indicate the importance of proper human capital at the organization. Nevertheless, the theory of Barney (1991) forms the basis within this research regarding to the human capital, since Barney also discussed indicators to overview the potential of the firms resources and thus human capital. These indicators include the value, rareness, imitability and substitutability of the particular resource, which show some resemblances with the interpretation of human capital in terms of quality and quantity. Since employees with high quality can be indicated as valuable workforce for the involved companies. Also quantity can be related indirectly to these indicators, as vacancies within rare fields require employees with rare skills. These employees are also more difficult to substitute, thus extensive recruitment possibilities and databases with extensive reach would be desirable for many organizations. Nonetheless, also minor rare vacancies within the more general fields will benefit from extensive reach and sufficient available quantity in order to fill up vacancies more rapidly. But first, it is important to know in what context recruitment is treated throughout this research to gain a deeper understanding regarding to the central subject.

3.2 Knowledge management or recruitment

Before going into depth concerning the process of answering the central research question, why is this research based on recruitment instead of proper knowledge management in order to develop quality and heterogeneous human capital? Transferring tacit and codified knowledge throughout the firm is of major importance to inform and educate the workforce among any type of organization (Brewer & Brewer, 2010). However, even superb knowledge management does not enable companies to develop talented, experienced and (highly) educated employees on the very short term. As tacit knowledge in particular, is gained through observation and practical experience on the longer term rather then formal learning (Riusala & Suutari, 2004), hence the time consuming nature of gaining tacit knowledge. Codified knowledge is mostly propagated by means of manuals or other type of documents, nonetheless this can also be time consuming to absorb this type of knowledge. Moreover, tacit knowledge can be codified in a limited way, but translating tacit to codified knowledge becomes increasingly difficult when the know-how among organizations changes more frequently (Ferdows, 2006). Furthermore, tacit knowledge can foster the heterogeneity among organizations to a larger extent compared to codified knowledge (Edmondson, Winslow, Bohmer & Pisano, 2003). In other words, organizations are eager to obtain employees with a certain level of tacit knowledge. And obviously, knowledge management does not provide ways to increase the amount of workforce at the company regarding to quantity. Therefore, the focus stays on recruitment in order to foster the human capital on a quick manner rather then educating employees over a longer term.

3.3 Recruitment

Recruitment is a really general concept and thus hard to define according to Barber (1998). Nevertheless, he argues the following definition *"Recruitment contains all organizational activities solely focused on indentifying and attracting potential candidates"*. Breaugh and Starke (2000) tried to clarify recruitment in a different way by describing the recruitment processes as various phases. These phases are from start till end recruitment objectives, development of strategy, recruitment activities and recruitment out-put. Within this research the emphasis moves towards the recruitment activities and the recruitment out-put due to the nature of this research and the complexity of the recruitment process whereby some parts need to be excluded from the research. Also the recruitment activities consist of several parts namely, recruitment methods, the recruiter and the recruitment message according to Breaugh and Starke (2000).

In this case, the recruitment methods and the recruitment out-put are relevant to this study, as the effectiveness of social media as a recruitment tool (method) and thus the out-put of social media needs to be investigated regarding to the central research question. Recruitment methods can be interpreted as tools that enable companies to indentify and attract employees (Noe, Hollenbeck, Gerthart & Wright, 2003). Hence, this research is based on the recruitment tools and the out-put

whereas the traditional recruitment tools are compared to social media. The traditional recruitment methods include printed vacancies in magazines and newspapers, job/career related websites and executive search agencies. These recruitment methods are believed to be utilized on usual basis within organizations and these tools are divergent methods pertaining to each other, which enables to compare the differences and advantages of each method more clearly. Additionally, these recruitment methods do cover online as well as offline possibilities to acquire employees, since various organizational departments and management levels have different preferences pertaining to the used recruitment tools (Hausdorf & Duncan, 2004). But within this research it is important to discover which tools perform best on overall basis (for any field and function) and if social media can compete to these recruitment methods. Moreover, this research is written from a single recruitment organization/method perspective. So each recruitment method throughout this research is basically treated as a single organization for instance, social media can be interpreted as the platform Facebook or LinkedIn, printed advertisements can be interpreted as a news paper like de Volkskrant or NRC, job boards can be interpreted as Monsterboard and executive search agencies can be interpreted as Yacht (Randstad) or smaller sized agencies. However, exceptions may occur and are indicated.

When looking closer to the recruitment out-put two different phases can be distinguished. These phases are the pre-hire-outcomes and the post-hire-outcomes (Moser, 2005). The post-hire-outcomes reflect mostly the organizational solicitation process and the involved commitment, satisfaction and the course of the candidate. The emphasis within this research shifts towards the pre-hire-outcomes whereby the direct results like indentifying and attracting potential candidates (Barber, 1998) plays a central role. Earlier studies indicate a couple of important pre-hire-outcomes that are distinguishable like the candidates in terms of quality and quantity, but also the costs of the total recruitment process (Zottoli & Wanous, 2000; Breaugh & Starke, 2000; Breaugh, Greising, Taggart & Chen, 2003; Cascio & Aguinis, 2005). Thus, researching the pre-hire-outcomes among the traditional recruitment tools and social media can confirm whether or not if social media turns out to be an effective tool in terms of quality and quantity. Thus quality and quantity can be interpreted as the recruitment out-put whereas the recruitment costs can be indicated as an organizational in-put (Scioli, 1986). This consequently enables to measure the general efficiency of each recruitment tool by comparing the out- and in-put.

Hence, the pre-hire-outcomes of each recruitment method need to be researched thoroughly in order to conclude in what way the traditional recruitment tools and social media can foster the human capital in terms of quality and in what way it can enhance the heterogeneity among organizations in terms of the amount of available workforce within diverse fields with specific qualities. Besides diversity, also the general availability of personnel among the recruitment methods will be discussed in order to overview quantity more literally. Thus to clarify, the pre-hire-outcomes out-put is about the ratio between quality and quantity, when a recruitment method performs well on both aspects, then we can speak about an effective recruitment method. The costs are the in-put, whereas a good

performance in terms of both out-put (high quality and high quantity) and in-put (low costs) can be interpreted as efficient. To conclude, a high level of available workforce for diverse fields among one single recruitment method indicates an increasingly possibility on heterogeneity as out-put of a particular recruitment tool within this paper. Thus heterogeneity can also be interpreted as a product of effectiveness and maybe also efficiency.

3.4 Definition of employees with high quality

The absolute quality of potential employees during the recruitment process is rather hard to ascertain, certainty is never involved in processes like these (Rynes & Barber, 1990). Some quality related characteristics are testable like specific knowledge and some are solely derivable through little signals that are hard to test like motivation and the ability to adapt to new situations (Spence, 1973; Thurow, 1975). However, measuring and testing diverse variables that are specifically required for the job in question can provide a limited view of the qualities of the candidate in question (Slaughter, Stanton, Mohr & Schoel, 2005).

Nevertheless, diverse general characteristics are accepted as quality indicators according to (Rynes & Barber, 1990). These characteristics are: experience, education level and the average ratings during the particular study according to Williams, Parry and Schlup (1993) and Turban and Cable (2003). However, this research is focused on the bigger picture whereas the whole Dutch working population at any level is taken into account. Hence, employees with high qualities do exist at any type of job position and working level (Wilson, 1973). Therefore the theory of Wilson (1973) forms the basis within this study to acknowledge employee quality in contradiction to the theories of Williams et al. (1993) and Turban and Cable (2003) who are putting the emphasis on higher-level positions, which is not relevant to this research. Thus, the question is how to define an employee with high qualities? This is a rather hard question as companies from dissimilar industries have different requirements regarding to their personnel. However, research has shown that certain positive characteristics and traits are showing up in every industry that are relating to a good employee (Wilson, 1973). These positive characteristics can be distinguished in two categories namely, personal traits and the employees job performance (Wilson, 1973).

The personal traits are relating to a good attitude that makes the employee a pleasure to work with. The basics of a good attitude would include the following characteristics: the employee should get along with his colleagues, he should be loyal and reliable towards the company, he should be cooperative and understanding, the employee should be emotionally stable, he should be honest with his company and work group, he should take care of his responsibilities, employee should have a good personal life, he should respect the regulations, the employee should be flexible and adaptable and willing to adjust to new situations, he should have ambition and be creative, the employee should listen and to conclude he should be orderly and neat as well in his personal life as at work.

Furthermore, the employee has to fulfill certain tasks whereby a good job performance is a necessity. An adequate and reliable job performance can be originated when the employee posses certain job knowledge acquired by e.g. training and past experiences. The employee should organize his work to be able to be productive, thus he should be able to handle diverse quantities of work. Moreover, the employee should produce a constant quality and he should be conscious about his output.

According to Ready, Conger and Hill (2010), employees who are performing above average can be named as 'high potentials'. These high potentials can outperform their peer groups in various circumstances and settings. In other words, these high potentials enjoy the benefits of having 'good personality traits' and a 'good job performance' (Wilson, 1973) on a higher level in order to outperform people with the same background (like status, age and interest). Nevertheless, not all employees need to be a high potential in order to be an employee with high quality, as employees can enjoy good personality traits and a good job performance without outperforming the others. However, within this research a high potential can be interpreted as an employee with high qualities.

Hence, high potentials enjoy good personality traits and they should be able to deliver a high job performance. These characteristics need to be traceable by the recruitment methods in order to find and acquire employees with the desired quality.

3.5 Recruitment methods in terms of quality and quantity

Based on the theoretical fundament, recruitment methods should be able to open doors towards a variety of available workforce, pure quantity and it should provide the right direction in order to acquire high potentials more easily. Thus each recruitment method should deliver a certain pre-hire-output with enough quantity and quality as out-put, which enhances the effectiveness of the recruitment process. Also efficiency plays an important role, since a high out-put combined with a low in-put in terms of expenses enhances the efficiency, which consequently lowers the pressure on the physical capital in terms of liquid assets. Therefore, this paragraph elaborates about these aspects regarding to the traditional recruitment methods and about how social media performs on the same aspects as the standalone recruitment tools. Hence, in what way can social media be used to filter the right candidates to ensure quality, quantity, efficiency and to what extent heterogeneity? And how do the traditional recruitment methods perform compared to the usability of social media as recruitment method? The four next paragraphs contain pre-hire-outcome related theories concerning social media, printed advertisements, job related websites and executive search.

3.5.1 Social media

Social media communities grow every day and are gaining more and more popularity. Diverse types of people within every age group are exploring the possibilities and the fun side of social media (Barnes, 2009). The age groups who are using social media like Facebook within the US are as follow, between 18 and 24 years the usage is 90%, between 25 and 35 the usage is 78%, between 35 and 44 the usage is 65% and also the seniors between 45 and 54 use social media which is 47% within this age group (Barnes, 2009). Also within the UK social media becomes an emerging and large industry as different internet users make more use of social media websites compared to e-mail services, this happened for the first time in 2009 (Wilson, 2009). These facts are already indicating a large potential database of candidates with respect to possible recruitment activities. Even the more professional focused social media websites like LinkedIn enjoys different types of people within all age categories[2]. Nevertheless, LinkedIn contains predominantly managers and well-educated people, although it is impossible to conclude that everyone on LinkedIn is a high potential as anyone can subscribe freely. Besides, the education level is just a minor quality indicator with respect to this research as discussed earlier. In other words, obtaining certain quality and quantity through social media is not specifically depending on a particular platform (like LinkedIn, Facebook or Twitter), but it depends on how social media is utilized among recruiters. Thus, not the platform but the approach plays a dominant role in order to find and acquire employees.

Quality

Kluemper & Rosen (2009) researched the possibilities of assessing people based on their social media pages like Facebook or LinkedIn. They found that people's personality, global performance and intelligence can be assessed based on their personal profile page which is consistent with the theory of Wilson (1973) as "personality traits" and "employee's job performance" should be able to indentify, thus recruiters should be able to pick out the right candidates. For instance, the intelligence can be estimated roughly by checking his or her personal page on writing style, layout and content (Kluemper & Rosen, 2009). Another example of specific skills that can be exposed through social media is creativity and honesty. Individuals are able to show their creative side through social media as they can update their page with their interests by means of video's, photo's or other portfolio (Barnes, 2009). According to Wilson (1973), creativity is a positive personal trait that could be acknowledged by recruiters. Moreover the creativity of social media users is elaborated further on within paragraph 3.7.1 'innovative and creative characteristics'. Furthermore, fraudulent claims are less likely to occur as social media users exposing themselves on the internet (DeKay, 2009). This fact can indicate that

---

[2] http://adage.com/digital/article?article_id=132300

employees found through social media are more likely to be honest, which is in accordance with the "personal traits" of a good employee (Wilson, 1973).

That's why social media is a great tool to perform targeted searches with (Schawbel, 2009), as it enables recruiters to look for certain people with specific interests within a certain field with particular skills. Targeted search also enables recruiters to reconnect through social media with people they know from the past who possess specific known qualities (Woloshin, 2009). Moreover, also passive jobseekers can be targeted by recruiters, commonly the lion's share of social media users are passive jobseekers (DeKay, 2009; Elmore, 2009). Passive jobseekers do currently have a job but are open to receive any job related offers, especially through LinkedIn, targeted passive jobseekers can be from great value as they are considered to be stable high potentials (DeKay, 2009). Most passive jobseekers are neither active nor available on recruitment websites and databases as they are not in search for a job, thanks to this fact can social media be a very valuable resource for high potentials as it is an untapped pool of potential candidates who are normally not associated with recruiters (DeKay, 2009). However, the majority of social media users are young people (Barnes, 2009) who believed to have a larger ambition pertaining to the older workforce (Fields, 1984), which is a positive younger employee characteristic with respect to "personal traits" according to Wilson (1973). On the other hand, this untapped pool of potential candidates might lack some experience as senior's (Fields, 1984) turn out to be the minority on various social media platforms (Barnes, 2009).

Hence, high potentials can be acknowledged to some extent and diverse fields can be distinguished as personal profiles can provide background information concerning the candidate. This enables recruiters to pick out candidates with the right personality and performance characteristics within the relevant industry, this enables to foster the quality and heterogeneity among the human capital of the involved firm with more ease. Nevertheless, social media pages can contain inaccurate information (Elmore, 2009) that should be taken into account. Therefore the recruiter should be intelligent, emotional stable and extrovert to prevent misconceptions (Kluemper & Rosen, 2009).

Quantity

Off course, the already huge amount of subscribers and thus potential candidates on various social media platforms (Barnes, 2009; Wilson, 2009) enhances the chances on the acquirement of employees in terms of quantity. Nevertheless, also other factors like talent pools and visibility enhancement can support the influx of employees, since talent pools can guarantee a certain quantity of available potential employees. And enhancing the visibility by means of social media can support the attraction of candidates from various fields, which facilitates the process towards heterogeneity in terms of human capital.

Social media does enable companies to create and build up large talent pools (Elmore, 2009; Public Relation Tactics, 2009; Parker, 2009), basically any social media user could add themselves to

the company's social media profile. Or the other way around, companies could invite people (by means of targeted search) with matching interests to join their organizational social media page. This enables recruiters to investigate the amount of direct interested potential employees more easily, thus a talent pool could consist sufficient interested potential employees to fulfill certain job positions adequate and with ease, since social media users within talent pools are directly contactable (Barnes, 2009; Schawbel, 2009). Another benefit can be acknowledged as organizations can enhance their visibility by participating on social media in general (Fathi, 2008; Noella, 2009). This is mostly caused by the increasing popularity of social media and the enormous amount of already existent social media users (Wilson, 2009), hence many users become more aware of certain organizations through this medium as they can find them with more ease or simply bump up to these organizations as they are active on the same platforms. Thus the increasing visibility attracts indirectly new candidates who are quickly contactable for organizational interests (Fathi, 2008; Noella, 2009; Weinstein, 2004). The paragraphs 3.7 "innovative and creative characteristics" and 3.7.1 "Brand reputation" later on within the theoretical background elaborates on this visibility aspect more into depth, whereas also other reasons and consequences of the visibility comes to light.

Other

Another major advantage of social media is that companies and users can join for free[3], which makes social media a free to use recruitment tool and very accessible for users. On the other hand, social media keeps managers busy as they are concerned about the possible negative side effects when recruiters use social media (Wilson, 2009), like decreasing productivity as employees use social media for fun, employees who are leaking valuable organizational information and possibility on danger and malware by cyber-crooks. Although managers should not prohibit access to social medium because of the recruitment enhancing possibilities as elaborated. Besides, employees will always find alternative ways to use these kinds of services despite any measures taken by managers (Wilson, 2009). However, managers should stay alert and be aware of the social media usage.

Conclusion

To conclude, global personality and performance can be estimated by means of social media platforms, a downside is that potential employees cannot always be assessed in detail solely on basis of their social media profiles, specific skills or characteristics of certain potential employees may stay constipated (Kluemper & Rose, 2009). Social media is not explicitly designed for recruitment purposes, thus the effectiveness of attracting employees can be doubtful. Certainly when organizations want to acquire seniors, because they are making a little bit less use of social media pertaining to the younger group according to Kluemper & Rose (2009), hence the lower availability of experience (Fields, 1984) for e.g. top level positions. On the other hand, social media platforms do enable

---

[3] Like www.linkedin.com and www.facebook.com

recruiters to find and screen employees for free in terms of quality and quantity. Thus, the social media pre-hire-outcomes seem to be beneficial whereas the in-put like costs is rather low.

3.5.2 Printed advertisement

Printed advertisements are vacancies that are placed in magazines and newspapers by recruiters and employers. These advertisements should appeal to the readers in order to reach potential employees, as this can be seen as a passive way of attracting potential employees since employers need to wait until the candidates react.

Quality

This means recruiters cannot assess potential employees on forehand, and thus recruiters cannot assess their personality and job performance into detail (Wilson, 1973) before inviting them for a solicitation, which unsurprisingly can cost a lot of time to find a suitable employee. Nevertheless recruiters might be able to estimate globally the kind of candidate that will react. D'Amico (1999) points out that targeting advertisements within the right (niche) media is needed to reach your target group to obtain an optimal conversion, in other words, placing a vacancy in an executives magazine will assumable provide other kind of candidates when the advertisement is placed in a regional or culture related paper. Thus the potential candidate's personality and performance can be estimated on the basis of the type of used media, nonetheless the candidate's specific traits cannot be estimated at all since the actual candidate remains unknown until he or she reacts on the particular vacancy. In other words, the pre-hire-outcomes can be regulated in a limited way, the type of paper or magazine is dependent for the out-put in terms of quality but also quantity. Hence, advertising within diverse media can support the heterogeneity among the human capital where needed, as candidates within various fields will be reached. Nevertheless, placing various ads will be costly and still limited pertaining to the acquirement of heterogeneity.

Printed advertisements can be a respectable source for passive jobseekers as executives read newspapers and job related magazines and might be curious about the latest available jobs, even when they are not in search for another job (Mathews & Redman, 1998). These passive job seekers might be determined to improve their career and thus are ambitious, which is a positive quality characteristic according to Wilson (1973). Hence, the majority of the passive jobseekers can be considered as high potentials. However, printed advertisements are usually not meant for top-level positions (Kelley, 1993).

Quantity

Depending on the type of paper or magazine wherein printed advertisements occur, it is believed that printed advertisements know certain demographical limitations, this in contradiction to online available vacancies with hardly any demographical restrictions (Johnson & Kaye, 2002). Thus the

availability and range of potential employees through printed advertisements might be limited, however printed media is highly effective (not to be confused with the total effectiveness in terms of pre-hire-outcomes as in out-put) for attracting job candidates (Ryan, Gubern & Rodriquez, 2000). Nevertheless, printed advertisements will feel the pressure of new technologies like online social media and vacancy websites, thus offline printed advertisements will lose some popularity but it is not likely that printed advertisements will disappear on the short term (Ahlers, 2006).

Conclusion

So quality, quantity and heterogeneity as out-put are manageable in a limited way. Moreover, this recruitment method is generally not for free, as organizations have to pay for these advertisements as in-put.

3.5.3 Job related websites

Within this research two kinds of job related websites can be distinguished. A system where the recruiters search for potential employees within databases, or where the potential candidates react on online advertisements (comparable to how printed advertisements work in an offline situation).

Quality

First, there are websites whereas people can post their curriculum vita, which enables recruiters to perform a targeted search (Van Rooy, Fairchild & Alonso, 2003). Monsterboard[4] is a good example of a job board whereas recruiters are able to compare relevant resumes for certain job positions, thus recruiters are able to assess the specific and global performance (Wilson, 1973) of employees in this case. Furthermore, 44% of the job seekers are "passive" job seekers[5], which can be very desirable employees for certain organizations. However as elaborated before, most "passive" job seekers (in absolute terms) are not likely to be active on recruitment websites and are more likely to find on social media in larger amounts (DeKay, 2009).

Another kind of job related websites that should be taken into account works the other way around. In this case organizations post their vacancies on their own company website or on vacancy websites (e.g. Monsterboard) whereas interested candidates can react on a particular vacancy. This system works somehow similar as printed advertisements, hence the quality of the potential employee cannot be assessed upfront. However, within this research the emphasis shifts mainly towards the first explained situation whereas companies pick and compare resumes from subscribers on these vacancy websites. Although the second situation is - either limited - also taken into consideration.

---

[4] http://www.monsterboard.nl/

[5] http://about-monster.com/content/first-ever-analysis-online-job-site-reveals-high-success-rate-monster-board-job-seekers

Quantity

The future perspective of job related websites looks rather good as the worldwide internet usage is steadily growing (Brashear et all., 2009). Another reason is that job related websites are attractive to use for job seekers, therefore this tool is highly effective for attracting job candidates (Van Rooy, Fairchild & Alonso, 2003). Thus job related websites can offer enough quantity in terms of employees for now and in the foreseeable future at respectable and lower costs pertaining to printed media[6].

Conclusion

Thus, recruiters can perform targeted searches in order to obtain relevant resumes, this enables them to check certain quality and job related characteristics (Wilson, 1973), however some personality traits may stay constipated. The other pre-hire-outcome out-put in terms of obtaining quantity and heterogeneity seem to be no issue as recruiters can perform their own targeted searches on general job boards like Monsterboard.com. Nevertheless, a job board will charge money for its services, but not as much as offline/printed advertisements.

3.5.4 Executive search agencies

Executive search and recruitment agencies are organizations that are focused on finding perfect fit candidates usually for higher-level positions (Lim & Chan, 2001; Clark, 1992).

Quality

These organizations put the emphasis on assessing potential employees in detail and depth (Jones & Gautschi, 1988), which means that qualities like the "personal traits" and "job performance" (Wilson, 1973) will be perfectly balanced between employee and employer. Many of the selected candidates are likely to be passive jobseekers (DeKay, 2009) as executive search agencies put the emphasis on skilled, active and experienced employees/executives (Lim & Chan, 2001; Clark, 1992). Consequently this means that there will be a lower risk of acquiring the wrong and low quality personnel (Rubin & Powers, 2003). However, recruitment agencies and executive search are believed to be costly.

Quantity

Executive search or recruitment agencies are commonly not focused on obtaining large quantities of employees as these agencies put the emphasis on finding high potentials for higher positions (Lim & Chan, 2001). However, the availability of older and thus experienced employees - who are able to solve problems with high frequency - is rather high among executive search and recruitment agencies (Fields, 1984; Malen & Stroh, 1998).

---

[6] http://www.zdnet.com.au/online-for-hire-120268539.htm

Conclusion

Hence, an executive search agency is a superb recruitment method to deploy when acquiring quality for higher-level positions is from top priority. However, these agencies are not focused on acquiring large quantities within short periods of time for diverse industries and fields. A single executive search agency is mostly focused on a single industry (Healthcare Financial Management, 2009), thus not capable to offer a wide diversity of employees for diverse fields. In other words, executive search agencies are not likely to increase the chance on heterogeneity.

3.6 Comparison of recruitment methods

Clearly each recruitment method got it's own benefits and disadvantages. But how are these recruitment methods performing relative to each other? A brief description enlightens the theoretical highlights between the methods, table 1 *'comparison of recruitment methods'* below this introduction visualizes the interpretation of the theories on a scale from negative/no score (score = -), neutral (score = 0) to positive (score = +) whereby the gray areas represent the positive scores, which can be classified as positive characteristics of the particular recruitment methods. The negative scores indicates the below average performing characteristics of the particular recruitment method on certain aspects, neutral can be interpreted as a balanced characteristic. The interpreted scores within this table are based on an estimation of the theories applied on each recruitment method separately. For instance, Kluemper and Rosen (2009) argued about the possibility to analyze the personality of potential employees through social media with good accuracy, whereas D'Amico (1999) indicated that printed media readers and thus also potential employees could be estimated roughly by means of the type of used media. Hence the higher score of estimating someone's personality by means of social media (whereas the score is positive, thus +) in contradiction to printed media whereby the personality can be estimated roughly, thus it still stays a gamble about whom will be attracted due to the lacking possibility of screening someone on forehand (hence the neutral score of 0). However, not all recruitment methods enjoy the availability of overlapping theories concerning the same subjects. For instance, according to Lim and Chan (2001) it is very likely to find perfect fit candidates by means of utilizing executive search, as executive search agencies are really determined and specialized to find the best employees for the involved organizations, hence the likelihood of a higher chance on perfect fit candidates through executive search agencies compared to the other recruitment methods. In short this table is based on estimations, common sense and interpretations of the concerned theories. Table 1 *'comparison of recruitment methods'* is divided into the categories quality, quantity and other to distinguish the discussed theories. Below the table a comparative discussion can be found concerning the discussed methods and theories.

Table 1, Comparison of recruitment methods

Theoretical framework	Social media	Printed advertisement	Job related websites	Executive search
Quality				
Assessment of global performance *D'Amico, T.F. (1999), Magazines' secret weapon: Media selection on the basis of behavior, as opposed to demography, Journal of advertising research, Vol. 39, Issue 6, p53-60* *Jones, T.M., Gautschi, F.H. (1988), Will the ethics of business change? A survey of future executives. Journal of Business Ethics. 7: 231-248* *Kluemper, D.H., Rosen, P.A. (2009), Future employment selection methods: evaluating social networking web sites, Journal of managerial psychology, Vol. 24 No. 6, 2009, p567-580*	+	0	+	+
Assessment of intelligence *D'Amico, T.F. (1999), Magazines' secret weapon: Media selection on the basis of behavior, as opposed to demography, Journal of advertising research, Vol. 39, Issue 6, p53-60* *Jones, T.M., Gautschi, F.H. (1988), Will the ethics of business change? A survey of future executives. Journal of Business Ethics. 7: 231-248* *Kluemper, D.H., Rosen, P.A. (2009), Future employment selection methods: evaluating social networking web sites, Journal of managerial psychology, Vol. 24 No. 6, 2009, p567-580*	+	-	+	+
Assessment of personality *D'Amico, T.F. (1999), Magazines' secret weapon: Media selection on the basis of behavior, as opposed to demography, Journal of advertising research, Vol. 39, Issue 6, p53-60* *Jones, T.M., Gautschi, F.H. (1988), Will the ethics of business change? A survey of future executives. Journal of Business Ethics. 7: 231-248* *Kluemper, D.H., Rosen, P.A. (2009), Future employment selection methods: evaluating social networking web sites, Journal of managerial psychology, Vol. 24 No. 6, 2009, p567-580*	+	0	-	+
Assessment of specific performance *D'Amico, T.F. (1999), Magazines' secret weapon: Media selection on the basis of behavior, as opposed to demography, Journal of advertising research, Vol. 39, Issue 6, p53-60* *Jones, T.M., Gautschi, F.H. (1988), Will the ethics of business change? A survey of future executives. Journal of Business Ethics. 7: 231-248* *Kluemper, D.H., Rosen, P.A. (2009), Future employment selection methods: evaluating social networking web sites, Journal of managerial psychology, Vol. 24 No. 6, 2009, p567-580*	-	-	+	+
Attract personnel for top positions *Kelley, B. (1993), So who did they hire? Across the Board. 30(2): 28-32* *Lim, G., Chan, C. (2001), Ethical values of executive search consultants. Journal of Business Ethics, 29(3): 213-226* *Clark, T. (1992), Management selection by executive recruitment consultancies: a survey and explanation of selection methods. Journal of Managerial Psychology,7(6): 3-10*	0	-	0	+
Creative interaction *Barnes, Ph.D. N. D., Barnes, J.D. F. R. (2009). Equipping your organization for the social networking game, Information Management, Vol. 43 Issue 6, p28-33*	+	-	0	-
Low risks (selection mistakes) *Lim, G., Chan, C. (2001), Ethical values of executive search consultants. Journal of Business Ethics, 29(3): 213-226* *Rubin, D. K., Powers, M. B. (2003), These days, executive recruiters are more than boardroombrokers. ENR: Engineering News-Record, 251(25): 22-24*	0	0	0	+
May reduce fraudulent claims *DeKay, S. (2009), Are business-oriented social networking web sites useful resources for locating passive jobseekers? Results of a recent study, The bank of New York mellon corporation and St. John's University*	+	0	0	+
Perfect fit candidates *Lim, G., Chan, C. (2001), Ethical values of executive search consultants. Journal of Business Ethics, 29(3): 213-226*	0	-	0	+
Reconnect with people *Woloshin, M. (2009), Nail your next job: Face-to-face outreach or social media networks? Public Relations Tactics, Vol. 16 Issue 3, p7-7*	+	-	-	0
Source for "passive" jobseekers *DeKay, S. (2009), Are business-oriented social networking web sites useful resources for locating passive jobseekers? Results of a recent study, The bank of New York mellon corporation and St. John's University* *Elmore, B. (2009). Social networking strategies, Baylor Business Review, Vol. 28 Issue 1, p25-27* *Mathews, B.P., Redman, T. (1998), Managerial recruitment advertisements – Just how market orientated are they? International Journal of Selection and Assessment, 6(4): 240-248* *Website:http://about-monster.com/content/first-ever-analysis-online-job-site-reveals-high-success-rate-monster-board-job-seekers*	+	+	+	+
Targeted search	+	0	+	+

Schawbel, D. (2009), Looking for a job? Try a "people search", Public Relations Tactics, Vol. 16 Issue 6, p7-7
Van Rooy, D.L., Alonso, A., Fairchild, Z. (2003), In with the new, out with the old: Has the technological revolution eliminated the traditional job search process? International Journal of Selection and Assessment. 11(2-3): 170-174

Quantity				
Build up relationships (talent pools) *Elmore, B. (2009). Social networking strategies, Baylor Business Review, Vol. 28 Issue 1, p25-27* *Parker, M. (2009), Can social networking sites be recruitment tools? Strategic HR review, Vol. 7 Issue 3* *Schawbel, D. (2009), Looking for a job? Try a "people search", Public Relations Tactics, Vol. 16 Issue 6, p7-7*	+	-	0	0
Direct connect *Barnes, Ph.D. N. D., Barnes, J.D. F. R. (2009). Equipping your organization for the social networking game, Information Management, Vol. 43 Issue 6, p28-33* *Schawbel, D. (2009), Looking for a job? Try a "people search", Public Relations Tactics, Vol. 16 Issue 6, p7-7*	+	-	+	-
Effectiveness attracting candidates *Ryan, G., Gubern, M., Rodriguez, I. (2000), Recruitment advertising: The marketinghuman resource interface. International advances in Economic Research, 6(2): 354-364* *Van Rooy, D.L., Alonso, A., Fairchild, Z. (2003), In with the new, out with the old: Has the technological revolution eliminated the traditional job search process? International Journal of Selection and Assessment. 11(2-3): 170-174*	0	+	+	+
Enhancing visibility company *Fathi, S. (2008). From generating awareness to managing reputations: Why your company needs to Twitter, Public Relations Tactics, Vol. 15 Issue 10, p16-16* *Noella, L. (2009). Ten Tips to Raise Your Business Visibility Through Social Networks, Financial Executive, Vol. 25 Issue 9, p17-17*	+	+	+	-
Find quickly personnel (or speakers) *Noella, L. (2009). Ten Tips to Raise Your Business Visibility Through Social Networks, Financial Executive, Vol. 25 Issue 9, p17-17* *Fathi, S. (2008). From generating awareness to managing reputations: Why your company needs to Twitter, Public Relations Tactics, Vol. 15 Issue 10, p16-16* *Weinstein, S. (2004), Who will take the reins? Journal of accountancy, Vol. 198 Issue 2, p 45-51*	+	-	+	-
Future perspective *Ahlers, D. (2006), News Consumption and the New Electronic Media, Harvard International Journal of Press/Politics, Vol. 11 Issue 1, p29-52* *Brashear, T.G., Kashyap, V., Musante, M.D., Donthu, N. (2009). A profile of the internet shopper: Evidence from six countries, Journal of Marketing Theory & Practice, Vol. 17 Issue 3, p267-281*	+	-	+	+
Large amount of available personnel *Wilson, J. (2009), Social networking: the business case, Engineering & Technology, Vol. 4 Issue 10, p54-56, 3p* *Brashear, T.G., Kashyap, V., Musante, M.D., Donthu, N. (2009). A profile of the internet shopper: Evidence from six countries, Journal of Marketing Theory & Practice, Vol. 17 Issue 3, p267-281*	+	0	+	-
Seniors' preferences *Barnes, Ph.D. N. D., Barnes, J.D. F. R. (2009). Equipping your organization for the social networking game, Information Management, Vol. 43 Issue 6, p28-33* *Malen, E.A., Stroh, L.K. (1998), The Influence of Gender on Job Loss Coping Behavior Among Unemployed Managers, Journal of Employment Counseling, Vol. 35 Issue 1, p26-39*	-	+	0	+
Young peoples' preferences *Barnes, Ph.D. N. D., Barnes, J.D. F. R. (2009). Equipping your organization for the social networking game, Information Management, Vol. 43 Issue 6, p28-33*	+	-	0	0
Other				
Costs *Website: free social media platforms like: LinkedIn.com and Facebook.com* *Website: http://www.zdnet.com.au/online-for-hire-120268539.htm*	+	0	0	-
Managers concern *Wilson, J. (2009), Social networking: the business case, Engineering & Technology, Vol. 4 Issue 10, p54-56, 3p*	-	+	+	+

3.6.1 Quality

Printed vacancies do not enable the recruiter or employer to check the candidate's background on forehand, as they have to wait on replies, which is in contradiction to social media, job related websites and executive agencies who are able to perform targeted searches. Executive agencies are obviously topnotch when it comes down to find, screen and analyze potential employees on their abilities and thus quality. Nevertheless, also social media is a great performer regarding to the ability

to find and assess candidates on their global performance, intelligence and personality (Kluemper & Rosen, 2009). Job related websites perform as a recruitment method almost as equal to social media, whereby social media is more personality oriented and job related websites more oriented on someone's specific work related performances. This also explains the positive ratings on 'creative interaction' and 'may reduce fraudulent claims' (table 1, *'comparison of recruitment methods'*), since social media is relatively more oriented on personality, as creativity and honesty is a part of someone's personality (Wilson, 1973). Social media does not perform below the recruitment methods 'printed media' and 'job related websites' when it comes down to the occurrence of selection mistakes and the chance on perfect fit candidates. Executive search agencies are able to achieve less selection mistakes and they are able to arrange good to perfect fit candidates for the involved organizations due to the fact it is their core business (Lim & Chan, 2001; Clark, 1992).

Social media is a leading recruitment method in the case of targeted searches. Various social media platforms enable recruiters to find valuable passive and active jobseekers within diverse fields with ease, also reconnecting with familiar people who believed to posses certain skills or a network can be considered as a major advantage. On the other hand, each recruitment method enables recruiters to obtain passive jobseekers, however the amount of passive jobseekers among social media platforms can be considered as the largest as theoretically any social media user can be approached for organizational interests (DeKay, 2009; Elmore, 2009).

3.6.2 Quantity

Social media is holding the best cards concerning quantity as visualized in table 1 *'comparison of recruitment methods'*, job related websites are a close second. Both recruitment methods enable recruiters or employers to search rapidly among large amounts of potential employees. However, social media has a disadvantage in the sense of attracting older and senior employees (Barnes, 2009), which means that social media might lack when it comes to providing employees with experience (Fields, 1984). Nevertheless, social media is a very effective tool to reach younger potential employees, which can be translated into a large amount of available ambition.

Printed media and executive search agencies seems to perform mediocre concerning quantity, since executive search is not focused on large amounts but just quality and printed media has certain demographical limitations, which is depending on the type of used media. On the other hand, printed media and executive search agencies can provide experience to a large extent as seniors can be reached easily by means of these recruitment methods. Although, the future perspective concerning printed media decreases as the recruitment market on internet is improving. Nonetheless, printed media is still a great way to improve the visibility just like social media and job related websites could provide. Consequently, high visibility and a proper brand reputation functions as a magnet that enables

to attract large amount of employees (Weinstein, 2004), hence also the increasing chance on acquiring high potentials. Note, additional information concerning visibility and brand reputation is elaborated in the upcoming paragraph "Innovative and creative characteristics".

3.6.3 Other

Deploying an executive search or placing advertisements in papers, magazines or on job boards can be a costly business. Hence the cost-free advantage of social media, since creating a company profile or approaching a candidate through social media can be executed without paying for this service. Nonetheless, in some cases do social media platforms charge a (small) fare for additional options[7]. The "managers concern" can be acknowledged as a disadvantage of social media, since employers and managers can be worried about the use of social media in terms of e.g. leaking company sensitive information or decreasing productivity of the recruiters.

3.6.4 Pre-hire-outcomes and heterogeneity

The pre-hire-outcomes consists of the out-put in terms of quality and quantity (Moser, 2005; Scioli, 1986), which indicates the level of effectiveness of the concerning recruitment method. And secondly the pre-hire-outcomes consists of the in-put in terms of costs, a short comparison betweens the in- and out-put provides information about the efficiency of the involved recruitment methods. Within this paragraph these pre-hire-outcomes are compared with each other. Furthermore, also the chance on obtaining heterogeneity among the human capital with each recruitment method is elaborated here.

Printed advertisements have generally lower ratings pertaining to the other (see table 1 *'comparison of recruitment methods'*) studied recruitment methods, hence the pre-hire-outcomes ratings that can be considered as average or below average. The obtainable quality and quantity is adjustable in a limited way, so the overall effectiveness of printed media is mediocre (not to be confused with effectiveness in terms of attracting candidates as discussed earlier and visualized in table 1 *'comparison of recruitment methods'* within the quantity related part). Also the chance on obtaining heterogeneous personnel is mediocre, as it is very depending on the possible out-put of the chosen type of media. Obviously advertising within diverse type of media simultaneously can enhance the chance on heterogeneous human capital, thus this comes at the costs of the efficiency (in-put) due to the increasing expenses.

Job related websites perform pretty well, as the overall judgment is relatively positive (table 1 *'comparison of recruitment methods'*). The pre-hire-outcomes are relatively balanced as the out-put of quality and quantity is rather good, also pertaining to the in-put the expenses, since the costs are

---

[7] http://goldmembers.hyves.nl/

respectable and not as high as printed advertisements[8]. Thus, the effectiveness as well as the efficiency of this recruitment method can be called rather good. Also the chances on heterogeneous personnel seem to be rather good as job boards usually offer targeted search possibilities, this supports recruiters to search within specific industries. Although, employees for very specific fields might need to be sought elsewhere in specialized databases like job boards for engineers[9].

Executive search agencies perform well as a recruitment method due to the high quality output. On the other side, obtaining large quantities through executive search agencies is not obvious due to the high costs and necessary time to screen the potential employees (Lim & Chan, 2001). Many executive search agencies position themselves as an agency for a wide range of industries, nevertheless this is mostly done for marketing purposes (Healthcare Financial Management, 2009), since executive search agencies usually are focused and specialized on specific industries. Put differently, acquiring heterogeneity among the human capital by means of a single executive search agency is not very likely. Thus the pre-hire-outcomes can be interpreted as effective, but not really efficient due to the high costs.

Social media performs really well and very competitive pertaining to the traditional recruitment methods on various studied variables, as it can provide positive pre-hire-outcomes as quality, quantity and costs are rated generally positively (table 1 *'comparison of recruitment methods'*). Additional, social media enables the recruiter to make rapidly and an accurate distinction between the diverse backgrounds (Jackson et all., 91) and candidates, this in order to pick out the right potential employees to compose heterogeneity among the human capital at no or very low costs. In other words, social media seem to be able to produce a good standard in terms of the pre-hire-outcomes.

3.7 Innovative and creative characteristics

An innovation is something that can be considered as new when the selectors perceive the value of a thing or method as new (Gemser and Wijnberg, 2000). Also the origin of the word 'innovation' relates to the Latin word 'innovare' which means 'to make something new'. According to Jacobs (2007), innovations can be categorized within a process-, transaction- and product innovation. Thus, new organizational processes that improve the efficiency or add value to a certain internal process are innovations as well as new or improved outgoing products. Furthermore, there are three ways of indentifying a certain innovation; incremental, really new and radical (Garcia and Calantone, 2002). Incremental innovations are little process or product improvements or changes based on the original

---

[8] http://www.zdnet.com.au/online-for-hire-120268539.htm

[9] http://www.engineersonly.nl/

process or product, radical innovations are significant changes whereas totally new processes and/or products are involved.

3.7.1 Brand reputation and image

Traditional recruitment tools might get outdated whereas new technology and services are growing trends (Ahlers, 2006). Thus creativity and innovation is needed within recruitment departments/HRM to develop new ways to recruit, social media might become the dominant trend within the recruitment world (Fathi, 2008; Wilson, 2009). This is somehow comparable with Charles Darwin's theory as many organizations jump on the bandwagon of using social media for recruitment purposes (Elmore, 2009; Wilson, 2009). Charles Darwin mentioned that neither the strongest nor the most intelligent will survive but the most adaptable species (in these case organizations) (Cope, 2009). Hence, organizations need to innovate incrementally towards a process innovation (Jacobs, 2007) within their recruitment departments to sharpen up their recruitment tools and to adapt to the emerging and increasing social media industry (Barnes, 2009; Wilson, 2009), consequently this will mean that organizations increase their visibility on the internet through social media (Noella, 2009; Fathi, 2008). According to Mukundan (2006), visible innovations can lead to the enhancement of brand and organizational reputation. Thus adapting as an organization to the emerging social media industry can increase brand reputation. Besides brand reputation, organizations also gain more competitive advantage as they continuously innovate in general (Wijnberg, 2004; Hurley & Hult, 1998). And more important concerning the central question of this research, brand reputation can also foster the influx of potential employees (Weinstein, 2004), in terms of high potentials and quantity in general, since good publicity can attract all type of stakeholders. In other words, social media can increase it's own effectiveness indirectly as a recruitment method.

Social medium knows millions of users worldwide (Barnes, 2009) and most users are quickly contactable and are open to receive any job related information about career opportunities (Noella, 2009; Fathi, 2008). This makes organizations highly flexible in attracting creative and innovative job candidates. Because social media pages like Facebook, Twitter and among others are perfect mediums to show creativity as people can modify their page however they want (Barnes, 2009; Lucky, 2007). However, social media users are not creative per definition, but they are able to show it more easily and therefore they are better to identify by organizations (Lucky, 2007). Thus social media users can increase their reputation by showing their creative capabilities online, which actually is comparable to how organizations act with creative advertisements that increases brand reputation (Dahlén, Rosengren & Törn, 2008).

Hence, adapting to the emerging social media industry and showing innovative and creative skills can be beneficial for organizations as well as for the social media users themselves, because organizations gain visibility which attracts potential employees more easily (Weinstein, 2004) and

social media users increase the chance to be selected. Consequently, attracted creative employees can support the human capital and thus the organizational power (Wilson, 1973; Barney, 1991). In other words, the utilization of social media as a recruitment method can foster its own effectiveness.

3.8 Conclusion

Social media could be a valuable recruitment tool and foremost a complementary tool with strategic value. Recruiters can use social media as an accessible and cost free measurement tool to assess the potential employees to discover their personality traits and job performance skills, this consequently enables recruiters to approach and acquire high potentials. Especially younger people use social media, which makes it an ideal recruitment tool to obtain young, ambitious and talented employees. Nonetheless, also the more experienced and older candidates can be found on social media platforms, yet they are the minority. Also the quantity of potential available employees on social media platforms is huge. Thus, social media can foster the human capital (Barney, 1991) in a positive way, even on the long run. Another advantage is the increasing visibility and brand reputation on the internet when organizations participate on social media, which increases the overall organizational competitive power. And hence the positive influence of positive brand reputation on attracting potential employees, put differently brand reputation can support the influx of quality and quantity and thus it increases also the effectiveness of social media in terms of a recruitment method in an indirectly manner. The power of social media as a recruitment tool is very good compared to the traditional recruitment tools, social media does not seem to underperform as a standalone recruitment tool according to the theoretical background. In short, social media can lift the pre-hire-outcomes to another level, whereas the traditional recruitment methods seem to lack some effectiveness, efficiency and heterogeneity compared to social media. Besides, social media can also be implicated as a publicity tool, which can be acknowledged as an additional and supporting benefit.

4 Conceptual model

The elaborated theories within the last chapter form a cohesion from recruitment method (which is visualized in terms of the central subject 'social media' in figure 1 *'conceptual model'* later on) till competitive advantage. This paragraph clarifies the existing connections between the studied theories and the expectations within this research. These connections are visualized within the conceptual model. All the expectations within this paragraph are based on social media as a recruitment method.

The pre-hire-outcomes in terms of quality and quantity as the out-put plays a central role with respect to the central research question. It is expected that these variables can support the human capital in order to strengthen the total package of resources. The out-put variable quality (as in high potentials obtained by means of social media) is expected to be positive which can enhance the human

capital (Barney, 1991), which consequently leads to proposition one: "*social media enables recruiters to approach and obtain high potentials in a competitive way pertaining to the traditional recruitment methods*". The variable quantity affects the human capital indirectly in a positive manner, since social media enables to search within large databases with social media users, which can be translated into proposition two: "*social media enables recruiters to seek between large quantities of available active and passive job seekers in a competitive way pertaining to the traditional recruitment methods*".

Furthermore, social media enjoys unlimited search possibilities, as it is not specifically industry restricted. Put differently, this enables recruiters to search within every specific industry for candidates with different backgrounds, which enables to foster the heterogeneity among the human capital more easily. But also quality has a tie with heterogeneity, as it is expected that unique heterogeneous resources provide quality in diverse ways. Furthermore, most organizations do not want to place at one's disposal of an unlimited bankroll in order to acquire that desired heterogeneity. Thus the costs in terms of the in-put of the pre-hire-outcomes play also a significant role within this research. Also this is expected to be a positive variable pertaining to the traditional recruitment methods as social media can be utilized for free. Thus the low costs will affect the physical capital (Barney, 1991) in a positive way, as it lowers the pressure on the physical capital in financial terms. But it also affects the human capital in a positive way, as the quality, quantity and costs out- and in-put supports the chances on heterogeneity. Hence the third and fourth proposition: "*The pre-hire-outcomes of social media as a recruitment method are more efficient pertaining to the traditional recruitment methods*" and "*Utilizing social media as a recruitment tool can enhance the chance on heterogeneity at less effort and less investments with respect to the traditional recruitment methods*". Thus, the possibility to obtain diversity with ease can be seen as an extra indication of the efficiency of the particular recruitment method in question.

Thus the human capital and the overall resources are positively stimulated by the pre-hire-outcomes, since social media is expected to perform in an effective and efficient way as a recruitment method. Eventually, these resources stimulate the competitive advantage just like the brand reputation does, which is a product of innovative behavior and increasing visibility by means of utilizing social media for organizational purposes. This increased brand reputation due to the utilization of social media in a positive way, can work in an attractive manner to all kinds of stakeholders including high potentials. Hence also the indirect positive effect of brand reputation on the out-put of the pre-hire-outcomes and thus the effectiveness. Therefore the last and fifth proposition: *social media usage can increase brand reputation and image due visibility, adaptable, innovative and creative behavior.* So social media is expected to be function as a strategic business tool with extended recruitment options in order to perform effective and efficient recruiting and to foster the competitive advantage in the end. Hence the five discussed propositions in a clear overview:

Proposition 1: Social media enables recruiters to approach and obtain high potentials in a competitive way pertaining to the traditional recruitment methods

Proposition 2: Social media enables recruiters to seek between large quantities of available active and passive job seekers in a competitive way pertaining to the traditional recruitment methods

Proposition 3: The pre-hire-outcomes of social media as a recruitment method are more efficient pertaining to the traditional recruitment methods

Proposition 4: Utilizing social media as a recruitment tool can enhance the chance on heterogeneity at less effort and less investments with respect to the traditional recruitment methods

Proposition 5: Social media usage can increase brand reputation and image due visibility, adaptable, innovative and creative behavior
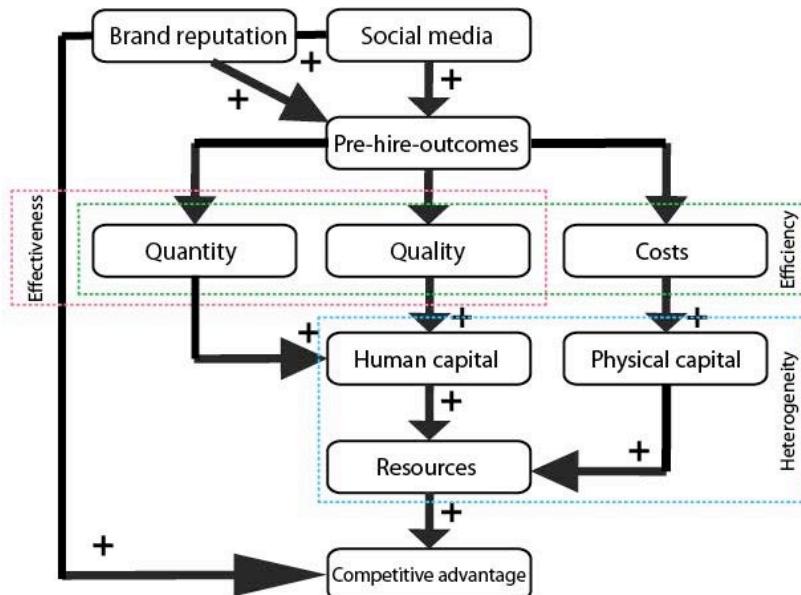
Figure 1, Conceptual model

5 Research strategy & Methodology

Qualitative and quantitative information was gathered to get a general and more in-depth insight concerning this research. The collected data consists primary and secondary data. The primary data is gathered by interviews and surveys with the involved actors at the particular organizations. The collected secondary data involves annual reports, internet research and articles about social media and recruitment. Although, most of the data is gathered from primary sources. Sixteen interviews (Appendix II) and sixteen e-surveys (Appendix I) were conducted at various recruiters at diverse organizations in order to test the theoretical framework. These involved organizations make use of any of the studied recruitment tools, which are social media, printed advertisements, job related websites and executive search agencies. The recruiters, managers and directors of the following companies participated within this research, also the researched recruitment methods at the particular company are enlightened: ARA (printed advertisements), Excellencematch (executive search & social media), GlaxoSmithKline (job websites), Gom (job websites & printed advertisements), Human Capital

Recruitment (executive search), ISS (printed advertisements), Monsterboard (job websites), Recruit2.nl (social media), Triceps (executive search), Ventura Professionals (executive search), Vitae (job websites & social media), Wolter & Dros (printed advertisements & social media). The actual respondents and the involved industries are proposed within the paragraph 5.3 "The sample" later on within this chapter.

5.1 Deductive and inductive research approach

This research contains a combination of deductive and inductive research to increase the openness, inventiveness but also the validity of the study (Johnson, 1996). First, this research contains deductive information that increases the validity of this study by testing the theoretical framework literally at the involved organizations (Johnson, 1996). This is done by conducting surveys at different organizations whereby recruiters had to agree or disagree with diverse statements based on the theory concerning the pre-hire-outcomes. The survey and thus the statements are fully described in appendix I, which are based on the theoretical factors within table 1, *"Comparison of recruitment methods"* (see page number 24). Moreover the involved recruiters had to rate the statements on a scale from 1 to 5 to acknowledge if they agreed or not with the given statements and to what degree, these scores are presented within chapter 6 "Results" as averages over four respondents for each recruitment method separately. These average scores are translated to positive (+), neutral (0) and negative (-) scores in order to create a clear overview that is comparative to table 1, *"Comparison of recruitment methods"*, which represents the theoretical framework. In other words deductive research puts the emphasis on confirming the used theory within the theoretical framework (Johnson, 1996), this increases the validity of the research but on the other hand it locks out new or other important information concerning the answer to the central research question. This is whereas the research became inductive as it leaves more space for other thoughts that are excluded from the theoretical framework (Johnson, 1996). The recruiters were asked to give an additional opinion within a short interview about social media as a recruitment tool in comparison with the traditional recruitment techniques to retrieve this kind of information. Also when they disagreed with certain points within the theoretical framework they had to mention why, which can be considered as inductive research information. However, inductive arguments are less certain compared to deductive arguments, thus only strong inductive arguments with enough evidence were taken into consideration for this research, which is in accordance with Johnson's (1996) theory.

5.2 Type of case and research structure

This research contains a qualitative (case) study with additional a quantitative like study. In general the combination of a qualitative and a quantitative study as mixed-methods research enhances the

reliability and validity of the research cumulatively (Abowitz & Toole, 2010). However, this research cannot be seen as a fully mixed-methods research, as a quantitative study needs many more respondents to perform such a research, nevertheless a quantitative type of gathering information has been used to gain the deductive information. The quantitative like data – which actually is qualitative data – is gained through e-surveys, these surveys were sent to the involved organizations and recruiters, this can be considered as the deductive part. The purely qualitative data was gained through a small semi-structured interview through the telephone afterwards the survey to gain extra information, which can be considered as the inductive part. Put differently, this research can be interpreted as a large qualitative study with sixteen different cases, whereas the quantitative like manner of gathering data speeded up the process. To be clear, each respondent (recruiter, manager or employer) completed an e-survey (Appendix I) and an interview (Appendix II) that related to the particular recruitment method, hence each recruitment method has a corresponding survey and interview regarding the same subjects in order to create a well balanced comparison. A clear overview of the research structure is visualized in figure 2, *"Research structure"* later on.

A semi-structured interview allows the interviewer or interviewee to respond in detail on certain aspects that could deviate from the original question and context (Gill, Stewart, Treasure & Chadwick, 2008), whereas a structured interview is too deductive which leaves no option open to discuss other opinions and ideas. However, an unstructured interview would be too inductive which could lead the discussion towards other subjects that are not relevant regarding to the original research questions. The semi-structured interview is rather small as it supports the results of the e-survey, as mentioned before, the involved people were asked why they disagreed at certain points and if they have an additional opinion about possible disadvantages or advantages concerning certain recruitment tools. Furthermore, organizations were consulted about the possible effects of their social media usage on their brand reputation within this interview.

Interviews through the telephone had the preference, as face-to-face interviews are time consuming since the involved companies are diffused throughout the Netherlands. This method has some advantages, it enables the interviewer to have some personal contact comparable to a face-to-face interview and it enables to collect information relatively rapidly. Persons who are difficult to reach in person are more easily accessible by telephone in contradiction to getting an appointment for a face-to-face interview, which is another benefit of a telephone interview (Sturges & Hanrahan, 2004). However, body language that could indicate a certain interpretation concerning an answer cannot be recognized through the telephone (Musselwhite, Cuff, McGregor & King, 2007). Nevertheless this disadvantage does not overhaul the benefits of a telephone interview as similar information can be obtained as during face-to-face interviews according to Struges & Hanrahan (2004).

All in all, this study can be considered as a 'critical case' according to Flyvbjerg (2006), since a critical case consists a problem that needs to be eliminated due the strategic importance. Obviously,

a weakening market position is the main problem, however looking closer to this particular research a more focused problem can be estimated. Namely, are organizations missing the boat when they do not jump on the social media bandwagon? Thus, missing the boat means missing out on new opportunities to foster the human capital and brand reputation. A critical case enables the researcher to acknowledge such a problem on the basis of a single information source. Normally one case within a critical case is enough to conclude the following: 'if it is valid for this case, it is valid for all (or many) cases'. Put differently, one case at one organization can already lead to a qualitative and valid critical case with generalizable characteristics (Flyvbjerg, 2006). However, this study consists out of various cases, which eventually increases the validity due to the larger amount of evidence.

5.3 The sample

This research is intended for the whole Dutch industry (which is the total study population of approximately one million according to the KVK[10]), thus this study is not focused on certain specific industries or firm sizes. Therefore sixteen interviews and surveys at different organizations are conducted to increase the validity and reliability with respect to the diversity, the interview and survey together can be considered as one independent sample. Table 2, *'Involved organizations'* visualizes the diversity of organizations and sizes throughout this research, whereas the amount of firm sizes are well balanced, as six organizations are SMEs and the other six are large (international) companies. One extra interview and survey concerning another recruitment method were conducted at four - already consulted - organizations, hence the total sample size of sixteen (= n). The recruitment related organizations are dominant within this research to stay close to the central subject of this research.

Table 2, Involved organizations

Organization	Size (SMEs or large)	Staff	Industry
ARA	Medium	60	Communication/advertisement
Excellencematch	Micro	2	Recruitment/headhunter
GlaxoSmithKline	Large	99000	Pharmaceutical
Gom	Large	30000	Cleaning services
Human Capital Recruitment	Small	12	Recruitment/executive search
ISS	Large	485000	Facility/cleaning services
Monsterboard	Large	5000	Recruitment/job boards
Recruit2.nl	Micro	1	Recruitment/headhunter
Triceps	Small	18	Recruitment/executive search
Ventura Professionals	Micro	2	Recruitment/intrim/freelance
Vitae	Large	1000	Recruitment/job boards
Wolter & Dros	Large	1650	Industry/construction

---

[10]

http://www.kvk.nl/brancheinformatie/cijfers_over_het_nederlandse_bedrijfsleven/starters_en_bestaande_bedrijv en/kerncijfers_bedrijven/

The involved respondents are professionals within their branch and they are familiar with social media or the other particular selected recruitment methods within this research. They occupy positions like CEO, director, advisor, recruiter or another type of approved management function. The actual involved respondents who are part of the sample (16 = n) are as follow. The four respondents concerning social media are respectively: corporate recruiter Hoekstra (Vitae), human resources assistant Oostland (Wolter & Dros), owner/managing consultant Valkenburg (Recruit2.nl) and owner/recruiter Vermeulen (Excellencematch). The consulted respondents regarding to the printed advertisements are: HR advisor Houwen (Gom), HR advisor Jelier (ISS), HR advisor Peters (Wolter & Dros) and strategic director Rodenburg (ARA). The responsible respondents for the job related websites include: regional manager HR Scholten (Gom schoonhouden BV), HR manager Schoon (GlaxoSmithKline), consultant installation specialist Valentijn (Vitae) and regional recruitment manager Europe Visscher (Monsterboard). The last four respondents are responsible for the research results concerning the executive search agencies: CEO/owner Agterhof (Ventura professionals), managing partner Kager (Human Capital Recruitment), managing partner Nauta (Triceps) and owner Vermeulen (Excellencematch). To conclude, these respondents were selected as they have knowledge and affinity pertaining to recruitment and human resources.

5.4 Critical review of inconsistencies

The most important research results regarding to the central research question are further analyzed into depth. First, all research results concerning the stated factors (as visualized in table 1, *"comparison of recruitment methods"* in paragraph 5.1) are elaborated within the results chapter in order to check and confirm the theoretical framework. Secondly the most important researched factors with respect to the effectiveness and efficiency (the pre-hire-outcomes in terms of quality, quantity and costs) are further analyzed and are checked on inconsistencies pertaining to the theoretical background. The degree of the importance of each factor is based on the most discussed subjects with the interviewees. The first four general questions within each interview (Appendix II) concerning each
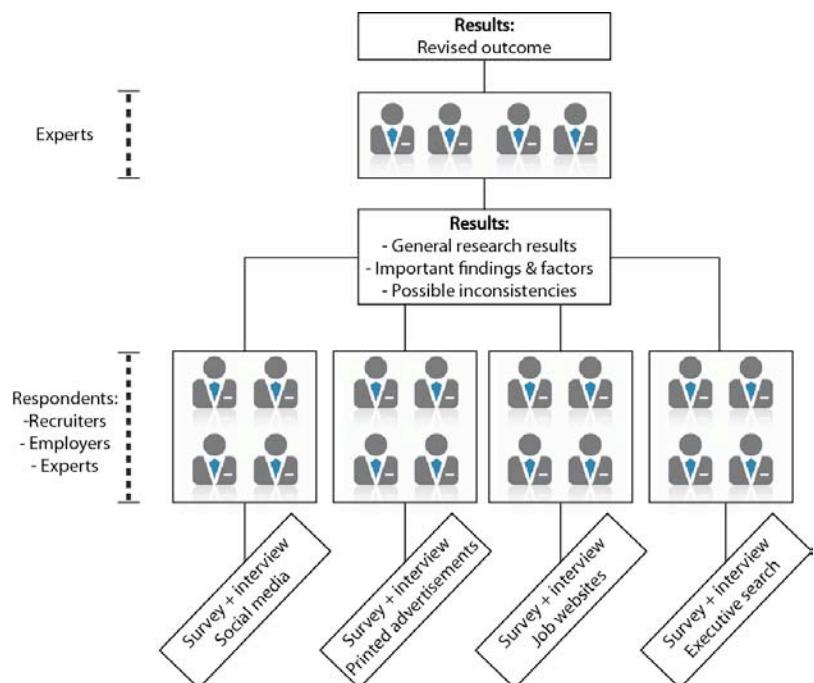
Figure 2, Research structure

recruitment method are similar, open and deductive. The responses of the respondents on these questions were analyzed on the frequency of how many times certain factors had passed in review (Appendix III), these discussed factors are divided into the categories quality, quantity and other and are matched with the stated factors from the theoretical framework (see paragraph 5.1 table 1, *"comparison of recruitment methods"*). The counts with the corresponding factors are summarized in a table, which can be found in Appendix III. This enabled to pick out the most discussed items based on the Pareto principle (Brogan, 2010), whereby 20% of the factors constitute 80% of the discussed topics pertaining to efficiency and effectiveness. Thus a smaller but more relevant amount of factors pertaining to the total amount of factors within the theoretical background are checked on consistencies and inconsistencies whereby the inconsistencies need to be implicated, since this is unfamiliar terrain. These inconsistencies are caused by the dissent of the respondents compared to the theory.

The actual dissent is further analyzed with four different experts (as visualized in figure 2, *"Research structure"*) to discover why these inconsistencies shows up and what it means for the industry and the recruitment possibilities regarding to the usability of social media. These experts are consulted by means of a short interview (appendix IV) based on solely the inconsistencies. The following table 3 *"Experts concerning the re-analysis"* shows the involved experts with a brief description concerning their field, expertise and knowledge.

Table 3, Experts concerning the re-analysis

Expert	Organization	Field/function	Knowledge/expertise
Dr. B.J.M Emans	University of Groningen	Associate professor	HRM/management of change/social psychology
M. Hemminga	Werf& (magazine about the labour market)	Editor/publisher and involved in research	Labour market/social media/publishing
Prof. P.G.W. Jansen	VU University Amsterdam	Professor of Industrial Psychology	Industrial psychology/HRM/recruitment
G.J. Waasdorp	Intelligence Group (labour market research institution)	Owner/CEO	Labour market/recruitment/social media

The diversity among the experts and fields was chosen deliberately, since this will offer an insight from different perspectives. However, all experts maintain overarching knowledge concerning recruitment and social media.

5.5 Conclusion

Hence, this critical case has certain generalizable characteristics, but the overall generalisability can be considered as low since this research is based on qualitative data with a low sample. On the other side, the deductive and inductive research, size, the diversity and the expert review on this critical case increase the overall validity and reliability of this study.

6 Results

This chapter elaborates on the obtained research results, which are compared with the theoretical framework. Within the first paragraph the general research results are discussed, these general results are based on the full outcome of the e-surveys and interviews (Appendix I & II). This first paragraph discusses the differences between social media and the traditional recruitment methods on overall basis. The second paragraph is going into depth concerning the most dominant factors, whereby a lot of the earlier discussed factors from the first paragraph are ruled out. These dominant factors are based on the most recurrent topics during the interviews (Appendix III). The third paragraph elaborates about the most important inconsistencies between the theory, e-survey's and the interviews. These inconsistencies are analyzed with help of four different experts concerning recruitment and social media (Appendix IV). All of the explained research results are based on the (potential) in- and out-put of social media and the traditional recruitment methods in terms of quality, quantity and costs.

6.1 General research results

The general results of the conducted e-surveys and interviews are elaborated briefly within this paragraph, the general results are shortly summarized within table 4, *"General research results"* (solely e-survey results compared to the theoretical framework) and table 5, *"Results of the interviews"* (solely interview results). The actual research provided an insight look about how recruiters and thus organizations use their recruitment methods in order to obtain that specific desired employee. Totally sixteen respondents and four respondents for each recruitment method separately were asked to enlighten their vision concerning the pre-hire-outcomes to discover to what extent each recruitment method can offer and can contribute to quality, quantity and costs (other). Put differently, each respondent had to agree or disagree with the various statements within the e-survey (Appendix I) in order to check the theoretical background (as summarized in table 4, *"General research results"*), the interview (Appendix II and the results in table 5, *"Results of the interviews"*) conducted after each e-survey at the same relevant respondents served as complementary information regarding to the recruitment methods and the corresponding pre-hire-outcome factors. Moreover, the information obtained by means of the interviews does also function as an instrument to determine the most important subjects concerning effectiveness and efficiency, which are enlightened within the paragraph 6.2 "Dominant factors" later on. However in the first place the general subjects are discussed within this paragraph to sketch an overall comparative overview to see to what extend social media can perform as a competitive recruitment tool next to the traditional methods. Hence, the next paragraphs concerning quality, quantity and other are based on the results of the conducted interviews and e-surveys together.

Table 4, General research results

Research results	Social media Research results	Social media Theoretical framework	Printed advertisement Research results	Printed advertisement Theoretical framework	Job related websites Research results	Job related websites Theoretical framework	Executive search Research results	Executive search Theoretical framework
Quality								
Assessment of global performance	+	+	0	0	+	+	+	+
Assessment of intelligence	0	+	-	-	+	+	+	+
Assessment of personality	+	+	0	0	0	-	+	+
Assessment of specific performance	0	-	-	-	-	+	+	+
Attract personnel for top positions	+	0	0	-	+	0	+	+
Creative interaction	+	+	-	-	0	0	+	-
Low risks (selection mistakes)	0	0	-	0	-	0	0	+
May reduce fraudulent claims	0	+	0	0	-	0	-	+
Perfect fit candidates	0	0	-	-	-	0	0	+
Reconnect with people	+	+	-	-	-	-	+	0
Source for "passive" jobseekers	+	+	+	+	+	+	+	+
Targeted search	+	+	+	0	+	+	+	+
Quantity								
Build up relationships (talent pools)	+	+	0	-	+	0	+	0
Direct connect	+	+	+	-	+	+	+	-
Effectiveness attracting candidates	+	0	+	+	+	+	+	+
Enhancing visibility company	+	+	+	+	+	+	0	-
Find quickly personnel (or speakers)	+	+	0	-	0	+	+	-
Future perspective	+	+	+	-	+	+	0	+
Large amount of available personnel	+	+	+	0	+	+	+	-
Seniors' preferences	-	-	-	+	-	0	+	+
Young peoples' preferences	0	+	-	-	+	0	0	0
Other								
Costs	+	+	-	0	+	0	0	-
Managers concern	-	-	+	+	0	+	+	+

	Quality	Quantity	Other
Social media			
Jeroen Hoekstra	Search easily within trusted networks, no one wants to recommend someone with low qualities	1 Reach many people within a short period; 2 Enhances visibility, provides insight and transparency; 3 Social media is a great source, but other complementary sources stays a necessity	n/a
Maarten Oostland	1 Search easily within trusted networks, no one wants to recommend someone with low qualities; 2 Reach specialists with ease	1 Reach many people within a short period. Low boundaries can lead to excessive amount of replies, which can contain low quality, thus delineation within the job description is a necessity; 2 Extensive reach	Time consuming nature of updating social media pages of the company, to prevent an outdated image
Jacco Valkenburg	1 Search easily within known and trusted networks; 2 Search and compare within diverse industries; 3 Very specific search possibilities; 4 General social information about candidates can be assessed	1 Easy access and contact possibilities for employer and candidate; 2 Two million Dutch subscribers on LinkedIn	Time consuming nature of updating social media pages of the company
Michiel Vermeulen	1 Reach specialists with ease. However, the low boundaries of social media can lead to communication with the wrong industries, thus delineation within the job description is a necessity; 2 Assessment may be inaccurate through personal profiles	1 Reach many people with high pace; 2 Extensive reach with unlimited options	Not a good tool when discretion is a necessity
Printed media			
Frida Houwen	Target group easily reachable	1 Fast response; 2 Reasonable reach	Excessive amount of replies can be time consuming to proceed
Stef Jelier	1 Replying on printed advertisements requires more effort and motivation, pertaining to online advertisements; 2 Target group easily reachable	1 Attracts target group with ease; 2 Reach can be limited pertaining to online advertisements (due to the short circulation period), thus online recruitment is preferable when high quantities are needed	High costs for a relatively short circulation period
Maurice Peters	1 Specific requirements leads to more specific candidates with maybe a higher quality and performance; 2 Target group easily reachable by means of magazines with the emphasis on a certain industry/field	1 Printed advertisements are a form of professional publicity; 2 Many people will shift to online job boards	Respectively lower compared to head-hunters, but more expensive as job boards
Ton Rodenburg	1 Replying on printed advertisements requires more effort and motivation, pertaining to online advertisements; 2 Printed advertisements can trigger passive jobseekers; 3 Self selecting principle, the target group will react	1 Printed advertisements are a form of professional publicity; 2 Mostly younger candidates shift to online job boards; 3 Reach could be limited due to the unknown diffusion	Relatively costly to place an ad in a magazine, whereas social media is free to utilize but time consuming
Job boards			
Annemieke Scholten	Target group is hugely represented on online job platforms	1 Profiles of the candidates are easily manageable; 2 Easy and rapid contact possibilities for employer and candidate; 3 Extensive reach, target group is hugely represented on online job platforms	Excessive amount of replies can be time consuming to proceed
Jacintha Schoon	1 Necessity to reach higher educated candidates, security options can enhance the influx of employees from the right field (and with certain qualities); 2 Utilization of certain media in order to reach specialists	Extensive reach, target group is hugely represented on online job platforms. However not all positions can be fulfilled with job boards, hence e.g. recruitment agencies are needed as a complementary tool	Relatively cheap to utilize pertaining to printed media/advertisements
Jeroen Valentijn	n/a	Online advertisements are also a form of organizational publicity	Can be costly, certainly when organizations want to enhance their visibility by means of multiple advertisements on job boards

Klarine Visscher	1 Candidates who are out of circulation for a certain period of time, can be less attractive for organizations; 2 As supply and demand comes together	1 Always the availability of a database with profiles; 2 Excessive amount of replies on a single vacancy is not rare	Relatively cheap to utilize, and excessive amount of replies can be time consuming to proceed
Executive search agencies			
Rob Agterhof	1 Interim managers whereby the majority possess an own company, so the assumption is that most candidates possess certain skills and knowledge. Candidates will also be analyzed regarding to their (necessary) experience; 2 Intensive personal contact	1 Availability of a database with professionals; 2 Quick availability of personnel; 3 Mainly based on older and more experienced employees	The acquirement of suitable candidates through trusted network stays less costly. Organizations doubt about the exact value for money, caused by the low transparency of the recruitment agency processes
Andre Kager	1 All candidates will be assessed into detail in order to provide the best employees for the involved organizations; 2 Passive jobseekers with specific qualities are desirable; 3 Professionals need to be detached (at organizations)	1 A lot of time is involved to screen the candidates, hence no candidates for on the very short term; 2 Networks of recruitment agencies are not always corresponding with the certain desired fields of interest	Head-hunters are costly, hence organizations will consider alternative options first. Certainly during the economical crisis
Harry Nauta	1 The candidates will be analyzed by means of assessment tools; 2 Perfect fit between the candidate and the involved organization will be established; 3 Passive jobseekers with specific qualities are desirable and easily reachable; 4 Search on the basis of composed profiles	n/a	Head-hunters are considered to be costly and not really transparent, hence organizations will consider alternative options first. Certainly during the economical crisis
Michiel Vermeulen	1 The candidates will be analyzed by means of assessment tools, the results will be compared with the organizational competences. Also experience in the field enables to recognize high potentials; 2 An extensive network supports the search within various fields for specific employees	Trusted networks supports the search for high potentials	Head-hunters are considered to be costly

Table 5, Results of the interviews

6.1.1 Quality

This paragraph elaborates on the overall research results concerning the out-put of the pre-hire-outcomes in terms of quality (visualized in table 4, *"General research results"* and table 5, *"Results of the interviews"*). Hereby the dissimilarities between social media and the traditional recruitment methods are enlightened regarding to the acquirement of high potentials, but also where social media excels with respect to these traditional recruitment tools. Thus, can social media enable recruiters to approach and obtain high potentials in an effectual way pertaining to the traditional methods according to the respondents?

Candidate assessment
Each recruitment tool enables recruiters to obtain employees with high quality according to all the respondents, nevertheless the chance on obtaining an actual high potential varies for each tool. Social media, job related websites and executive search agencies enable employers and recruiters to approach

and obtain employees with certain required qualities with more ease as these tools enable to assess the candidate's their "personal traits" and "job performance" (Kluemper & Rosen, 2009; Jones & Gautschi, 1988) on for hand according to the respondents, which says something about the potential employee's quality according to Wilson (1973). This situation is not really applicable to printed advertisements as it is too superficial to estimate the qualities of potential replying candidates based on the utilized type of printed media according to Houwen and Jelier. Nonetheless, a rough estimation of the readers and thus the potential employees can be executed based on the type of used media and the corresponding mindset (D'Amico, 1999) according to Peters and Rodenburg.

Employee selection
Obviously any organization wants to prevent to many selection mistakes, as recruitment is a time consuming and thus costly business. Furthermore, wrong selected employees might be not providing the organizational desired out-put in terms of "personal traits" and "job performance" (Wilson, 1973). Hence the necessity of recruitment methods with a reliable and matching out-put in terms of candidates. Nonetheless, the following factors: a lower chance on selections mistakes, reduce the chance on attracting unfair/fraudulent employees and finding perfect fit candidates are conspicuous as these factors do not play a significant positive role at any of the recruitment methods. Thus, none recruitment tool can guarantee a fair and (perfect) fit employee for any kind of position at all times. Nevertheless, the chance on acquiring the right personnel is relatively acceptable when using social media (DeKay, 2009) or executive search agencies (Lim & Chan, 2001; Rubin & Powers, 2003) since the respondents are neutral pertaining to these factors at these recruitment methods, whereas printed advertisements and job boards are rated negatively on this aspects as visualized in table 4, *"General research results"*.

Finding high potentials
Social media and executive search agencies excel when it comes down to reconnecting with (old) friends (with know qualities and/or network) (Woloshin, 2009), finding passive jobseekers (DeKay, 2009; Elmore, 2009; Mathews & Redman, 1998) and to be able to perform targeted searches (Schawbel, 2009; Van Rooy et all., 2003). These possibilities enhance the chance on finding high potentials according to the respondents. All researched recruitment tools provide some way of targeted search options either in a dissimilar way compared to social media, whereas printed advertisements have the most limited targeted search capabilities as mentioned earlier within the subparagraph "Candidate assessment". All the respondents claim that they can reach valuable passive jobseekers through by their method, nevertheless social media and executive search agencies offers the largest chance on finding valuable passive jobseekers whereas job boards provide a respectively low but still a good chance on finding passive jobseekers.

6.1.2 Quantity

The discussed recruitment methods differ a lot from each other, each method requires an own approach and has its own pre-hire-outcome out-put in terms of quality as discussed, and quantity which is elaborated within this paragraph. Obviously each recruitment method is able to deliver a certain amount of employees to fulfill the primary purposes, however it is interesting to see if social media can compete with these primary purposes in practice.

Availability of potential employees

Social media and the traditional recruitment tools seem to be rather equivalent when it comes down to quantity as visualized in table 4, *"General research results"*. Nonetheless, this does not mean that each tool can provide the same amounts of employees in absolute terms, but it mostly can fulfill the primary needs of the organizations that are utilizing the chosen recruitment method, which is derivable from the conducted interviews (Table 5, *"Results of the interviews"*). Recruitment methods with sophisticated search capabilities will benefit from large databases and go beyond the primary needs to provide the right added value according to Vermeulen, which consequently also could lead to an increased quality and heterogeneous out-put in larger amounts. According to the theoretical framework and the interviewees can be concluded that various social media platforms are enjoying huge databases to reap the benefits from (Wilson, 2009). Moreover, executive search agencies and job boards (Brashear et all., 2009) do also benefit from respectively reasonable to extensive databases according to the respondents, whereas printed media deals with a lot of uncertainty when it comes down to reliable quantity of availability in terms of candidates according to Jelier and Rodenburg.

Influencing factors

Also other factors can foster or counteract the potential amount of available employees through a certain medium, whereby visibility, employee acquirement speed and the ages of the candidates plays an influencing role.

Utilization of social media, printed advertisements and job related websites enhances the visibility of the involved organizations. The respondents Hoekstra, Peters, Rodenburg and Valentijn acknowledge the indirect goal of advertisements, which is a form of making professional publicity in order to create indirect conversion. Executive search agencies are not creating publicity for the involved organizations in terms of a secondary role.

Furthermore, social media (Noella, 2009; Fathi, 2008; Weinstein, 2004) seems to be able provide suitable candidates within the short term. Also executive search agencies can provide candidates on the short term, but it will be increasingly more difficult when the job positions are more specific, from higher-level and based on long term contracts according to the respondents. The following methods printed advertisements and online advertisements (job boards) require more time to filter out suitable candidates out of all the replies according to all the respondents. Nonetheless, job

boards do also offer targeted search possibilities whereby the selection speed lays a lot higher. Another notable factor is the fact that all the age groups are dispersed among various mediums, which is contradicting to the theoretical framework as it turns out that all the age groups are reachable with all kinds of recruitment methods.

6.1.3 Other

All the respondents acknowledge the very low costs of utilizing social media as a recruitment tool. Since it is mostly free to utilize, whereas the traditional recruitment methods consumes directly from the liquid assets (physical capital) to utilize. On the other side, discretion is sometimes a necessity to fulfill certain job positions whereas social media cannot comply (Wilson, 2009) according to Vermeulen. To summarize, social media is a very cheap tool to utilize but it can lead to some concern of the managers.

6.1.4 Conclusion

According to the respondents, it turns out that social media can act as a competitive recruitment tool next to the traditional recruitment methods and even at lower costs. Executive search agencies can be considered as a very effectual method to acquire high potentials but less efficient in terms of costs pertaining to the other methods. Nevertheless, also printed advertisements and job boards provide opportunities to acquire high potentials, but the acquirement chances are lower. Furthermore, social media is also doing a great job when it comes down to quantity. Especially seen from the future perspective, as social media becomes increasingly mainstream.

6.2 Dominant factors

Social media seems to be equivalent and even competitive pertaining to the traditional recruitment methods based on the discussed theory and the general research results. This paragraph gets narrower and more into depth in order to be able to answer the propositions and consequently the central research question with more accuracy. It points out the most important factors (amongst the general results) according to the respondents on the basis of the most recurrent topics (Appendix III) and the Pareto selection principle (Brogan, 2010). In other words, approximately 20% of the total amount of factors are enlightened within this paragraph in accordance with the 80/20 rule, whereby 20% of the factors constitute 80% of the discussed topics pertaining to efficiency and effectiveness. However, the 80 and 20 are just illustrative, as the Pareto principle often lacks when it comes to symmetry, whereby divergent ratios are acceptable according to Grosfeld, Ronen and Kozlovsky (2006). Hence, within this paragraph it is assumed that the most discussed and overlapping topics by the recruiters and other experts are from surpassing importance pertaining to the pre-hire-outcomes and thus to the central research question. Furthermore, the most appealing contradicting outcomes between the theories and

research results come to light within the inconsistencies paragraph. This section is created and composed in consultation with four independent experts from the industry and the university. Eventually key information comes to the foreground after the evaluation of the most important factors combined with the analysis of the related inconsistencies.

6.2.1 Quality

Thirty-three percent (four factors) of the twelve factors concerning quality are elaborated here. Since thirty-three percent of the factors are cumulatively responsible for seventy-four percent of the quality related discussions (Appendix III). Hence, the top four most discussed items concerning quality at the consulted respondents are (Appendix III): targeted search (with thirteen mentions), assessment of global performance (with eleven mentions), the assessment of specific performance and the assessment of intelligence, which share together the third place (with five mentions each). Figure 3, the Pareto chart illustrates the count and the cumulative percentage compared against each other. The five other less important factors are omitted from the figure in order to keep a clear overview.
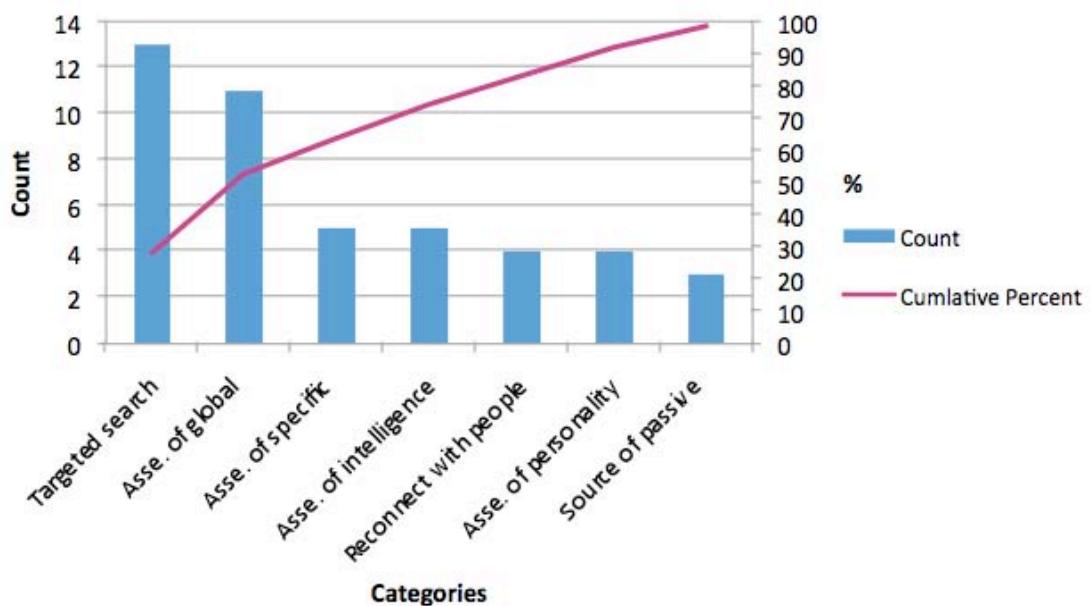
Figure 3, Pareto chart "quality"

Targeted search
Almost any respondent mentioned something about how they try to reach their target group. Soon it became known that the 'targeted search' principle is closely related to the availability of passive job seekers. These candidates are desirable (DeKay, 2009) and standing out pertaining to the active job seekers as they express their qualities and abilities in their current work, especially from the ones who are out of circulation for a certain period of time according to Visscher. Thus, this part puts the emphasis on the targeted search principle whereas the ability to reach passive jobseekers can underline

the accuracy of the targeted search possibilities.

The respondents regarding to social media blessed the extensive targeted search possibilities, which enables recruiters to reach specialists within nearly any industry (Public Relation Tactics, 2009) according to Oostland and Valkenburg. Performing searches based on industry related terms on various social media platforms leads to a long list of relevant candidates according to Valkenburg, whereas many passive job seekers are traceable with ease. Vermeulen calls social media even the tool with unlimited possibilities to reach any kind of job seeker. Valkenburg confirms the qualitative and extensive output of social media by calling a random executive search output very comparable with the output of targeted searches through social media.

The respondents regarding to printed advertisements find their medium effectual when it comes to the targeted search principle. Since they can reach their target group on the basis of the chosen media, because each piece of printed media has it's own mindset just like the people who read these printed media, which is also in accordance with D'Amico's (1999) theory. Rodenburg calls this the self-selecting principle, since mostly people from the corresponding industry will react on these advertisements. Furthermore, printed media seems also to be a more then reasonable tool to hunt down passive jobseekers as many high potentials read specialist literature related to their field. Thus, printed media does enable to target candidates within the lower segment as well as within the higher segment according to the respondents. Nonetheless, the accuracy of targeted searches can be doubtful, which is discussed more briefly within the next paragraph "assessment possibilities".

The respondents regarding to job related websites acknowledge the increasingly usage of the internet (Brashear et all., 2009) and job boards by jobseekers, whereas supply and demand comes easily together according to Visscher. Hence, this enables the employer as well as the employee to perform effective targeted searches within various fields for respectively resumes (candidates) and vacancies (Van Rooy, Fairchild & Alonso, 2003).

Executive search agencies are pre-eminently useful for target searching and finding passive jobseekers that can be qualified as high potentials. The respondents regarding to executive search agencies mention the importance of a sharp profile of the potential candidate (obtained from the involved organization/client) and a relevant network in order to be able to target search and detach valuable professionals (DeKay, 2009) at other organizations. Thus, executive search agencies are always focussed on sharpening their target search possibilities in order to fulfil their assignment (fulfilling a job position) with the highest accuracy according to Nauta.

Clearly each recruitment method puts the emphasis on targeted searches in order to enhance the chance on high potentials for the targeted fields, either in different ways with variable accuracy.

Assessment factors

The remainder quality factors are rather overarching concepts from the writers Kleumper and Rosen (2009), hence the factors 'assessing someone's global performance', 'specific performance' and 'intelligence' are discussed as a collective within this part. Many recruiters want to know with who they are dealing with, before they invoke on certain candidates. This fact looks rather logical, nonetheless each recruitment method has divergent assessment possibilities, whereas one recruitment method has better abilities to assess candidates more into depth compared to other methods. Thus, this paragraph discusses the benefits and disadvantages of each recruitment method pertaining to the assessment possibilities of the candidates.

Hoekstra, Oostland and Valkenburg do confirm that intelligence and certain personal performances can be estimated and assessed on the basis of social media profiles (Kleumper & Rosen, 2009). Nonetheless, specific performance and intelligence are assessable to a certain level whereas the global performance seems to be assessable to a larger extent. Vermeulen is a little bit skeptical about this principle as the provided information on personal profiles can be inaccurate or not up to date (Elmore, 2009). On the other side, Kleumper & Rosen (2009) describe that the recruiter should be intelligent, emotional stable and extrovert to prevent misconceptions with respect to judging and assessing people on the basis of their social media profile. Thus recruiters with common sense should be able to assess someone's intelligence and performance to a certain extent as Hoekstra, Oostland and Valkenburg already indicated.

It is impossible to measure if printed advertisements can deliver employees with high qualities in general according to Houwen and Peters, since the output of employees is varying too much on the actual work floor. Put differently, Houwen and Peters are not able to estimate the candidates on for hand within their industry. Contradictive, Jelier and Rodenburg praise the output of high potentials through printed media. They mention that the targeted group candidates need to come in action in order to react on a printed advertisement, which could say something about someone's motivation, ambition and certain knowledge within the field based on the used type of printed media. Nevertheless, estimating a possible replying candidate on basis of the selected printed media will lack accuracy pertaining to the other recruitment methods whereas personal information can be screened upfront according to the majority of the respondents.

Candidates on job boards can be assessed in a comparable way pertaining to social media. Since Scholten, Schoon, Valentijn and Visscher are unanimous regarding to the assessment possibilities through vacancy websites. All respondents agree that certain candidate's global performances, qualities and intelligence (Wilson, 1973) can be assessed upfront by consulting their resumes on job websites. Although, some candidates on vacancy websites are out of circulation for some period of time, this may lead to outdated resumes that should be taken into account according to Visscher. The other way around, also incoming replies on vacancies can be regulated to a certain extent, as recruiters can secure the vacancies with questions concerning the specific field of interest.

This type of security can filter out the most irrelevant candidates upfront.

The last recruitment method performs really well when it comes down to assessing employees into depth, executive search agencies possesses adequate ways to obtain high potentials (executives) (Jones & Gautschi, 1988). Since the core business of executive search agencies includes e.g. assessing someone's performances, qualities and intelligence (Wilson, 1973) with help of assessment tools and experience in the field to match these candidates with particular organizations for specific job positions according to Agterhof, Kager, Nauta and Vermeulen.

Hence, social media (Kluemper & Rosen, 2009), job related websites and executive search agencies (Jones & Gautschi, 1988) are recruitment methods that enable to assess and estimate someone's performance and intelligence to a certain extent according to the majority of the respondents, whereas executive search provides the most in-depth information.

Conclusion

Executive search agencies outperform the other three methods when it comes to targeted searches and assessment possibilities. Job boards and social media perform rather equally whereas printed media is limited in terms of assessment and targeted search options.

6.2.2 Quantity

Seventy percent of the discussed and recurred topics can be accounted to thirty-three percent (three factors) of the total amount of quantity related factors (Appendix III). Thus these factors seem to play an important role in order to obtain quantity by means of the recruitment methods, these factors are elaborated within this paragraph. The actual top three most discussed items concerning quantity at the consulted respondents are (Appendix III): large amount of available personnel (with eleven mentions), direct connect (with six mentions) and enhancing visibility (with four mentions). Figure 4, the Pareto chart illustrates the count and the cumulative percentage pertaining to each other. The two other minor factors are omitted from the chart in order to keep a clear overview.
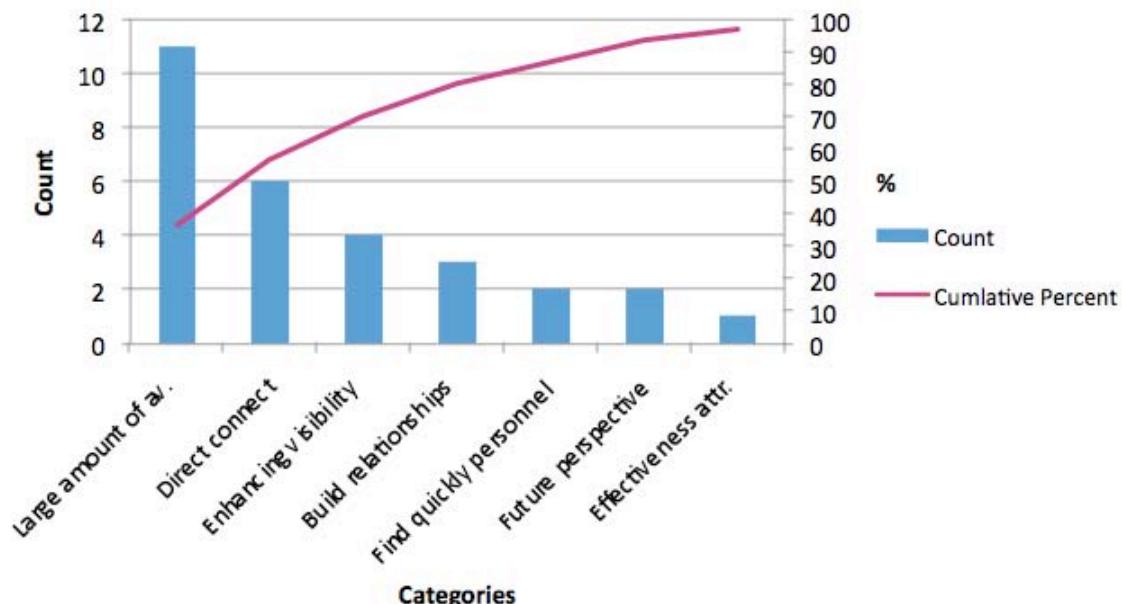
Figure 4, Pareto chart "quantity"

Large amount of available employees

A large database of potential employees and preferably from different fields can be acknowledged as an important characteristic of an effectual recruitment method according to the majority of the respondents.

Hoekstra, Oostland, Valkenburg and Vermeulen mention the immense reach of social media as the biggest advantage. Valkenburg confirms this aspect as he wrote a book about LinkedIn titled "*Recruitment via LinkedIn*"[11], he found out that two million Dutch employees are member of LinkedIn, which is 28,57% of the total amount (of seven million) of working people within the Netherlands. Moreover, almost everyone has a certain account at one or more social media platforms, for instance almost 80% of all Dutch people below the age of 35 enjoys a Hyves membership according to Valkenburg. Additional, Oostland and Vermeulen praise the easy accessibility and the increasingly utilization of social media for professional purposes, since it can support the increase in users in the end as social media is becoming rapidly mainstream for any purpose (and thus also recruitment). Put differently, various social media platforms provide extensive reach within diverse fields combined with a massive amount of available users, which still is increasing each day.

The total amount of replying potential employees through printed advertisements varies greatly, it really depends on the location and time according to Houwen, Jelier and Peters. It also depends on the utilized type of printed media, corporate image and the particular job position according to Peters and Rodenburg, a very specific job position can expect less response compared to more general job positions at large organizations. Furthermore, the printed advertisement's diffusion among the target group is not certain as it is impossible to say how many candidates will actually read

---

[11] http://www.recruitmentvialinkedin.com/

48

the particular advertisement according to Rodenburg. Nevertheless, the respondents Houwen, Jelier, Peters and Rodenburg can acquire sufficient employees through printed media.

The general availability of potential employees through vacancy websites and executive search agencies is rather stable according to the respondents. Nowadays many jobseekers are shifting from printed media to online job boards in order to find a job, this is mainly the case for the newer and younger generation (Ahlers, 2006) according to Rodenburg. Also the general amount of worldwide internet users is still increasing steadily (Brashear et all., 2009), which consequently stimulates the use of vacancy websites according to Schoon.

Also executive search agencies take advantage of the increasingly internet usage, as Nauta mentions about their online talent pool "detalentbank.nl". This online database with profiles of candidates is created by Triceps and meant for executive search purposes only, which creates some social media like benefits with exclusively qualified employees. However, also regular social media platforms – like LinkedIn – are used as a complementary tool to screen and find candidates according to Agterhof and Kager. Nevertheless, an executive search agency would commonly not make use of the extensive database that regular social media can offer, this due to the specific functions and fields on which each executive search agency concentrates on (Healthcare Financial Management, 2009). Nauta acknowledges this as Triceps works with headhunters who have worked within the same industry as they recruit for. Furthermore, also offline or other types of talent pools for executive search agencies can provide an acceptable out-put concerning the quantity. Nevertheless, executive search agencies are not the most obvious choice for attracting large amounts of employees on regular basis. Since the emphasis lays on selecting and screening high potentials for higher-level positions, which is time consuming and not a quantity related process according to the executive search respondents.

Direct connect

Any respondent claims to have possibilities to make rapidly contact with potential employees in order to check if they are available for certain job positions. However, direct connectivity seems to be a really beneficial characteristic of social media, since social media platforms enable recruiters to search and contact instantly with potential candidates. According to Scholten, also job boards are blessed with instant connectivity options, which may be exploited due to the large database of resumes. Printed media supports fewer options in order to make direct contact with potential employees due to the passive nature of printed advertisements, nonetheless some vacancies can expect very fast and excessive amount of replies which can be translated to direct connectivity according to Houwen. Executive search agencies mostly benefit from their own social network and database, which enables them to make rapidly contact with candidates, however they put the emphasis on quality instead of rapid solutions according to Kager.

Visibility and brand reputation

Schoon, Valentijn and Visscher stress the importance of increasing the organizational visibility by placing advertisements on job websites, which can be acknowledged as the secondary function of online ads. Also offline advertisements in newspapers and magazines functions as a corporate branding tool according to Rodenburg. Thus, creating visibility in order to increase the brand reputation is an eminent secondary function of job ads for organizations. Also social media can provide this secondary function (Fathi, 2008; Noella, 2009) according to the respondents. Executive search agencies do not foster the brand reputation of the involved organizations as they mostly work like headhunters instead of by placing ads in diverse media to attract candidates. Hence these agencies do not enhance the visibility of the involved organizations just like the other recruitment methods do. To conclude, more visibility will eventually lead to a higher and faster chance to acquire the right personnel. More consequences and effects of the brand reputation are elaborated within the next chapter 7 "Discussion and implications".

Conclusion

Social media and job boards perform good and rather equally on the most discussed quantity factors, whereas executive search agencies and printed advertisements perform slightly worse. Since executive search agencies are usually not intended to enhance the visibility of their client (the involved organization) and printed media can suffer from an uncertain diffusion among the actual target group.

6.2.3 Other

The "costs" was the overall most discussed topic during the interview with almost any respondent (Appendix III), whereas "managers concern" did not play a role as it was mentioned just once during all the interviews. Thus, only the factor "costs" is taken into consideration.

Many organizations do not want to spend a fortune when it comes down to recruitment, especially during the economical crisis according to many respondents. This is another characteristic were social media excels pertaining to the other methods as this tool is mainly freely to use. But also job boards are considered to be affordable for organizations, whereas executive search agencies and printed advertisements can be acknowledged as the expensive type of recruitment methods. However social media is still a time demanding tool, as the organizational page needs to be kept up to date (Table 5, "*Results of the interviews*"). Obviously, the invested time can be translated to working hours and thus liquid assets. Nonetheless, social media stays the cheapest tool pertaining to the other traditional recruitment methods.

6.2.4 Ranking

The following ranking in table 6, *"Main topics ranking"* is based on the most discussed topics combined with the results of the e-surveys. It is striking to observe that executive search agencies, social media and job boards share the same total scores, which means that these recruitment methods are relatively competitive against each other. Minor differences indicate that executive search agencies put the emphasis on quality whereas social media and job boards excel on the quantity and costs related aspects. Printed advertisements can be described as the least appealing recruitment method based on the e-surveys, but also on the interviews. These results are broadly in accordance with the theoretical background, however social media does not take the position of a dominant recruitment method as the theoretical framework might have suggested.

Table 6, Main topics ranking

Ranking	Assessment of global performance	Assessment of intelligence	Assessment of specific performance	Targeted search	Direct connect	Enhancing visibility company	Large amount of available personnel	Costs	Total: Positive	Total: Neutral	Total: Negative	Total cumulatively
Executive search	+	+	+	+	+	0	+	0	8	2	0	8
Social media	+	0	0	+	+	+	+	+	8	2	0	8
Job boards	+	+	-	+	+	+	+	+	9	0	1	8
Printed media	0	0	-	+	+	+	+	-	4	2	2	2

Legend: positive = 1, neutral = 0 and negative = -1

6.3 Inconsistencies

A couple of inconsistencies can be acknowledged based on the differences between the theory, e-survey's and the interview results. Only the most important inconsistencies concerning the central research question and thus social media are treated within this paragraph. The other inconsistencies mostly about the traditional recruitment methods are proposed later on within paragraph 7.3 "Future research". First, the inconsistencies are brought to light and secondly the experts (Table 3, *"Experts concerning the re-analysis"*) opinions (Appendix IV) on these cases are discussed within this paragraph.

6.3.1 Points for attention

The theory of Kluemper and Rosen (2009) indicated that social media enables recruiters to assess potential employees on their intelligence to a certain extent. The research results show that the respondents are really neutral regarding to this theorem (table 4 "*General research results*"). The same situation appears at the statement concerning the possibility of assessing potential employees on their specific qualities and performances, but than in a converse way. Since the theory of Kluemper and Rosen (2009) disclaim the possibility to assess candidates on specific performances by means of their social media pages, whereas the respondents share again a neutral opinion. Hence, it is interesting to gauge other experts' opinions to obtain a clearer picture regarding to these inconsistencies.

Furthermore, there seems to be a gap between the outcome of the e-surveys and the interviews. In this case it is about quantity related subjects namely, the "direct connect" and "large amount of available employees" factors. Since the outcomes of the e-surveys (visualized in table 4, "General research results") indicates that all recruitment methods are performing equally as good on these mentioned factors. However, according to the theory and the interpretations of the interviews it is very unlikely that those methods offer exactly the same output as suggested earlier within paragraph 6.2.2. The respondents might have interpreted the term 'sufficient for primary purposes' as the term 'very good' based on their own mindset, since they might experience sufficient possibilities to contact with candidates when it comes to availability, reach, amount and speed. But within this case it is from importance to make a clear distinction between the recruitment methods in order to discover if any method can excel and can provide added value to a larger extent. So also in this case it is a necessity to gauge other experts' opinions.

6.3.2 Evaluation

All the experts do agree that recruiters can gather some information about potential employees based on their provided social media information.

However the experts are neutral and are tending to be negative when it comes to assessing the intelligence of the candidates by means of their social media pages (Appendix IV). Waasdorp is neutral pertaining to this theorem, as he quotes "*You should be able to find out about someone's education, network and social involvement, which enables to make a rough estimation about the candidate's IQ and EQ. Nevertheless, this will not work with incomplete profiles*". Emans does think that the information from social media pages can play a supportive role in order to estimate the intelligence, but he also acknowledges the superficial nature of the provided information. Also Jansen acknowledges the difficulty to assess a potential candidate on his or her intelligence, as it is really dependent on the given type of information, "*it's too global to make a real statement concerning to this theorem*" as quoted by Jansen. Additional, Emans and Jansen stress the fact that people cannot be judged based on solely their language and write style. Put differently, Emans and Jansen cannot make

a closing statement concerning this topic, which can be interpreted as a neutral opinion. Hemminga even mentions that most recruiters will not be able to assess the potential employee's intelligence at all.

Assessing a candidate concerning his specific performances and qualities based on his or her social media profile seem to be possible to a certain extent according to the experts, however it seems to be limited as Emans and Waasdorp mentioned. According to Waasdorp, it is possible to retrieve information about the interests, fields and activities of the particular candidate. As the recruiters can discover to which social media group the potential candidate is connected, for instance a membership of a certain association (on social media) can indicate something about his or her affinity. Also Hemminga is convinced that people can show some of their specific activities and performances by means of social media. He mentions that certain social media users (potential job candidates) enjoy a huge amount of followers who are mostly specialists from one specific field, this can indicate that the user is a specialist and an authority within that specific area. Jansen is a little bit less optimistic when it comes to analyzing people based on their social media profiles. Only a provided resume can be acknowledged as objective information, whereas other provided information by the social media user as well as the responding followers/friends on his or her profile can be called subjective or inaccurate (Elmore, 2009). The responding followers within his or her network serve as positive references, hence the fact that recruiters should also focus on the characteristics that are not mentioned and praised to create a clearer overall picture of the person in question.

Furthermore, Emans mentions about the deficiency of the research of Kluemper and Rosen (2009), as it can be considered as a small study based on a limited population with one-sided performance criteria. Thus, the research results of Kluemper and Rosen (2009) can be highly doubtful. This can explain the sceptical and neutral perspectives of the respondents and experts pertaining to these statements.

Social media does perform well when it comes to quantity in general terms based on the overall opinions from the experts. Hemminga and Waasdorp are really convinced about the direct connect possibilities of online platforms, since they call social media and job boards the fastest ways in order to get in touch with potential employees. Hemminga quotes *"Contacting and selecting a candidate can be executed within five minutes"*. Moreover, social media does also enjoy the largest database with a lot of diversity pertaining to the other recruitment methods according to Hemminga and Waasdorp. Emans and Jansen are both rather sceptical concerning these topics, since they cannot make general statements based on the whole labour market. On the other side, the comments of Hemminga and Waasdorp are based on the overall labour market, thus this could indicate the multi-usability of social media pertaining to various fields with the emphasis on quantity.

Hence, the opinions of the experts can be interpreted as neutral to positive when it comes to the performance of social media on the factors "direct connect" and "large amount of available employees".

6.3.3 Conclusion

The possibility to assess potential employees on forehand based on their social media profiles stays limited according to the experts, thus the assessment capabilities of social media stays neutral as concluded earlier (see Table 6 "*Ranking main factors*"). Nevertheless, specific qualities performances are easier to determine than the intelligence of the social media user. Hence that the inconsistencies persist due to the small scale and presumably low quality of the research of Kluemper and Rosen (2009). Also the quantity related factors "Direct connect" and "Large amount of available personnel" retains approximately the same results as before the expert reviews. Since two experts are really positive about the extensive possibilities of social media regarding to these quantity related factors, whereas the other two experts stay sceptical and thus neutral as they mention that it is to dependent for each field separately. Nonetheless, this could be an indication that social media is actually performing equally or even above average in terms of quantity pertaining to the other recruitment methods when it comes to the overall labour market.

6.4 Cumulative conclusion of the results

Social media seem to be a solid recruitment method next to the traditional methods and it even outperforms the printed media based on the ranking and the evaluation of the inconsistencies. The actual evaluation of the inconsistencies with the experts did not change the perspective on social media hugely, so the results stay approximately the same as stated earlier by means of the general research results. Nevertheless, the expert review pointed out that the assessment options of social media turn out to be lower than assumed earlier based on the theory. Thus, social media platforms are still able to provide high potentials, nonetheless executive search agencies perform better on this quality aspect as they enjoy a leading output in terms of high potentials. Social media and job boards are approximately on the same level when it comes to quantity, whereby the excessive amount of users on social media platforms can function as the biggest database of potential employees and passive jobseekers available. Furthermore, social media is a really cheap tool to utilize during the selection, only working hours can be acknowledged as costs, but no direct expenses are involved. To conclude, social media is a solid performer based on the quality output, but a bigger player in terms of the quantity output. Also the low in-put in terms of costs is a beneficial feature of social media.

7 Discussion and implications

This chapter reverts to the core of the theoretical framework combined with the research results to draw conclusions regarding to the stated propositions. The first paragraph and subparagraphs elaborates on the implications concerning effectiveness and efficiency of social media in terms of the pre-hire-outcomes, which is based on the results of the analyzed dominant factors and inconsistencies, hence it provides answers to proposition one, two and three. The heterogeneity out-put of social media as a recruitment method and the meaning pertaining to the pre-hire-outcomes is described within subparagraph 7.1.2, which answers proposition four. The third subparagraph 7.1.3 discusses the implications with respect to the research results concerning the effect of visibility and the indirect effect of visibility on the effectiveness of social media, which answers the last and fifth proposition. Paragraph 7.2 provides the answer to the central research question based on the answered proposition. The last two paragraphs 7.3 and 7.4 discuss the limitations of this study and the future research possibilities based on the other findings.

7.1 Implications of the pre-hire-outcomes

The effectiveness and efficiency of social media can be determined based on the pre-hire-outcomes in terms of the out-put and in-put (Moser, 2005; Scioli, 1986), which consists of the possible quality and quantity out-put in terms of potential employees and the in-put in terms of liquid assets. The implications of the out-put and in-put of social media is discussed within the first subparagraph. The subparagraphs 7.1.2 "Heterogeneity" and 7.1.3 "The effects of visibility" elaborates about the indirect benefits and factors which emphasis the degree of effectiveness and efficiency of social media.

7.1.1 Effectiveness and efficiency

The quality out-put of social media seems solid and average equal to the other traditional recruitment methods, thus employees with high qualities are obtainable by means of social media. Nevertheless, the chance to obtain high potentials by means of social media seems to be a little bit lower than expected, this conclusion is based on the differences between the theoretical framework and the dominant factors determined by means of the research. However, interesting candidates within any field can be traced easily by means of the targeted search options through social media, but they cannot be assessed extensively upfront based on their social media profile. Since the quality indications "personal traits" and "job performance" of Wilson (1973) can be inferred to a limited extent. Nonetheless, it does confirm the first proposition: "*social media enables recruiters to approach and obtain high potentials in a competitive way pertaining to the traditional recruitment methods*". Furthermore, the quantity out-put can be interpreted as very good as social media seems to take a

leading position pertaining to the traditional methods. Thus, the theories concerning the possible quantity out-put of social media can be confirmed. This consequently means that the second proposition is confirmed and even surpassed: *"social media enables recruiters to seek between large quantities of available active and passive job seekers in a competitive way pertaining to the traditional recruitment methods"*.

Social media requires a minimum input of liquid assets whereas executive search agencies and printed advertisements are the most expensive tools. Thus many organizations consider alternatives for executive search as a result of the economical crisis as Kager mentioned, but also the low transparency plays a role since organizations cannot peek behind the scenes of executive search agencies to see if they pay a fair price for the delivered services according to Achterhof and Nauta. Also printed media is not always a desirable method to use, certainly considering the uncertain diffusion among the target groups and the fact that younger people shift progressively to online job opportunities according to Rodenburg. Achterhof and Kager argue that most companies will search within their own networks first to save unnecessary costs. Hence, many organizations use their own physical and social media network as a substitute for the more expensive methods to reduce their recruitment costs and to gain transparency.

Efficiency is the result of the weighted mean between the out-put and the in-put in terms of costs. It is all about a favorable ratio whereby a combination of a high level of out-put and a low level of in-put stands for an optimal result. Thus it can be implicated that social media is indeed an effective and efficient tool due to the combination of advantageous levels of out- and in-put pertaining to the traditional recruitment methods. Especially due to the very low level of needed liquid assets compared to the acquirable quality and quantity out-put makes social media a very efficient recruitment method, which confirms proposition three: *"The pre-hire-outcomes of social media as a recruitment method are more efficient pertaining to the traditional recruitment methods"*.

7.1.2 Heterogeneity

Acquiring overall heterogeneity among the organizational resources in terms of physical capital, human capital and organizational capital is a necessity to enhance the unique out-put of organizations to foster competitive advantage (Barney, 1991), but also the heterogeneity among human capital it self is important according to Fleming (2004) and William et all. (2009). Thus recruitment methods that can provide diversity in terms of quantity and quality can provide heterogeneity. Nonetheless, organizations do not have unlimited liquid assets to acquire this heterogeneity. In other words, the heterogeneity out-put can be implicated as a product of the specific level of efficiency of a particular recruitment method. Hence, this paragraph emphasizes the efficiency of social media even furthermore.

A particular type of executive search agency or a single type of printed media does support the chance on heterogeneity, but not in an extensive way. Since diverse agencies and printed media will be needed to reach candidates within various fields, thus it will be a costly and a time consuming procedure and thus very inefficient. Executive search agencies and printed advertisements are really single targeted search oriented, as each agency is usually oriented on limited types of industries (Healthcare Financial Management, 2009) and printed advertisements offer single targeted searches each time with limited control pertaining to the actual replies according to Jelier. These methods are the opposite of how social media can be utilized whereby the recruiter stays in control. Since Social media platforms offer instantly targeted search opportunities at free rates, this provides the recruiter/employer the possibility to search instantly on backgrounds (like education, career, age etcetera) to acknowledge and acquire heterogeneity (Jackson et all., 91) rapidly with ease.

Thus the fourth proposition can be confirmed: "*Utilizing social media as a recruitment tool can enhance the chance on heterogeneity with less effort and less investments with respect to the traditional recruitment methods*".

7.1.3 The effects of visibility

The results show that social media can enhance the organizational visibility (Noella, 2009; Fathi, 2008), many respondents seem to be positive concerning this aspect since it can foster the brand reputation of the involved organization. But why is this aspect important in general and towards the effectiveness of social media as a recruitment tool? And how should social media be utilized to gain the maximum return?

The respondents Hoekstra and Oostland describe the importance of using social media with responsibility, since exploiting social media in the wrong way can damage the brand reputation. In the first place should recruiters not flood their social media network with too many vacancies as it can harm the companies network according to Hoekstra, as people within the network will perceive this eventually as spam (unwanted electronic messages) instead of interesting content. Second, news will spread rapidly among social media users, also when organizations make mistakes according to Oostland. These mistakes turn out into negative publicity through social media by the complaining customers or employees of the particular company. Thus, organizations should be increasingly aware of mistakes, as social media is an emerging industry. Moreover, when mistakes occur should organizations admit their faults and rectify the particular situation – and share this through social media – before the brand reputation is irredeemably damaged.

Exploiting social media in a proper way could be beneficial regarding to corporate branding in several ways. Agterhof state that organizations need to adapt to social media in order to stay transparent, not adapting to social media at all can even lead to a lowering brand reputation according to Vermeulen. Transparency within organizations gives a reliable and credible image towards the

customers, suppliers, business partners and off course future employees. Also Hoekstra stresses the branding power of social media as it can improve the image of the organization in a more reliable way compared to commercial ads, because the involved employees and customers can provide background information through social media that readers take for granted whereas commercial ads are manipulated from the readers perspective. Refusing to use social media or not using social media by force of habit gives the impression that organizations might hiding something, even when there is nothing to conceal according to Agterhof. Thus innovating on process level by adapting to the emerging social media industry becomes a must, certainly considered the fact that innovation is needed to foster the chances on competitive advantage in general (Wijnberg, 2004; Hurley & Hult, 1998).

Another advantage is the easiness of sharing information with the world, social media is really accessible to place and find content according to Valkenburg. Messages, pictures and even company videos shared on social media are an easy and free way to enhance the corporate branding. Rodenburg and Kager categorizes social media as the perfect additional tool to enlarge and foster multimedia campaigns. Multimedia campaigns are campaigns that make use of all available media to reach as many people as possible within different cultures according to Rodenburg. Moreover, reaching people through different media works like the self-fulfilling prophecy whereas brand names need to be repeated thoroughly to gain brand awareness among the target group.

All in all, the gained brand reputation can consequently lead to indirect conversion, which could comprehend extra turnover generated by means of e.g. the attracted stakeholders like customers, suppliers or more beneficial business partners. On the other side it can also stimulate the influx of potential employees in terms of quality and quantity, as companies with a good brand reputation seem to be more reputable and simply more visible and thus easier to reach. So brand reputation can support the overall competitive advantage, but it certainly does also foster the effectiveness of the recruitment method in particular.

Hence, using social media in general as an organization will enhance the brand reputation in various ways, which confirms proposition five: "*social media usage can increase brand reputation and image due visibility, adaptable, innovative and creative behavior*". It can provide transparency and thus reliability towards the target groups. Social media is very accessible and free to use, which makes it easy to create publicity towards the target groups and to implement it into a multimedia campaign. Thus inert organizations need to innovate visibly by adapting to social media in order to foster brand and organizational reputation (Mukundan, 2006) according to Rodenburg. Consequently, good brand reputation will eventually stimulate the influx of stakeholders and thus also employees in terms of quality and quantity.

7.2 Answer of the central research question

Various types of forces and factors were found during the search for the answer to the central research question. It soon became known that social media has become a strong emerging industry with established characteristics. The theoretical framework as well as the research results indicated that the majority of the society already is involved with a certain kind of social media platform, hence the fact that social media is becoming also an interesting tool when it comes to business. This study treated social media as a potential business tool for recruitment purposes. Hence the central research question:

"Can social media function as an effective and efficient recruitment tool both in terms of quality and quantity?"

The answer to this question can be determined by means of the treated propositions throughout this chapter. Whereas the first three propositions concerning the pre-hire-outcomes already answered the central research question to a large extent, as the confirmation of these propositions proved the competitive value of social media as a complementary but also as standalone recruitment tool next to the traditional recruitment methods. Nevertheless, the last two propositions concerning heterogeneity and brand reputation emphasized the effectiveness and efficiency of social media. In other words, *social media can function as an effective and efficient recruitment tool both in terms of quality and quantity*. Furthermore, social media even proved to be a form of a strategic business tool as it can foster the human capital, but it can also lower the pressure on the physical capital in terms of liquid assets, however also the visibility enhancement can eventually foster the corporate branding and thus the indirect conversion. To conclude, the utilization of social media for business purposes can foster the competitive advantage by means of supporting the organizational resources and the brand reputation.

7.3 Future research

During the research a couple of inconsistencies between the theoretical framework and the actual research results came to light. The most important inconsistencies pertaining to the central research question are treated within chapter and paragraph 6.3 "Dominant factors" in order to answer the propositions with more accuracy. Nonetheless, a few other remarkable inconsistencies concerning the traditional recruitment methods might be interesting to investigate further.

Job related websites are increasingly used by organizations in order to acquire the needed employees, as this kind of recruitment is becoming one of the dominant types of recruitment methods as jobseekers are shifting from offline to online job opportunities. Nevertheless, a remarkable finding is the fact that recruiters seem not be able to make perfect matches between the organizations and candidates on regular basis. Recruiters who work with job boards on daily basis even mention a rather high risk on selection mistakes, thus candidates and organizations with different backgrounds and cultures are regularly mismatched. This can be called striking as personal information like profiles and resumes can be analyzed upfront in contrary to the possibilities of printed media. Hence the fact that it might be interesting to research the future consequences and effects of the recruitment quality with respect to the increasing utilization of job related websites. Or it might be interesting to research why these mismatches take place.

Another remarkable result concerns the fact that the interviewees of executive search agencies acknowledge themselves as a rather expensive type of recruitment method for the involved organizations, whereas the e-survey results points out that printed media seem to be more expensive to utilize pertaining to executive search agencies. However, it is very likely that the opposite is true as executive search agencies are the most expensive way to recruit. Thus this could indicate a perception difference between these two types of recruitment methods. Printed media might need various types of expensive advertisements in the long rung to find that particular high potential, whereas executive search agencies can act faster and more effective despite the higher rates. Thus, it might be interesting to research the efficiency of both recruitment methods against each other, as the costs of repeating printed advertisements can increase significantly over time. In other words, which recruitment method is cheaper till the perfect candidate is found?

To conclude, the selection quality of job boards and the recruitment costs of printed media pertaining to executive search agencies might deserve further research.

7.4 Limitations

This research has certain limitations, which are mainly industry, field and function related. The limitations became clear after the acquirement of the research results by means of the interviews and e-surveys.

This research is basically aimed at the whole Dutch industry and labour market in order to analyze the capabilities of social media pertaining to the traditional recruitment methods. So this study is executed in order to prove that social media can function as a recruitment method within all different kinds of markets and for various functions, from the lower to the higher segment. However, this caused sometimes minor problems as the acquired information by means of the research results needed to be interpreted for the whole overall Dutch labour market, whereas the respondents provided information based on their own perspective and field. Thus some provided information throughout this research might be biased from a particular perspective in terms of the involved field or function. Furthermore, some discussed results might be multi-interpretable, which could cause some confusion. Nevertheless, this confusion can be largely avoided by interpreting the information based on four single organizations and four single recruitment methods for the whole overall Dutch industry. For instance (as discussed earlier within the theoretical framework), a general social media platform like Facebook, a general news paper/printed media like the Volkskrant, a general job board like Monsterboard and a general executive search agency like Yacht (Randstad).

Thus it might have been easier to put the emphasis on a certain function and field during the research in order to be able to provide a more specific answer. Nevertheless, the research results provide relatively valid conclusions pertaining to the overall Dutch labour market as divergent organizations and fields were consulted.

References

Abowitz, D.A.,Toole, T.M. (2010), Mixed method research: fundamental issues of design, validity, and reliability in constructionresearch, *Journal of construction engineering & management*, Vol. 136 Issue 1, p108-116

Ahlers, D. (2006), News Consumption and the New Electronic Media, *Harvard International Journal of Press/Politics*, Vol. 11 Issue 1, p29-52

Ankeny, J. (2009), How Twitter is revolutionizing business, *Entrepreneur*, Vol. 37 Issue 12, p26-32

Barber, A. E. (1998), Recruiting employees. Thousand Oaks, *CA: Sage Publications*.

Barnes, Ph.D. N. D., Barnes, J.D. F. R. (2009). Equipping your organization for the social networking game, *Information Management*, Vol. 43 Issue 6, p28-33

Barney, J. (1991). Firm resources and sustained competitive advantage, *Journal of Management*, Vol. 17, No. 1, pp. 99-120

Brashear, T.G., Kashyap, V., Musante, M.D., Donthu, N. (2009). A profile of the internet shopper: Evidence from six countries, *Journal of Marketing Theory & Practice*, Vol. 17 Issue 3, p267-281

Breaugh, J.A., Greising, L.A., Taggart, J.W., & Chen, H. (2003), The relationship of recruiting sources and pre-hire outcomes: Examination of yield ratios and applicant quality. *Journal of Applied Psychology*, 33 (11): 2267-2287.

Breaugh, J.A., Starke, M. (2000), Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26: 405-434.

Brewer, P.D., Brewer, K.L. (2010), Knowledge Management, Human Resource Management, and Higher Education: A Theoretical Model, Vol. 85 Issue 6, p330-335

Brogan, J. (2010), Expand your Pareto principle, *Industrial engineer*, Vol. 42 Issue 11, p45-49

Cascio , W. F., & Aguinis, H. (2005), Applied psychology in human resource management (6th ed.). New Jersey: Pearson Prentice Hall.

Clark, T. (1992), Management selection by executive recruitment consultancies: a survey and explanation of selection methods. *Journal of Managerial Psychology*,7(6): 3-10

Cope, J. (2009), Adapt to survive and thrive, *Manager: Brithish Journal of Administrative Management*, Issue 68, p26-27

Dahlén, M., Rosengren, S., Törn, F. (2008), Advertising Creativity Matters, *Journal of Advertising Research*, Vol. 48 Issue 3, p392-403

D'Amico, T.F. (1999), Magazines' secret weapon: Media selection on the basis of behavior, as opposed to demography, *Journal of advertising research*, Vol. 39, Issue 6, p53-60

DeKay, S. (2009), Are business-oriented social networking web sites useful resources for locating passive jobseekers? Results of a recent study, The bank of New York mellon corporation and St. John's University

Edmondson, A.C., Winslow, A.B., Bohmer, R.M.J, Pisano, G.P. (2003), Learning how and learning what: Effects of tacit and codified knowledge on performance improvement following technology adoption, *Decision Sciences*, Vol. 34 Issue 2, p197, 27p

Elmore, B. (2009). Social networking strategies, *Baylor Business Review*, Vol. 28 Issue 1, p25-27

Fathi, S. (2008). From generating awareness to managing reputations: Why your company needs to Twitter, *Public Relations Tactics*, Vol. 15 Issue 10, p16-16

Ferdows, K. (2006), Transfer of changing production know-how, *Productions & operations management*, Vol. 15 Issue 1, p1-9

Fields, F.N. (1984), Older employees: Meeting the needs of small business, *Journal of Accountancy*, Vol. 157 Issue 5, p142-144

Fleming, L. (2004), Perfecting cross-pollination, *Harvard business review*, September edition

Flyvbjerg, B. (2006), Five misunderstandings about case-study research, *Qualitative inquiry*, Vol. 12 number 2 p219-245

Garcia, R., R. Calantone (2002), A Critical Look at Technological Innovation Typology and Innovativeness Terminlogy: A Literature Review, *Journal of Product Innovation Management*, Vol. 19, pp. 110-132

Gill, P., Stewart, K., Treasure, E., and Chadwick, B. (2008), Methods of data collection in qualitative research: interviews and focus groups. *British Dental Journal*, Vol. 204, Issue 6, p. 291-295

Grosfeld-Nir, A., Ronen, B., Kozlovsky, N. (2007), The Pareto managerial principle, *International journal of production research*, Vol. 45, No. 10, p2317-2325

Hausdorf, P.A., Duncan, D. (2004), Firm size and internet recruiting in Canada: A preliminary investigation, *Journal of small business management*, Vol. 42 Issue 3, p325-334

Healthcare Financial Management (2009), Executive search firms/staffing, Healthcare Financial Management, *Buyer's resource guide*, p54-54

Hurley, R.F., Hult, G.T.M. (1998). Innovation, Market Orientation, and Organizational Learning: An Integration and Empirical Examination. *Journal of Marketing*, Vol. 62, Issue 3, pp 42-54

Jackson, S.E., Brett, J.F., Sessa, V.I., Cooper, D.M., Julin, J.A., Peyronnin, K. (1991), Some differences make a difference: Individual dissimilarity and group heterogeneity as correlates of recruitment, promotions, and turnover, *Journal of applied psychology*, Vol. 76 Issue 5, P 675-689

Jacobs, D. (2007). Adding values; the cultural side of innovation. Veenman Publishers, ArtEZ Press

Johnson, C.F. (1996), Deductive versus inductive reasoning: A closer look at economics, *Social science journal*, Vol. 33 Issue 3, p287

Johnson, T.J., Kaye, B.K (2002), Webelievability: A path model examining how convenience and reliance predict online credibility, *Journalism & Mass Communication Quarterly*, Vol. 79 Issue 3, p619-642

Jones, T.M., Gautschi, F.H. (1988), Will the ethics of business change? A survey of future executives, *Journal of Business Ethics*, 7: 231-248

Kelley, B. (1993), So who did they hire? *Across the Board*. 30(2): 28-32

Kluemper, D.H., Rosen, P.A. (2009), Future employment selection methods: evaluating social networking web sites, *Journal of managerial psychology*, Vol. 24 No. 6, 2009, p567-580

Lim, G., Chan, C. (2001), Ethical values of executive search consultants. *Journal of Business Ethics*, 29(3): 213-226

Lucky, R.W. (2007), A Billion Amateurs, *IEEE Spectrum*, Vol. 44 Issue 11, p96-96

Malen, E.A., Stroh, L.K. (1998), The Influence of Gender on Job Loss Coping Behavior Among Unemployed Managers, *Journal of Employment Counseling*, Vol. 35 Issue 1, p26-39

Mathews, B.P., Redman, T. (1998), Managerial recruitment advertisements – Just how market orientated are they? *International Journal of Selection and Assessment*, 6(4): 240-248

Mehdizadeh, S. (2010), Self-Presentation 2.0: Narcissism and Self-Esteem on Facebook. CyberPsychology, *Behavior & Social Networking*, Vol. 13 Issue 4, p357-364

Morris, M.H. (2001), The critical role of resources, *Journal of developmental entrepreneurship*, Vol. 6 Issue 2

Moser, K. (2005), Recruitment sources and post-hire outcomes: The mediating role of unmet expectations. *International Journal of Selection and Assessment*, 13: 188-197.

Mukundan, G. (2006), Editorial: Innovation for competitive advantage, *Journal of Advanced Manufacturing Systems*, Vol. 5 Issue 1, p1-2

Musselwhite, K., Cuff, L., McGregor, L., and King, K.M. (2007), The telephone interview is an effective method of data collection in clinical nursing research: a discussion paper. *International journal of nursing studies*, Vol. 44, issue 6, p. 1064-1070

Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2003), Human Resource Management, gaining a competitive advantage. Irwin: McGraw-Hill

Noella, L. (2009). Ten Tips to Raise Your Business Visibility Through Social Networks, *Financial Executive*, Vol. 25 Issue 9, p17-17

Parker, M. (2009), Can social networking sites be recruitment tools? *Strategic HR review*, Vol. 7 Issue 3

Schawbel, D. (2009), Looking for a job? Try a "people search", *Public Relations Tactics*, Vol. 16 Issue 6, p7-7

Ready, D.A., Conger, J.A., Hill, L.A. (2010), Are you a high potential? *Harvard business review*, The magazine 2010

Riusala, K., Suutari, V. (2004), International knowledge transfers through expatriates, *Thunderbird international business review*, Vol. 46, p743-770

Rubin, D. K., Powers, M. B. (2003), These days, executive recruiters are more than Boardroombrokers, *ENR: Engineering News-Record*, 251(25): 22-24

Ryan, G., Gubern, M., Rodriguez, I. (2000), Recruitment advertising: The marketinghuman resource interface. *International advances in Economic Research*, 6(2): 354-364

Rynes, S. L., Barber, A. E. (1990), Applicant Attraction Strategies: An Organizational perspective. *Academy of Management Review*, 15(2): 286-310

Slaughter, J. E., Stanton, J. M., Mohr, D. C., & Schoel, W. A. III. (2005), The interaction of attraction and selection: Implications for college recruitment and Schneider's ASA model. *Applied Psychology: an international review*, 54(4): 419-441

Snell, R. (2008). New Opportunities for Social Networking Are on the Horizon for Compliance Professionals, *Journal of Health Care Compliance*, Vol. 10 Issue 5, p3-4

Spence, M. (1973), Job market signaling. *Quarterly Journal of Economics*, 87: 355-374

Streb, C.K., Voelpel, S.C., Leibold, M. (2009). Aging workforce management in the automobile industry: Defining the concept and its constituting elements.

Sturges, J.E., Hanrahan, K.J. (2004), Comparing telephone and face-to-face qualitative interviewing: a research note. *Qualitative Research*, Vol. 4, Issue 1, p. 107–118

Thurow, L. (1975), Generating inequality. New York: Basic Books.

Trusov, M., Bucklin, R. E., Pauwels, K. (2009). Effects of Word-of-Mouth Versus Traditional Marketing: Findings from an Internet Social Networking Site, *Journal of Marketing*, Vol. 73 Issue 5, p90-102

Turban, D. B., Cable, D. M. (2003), Firm reputation and applicant pool characteristics. *Journal of Organizational Behavior*, 24:733-751.

Van Rooy, D.L., Alonso, A., Fairchild, Z. (2003), In with the new, out with the old: Has the technological revolution eliminated the traditional job search process? *International Journal of Selection and Assessment*, 11(2-3): 170-174

Weinstein, S. (2004), Who will take the reins? *Journal of accountancy*, Vol. 198 Issue 2, p 45-51

Wijnberg, N.M. (2004), Innovation and Organization: Value and Competition in Selection Systems. Organization Studies

Williams, S.M., Parry, B.R., Schlup, M.M.T. (1992), Quality control: an application of the cusum, *BMJ: British medical journal*, Vol. 304 Issue 6838, p1359

Wilson, H. (1973), What is a 'good' employee? *Industrial management*, Vol. 15 Issue 4, p14, 2p

Wilson, J. (2009), Social networking: the business case, *Engineering & Technology*, Vol. 4 Issue 10, p54-56, 3p

Woloshin, M. (2009), Nail your next job: Face-to-face outreach or social media networks? *Public Relations Tactics*, Vol. 16 Issue 3, p7-7

Zottoli, M. A., Wanous, J. P. (2000), Recruitment source research: current status and future directions, *Human Resource Management Review*, 10 (4): 353-382.

Internet sources

Bulik, S. (2008), "Finally Find Out Who LinkedIn Users Are",
http://adage.com/digital/article?article_id=132300, retrieved on 15/05/2010

Monster Worldwide (1998), "First-Ever Analysis Of Online Job Site Reveals High Success Rate For
The Monster Board Job Seekers", http://about-monster.com/content/first-ever-analysis-online-job-site-
reveals-high-success-rate-monster-board-job-seekers, retrieved on 17/05/2010

Hambly, N. (2002), "Online for hire", http://www.zdnet.com.au/online-for-hire-120268539.htm,
retrieved on 28/05/2010

Kamer van Koophandel (2007), "Kerncijfers bedrijven",
http://www.kvk.nl/brancheinformatie/cijfers_over_het_nederlandse_bedrijfsleven/starters_en_bestaan
de_bedrijven/kerncijfers_bedrijven/, retrieved on 14/10/2010

Appendix I: E-Surveys

(In Dutch)

Sociale media

<u>Kwaliteit gerelateerde stellingen</u>

1 Via sociale media kan de (globale) intelligentie worden vastgesteld van de potentiële werknemer aan de hand van zijn of haar persoonlijke pagina

2 Via sociale media kan de (globale) persoonlijkheid worden vastgesteld van de potentiële werknemer aan de hand van zijn of haar persoonlijke pagina

3 Via sociale media kunnen de globale activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer aan de hand van zijn of haar persoonlijke pagina

4 Via sociale media kunnen de specifieke activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer aan de hand van zijn of haar persoonlijke pagina

5 Via sociale media zijn creatieve mensen/potentiële werknemers goed te herkennen

6 Sociale media is geschikt voor het werven van personeel voor top posities

7 Werven via sociale media (persoonlijke pagina's) zorgt voor geschikt personeel, er vinden dus minder selectie fouten plaats dan via traditionele wervingsmethoden

8 Sociale media zorgt over het algemeen zelfs voor 'perfect fit' kandidaten. In andere woorden, werknemers geworven via sociale media hebben een goede tot perfecte relatie met de baas, collega's en het werk zelf

9 Werknemers geworven via sociale media zijn over het algemeen eerlijker met het oog op fraude gevoelige zaken binnen het bedrijf

10 Sociale media is een goed instrument om oude bekenden terug te vinden waarvan bekend is dat ze over bepaalde kwaliteiten beschikken

11 Sociale media is een goed stuk gereedschap om passieve werkzoekende te vinden en te benaderen

12 Sociale media is geschikt om gericht te zoeken naar potentieel personeel (voor specifieke vak gebieden)

13 Sociale media biedt mogelijkheden om talentpools aan te maken of potentiële werknemers te benaderen die zich aan hebben gemeld bij het profiel van het bedrijf

14 Met potentieel personeel is direct en snel te communiceren via sociale media

15 Personeel is snel te verkrijgen via sociale media, ook voor speciale gelegenheden zoals sprekers en dergelijke

16 Sociale media is een effectief middel om personeel aan te trekken

17 Deelnemen aan sociale media als bedrijf verhoogt de zichtbaarheid van de organisatie in het algemeen

18 Sociale media kent een goed toekomstig perspectief omtrent het werven van personeel

19 Sociale media kent zeer veel potentiële werknemers zowel passief als actief werkzoekenden, er is dus een grote vijver om in te vissen

20 Sociale media kent over het algemeen senioren, zowel passief als actief werkzoekenden

21 Sociale media kent over het algemeen jongeren, zowel passief als actief werkzoekenden

Algemeen

22 Sociale media is een goedkope wervingsinstrument ten opzichte van traditionele wervingsinstrumenten

23 Het gebruik van sociale media op de werkvloer voor wervingsdoeleinden leidt **niet** tot bezorgdheden bij de desbetreffende manager zoals lagere productiviteit, het lekken van gevoelige bedrijfsinformatie en/of inbraak van internet criminelen

Vraag nr.:				2
Vraag:				Gelieve hier uw naam, functie en bedrijfsnaam in te vullen.
Legenda				
Respondent 1				Michiel Vermeulen eigenaar Excellencematch
Respondent 2				Jeroen Hoekstra, corporate recruiter, Vitae
Respondent 3				Jacco Valkenburg, Managing Consultant, Recruit2.nl
Respondent 4				Maarten Oostland, P&O assistent, Ingenieursbureau Wolter & Dros B.V.

1	2
Via sociale media kan de (globale) intelligentie worden vastgesteld van de ...	Via sociale media kan de (globale) persoonlijkheid worden vastgesteld van d...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	3
3	2
3	3
2	1

3	4
Via sociale media kunnen de globale activiteiten en kwaliteiten worden vast...	Via sociale media kunnen de specifieke activiteiten en kwaliteiten worden ...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
3	4
2	3
1	1
2	3

5	6
Via sociale media zijn creatieve mensen/potentiële werknemers goed te ...	Sociale media is geschikt voor het werven van personeel voor top posities
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	2
2	2
1	1
1	2

7
Werven via sociale media (persoonlijke pagina's) zorgt voor geschikt person...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
4
4
2
3

8
Sociale media zorgt over het algemeen zelfs voor ëperfect fití kandidaten. ...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
4
4
2
3

9
Werknemers geworven via sociale media zijn over het algemeen eerlijker met ...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
4
3
3
3

10
Sociale media is een goed instrument om oude bekenden terug te vinden waarv...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
2
2
1
1

11
Sociale media is een goed stuk gereedschap om passieve werkzoekende te vind...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
2
1
1
1

12
Sociale media is geschikt om gericht te zoeken naar potentieel personeel (v...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
2
1
1
1

13
Sociale media biedt mogelijkheden om talentpools aan te maken of potenti&eu...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
2
1
1
1

14
Met potentieel personeel is direct en snel te communiceren via sociale medi...
1 = Helemaal mee eens
2 = Mee eens
3 = Neutraal
4 = Mee oneens
5 = Helemaal mee oneens
2
1
1
1

	15		16
Personeel is snel te verkrijgen via sociale media, ook voor speciale gelege...		Sociale media is een effectief middel om personeel aan te trekken	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	1		2
	1		2
	1		1
	1		2

	17		18
Deelnemen aan sociale media als bedrijf verhoogt de zichtbaarheid van de or...		Sociale media kent een goed toekomstig perspectief omtrent het werven van p...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	2		2
	1		1
	1		1
	1		1

	19		20
Sociale media kent zeer veel potentiële werknemers zowel passief als a...		Sociale media kent over het algemeen senioren, zowel passief als actief wer...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	2		4
	1		3
	1		3
	1		5

	21		22		23
Sociale media kent over het algemeen jongeren, zowel passief als actief wer...		Sociale media is een goedkope wervingsinstrument ten opzichte van tradition...		Het gebruik van sociale media op de werkvloer voor wervingsdoeleinden leidt...	
1 = Helemaal mee eens		1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	4		2		4
	3		3		2
	4		1		4
	1		1		4

Advertenties in kranten en magazines

Kwaliteit gerelateerde stellingen

1 Aan de hand van geplaatste advertenties/vacatures kan de (globale) intelligentie worden vastgesteld van de potentiële werknemer die zal gaan reageren

2 Aan de hand van geplaatste advertenties/vacatures kan de (globale) persoonlijkheid worden vastgesteld van de potentiële werknemer die zal gaan reageren

3 Aan de hand van geplaatste advertenties/vacatures kunnen de globale activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer die zal gaan reageren

4 Aan de hand van geplaatste advertenties/vacatures kunnen de specifieke activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer die zal gaan reageren

5 Potentiële werknemers die reageren op advertenties/vacatures zijn creatief (in diverse opzichten)

6 Advertenties/vacatures zijn geschikt voor het werven van personeel voor top posities

7 Werven via advertenties/vacatures zorgt voor geschikt personeel, er vinden dus minder selectie fouten plaats dan via andere wervingsmethoden

8 Advertenties/vacatures zorgen over het algemeen zelfs voor 'perfect fit' kandidaten. In andere woorden, werknemers geworven via advertenties/vacatures hebben een goede tot perfecte relatie met de baas, collega's en het werk zelf

9 Werknemers geworven via advertenties/vacatures zijn over het algemeen eerlijker (t.o.v. andere wervingsinstrumenten) met het oog op fraude gevoelige zaken binnen het bedrijf

10 Advertenties/vacatures zijn een goed instrument om oude bekenden terug te vinden waarvan bekend is dat ze over bepaalde kwaliteiten beschikken

11 Advertenties/vacatures zijn een goed stuk gereedschap om passieve werkzoekende te bereiken

12 Advertenties/vacatures zijn geschikt om gericht personeel te bereiken (te zoeken) (voor specifieke vak gebieden)

13 Advertenties/vacatures bieden mogelijkheden om binnen het bedrijf talentpools/databases aan te maken om zo vroeg of laat potentiële werknemers te benaderen die eerder hebben gesolliciteerd

14 Met potentieel personeel is direct en snel te communiceren aangezien veel mensen snel reageren op net geplaatste advertenties/vacatures

15 Personeel is snel te verkrijgen door middel van advertenties/vacatures, ook voor speciale (korte) gelegenheden zoals sprekers en dergelijke

16 Advertenties/vacatures zijn een effectief middel om personeel aan te trekken

17 Het gebruik van advertenties/vacatures als bedrijf verhoogt de zichtbaarheid van de organisatie in het algemeen

18 Advertenties/vacatures kennen een goed toekomstig perspectief omtrent het werven van personeel

19 Advertenties/vacatures leveren zeer veel potentiële werknemers op (dus een zeer grote vijver om in te vissen), zowel passief als actief werkzoekenden

20 Advertenties/vacatures leveren over het algemeen senioren op, zowel passief als actief werkzoekenden

21 Advertenties/vacatures leveren over het algemeen jongeren op, zowel passief als actief werkzoekenden

Algemeen

22 Advertenties/vacatures zijn een goedkope wervingsinstrument ten opzichte van andere wervingsinstrumenten

23 Het gebruik van advertenties/vacatures leidt **niet** tot bezorgdheden bij de desbetreffende manager, er zijn dus geen risico's omtrent het gebruik er van (zoals het naar buiten brengen van bedrijfsgevoelige informatie)

Vraag nr.:				
Vraag:				Gelieve hier uw naam, functie en bedrijfsnaam in te vullen
Legenda				
Respondent 1				Wolter & Dros\r\nMaurice Peters\r\nP&O Adviseur
Respondent 2				Stef Jelier, Senior HR Advisor, ISS Cleaning Services
Respondent 3				Gom Schoonhouden BV\r\nF. Houwen, personeelsadviseur
Respondent 4				Ton Rodenburg, strateeg, arbeidsmarktcommunicatiebureau ARA, employer branding specialist

1	2
Aan de hand van geplaatste advertenties/vacatures kan de (globale) intellig...	Aan de hand van geplaatste advertenties/vacatures kan de (globale) persoonl...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	4
2	2
5	4
1	2

3	4
Aan de hand van geplaatste advertenties/vacatures kunnen de globale activit...	Aan de hand van geplaatste advertenties/vacatures kunnen de specifieke acti...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	4
2	4
3	3
2	4

5	6
Potentiële werknemers die reageren op advertenties/vacatures zijn crea...	Advertenties/vacatures zijn geschikt voor het werven van personeel voor top...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	2
3	4
3	3
4	2

	7		8
Werven via advertenties/vacatures zorgt voor geschikt personeel, er vinden ...		Advertenties/vacatures zorgen over het algemeen zelfs voor ëperfect fití ka...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		3
	4		4
	3		4
	4		3

	9		10
Werknemers geworven via advertenties/vacatures zijn over het algemeen eerli...		Advertenties/vacatures zijn een goed instrument om oude bekenden terug te v...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		4
	2		4
	3		4
	4		4

	11		12
Advertenties/vacatures zijn een goed stuk gereedschap om passieve werkzoeke...		Advertenties/vacatures zijn geschikt om gericht personeel te bereiken (te z...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	1		1
	2		4
	3		2
	2		1

	13		14
Advertenties/vacatures bieden mogelijkheden om binnen het bedrijf talentpoo...		Met potentieel personeel is direct en snel te communiceren aangezien veel m...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	2		3
	4		2
	4		2
	1		2

15	16
Personeel is snel te verkrijgen door middel van advertenties/vacatures, ook...	Advertenties/vacatures zijn een effectief middel om personeel aan te trekke...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	1
4	2
3	2
2	1

17	18
Het gebruik van advertenties/vacatures als bedrijf verhoogt de zichtbaarhei...	Advertenties/vacatures kennen een goed toekomstig perspectief omtrent het w...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
1	2
2	2
2	3
1	1

19	20
Advertenties/vacatures leveren zeer veel potentiële werknemers op (dus...	Advertenties/vacatures leveren over het algemeen senioren op, zowel passief...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	4
2	5
2	4
1	4

21	22	23
Advertenties/vacatures leveren over het algemeen jongeren op, zowel passief...	Advertenties/vacatures zijn een goedkope wervingsinstrument ten opzichte va...	Het gebruik van advertenties/vacatures leidt niet tot bezorgdheden bij de d...
1 = Helemaal mee eens	1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens	5 = Helemaal mee oneens
4	3	2
4	4	2
4	4	2
4	3	1

Banen via vacature websites

<u>Kwaliteit gerelateerde stellingen</u>

1 Aan de hand van de geplaatste curricula vitae kan de (globale) intelligentie worden vastgesteld van de potentiële werknemer

2 Aan de hand van de geplaatste curricula vitae kan de (globale) persoonlijkheid worden vastgesteld van de potentiële werknemer

3 Aan de hand van de geplaatste curricula vitae kunnen de globale activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer

4 Aan de hand van de geplaatste curricula vitae kunnen de specifieke activiteiten en kwaliteiten worden vastgesteld van de potentiële werknemer

5 Aan de hand van curricula vitae zijn creatieve mensen/potentiële werknemers goed te herkennen

6 Vacature websites zijn geschikt voor het werven van personeel voor top posities

7 Werven via vacature websites zorgt voor geschikt personeel, er vinden dus minder selectie fouten plaats dan via andere wervingsmethoden

8 Vacature websites zorgen over het algemeen zelfs voor 'perfect fit' kandidaten. In andere woorden, werknemers geworven via sociale media hebben een goede tot perfecte relatie met de baas, collega's en het werk zelf

9 Werknemers geworven via vacature websites zijn over het algemeen eerlijker met het oog op fraude gevoelige zaken binnen het bedrijf

10 Vacature websites zijn een goed instrument om oude bekenden terug te vinden waarvan bekend is dat ze over bepaalde kwaliteiten beschikken

11 Vacature websites zijn een goed stuk gereedschap om passieve werkzoekende te bereiken

12 Vacature websites zijn geschikt om gericht te zoeken naar potentieel personeel (voor specifieke vak gebieden)

13 Vacature websites bieden mogelijkheden om talentpools/databases aan te maken van potentiële werknemers

14 Met potentieel personeel is direct en snel te communiceren via de website

15 Personeel is snel te verkrijgen via vacature websites, ook voor speciale gelegenheden zoals sprekers en dergelijke

16 Vacature websites zijn een effectief middel om personeel aan te trekken

17 Deelnemen aan vacature websites als bedrijf verhoogt de zichtbaarheid van de organisatie in het algemeen

18 Vacature websites kennen een goed toekomstig perspectief omtrent het werven van personeel

19 Vacature websites kennen zeer veel potentiële werknemers zowel passief als actief werkzoekenden, er is dus een grote vijver om in te vissen

20 Vacature websites kennen over het algemeen senioren, zowel passief als actief werkzoekenden

21 Vacature websites kennen over het algemeen jongeren, zowel passief als actief werkzoekenden

Algemeen

22 Vacature websites zijn een goedkope wervingsinstrument ten opzichte van andere wervingsinstrumenten

23 Het gebruik van vacature websites op de werkvloer voor wervingsdoeleinden leidt **niet** tot bezorgdheden bij de desbetreffende manager zoals lagere productiviteit, het lekken van gevoelige bedrijfsinformatie en/of inbraak van internet criminelen

Vraag nr.:				
Vraag:				Gelieve hier uw naam, functie en bedrijfsnaam in te vullen
Legenda				
Respondent 1				Jeroen Valentijn\r\nConsultant Installatietechniek Uitvoering\r\nVitae
Respondent 2				Klarine Visscher\r\nRegional Recruitment Manager Europe\r\nMonster Worldwide
Respondent 3				Jacintha Schoon\r\nHR Manager\r\nGlaxoSmithKline
Respondent 4				A. Scholten, regiomanager P&O, Gom Schoonhouden BV

1	2
Aan de hand van de geplaatste curricula vitae kan de (globale) intelligenti...	Aan de hand van de geplaatste curricula vitae kan de (globale) persoonlijkh...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
3	3
2	4
2	3
2	3

3	4
Aan de hand van de geplaatste curricula vitae kunnen de globale activiteite...	Aan de hand van de geplaatste curricula vitae kunnen de specifieke activite...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	4
2	4
2	3
2	4

5	6
Aan de hand van curricula vitae zijn creatieve mensen/potentiële werkn...	Vacature websites zijn geschikt voor het werven van personeel voor top posi...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
3	2
3	4
3	2
3	2

7	8
Werven via vacature websites zorgt voor geschikt personeel, er vinden dus m...	**Vacature websites zorgen over het algemeen zelfs voor ëperfect fití kandida...**
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
3	3
4	4
4	4
4	4

9	10
Werknemers geworven via vacature websites zijn over het algemeen eerlijker ...	**Vacature websites zijn een goed instrument om oude bekenden terug te vinden...**
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
3	4
4	4
4	2
3	4

11	12
Vacature websites zijn een goed stuk gereedschap om passieve werkzoekende t...	**Vacature websites zijn geschikt om gericht te zoeken naar potentieel person...**
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	3
4	2
2	2
2	2

13	14
Vacature websites bieden mogelijkheden om talentpools/databases aan te make...	**Met potentieel personeel is direct en snel te communiceren via de website**
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	2
2	3
2	2
3	2

	15	16
	Personeel is snel te verkrijgen via vacature websites, ook voor speciale ge...	Vacature websites zijn een effectief middel om personeel aan te trekken
	1 = Helemaal mee eens	1 = Helemaal mee eens
	2 = Mee eens	2 = Mee eens
	3 = Neutraal	3 = Neutraal
	4 = Mee oneens	4 = Mee oneens
	5 = Helemaal mee oneens	5 = Helemaal mee oneens
	4	2
	3	2
	2	2
	4	2

	17	18
	Deelnemen aan vacature websites als bedrijf verhoogt de zichtbaarheid van d...	Vacature websites kennen een goed toekomstig perspectief omtrent het werven...
	1 = Helemaal mee eens	1 = Helemaal mee eens
	2 = Mee eens	2 = Mee eens
	3 = Neutraal	3 = Neutraal
	4 = Mee oneens	4 = Mee oneens
	5 = Helemaal mee oneens	5 = Helemaal mee oneens
	1	4
	2	2
	2	2
	2	2

	19	20
	Vacature websites kennen zeer veel potentiële werknemers zowel passief...	Vacature websites kennen over het algemeen senioren, zowel passief als acti...
	1 = Helemaal mee eens	1 = Helemaal mee eens
	2 = Mee eens	2 = Mee eens
	3 = Neutraal	3 = Neutraal
	4 = Mee oneens	4 = Mee oneens
	5 = Helemaal mee oneens	5 = Helemaal mee oneens
	2	3
	2	4
	2	4
	3	3

	21	22	23
	Vacature websites kennen over het algemeen jongeren, zowel passief als acti...	Vacature websites zijn een goedkope wervingsinstrument ten opzichte van and...	Het gebruik van vacature websites op de werkvloer voor wervingsdoeleinden l...
	1 = Helemaal mee eens	1 = Helemaal mee eens	1 = Helemaal mee eens
	2 = Mee eens	2 = Mee eens	2 = Mee eens
	3 = Neutraal	3 = Neutraal	3 = Neutraal
	4 = Mee oneens	4 = Mee oneens	4 = Mee oneens
	5 = Helemaal mee oneens	5 = Helemaal mee oneens	5 = Helemaal mee oneens
	3	4	3
	2	2	4
	2	2	2
	3	2	2

Executive search bureaus

1 Headhunters zijn in staat om de (globale) intelligentie van een potentiële werknemer/executive te bepalen

2 Headhunters zijn in staat om de (globale) persoonlijkheid van een potentiële werknemer/executive te bepalen

3 Headhunters zijn in staat om de globale activiteiten en kwaliteiten van de potentiële werknemer/executive te bepalen

4 Headhunters zijn in staat om de specifieke activiteiten en kwaliteiten van de potentiële werknemer/executive te bepalen

5 Headhunters zijn in staat om specifiek creatieve potentiële werknemers/executives te herkennen (creatief in diverse opzichten)

6 Executive search/headhunters zijn geschikt voor het werven van personeel voor top posities

7 Werven door middel van executive search/headhunters zorgt voor geschikt personeel, er vinden dus minder selectie fouten plaats dan via andere wervingsmethoden

8 Executive search/headhunters zorgen over het algemeen zelfs voor 'perfect fit' kandidaten. In andere woorden, werknemers/executives geworven door middel van executive search/headhunters hebben een goede tot perfecte relatie met (de baas), collega's en het werk zelf

9 Werknemers/executives geworven via executive search/headhunters zijn over het algemeen eerlijker (t.o.v. andere wervingsinstrumenten) met het oog op fraude gevoelige zaken binnen het bedrijf

10 Executive search/headhunters zijn een goed instrument om oude bekenden terug te vinden waarvan bekend is dat ze over bepaalde kwaliteiten beschikken

11 Executive search/headhunters zijn een goed stuk gereedschap om passieve werkzoekende te bereiken

12 Executive search/headhunters zijn geschikt om gericht personeel te verkrijgen voor specifieke vak gebieden

13 Executive search/headhunters hebben mogelijkheden om databases aan te maken om zo vroeg of laat potentiële werknemers/executives te benaderen die eerder zijn opgenomen op een soort 'short list'

14 Er kan snel contact gelegd worden met nieuw potentieel personeel door middel van executive search/headhunters

15 Werknemers/executives zijn snel te verkrijgen door middel van executive search/headhunters, ook voor speciale (korte) gelegenheden zoals sprekers en dergelijke

16 Executive search/headhunters zijn een effectief middel om personeel/executives aan te trekken

17 Het gebruik van executive search/headhunters als bedrijf verhoogt de zichtbaarheid van de organisatie in het algemeen

18 Executive search/headhunters kennen een goed toekomstig perspectief omtrent het werven van personeel

19 Executive search/headhunters leveren zeer veel potentiële werknemers op (dus een zeer grote vijver om in te vissen), zowel passief als actief werkzoekenden

20 Executive search/headhunters leveren over het algemeen senioren op, zowel passief als actief werkzoekenden

21 Executive search/headhunters leveren over het algemeen jongeren op, zowel passief als actief werkzoekenden

Algemeen

22 Executive search/headhunters zijn een goedkope wervingsinstrument ten opzichte van andere wervingsinstrumenten

23 Het gebruik van executive search/headhunters leidt **niet** tot bezorgdheden bij de desbetreffende manager, er zijn dus geen risico's omtrent het gebruik er van (zoals het naar buiten brengen van bedrijfsgevoelige informatie)

Vraag nr.:				
Vraag:				Gelieve hier uw naam, functie en bedrijfsnaam in te vullen
Legenda				
Respondent 1				Harry Nauta, managing partner Triceps
Respondent 2				André Kager\r\nHuman Capital Recruitment
Respondent 3				Rob Agterhof\r\ndirecteur eigenaar\r\nVentura Professionals
Respondent 4				Michiel Vermeulen eigenaar Excellencematch

1	2
Headhunters zijn in staat om de (globale) intelligentie van een potenti&eum...	Headhunters zijn in staat om de (globale) persoonlijkheid van een potenti&e...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	2
2	1
2	2
2	2

3	4
Headhunters zijn in staat om de globale activiteiten en kwaliteiten van de ...	Headhunters zijn in staat om de specifieke activiteiten en kwaliteiten van ...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	2
2	1
2	2
2	2

5	6
Headhunters zijn in staat om specifiek creatieve potentiële werknemers...	Executive search/headhunters zijn geschikt voor het werven van personeel vo...
1 = Helemaal mee eens	1 = Helemaal mee eens
2 = Mee eens	2 = Mee eens
3 = Neutraal	3 = Neutraal
4 = Mee oneens	4 = Mee oneens
5 = Helemaal mee oneens	5 = Helemaal mee oneens
2	1
2	1
3	2
2	2

	7		8
Werven door middel van executive search/headhunters zorgt voor geschikt per...		Executive search/headhunters zorgen over het algemeen zelfs voor _perfect f...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		2
	1		2
	3		3
	4		4

	9		10
Werknemers/executives geworven via executive search/headhunters zijn over h...		Executive search/headhunters zijn een goed instrument om oude bekenden teru...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		4
	3		1
	5		2
	3		2

	11		12
Executive search/headhunters zijn een goed stuk gereedschap om passieve wer...		Executive search/headhunters zijn geschikt om gericht personeel te verkrijg...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	2		2
	1		1
	2		2
	2		2

	13		14
Executive search/headhunters hebben mogelijkheden om databases aan te maken...		Er kan snel contact gelegd worden met nieuw potentieel personeel door midde...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	2		1
	1		1
	1		1
	2		2

	15		16
Werknemers/executives zijn snel te verkrijgen door middel van executive sea...		Executive search/headhunters zijn een effectief middel om personeel/executi...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		2
	2		1
	2		1
	2		2

	17		18
Het gebruik van executive search/headhunters voor een desbetreffend bedrijf...		Executive search/headhunters kennen een goed toekomstig perspectief omtrent...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	4		2
	2		2
	3		3
	3		4

	19		20
Executive search/headhunters leveren zeer veel potentiële werknemers o...		Executive search/headhunters leveren over het algemeen senioren op, zowel p...	
1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		3
	1		2
	1		1
	4		4

	21		22		23
Executive search/headhunters leveren over het algemeen jongeren op, zowel p...		Executive search/headhunters zijn een goedkope wervingsinstrument ten opzic...		Het gebruik van executive search/headhunters leidt niet tot bezorgdheden bi...	
1 = Helemaal mee eens		1 = Helemaal mee eens		1 = Helemaal mee eens	
2 = Mee eens		2 = Mee eens		2 = Mee eens	
3 = Neutraal		3 = Neutraal		3 = Neutraal	
4 = Mee oneens		4 = Mee oneens		4 = Mee oneens	
5 = Helemaal mee oneens		5 = Helemaal mee oneens		5 = Helemaal mee oneens	
	3		3		2
	3		2		1
	3		3		1
	4		4		4

Appendix II: Interviews

(In Dutch)

Naam: Jeroen Hoekstra
E-mail: J.Hoekstra@vitae.nl
Bedrijf: Vitae
Instrument: Sociale media

1 Noem hier de belangrijkste voordelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een groot voordeel is dat sociale media heel inzichtelijk en openbaar is. Zo kun je makkelijk en in weinig tijd heel veel mensen bereiken. Vooral via je eigennetwerk en alle andere netwerken die daar aan gelinkt zijn kunnen een hulp bron vormen, zo kunnen mensen in je netwerk meehelpen met bijvoorbeeld zoeken naar geschikte kandidaten voor een bepaalde baan.

2 Noem hier de belangrijkste nadelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Eigenlijk zie ik niet echt nadelen en dus over algemeen alleen maar voordelen. Wat wel eventueel als bedreigend ervaren kan worden is dat je zorgvuldig door je netwerk moet bewegen en mensen niet moet overspoelen met vacatures, want daar hebben veel mensen geen behoefte aan en zo kun je je netwerk beschadigen. Aan de andere kant heb je dat volledig zelf in de hand en is dat niet echt een specifiek nadeel van sociale media te noemen.

3 Noem de belangrijkste reden waarom sociale media werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

We meten niet of werknemers specifiek van hoge kwaliteit zijn die vanuit bijvoorbeeld sociale media voort komen. Echter gaan we wel altijd na welke werknemers vanuit welke bronnen zijn geworven. Wat je wel zou kunnen zeggen is dat mensen in je eigen netwerk en de netwerken daarom heen altijd goede mensen willen aanbevelen, niemand wil immers kwalitatief lage kandidaten aanbevelen. Tevens kun je uit je eigen netwerk vaak duidelijk herkennen wie goede kandidaten zijn omdat je deze personen immers zelf kent , echter gelden deze regels ook gewoon in fysieke netwerken.

4 Noem de belangrijkste reden waarom sociale media tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Veel mensen om mij heen zien sociale media als de belangrijkste bron voor werknemers in opkomst. Echter ik geloof nog steeds dat traditionele wervingsbronnen zoals vacature websites ook nodig zullen blijven om aan werknemers te komen. Natuurlijk worden sociale media zoals LinkedIn wel steeds belangrijker. Kwantiteit (los van kwaliteit) moet dus gehaald worden uit diverse bronnen.

5 Wat doet het gebruik van sociale media met de brand reputation van het bedrijf?

Wel veel, het gaat zich scharen onder de belangrijkste media voor branding. Zo zullen werknemers gaan schrijven via sociale media over hun bedrijf, als dat positief is zal dit zeker het imago van het desbetreffende bedrijf kunnen versterken. Mensen achter de schermen zullen dus steeds meer de uitstraling van bedrijven bepalen en tevens wordt dat eerder voor waar aangenomen dan commerciële reclames vanuit het bedrijf zelf.

Naam: Maarten Oostland
E-mail: m.j.oostland@wolterendros.nl
Bedrijf: Wolter & dros
Instrument: Sociale media

1 Noem hier de belangrijkste voordelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een van de grotere voordelen van sociale media is dat je veel mensen snel kunt bereiken. Tevens kun je daardoor ook snel de juiste mensen benaderen, want door middel van sociale media kun je via je netwerk kijken wie gespecialiseerd is in bepaalde zaken, ook deze mensen hebben weer een eigen netwerk waar vaak mensen in zitten met dezelfde of andere interesses. Zo kun je al snel de geschikte kandidaat tegen komen. Verder werkt het netwerken via sociale media met het geven en nemen principe, zo zijn mensen via sociale media behulpzaam mits je zo nu en dan ook iets voor anderen kunt betekenen. Kortom doordat iedereen elkaar helpt is je bereik enorm, waardoor je de meest uiteenlopende kandidaten voor posities binnen bedrijven kunt vinden.

2 Noem hier de belangrijkste nadelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Het kost veel tijd om het profiel van het bedrijf up-to-date te houden, dit is van belang om niet gedateerd over te komen wat vervolgens niet aantrekkelijk kan zijn voor potentiële kandidaten. Verder lijkt sociale media soms een hype, echter is het zeer waarschijnlijk dat het blijft en zich blijft uitbouwen, misschien in een andere vorm voor in de nabije toekomst. En wat ook als een nadeel beschouwt kan worden is dat het als bedrijf moeilijk is om je te onderscheiden op sociale media, want er komen steeds meer bedrijven erbij die hetzelfde doen via sociale media.

3 Noem de belangrijkste reden waarom sociale media werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Je netwerk wil goed uit de verf komen en wil dus niet de verkeerde mensen aanbevelen voor je bedrijf, dit kan dus leiden tot kandidaten met de juiste kwaliteiten. Echter kan sociale media aan de andere kant ook leiden tot lagere kwaliteit werknemers, de drempel om te gaan solliciteren is namelijk redelijk laag via sociale media. Het is dan dus ook van belang als bedrijf om de desbetreffende vacature goed en concreet te omschrijven voordat je mensen op de hoogte stelt via sociale media, dit kan het risico op een werknemer/kandidaat met een lagere kwaliteit enigszins verminderen.

4 Noem de belangrijkste reden waarom sociale media tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Zoals de antwoorden op vraag 1 en 3 al beschrijven. Je kunt in een keer een groot publiek bereiken waardoor je een hoge kwantiteit aan potentiële werknemers binnen je bereik hebt. Verder is sociale media dus laagdrempelig, ook daarom kun je snel aan veel kandidaten komen.

5 Wat doet het gebruik van sociale media met de brand reputation van het bedrijf?

Sociale media kan het bedrijf maken of breken, dus ja ik denk dat bedrijven naamsbekendheid kunnen werven door middel van goed gebruik van sociale media. Via persoonlijke profielen kunnen andere mensen zien dat ik of andere mensen bij Wolter & dros werken en zien dat het een goed bedrijf is. Een ander goed voorbeeld (los van Wolter & dros) is dat KPN sociale media gebruikt om adequaat op klachten in te springen van zijn klanten. Zo zoeken werknemers van KPN naar klachten bijvoorbeeld via Twitter door zoektermen te gebruiken, wanneer iemand aan het klagen is over KPN gaan de werknemers van KPN vragen wat er precies aan de hand is en aanbevelen hoe het probleem op te lossen is. Verder kan het verkeerd gebruik van sociale media je bedrijf een slecht imago opleveren. Zo

had een zonnepanelen leverancier enorm veel taalfouten op zijn website, vervolgens had hier iemand over geblogd via sociale media. Dit viel in het verkeerde keelgat bij de zonnepanelen leverancier. Vervolgens schepte het zonnepanelen bedrijf op over hoe goed zij wel niet waren en dat ze van plan waren een advocaat erop in te zetten. Dit verhaal deed zijn ronde op diverse sociale media en geeft het bedrijf niet het imago waar ze op hopen, ze hadden beter hun fouten kunnen toegeven en dat ze het zo snel mogelijk zouden herstellen.

http://www.frankwatching.com/archive/2010/04/23/hoe-je-vooral-niet-moet-omgaan-met-kritiek-op-internet/

Naam: Jacco Valkenburg
e-mail: jacco@iprc.nl
Bedrijf: Recruit2.nl
Instrument: Sociale media

1 Noem hier de belangrijkste voordelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Het grootste voordeel is dat je er ontzettend veel profielen op (terug) kunt vinden, van de 7 miljoen werkende mensen in Nederland kun je er zeker 2 miljoen van terug vinden op LinkedIn. Op dit moment is het merendeel op LinkedIn een professional en hoger opgeleid, maar ook het lager kader op LinkedIn neemt toe. Verder kun je met de zoek functie direct een longlist van kandidaten krijgen uit een bepaald vakgebied, vervolgens kun je dan vergelijken welke kandidaten matchen met bepaalde banen. Ook vanuit de werkzoekende zelf zijn er veel voordelen, zo kan de kandidaat zelf gemakkelijk contact zoeken met bedrijven. Verder kunnen potentiële kandidaten via via en dus ook via hun eigen netwerk opdrachten of banen verkrijgen. Het werkt eigenlijk net zoals een fysiek netwerk maar dan in het groot. Bij een netwerk borrel zijn misschien 10% van de mensen interessant voor jou, maar via een search op LinkedIn zijn (bijna) alle kandidaten relevant.

2 Noem hier de belangrijkste nadelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Het is een andere manier van werven, als je een vacature plaatst dan wacht je passief af en kun je pas achteraf de kandidaten eruit filteren. Bij sociale media moet je er echt pro-actief mee aan de slag gaan, werven via sociale media kost dus wel veel tijd. Echter het voordeel is in mijn opinie wel groter, met sociale media kun je veel gerichter te werk gaan.

3 Noem de belangrijkste reden waarom sociale media werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Netwerken via via levert vaak hoge kwaliteit op, zo bereik je over het algemeen de beste kandidaten wat te vergelijken is met de output van executive search. Je kunt namelijk gericht zoeken in je eigen netwerk en dat van anderen. Aangezien je op deze manier al vaak over waardevolle sociale informatie over een kandidaat kan beschikken leid dit tot kwalitatief goede kandidaat keuzes. Ook volgens diverse onderzoeken blijkt dit gegeven.

4 Noem de belangrijkste reden waarom sociale media tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Kwantiteit via sociale media is geen probleem, bijna iedereen heeft tegenwoordig wel ergens een profiel wat transparantie oplevert en een grote vijver om uit te vissen. Verder zit 80% van de Nederlanders onder de 35 jaar op Hyves.

5 Wat doet het gebruik van sociale media met de brand reputation van het bedrijf?

Via sociale media kun je enorm veel informatie kwijt en het is bovendien laagdrempelig om informatie te delen of op te zoeken. Een werkzoeker kan dan wat achter liggende informatie over een bedrijf terug zoeken. Ook via youtube (zoals bedrijfsfilmpjes), Flickr en Twitter kan informatie worden gedeeld dat iets zegt over het desbetreffende bedrijf.

Naam: Michiel Vermeulen
Twitter: http://twitter.com/mycoolestthing
E-mail: info@excellencematch.nl
Bedrijf: ExcellenceMatch.nl
Instrument: Sociale media

1 Noem hier de belangrijkste voordelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

De twee grootste voordelen van sociale media is dat het wordt gekenmerkt door snelheid en ongelimiteerde mogelijkheden. Zo heb je als bedrijf een zeer groot bereik, je kunt namelijk met zoekwoorden op bedrijven en vakgebieden zoeken. Zo kun je in een keer zeer veel mensen bereiken met een hoge snelheid. Dit wordt met name gedaan bij LinkedIn en Twitter, daar kun je snel specifieke werknemers voor bepaalde sectoren bereiken, en snel de status van de desbetreffende persoon na trekken. Persoonlijk vind ik dit de onbeperkte mogelijkheid tot succes.

2 Noem hier de belangrijkste nadelen van sociale media als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een nadeel is dat een vacature niet altijd wijdverspreid moet worden zodat iedereen weet dat er iemand binnen een bepaald bedrijf nodig is voor een bepaalde positie. Het kan dus niet discreet blijven en kan dus ook effect hebben op o.a. beursgang (wat niet moet). Verder kan sociale media wel eens wat te globaal zijn, zo kunnen er verkeerde mensen reageren. Zo kun je via Twitter vragen naar projectmanagers, echter kan het zijn dat je dan projectmanagers uit totaal andere sectoren aantrekt.

3 Noem de belangrijkste reden waarom sociale media werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Over het algemeen kan sociale media wel werknemers opleveren met kwaliteiten. Echter net zoals eerder vermeld, je kunt kandidaten uit de verkeerde sectoren aantrekken wat niet de bedoeling is. Toch is er minder vervuiling dan bijvoorbeeld op sommige vacature websites zoals monsterboard, dit alles heeft te maken met het gerichte zoek vermogen van sociale media.

4 Noem de belangrijkste reden waarom sociale media tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Kwantiteit is geen probleem, er is zoals eerder gezegd altijd een groot bereik.

5 Intelligentie en creativiteit is moeilijke te herkennen volgens u, waarom?

Eigenlijk heb ik hier geen mening over. Echter zou je wel creativiteit en intelligentie kunnen herkennen aan iemand zijn sociale media profiel. Maar vaak is dit niet echt te bepalen naar mijn mening. Omdat er allereerst genoeg informatie moet instaan om iemand te kunnen beoordelen, en dan nog heb je cursussen om je van je beste kant te laten zien via sociale media of de desbetreffende mensen hebben hulp gekregen van andere mensen. Dus daarmee kun je dus niet altijd creativiteit en intelligentie vaststellen.

6 Wat doet het gebruik van sociale media met de brand reputation van het bedrijf?

Het is tegenwoordig noodzakelijk als bedrijf om bezig te zijn met sociale media, het is wel intensief want het bedrijf moet zijn profiel blijven updaten, echter kun je niet meer zonder. Het kan naar mijn idee zelfs imago verlagend werken wanneer bedrijven geen sociale media gebruiken, het is een essentieel onderdeel voor bedrijven geworden net zoals telefoons. En tevens is het dus ook gewoon een communicatie middel wat voor makkelijk en snel contact zorgt.

Naam: Frida Houwen
E-mail: fhouwen@gom.nl (receptie: gkleine@gom.nl)
Bedrijf: Gom
Instrument: Gedrukte advertenties

1 Noem hier de belangrijkste voordelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Voor het werk wat wij aanbieden hebben we met gedrukte advertenties in huis aan huis bladen over het algemeen het beste bereik. Maar dit is wel afhankelijk per plaats, waar juist weer veel studenten wonen kunnen we het beste (ook) via internet adverteren.

2 Noem hier de belangrijkste nadelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een nadeel is dat er soms te veel mensen op een enkele vacature reageren, dit kost veel tijd om dan de juiste personen er uit te filteren. Ik heb juist het idee dat er via internet gerichter wordt gekeken en dus zorgvuldiger wordt gereageerd.

3 Noem de belangrijkste reden waarom gedrukte advertenties werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Dit is iets wat je pas in de praktijk kan opmerken, echter zie ik niet een significant verschil in kwaliteit met bijvoorbeeld geworven mensen via een huis aan huis blad of via internet.

4 Noem de belangrijkste reden waarom gedrukte advertenties tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Via de krant/huis aan huis bladen hebben we een snelle respons, we moeten er zelfs dus mensen uitfilter zoals eerder gezegd.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Nee daar maken we nog geen gebruik van. Wel merk ik om mij heen dat LinkedIn steeds bekender en groter wordt, allicht een must voor in de nabije toekomst.

Naam: Stef Jelier
E-mail: Stef.Jelier@nl.issworld.com
Bedrijf: ISS
Instrument: Gedrukte advertenties

1 Noem hier de belangrijkste voordelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Gedrukte advertenties zijn een effectief middel om de juiste doelgroep te bereiken. Zo maken we binnen ISS onderscheid tussen 2 diverse te bereiken doelgroepen personeel. Zo zijn de potentiële schoonmakers goed te bereiken via huis aan huis bladen. En potentieel management is goed te bereiken via advertenties in magazines. Ik denk dat gedrukte advertenties effectiever zijn dan online advertenties, omdat online de reacties vaak heel erg uiteenlopend zijn en vaak niet geschikt personeel oplevert (uit bijvoorbeeld de verkeerde vakgebieden).

2 Noem hier de belangrijkste nadelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Relatief gezien is het plaatsen van een gedrukte advertentie duur, zeker wanneer dit wordt afgezet tegen het plaatsen van online advertenties, deze blijven namelijk langer staan voor minder geld. Een gedrukte advertentie blijft daarentegen korter in roulatie en kost dus significant meer. Uiteraard gaat het er natuurlijk ook om dat nou net de juiste persoon de juiste advertentie leest, het bereik van een gedrukte advertentie kan dus kleiner zijn ten opzichte van online vacatures.

3 Noem de belangrijkste reden waarom gedrukte advertenties werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Gedrukte advertenties leveren met name kwalitatief goed management personeel op. Het personeel wat reageert via gedrukte advertenties moeten over het algemeen meer moeite doen om te reageren dan via internet, de drempel ligt dus hoger wat betekend dat er meer gemotiveerd potentieel personeel reageert.

4 Noem de belangrijkste reden waarom gedrukte advertenties tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Gedrukte advertenties gebruik ik liever voor een beperkt aantal te werven personeelsleden. Een groepmensen kun je beter online zoeken daar waar je bereik wat groter is.

5 Je geeft aan te weten wat de globale en specifieke kwaliteiten en activiteiten zijn van potentiële werknemers die gaan reageren op advertenties, hoe kan dat?

Toegegeven, het is meer een gevoelskwestie. Mensen die moeite nemen om te solliciteren via gedrukte advertenties zijn over het algemeen meer passend bij het bedrijf. Deze mensen ondernemen namelijk een bepaalde actie wat iets zegt over hun manier van doen. Vervolgens kunnen we via een assessment zien of iemand ook daadwerkelijk voldoet aan de verwachtingen.

6 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Nee nog niet, wellicht iets voor de nabije toekomst.

Naam: Maurice Peters
E-mail: m.g.b.peters@wolterendros.nl
Bedrijf: Wolter & dros
Instrument: Gedrukte advertenties

1 Noem hier de belangrijkste voordelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Voorlopig kunnen gedrukte advertenties worden gezien als een stuk reclame voor het bedrijf. Echter zal men in de toekomst wel steeds meer van bijvoorbeeld de krant afstappen en naar vacatures via internet zoeken. Een ander voordeel is dat het ten opzichte van headhunters een stuk goedkoper is, ook komt het plaatsen van advertenties in een krant of magazine professioneel over. Verder is het plaatsen van vacatures in gerichte magazines voor elk vakgebied aantrekkelijker, zo wordt sneller de juiste doelgroep bereikt.

2 Noem hier de belangrijkste nadelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Aan de andere kant kunnen advertenties in de krant (of magazines) erg duur zijn als je het vergelijkt met het plaatsen van advertenties op internet. Een ander nadeel kan optreden wanneer het bedrijf te vaak dezelfde vacatures plaatst in de krant, dit kan een slecht imago opleveren omdat dit kan duiden op een hoog verloop binnen het bedrijf.

3 Noem de belangrijkste reden waarom gedrukte advertenties werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Dat is niet eenduidig aan te geven, de kwaliteit van de werknemers varieert nogal en er is dus ook geluk bij nodig. Ook de kosten van een bepaalde advertentie ten opzichte van de werknemer die het kan opleveren zijn moeilijk meetbaar te maken.

4 Noem de belangrijkste reden waarom gedrukte advertenties tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Dit is nogal afhankelijk van de tijd wanneer de advertentie wordt geplaatst en het type advertentie. Vaak is het zo wanneer de eisen specifieker en harder zijn, dat er dan stuk minder kandidaten reageren.

5 Volgens u kunnen gedrukte advertenties ook gebruikt worden voor topposities, is dat over het algemeen zo?

Ja ook voor hoge posities plaatsen wij advertenties in de krant. Vaak is het zo dat hoger opgeleiden tegenwoordig nog de krant lezen.

6 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Persoonlijk gebruik ik sociale media nog niet, echter is dit wel de bedoeling in de nabije toekomst wanneer het meer een standaard gaat worden. Binnen het bedrijf zijn we er al wel naar aan het kijken.

Naam: Ton Rodenburg
E-mail: t.rodenburg@ara.nl
Bedrijf: ARA
Instrument: Gedrukte advertenties

1 Noem hier de belangrijkste voordelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Beelden zeggen meer dan 100 woorden, een advertentie in een krant of magazine kan een aantrekkelijk beeld scheppen van een bepaald bedrijf. Op die manier kan er via gedrukte advertenties ingebroken worden bij latente zoekers, dit zijn niet actief werkzoekende mensen die door een desbetreffende vacature in gedrukte media toch bereikt en getriggerd kunnen worden. Verder zal een gedrukte advertentie niet direct voor conversie zorgen maar wel kan het waardescheppend en reputatie verhogend werken. Een advertentie dient dus eigenlijk ook als reclame wat natuurlijk wel tot indirecte conversie kan leiden. Dit betekend op zijn beurt weer dat mensen via the-word-of-mouth elkaar op dat desbetreffende bedrijf kunnen wijzen. Uiteindelijk zal het dus in zijn geheel als een corporate branding tool werken, behalve werknemers aantrekken kan het dus ook indirect merk verhogend werken wat de uiteindelijke profit van een bedrijf kan laten toenemen.

2 Noem hier de belangrijkste nadelen van gedrukte advertenties als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Het is relatief duur om een advertentie te plaatsen in een krant of magazine. Aan de andere kant lijkt dit misschien zo maar is de verhouding ten opzichte van bijvoorbeeld online werving onduidelijk. Werven via bijvoorbeeld sociale media kost aanzienlijk meer tijd, sociale media behoeft een juiste strategie en men moet bijvoorbeeld steeds leuke content plaatsen om aandacht te blijven trekken, dit kost tijd en tijd is uiteraard geld. En verder heb je een diffuus bereik aangezien je niet precies weet hoeveel mensen de advertentie uiteindelijk zullen zien. Tevens wordt het bereik onder jongeren via de gedrukte media minder, waarbij het online werven dus steeds belangrijker wordt.

3 Noem de belangrijkste reden waarom gedrukte advertenties werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Het levert naar mijn idee werknemers met een bepaalde kwaliteit op, misschien hoger dan via online advertenties. Er is namelijk een hogere drempel om actief te worden na het lezen van een gedrukte advertentie ten opzichte van een online advertentie. Een reactie op een online advertentie is maar 1 klik ver weg, reageren op een gedrukte advertentie vereist meer handelingen en motivatie. Het is dus een zelf selecterend systeem waarbij de meest geschikte kandidaten zullen reageren.

4 Noem de belangrijkste reden waarom gedrukte advertenties tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Dat kan nogal verschillen, vanuit een groot en bekend merk/bedrijf gezien met veel laagdrempelige functies zullen er veel reacties verwacht kunnen worden. Een klein merk/bedrijf met een advertentie voor een specifieke functie zal weinige reacties opleveren. Maar eigenlijk vind ik dat gedrukte advertenties iets meer kwaliteit kunnen opleveren en dat job boards meer gericht zijn op kwantiteit.

5 U zegt dat de intelligentie, persoonlijkheid en globale kwaliteiten van een persoon op voorhand in te schatten zijn, hoe kan dat?

Een bepaalde medium keuze kan wat zeggen over het type persoon dat zal gaan reageren. Op deze manier kun je dus ruwweg bepaalde doelgroepen selecteren, zo zal een regionaal dagblad lezer over het algemeen anders zijn gezien zijn persoonlijkheid en/of cultuur ten opzichte van iemand die het NRC leest. Zo heb je ook kranten en magazines die bijvoorbeeld op rechts of links politiek georiënteerde doelgroepen focussen, dit zijn dus allemaal verschillende mindsets.

6 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Een multimediale campagne geloof ik in. Op die manier kun je iedereen (en diverse culturen) bereiken via diverse communicatie middelen. Ook het sociale component wordt steeds belangrijker en dus zullen vacatures ook steeds meer via deze sociale (media) netwerken gaan. Tevens schept een multimediale campagne meer leven en bekendheid omtrent een bepaald merk, het self fulfilling prophecy principe.

Naam: Jacintha Schoon
E-mail: Jacintha.c.schoon@gsk.com
Bedrijf: GlaxoSmithKline
Instrument: Vacature websites

1 Noem hier de belangrijkste voordelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Advertenties via internet zijn vaak stukken goedkoper om te plaatsen ten opzichte van kranten en magazines. Verder is adverteren via internet snel en je hebt daarbij een groot bereik, wij gebruiken intermediar om zo sneller de juiste hoger opgeleide doelgroep te bereiken.

2 Noem hier de belangrijkste nadelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Eigenlijk zie ik geen nadelen ten aanzien van vacature websites, het is juist zo dat we vrijwel geen gebruik meer maken van gedrukte advertenties om de eerder genoemde voordelen van vacature websites.

3 Noem de belangrijkste reden waarom vacature websites werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Veel onderzoeken wijzen uit dat de meeste mensen tegenwoordig online oriënteren naar een baan. Wat dat betreft kun je zeggen dat de kwalitatief beste werknemers zich nu ook online bevinden. Verder zijn er mogelijkheden om je vacatures te beveiligen, zo moeten mensen eerst vragen beantwoorden voordat ze überhaupt toegang krijgen (dit kan bijvoorbeeld met het vak gebied te maken hebben). Zo zou je misschien de kwaliteit van de potentiële werknemers die gaan reageren kunnen reguleren. Echter doen wij dit eigenlijk niet.

4 Noem de belangrijkste reden waarom vacature websites tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Niet alle online advertenties leiden tot het vervullen van bepaalde posities, dus wat dat betreft kan de kwantiteit enigszins tegenvallen. Vervolgens vullen we deze posities op door middel van recruitment bureaus in te schakelen.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

LinkedIn gebruiken we wel om potentieel personeel terug te vinden of om nieuwe potentiële kandidaten te zoeken. Sociale media zoals Twitter, Facebook en Hyves vermijden we gezien het feit dat het niet de formaliteit uitstraalt die bij de farmaceutische industrie hoort waar wij in actief zijn.

Naam: Annemieke Scholten
E-mail: AScholten@gom.nl
Bedrijf: Gom
Instrument: Vacature websites

1 Noem hier de belangrijkste voordelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Vooral de snelheid die vacature websites kunnen bieden is ideaal. Zowel wij als het bedrijf als degene die solliciteert weet snel waar je aan toe bent. Tevens kun je veel mensen bereiken en het is overzichtelijk, ook kun je het makkelijk beheren aangezien alles digitaal gaat.

2 Noem hier de belangrijkste nadelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Je krijgt meer onzorgvuldige reacties binnen via vacature websites. Veel mensen lezen de advertentie niet goed en reageren bijvoorbeeld op vacatures die boven hun niveau zitten. Tussen de reacties kan dit dus voor vervuiling zorgen, er moeten dan dus veel mensen tussen uitgefilterd worden wat tijd kost.

3 Noem de belangrijkste reden waarom vacature websites werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Via vacature websites kun je een grote doelgroep bereiken aangezien zeer veel mensen tegenwoordig online naar banen zoeken, zo heb je meer kans de juiste doelgroep te bereiken dan ten opzichte van bijvoorbeeld de krant. Echter heeft een LinkedIn via sociale media bijvoorbeeld wel weer een gerichter bereik dan bijvoorbeeld de krant.

4 Noem de belangrijkste reden waarom vacature websites tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

We kunnen al het hoger kader personeel tegenwoordig digitaal bereiken, zoals eerder gezegd bieden vacature websites een grote vijver om uit te vissen. Verder zijn alle vacatures gekoppeld naar onze site, dus ook door de naamsbekendheid bereiken we veel mensen via vacature websites en onze eigen website.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Op dit moment nog nauwelijks, ook omdat dit nog officieel buiten het bedrijfsbeleid valt. Echter kijken er wel eens recruiters op eigen initiatief in hun eigen (sociale) netwerk of er iemand inzit die van waarde kan zijn voor het bedrijf, voor bijvoorbeeld een moeilijk vervulbare vacature. Allicht zullen nieuwe generaties wel steeds meer gebruik gaan maken van sociale media als wervingsinstrument.

101

Naam: Jeroen Valentijn
E-mail: j.valentijn@vitae.nl
Bedrijf: Vitae
Instrument: Vacature websites

1 Noem hier de belangrijkste voordelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Het vergroten van je visibility op internet van je bedrijf is een voordeel van advertenties plaatsen op vacature websites. Los van het feit dat je op deze manier werknemers kunt werven maak je dus eigenlijk ook reclame. Wanneer het bedrijf zichzelf positioneert op diverse job boards zal uiteraard de visibility en bereik toenemen. Wij bij Vitae zorgen ervoor dat bedrijven op diverse job boards belanden met hun advertenties.

2 Noem hier de belangrijkste nadelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een nadeel voor bedrijven kan zijn dat het redelijk wat geld kost om op een job board te komen. Tevens valt 1 vacature vaak niet op tussen de andere beschikbare vacatures, een bedrijf met meerdere vacatures valt dus veel meer op.

3 Noem de belangrijkste reden waarom vacature websites werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

De kwaliteit van werknemers die het oplevert verschilt per keer. Echter is het ook afhankelijk van de vacature websites waarop je actief bent als bedrijf. Via Monsterboard vind je vaker hoog opgeleiden en via werk.nl vind je vaker lager geschoold personeel, maar ook daar varieert de kwaliteit erg per doelgroep en vakgebied.

4 Noem de belangrijkste reden waarom vacature websites tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Relatief gezien leveren vacature websites kwantiteit op. Echter is dit ook weer afhankelijk van het vakgebied, zo zal een specifieke functie relatief weinig reacties opleveren. Zo is alles afhankelijk van het vraag en aanbod principe.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Ja we maken gebruik van o.a. LinkedIn om daar profielen en CVs terug te vinden. Echter lijkt het volgens ons niet echt geschikt voor doelgroepfuncties, zo is bepaald technisch personeel niet te vinden via LinkedIn, echter wel op Hyves. Tevens gebruiken we sociale media als een tool om vacatures er aan te linken om zo informatie te verspreiden.

Aanvullend denk ik dat job boards zullen blijven bestaan en dat google en sociale media gaan groeien en meer in combinatie zullen gaan werken.

Naam: Klarine Visscher
E-mail: Klarine.Visscher@monsterboard.nl
Bedrijf: Monsterboard
Instrument: Vacature websites

1 Noem hier de belangrijkste voordelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Meeste vacature sites zoals Monsterboard beschikken over een database met profielen, er is dus altijd een kandidaat te vinden en te vergelijken. Vacature websites worden door mensen bezocht die actief opzoek zijn naar een baan, zo komen vraag en aanbod bij elkaar. Verder is het voor het bedrijf een redelijk goedkope manier van adverteren en verkrijgen van potentiële werknemers. Tot slot is het ook een communicatie middel naar kandidaten toe, zo kunnen potentiële werknemers informatie vergaren over het desbetreffende bedrijf.

2 Noem hier de belangrijkste nadelen van vacature websites als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een nadeel kan zijn dat er kandidaten tussen zitten die al een langere tijd uit de roulatie zijn en zich dus weer moeten herpakken, deze kandidaten zullen niet ten alle tijden geschikt zijn voor sommige bedrijven. Verder kunnen er mensen tussen zitten die al wat langer een baan zoeken en dus ook niet meer hun CV up to date hebben. Verder is het zo dat werkzoekenden op van alles kunnen reageren, zo kunnen er zeer veel reacties ontstaan op een bepaalde vacature. Dit is vervolgens tijdrovend om door al deze reacties heen te gaan als recruiter.

3 Noem de belangrijkste reden waarom vacature websites werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Kwaliteit kan erg variëren, zo kunnen kandidaten die niet voldoen aan het profiel van de baan reageren, dit kan eventueel leiden tot een werknemer met een lagere kwaliteit. Maar ook andersom is mogelijk, kandidaten die over gekwalificeerd zijn er reageren op bepaalde vacatures omdat ze simpel weg weer aan het werk willen komen en daarom onder hun niveau gaan zoeken.

4 Noem de belangrijkste reden waarom vacature websites tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Vacature websites zijn doorgaans meer gericht op kwantiteit waar de output van variërende kwaliteit is. Sommige bedrijven zoals grotere uitzendorganisaties plaatsen veel vacatures tegelijk.

5 In de enquête gaf u aan dat vacature websites volgens u niet altijd leidt tot geschikt personeel, hoe komt dat?

Nou eigenlijk hangt dit per niveau, bedrijfscultuur en/of positie af. Zo zijn vaak de iets algemenere vacatures zoals marketing en sales meestal wel goed in te vullen, hiervoor zijn vacature websites dan ook zeer geschikt. Echter zijn specifiekere functies in zeer specifieke vakgebieden vaak wat moeilijker in te vullen.

6 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Nee sociale media gebruiken we als recruiment afdeling nog niet in gekoppeld met Monsterboard. Wel hebben we als bedrijf een hyves en facebook pagina waar we wel onze vacatures aan kunnen linken zodat er meer zichtbaarheid voor is. Voor vacatures binnen Monsterboard gebruiken we aanvullend wel sociale media om specifieke werknemers te traceren, dit doen we meestal met LinkedIn. Het voordeel is dat je snel personen kunt vinden en kunt headhunten, dit is een goed instrument om 1 op 1 potentiële kandidaten te benaderen. Je kunt eenvoudig hun CV bekijken en je bereikt ook latent/passief werkzoekende werknemers die van grote waarde kunnen zijn. Echter is een groot eigen netwerk wel benodigd om hier optimaal gebruik van te maken. Voor onze klanten hebben we wel oplossingen in combinatie met social media.

Naam: Rob Agterhof
E-mail: r.agterhof@venturaprofs.nl
Bedrijf: Ventura Professionals
Instrument: Executive search bureau

1 Noem hier de belangrijkste voordelen van executive search/headhunters (voor tijdelijke krachten) als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een voordeel is dat we over een kwalitatief goed bestand beschikken met ZZPers, veel ZZPers beschikken ook nog eens over een eigen bedrijf en hebben dus een bepaalde kennis. Verder hoeven bedrijven niet zelf meer op zoek te gaan wanneer ze goede tijdelijke krachten zoeken. Tevens kunnen we snel leveren met kwaliteitsgarantie, we houden de beschikbaarheid van ZZPers namelijk constant in de gaten. Tot slot rekenen wij geen kosten voor het beschikbaar stellen van een kandidaat maar vragen wij een gedeelte van het uur tarief. Deze kandidaten weten overigens dat ze met elkaar concurreren binnen ons bestand, dit zorgt dus voor een goede prijs kwaliteitsverhouding.

2 Noem hier de belangrijkste nadelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Bedrijven willen graag extra schakels vermijden, dus als de desbetreffende organisatie een goed eigen netwerk heeft verdient dat vaak de voorkeur. Dit kan in essentie kosten en tijd besparen voor sommige bedrijven. Bedrijven kunnen dan ook gebruik maken van een soort poule/cartotheek van kandidaten waarbij ze veel flexibele werknemers kunnen vinden zonder dat er verplichtingen aan vast zitten.

Een ander nadeel in ons geval kan zijn dat werkgevers het jammer vinden om tijdelijk personeel te verliezen wat zojuist kennis over het bedrijf heeft opgebouwd. Echter is het wel mogelijk om deze ZZPers te volgen en in de toekomst weer te benaderen.

Laatst te bedenken nadeel kan zijn dat bedrijven een dergelijk executive bureau te weinig toegevoegde waarde vinden leveren wanneer er naar de verhouding van de betaalde prijs en het geleverde personeel wordt gekeken.

3 Noem de belangrijkste reden waarom executive search werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Wij beschikken over een geselecteerd bestand wat kwaliteitsverhogend werkt. Alle kandidaten zijn bekend en we hebben er persoonlijk contact mee. Verder stellen we diverse eisen zoals dat de kandidaat niet te jong moet zijn en dus al ervaring moet hebben, ook willen wij graag referenties zien die we na kunnen gaan. Als deze referenties op de desbetreffende ZZPers' CV staan weten wij dat hij het toevertrouwd om met andere mensen over hem te praten, dit is voor ons vaak een kwaliteitsindicatie. Verder moet de ZZPer alle zaakjes op een rijtje hebben zoals dat hij toestemming van de belastingdienst moet hebben dat hij als een zelfstandige opereert, om zo eventuele fiscale calamiteiten bij werkgevers te voorkomen.

4 Noem de belangrijkste reden waarom executive search tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

We richten ons op kwaliteit, niet kwantiteit. We stellen een geschikte kandidaat per bedrijf voor voor een bepaalde positie. Wanneer het niet klikt vragen wij aan het bedrijf waarom, deze informatie kunnen wij dan weer gebruiken voor verdere selectie.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Ja, we maken intensief gebruik van LinkedIn voor zakelijk gebruik. Bijna al onze kandidaten binnen onze database staan ook op LinkedIn. Dit heeft een aantal voordelen:
- *LinkedIn is vaak meer up-to-date dan een CV, de beschikbaarheid van een kandidaat is via LinkedIn dus vaak sneller bekend*
- *Wanneer een kandidaat niet beschikbaar is zoeken we via hem naar gelijkende personen*
- *Het kan dient als extra kwaliteitscheck, dat kun je zien aan beschrijvingen van de kandidaat en de beschrijvingen die andere mensen via LinkedIn over de kandidaat hebben vermeld (mensen die bijvoorbeeld met hem hebben samengewerkt)*
- *Meeste LinkedIn gebruikers hebben een foto in hun profiel staan, zo kunnen we deze nakijken wanneer we deze niet in onze database hebben*

Aanvullende opmerkingen:

Sociale media heeft invloed op de brand reputation van bedrijven, organisaties in deze tijd kunnen er eigenlijk niet meer aan ontkomen. Het geeft (zoals via Twitter up-to-date berichtgeving) meer transparantie over het bedrijf in kwestie, wanneer je niet mee doet met sociale media betekend het niet dat je perse wat te verbergen hebt, maar het kan allicht de schijn wekken.

Naam: André Kager
E-mail: andre@humancapitalrecruitment.nl
Bedrijf: Human Capital Recruitment
Instrument: Executive search bureau

1 Noem hier de belangrijkste voordelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Professionals adverteren niet zichzelf, ze hebben altijd een baan en moeten worden losgeweekt bij het desbetreffende bedrijf. Dit kunnen ook passief werkzoekende zijn en beschikken over bepaalde specifieke kwaliteiten.

2 Noem hier de belangrijkste nadelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

De kosten van een headhunter kunnen erg oplopen, zeker nu met de economische crisis denken bedrijven wel twee keer na voordat ze een dergelijk bedrijf inschakelen. Daardoor zullen veel bedrijven zelf proberen het juiste personeel te vinden. Tevens kan het netwerk van een headhunter instantie niet altijd overeenkomen met de kandidaten waarnaar een desbetreffend bedrijf zoekt, dus zal het bedrijf via andere wegen kandidaten moeten zoeken.

3 Noem de belangrijkste reden waarom executive search werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Als executive search nemen wij zo min mogelijk opdrachten aan, we zoeken namelijk naar speciale kandidaten en er wordt dus veel tijd ingestoken om deze te vinden en te screenen. Voor de rest werken wij op een no cure no pay basis, dus als de kandidaat niet functioneert bij het bedrijf zal dat niet in rekening worden gebracht. Bij het screenen van de kandidaat wordt er een uitgebreid intake gesprek gehouden en er wordt gekeken in welke bedrijfscultuur de kandidaat het beste past. En uiteraard kijken wij ook naar de cursussen, opleidingen en werkervaring van de kandidaat. Tot slot gebruiken wij assessment tools om een bepaald gedrag vast te stellen (maar niet tot in de diepte aangezien wij geen psychologen zijn) en verder worden er nog IQ en EQ testen gedaan.

4 Noem de belangrijkste reden waarom executive search tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Uiteraard richten wij ons op kwaliteit in plaats van kwantiteit.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Ja linkedIn wordt al veel gebruikt, daar checken wij vaak CV's. Dit is een zakelijk middel om in gesprek te komen met kandidaten, we gebruiken het zowel om kandidaten te screenen als te zoeken. Hyves wordt meer gebruikt voor de achtergrond, hoe is iemand in zijn persoonlijke leven en met wie gaat hij om, de huis tuin en keuken sociale media.

Aanvullende opmerkingen:

Sites als LinkedIn worden groter en dus meer mensen zullen zich graan profileren, echter moet er altijd rekening mee worden gehouden dat niet iedereen dat zal gaan doen. Voor de rest kan sociale media de brand reputation van bedrijven vergroten, het meedoen aan sociale media maken de communicatie middelen compleet, het gaat om de samenhang wat de merknaam kan vergroten. En hoe meer een bedrijf zich profileert via verschillende middelen des te bekender de merknaam.

Verder zijn er veel professionals actief op LinkedIn, ook veel senioren maar nog lang niet iedereen.

Naam: Harry Nauta
E-mail: Nauta@triceps.nl
Bedrijf: Triceps BV
Instrument: Executive search bureau

1 Noem hier de belangrijkste voordelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Executive search/headhunterschap is het instrument bij uitstek om passief werkzoekenden te bereiken met bepaalde kwaliteiten. En vaak vinden executives/werknemers het ook erg leuk om benaderd te worden door een executive search instantie. Verder leidt executive search tot een 'perfect fit' kandidaat voor het bedrijf waar de executive/werknemer terecht zal komen. Bedrijven kunnen namelijk een zeer scherp profiel opzetten waarbij headhunters de juiste kandidaten kunnen zoeken, ook helpt mee dat wij binnen Triceps consultants hebben die binnen aanverwante industrieën hebben geacteerd, dus er is ook inzicht in de industrie waarvoor wij werknemers zoeken.

2 Noem hier de belangrijkste nadelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Een nadeel is dat executive search vaak een duur wervingsinstrument is, zeker ten tijden van de economische crisis. Tevens vinden bedrijven executive search/headhunters niet altijd even transparant, zo komt het voor dat diverse executive search bedrijven minder werk verzetten dan dat in verhouding staat ten opzichte van de gevraagde vergoeding. Dit is een algemeen bekend verhaal binnen diverse industrieën die de ronde doet omtrent het headhunterschap. Tevens zijn bedrijven snel geneigd om zelf een CV van internet te halen om zo snel aan een werknemer te komen, daar waar je bij een executive instantie moet afwachten wanneer de juiste kandidaat zich aandient.

3 Noem de belangrijkste reden waarom executive search werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Zie vraag 1 en aanvullend kan er over gezegd worden dat er gebruik gemaakt wordt van assessment tools/persoonlijkheids testen om zo de eigenschappen van potentiële werknemers/executives nog exacter vast te leggen. De uitslagen van deze tests zullen dan des te meer ondersteunen waar zijn of haar kwaliteiten liggen. Tevens kan men aangeven in een verbeterprofiel wat ze willen verbeteren aan zichzelf om zo tot een nog hoger niveau te gaan, dit zal de kwaliteit stimuleren.

4 Noem de belangrijkste reden waarom executive search tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

De nadruk binnen executive search bedrijven ligt op kwaliteit, niet kwantiteit.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Ja, LinkedIn profielen worden regelmatig geraadpleegd tevens hebben we een website vanuit Triceps opgericht, namelijk www.detalentbank.nl. Daar kunnen mensen hun profiel plaatsen en desgewenst deze koppelen aan andere sociale media. Eigenlijk is dit onze eigen vorm van sociale media die wij gebruiken om zo talenten bij elkaar te krijgen en zichzelf te etaleren.

Aanvullende opmerkingen:

Een verkeerde aanname is dat alleen jongeren gebruik maken van sociale media, steeds meer senioren gebruiken sociale media als LinkedIn. Via Triceps geldt dat eigenlijk voor bijna alle senioren die werkzoekende zijn.

Tevens blijven werknemers/executives vaak niet meer jaren achtereen werken voor dezelfde baas zoals dat een tijd geleden het geval was. Sociale media helpt hier in mee, er kan namelijk zeer snel informatie worden uitgewisseld, werknemers en werkgevers krijgen daardoor een groter overzicht, meer keuzes en dus ook meer kansen.

Naam: Michiel Vermeulen
E-mail: info@excellencematch.nl
Bedrijf: ExcellenceMatch.nl
Instrument: Executive search bureau

1 Noem hier de belangrijkste voordelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Dagelijks ben ik bezig met het inschatten van personen en CVs, hierdoor is het mogelijk om de competenties van zowel het bedrijf als de kandidaat bij elkaar te brengen. Tevens is het netwerk die je hebt als headhunter bureau erg belangrijk, des te groter het netwerk des te vak gerichter er gezocht kan worden naar kandidaten.

2 Noem hier de belangrijkste nadelen van executive search/headhunters als wervingsinstrument, dit hoeven niet perse punten te zijn vanuit de meerkeuze vragen en kan het dus een toevoeging zijn vanuit uw perspectief

Vaak vinden bedrijven de kosten wat hoog om een headhunter bureau in te schakelen. Tevens kan het zijn dat bedrijven een algehele discretie willen hebben omtrent het vervullen van een bepaalde vacature. Zodat er geen gevoelige informatie kan lekken wat invloed kan hebben op bijvoorbeeld de beursgang of de persoon in kwestie die vervangen zal moeten worden.

3 Noem de belangrijkste reden waarom executive search werknemers oplevert met een hoge kwaliteit, of waarom juist niet?

Vooral de ervaring die je gebruikt om werknemers met een bepaalde kwaliteit te herkennen. Verder moet je lef en een bepaalde creativiteit hebben om deze kandidaten voor te dragen bij bedrijven. Verder kan een online assessement helpen om mensen in te schatten, echter blijft ervaring een grotere rol spelen.

4 Noem de belangrijkste reden waarom executive search tot grote hoeveelheden potentiële werknemers leidt, of waarom juist niet?

Als headhunter bureau zijn we meer gericht op kwaliteit en niet op grote hoeveelheden werknemers. Natuurlijk kan er bij uitzondering ook teams worden samengesteld voor bepaalde activiteiten, uiteraard heb je daarvoor ook bepaalde bureaus die ingeschakeld kunnen worden.

5 Wordt dit wervingsinstrument in combinatie met sociale media gebruikt? En zo ja, hoe?

Ja zeker. (zie ander interview met Michiel Vermeulen over sociale media)

Appendix III: Dominant factors

Most recurring topics

Research results	Mentioned factors
Quality	
Assessment of global performance	11
Assessment of intelligence	5
Assessment of personality	4
Assessment of specific performance	5
Attract personnel for top positions	0
Creative interaction	0
Low risks (selection mistakes)	0
May reduce fraudulent claims	0
Perfect fit candidates	1
Reconnect with people	4
Source for "passive" jobseekers	3
Targeted search	13
Quantity	
Build up relationships (talent pools)	3
Direct connect	6
Effectiveness attracting candidates	1
Enhancing visibility company	4
Find quickly personnel (or speakers)	2
Future perspective	2
Large amount of available personnel	11
Seniors' preferences	1
Young peoples' preferences	0
Other	
Costs	14
Managers concern	1

See the next pages for the Pareto charts and the actually discussed and counted topics (the summarized and categorized interviews)

Pareto charts "most recurring topics"

Quality
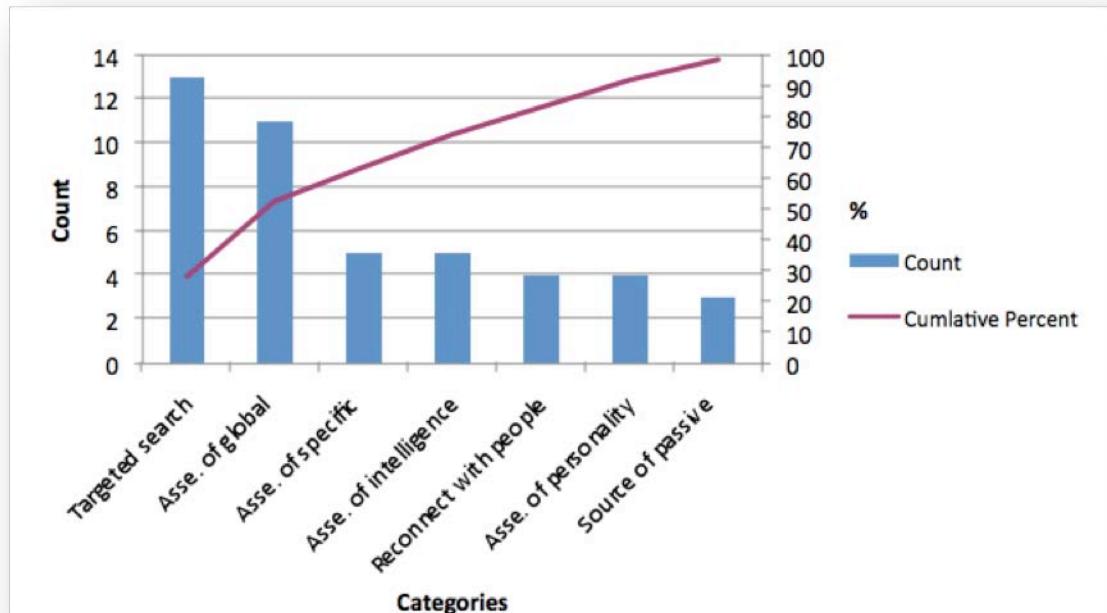
Category	Count	% of Total	Cumlative Percent
Targeted search	**13**	**28,3**	**28,3**
Asse. of global performance	**11**	**23,9**	**52,2**
Asse. of specific performance	**5**	**10,9**	**63,1**
Asse. of intelligence	**5**	**10,9**	**74**
Reconnect with people	4	8,7	82,7
Asse. of personality	4	8,7	91,4
Source of passive jobseekers	3	6,5	98
Perfect fit candidates	1	2,2	100
Attr. pers. for top positions	0	0	100
Creative interaction	0	0	100
Low risks (selection mistakes)	0	0	100
May reduce fraudulent claims	0	0	100
TOTALS	46	100	100
Ratio: 74/33			

Quantity
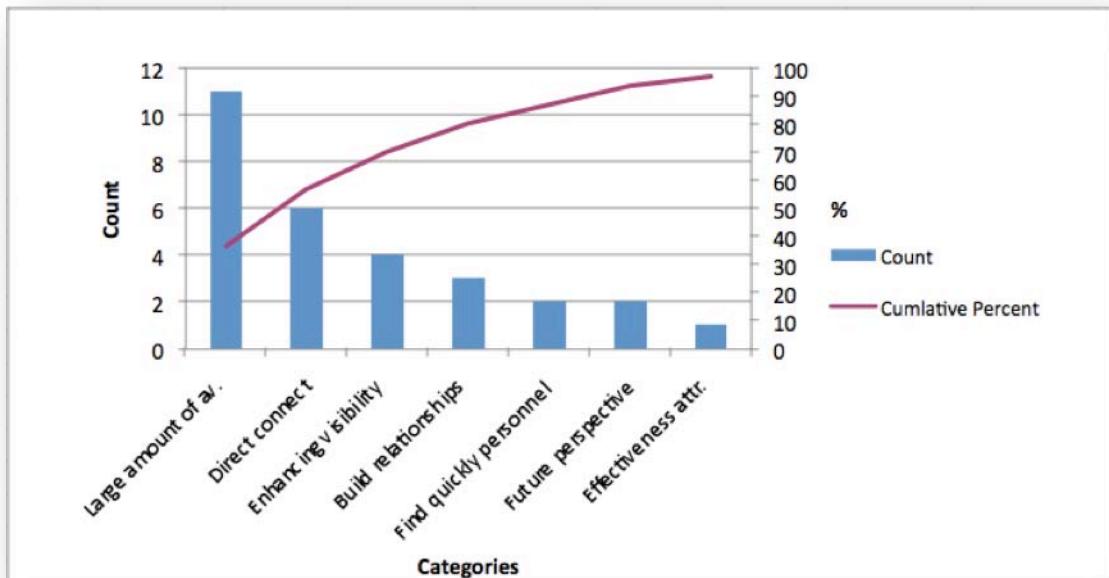
Category	Count	% of Total	Cumlative Percent
Large amount of av. personnel	**11**	**36,7**	**36,7**
Direct connect	**6**	**20**	**56,7**
Enhancing visibility company	**4**	**13,3**	**70**
Build relationships (talentpool)	3	10	80
Find quickly personnel	2	6,7	86,7
Future perspective	2	6,7	93,4
Effectiveness attr. Candidates	1	3,3	97
Seniors' preferences	1	3,3	100
Young peoples' preferences	0	0	100
TOTALS	30	100	100
Ratio: 70/33			

Discussed and summarized subjects
Categorized and based on the theoretical factors

Social media (Jeroen Hoekstra):
<u>Quality</u>
Reconnect with people: *Search easily within known and trusted networks, people within your network may be able to help to find suitable candidates within the same or other industry. No one wants to recommend someone with low qualities*
<u>Quantity</u>
Direct connect: *Reach many people within a short period*
Enhancing visibility company: *Provides insight and transparency*
Large amount of available personnel: *Social media is a great source, but other complementary sources stay necessary within the foreseeable future*

Social media (Maarten Oostland):
<u>Quality</u>
Reconnect with people: *Search easily within known and trusted networks, people within your network may be able to help to find suitable candidates within the same or other industry. No one wants to recommend someone with low qualities*
Targeted search: *Reach specialists with ease*
<u>Quantity</u>
Direct connect: *Reach many people within a short period. Low boundaries of social media can lead to excessive amount of replies, which can contain low quality, thus delineation within the job description is a necessity*
Large amount of available personnel: *Extensive reach*
<u>Other</u>
Costs: *Time-consuming nature of updating social media pages of the company, to prevent an outdated image*

Social media (Jacco Valkenburg):
<u>Quality</u>
Reconnect with people: *Search easily within known and trusted networks*
Targeted search: *1 Search and compare within diverse industries 2 Very specific search possibilities*
Assessment of global performance/personality: *General social information can be gained through personal profiles*
<u>Quantity</u>
Direct connect: *Easy access and contact possibilities for employer and candidate*
Large amount of available personnel: *2 million Dutch subscribers on LinkedIn*
<u>Other</u>
Costs: *Time-consuming nature of updating social media pages of the company*

Social media (Michiel Vermeulen):
<u>Quality</u>
Targeted search: *Reach specialists with ease. However, the low boundaries of social media can lead to communication with the wrong industries, thus delineation within the job description is a necessity*
Assessment of global performance: *Assessing people based on personal profiles may be inaccurate, as it could be out dated or lack certain information*
<u>Quantity</u>
Direct connect: *Reach many people with high pace*
Large amount of available personnel: *Extensive reach*
<u>Other</u>
Managers concern: *Not a good tool when discretion is a necessity*

Printed advertisements (Frida Houwen):
<u>Quality</u>
Targeted search: *Target group easily reachable*
<u>Quantity</u>
Direct connect: *Fast response*
Large amount of available personnel: *Reasonable reach*
<u>Other</u>
Costs: *Excessive amount of replies can be time consuming to proceed*

Printed advertisements (Stef Jelier):
<u>Quality</u>
Assessment of global performance: *Replying on printed advertisements requires more effort and motivation, whereas an online advertisement is just one click away*
Targeted search: *Target group easily reachable*
<u>Quantity</u>
Effectiveness attracting candidates: *Attracts target group with ease, whereas job boards or other online recruitment methods can attract to much personnel from the wrong fields*
Large amount of available personnel: *Reach can be limited pertaining to online advertisements (due to the short circulation period), thus online recruitment is preferable when high quantities are needed*
<u>Other</u>
Costs: *High costs for a relatively short circulation period*

Printed advertisements (Maurice Peters):
<u>Quality</u>
Assessment of global/specific performance: *Specific requirements leads to less replies (but to more specific candidates with maybe a higher quality and thus a good performance)*
Targeted search: *Target group easily reachable by means of magazines with the emphasis on a certain industry/field*
<u>Quantity</u>
Enhancing visibility company: *Printed advertisements are a form of professional publicity*
Future perspective: *Many people will shift to online job boards*
<u>Other</u>
Costs: *Respectively lower compared to head-hunters, but more expensive as job boards*

Printed advertisements (Ton Rodenburg):
<u>Quality</u>
Assessment of global performance: *Replying on printed advertisements requires more effort and motivation, whereas an online advertisement is just one click away*
Source for "passive" jobseekers: *Printed advertisements can trigger passive jobseekers*
Targeted search: *Self selecting principle, the target group will react*
<u>Quantity</u>
Enhancing visibility company: *Printed advertisements are a form of professional publicity*
Future perspective: *Mostly younger candidates shift to online job boards*
Large amount of available personnel: *Reach could be limited due to the unknown diffusion, difficult to indicate how many people read the actual advertisement.*
<u>Other</u>
Costs: *Relatively costly to place an ad in a magazine, whereas social media is free to utilize but time consuming*

Job related websites (Annemieke Scholten):
Quality
Targeted search: *Target group is hugely represented on online job platforms*
Quantity
Build up relationships (talent pools): *Profiles of the candidates are easily manageable*
Direct connect: *Easy and rapid contact possibilities for employer and candidate*
Large amount of available personnel: *Extensive reach, target group is hugely represented on online job platforms*
Other
Costs: *Excessive amount of replies can be time consuming to proceed*

Job related websites (Jacintha Schoon):
Quality
Assessment of global/specific performance/intelligence: *Necessity to reach higher educated candidates by means of specific printed media. Security options can enhance the influx of employees from the right field (and with certain qualities), like field specific question before a candidate can reply on a certain vacancy.*
Targeted search: *Utilization of certain printed media (Intermediar) in order to reach the higher educated candidates. Security options can enhance the influx of employees from the right field (and with certain qualities), like field specific question before a candidate can reply on a certain vacancy.*
Quantity
Large amount of available personnel: *Extensive reach, target group is hugely represented on online job platforms. However not all positions can be fulfilled with job boards, hence e.g. recruitment agencies are needed as a complementary tool*
Other
Costs: *Relatively cheap to utilize pertaining to printed media/advertisements*

Job related websites (Jeroen Valentijn):
Quantity
Enhancing visibility company: *online advertisements are also a form of organizational publicity*
Other
Costs: *Can be costly, certainly when organizations want to enhance their visibility by means of multiple advertisements on job boards.*

Job related websites (Klarine Visscher):
Quality
Assessment of global performance: *Candidates whom are out of circulation for a certain period of time, can be less attractive for organizations*
Targeted search: *As supply and demand comes together*
Quantity
Build up relationships (talent pools): *Always the availability of a database with profiles*
Large amount of available personnel: *Excessive amount of replies on a single vacancy is not rare*
Other
Costs: *Relatively cheap to utilize, and excessive amount of replies can be time consuming to proceed*
Executive search

Job related websites (Rob Agterhof):
Quality
Assessment of global performance/intelligence: *Availability of interim managers/employees whereas the majority possess an own company, so the assumption is that most candidates possess certain skills and knowledge. Candidates will also be analyzed regarding to their (necessary) experience.*
Assessment of personality: *Intensive personal contact*
Quantity
Build up relationships (talent pools): *Availability of a database with professionals*
Find quickly personnel (or speakers): *Quick availability of personnel*
Seniors' preferences: *Mainly based on older and more experienced employees*
Other
Costs: *Value for money guarantee. Nevertheless, the acquirement of suitable candidates through your (the involved organization) own network stays less costly. And organizations doubt about the exact value for money, caused by the low transparency of the recruitment agency processes.*

Executive search agencies (Andre Kager):

Quality

Assessment of global/specific performance/intelligence/personality: *All candidates will be assessed into detail in order to provide the best employees for the involved organizations*

Source for "passive" jobseekers: *Passive jobseekers with specific qualities are desirable*

Targeted search: *Professionals need to be detached (at organizations)*

Quantity

Find quickly personnel (or speakers): *A lot of time is involved to screen and assess candidates to be able to provide high quality instead of quantity.*

Large amount of available personnel: *Networks of recruitment agencies are not always corresponding with the certain desired fields of interest. Hence, other recruitment methods are necessary to fulfil certain positions.*

Other

Costs: *Head-hunters are costly, hence organizations will consider alternative options first. Certainly during the economical crisis.*

Executive search agencies (Harry Nauta):

Quality

Assessment of global/specific performance/intelligence/personality: *The candidates will be analyzed by means of assessment tools, the results will be compared with the profiles composed by the involved organizations*

Perfect fit candidates: *Perfect fit between the candidate and the involved organization will be established*

Source for "passive" jobseekers: *Passive jobseekers with specific qualities are desirable and easily reachable by means of executive search agencies*

Targeted search: *Head-hunters search on the basis of composed profiles by the involved organizations*

Other

Costs: *Head-hunters are considered to be costly and not really transparent, hence organizations will consider alternative options first. Certainly during the economical crisis.*

Executive search agencies (Michiel Vermeulen):

Quality

Assessment of global/specific performance/intelligence/personality: *The candidates will be analyzed by means of assessment tools, the results will be compared with the organizational competences. Also experience in the field enables to recognize high potentials.*

Targeted search: *An extensive network supports the search within various fields for specific employees*

Quantity

Reconnect with people: *Trusted networks supports the search for high potentials*

Other

Costs: *Head-hunters are considered to be costly*

Appendix IV: Expert reviews

(In Dutch)

Naam: Dr. Ben J.M. Emans

E-mail: B.j.m.emans@rug.nl

Functie: Universitair hoofddocent (HRM) aan de Rijksuniversiteit Groningen

1 Volgens de theorie kan men aan de hand van sociale media profielen (o.a. LinkedIn en Facebook) bepalen hoe intelligent iemand ongeveer is (Kluemper & Rosen, 2009), in praktijk is men daarover neutraal. Wat is uw perspectief ten aanzien van dit gegeven?

Beoordelen van intelligentie en persoonlijkheid blijft een kwestie van schatten. Kluemper en Rosen hebben aangetoond dat schattingen op basis van informatie uit sociale media een zekere betrouwbaarheid hebben. Maar dat moeten we niet verabsoluteren, alsof die informatie voldoende zou kunnen zijn. Vergeet even niet dat het maar een klein onderzoekje was, bij een heel beperkt populatietje van job seekers (in feite waren het helemaal geen job seekers; het waren studenten), met een uiterst eenzijdig performance-criterium. En dat verder bleek dat de ene rater het beter deed dan de andere. Ik zou geneigd kunnen zijn om op basis van de gevonden taalfouten in getypte teksten op sociale media te denken dat de schrijver niet zo intelligent is, maar dat slaat natuurlijk nergens op. Elke informatie is welkom bij selectieprocedures, en als het om informatie gaat die openbaar is (zoals bij informatie uit sociale media), weerhouden alleen juridische beperkingen je ervan om er gebruik van te maken. Maar daar is alles mee gezegd. Informatie uit sociale media kan ondersteunend zijn voor het schatten van intelligentie en persoonlijkheid, nooit meer.

2 Toch is het volgens de theorie wel weer wat moeilijker om de specifieke vaardigheden en kwaliteiten van iemand te achterhalen via sociale media (Kluemper & Rosen, 2009), ook hier is men neutraal over in de praktijk. Wat is uw perspectief ten aanzien van dit gegeven?

Nogmaals: staar je niet blind op het onderzoekje van Kluemper en Rosen. Alleen al vanwege de ongestandaardiseerdheid van de informatie-aanbieding via sociale media kan je die informatie nooit als richtinggevend gebruiken. Je zou jezelf een rad voor ogen draaien en de betrokkenen tekort doen.

3 Wat is de snelste methode/hulp middel om in contact te komen met nieuwe en al reeds bekende kandidaten? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

Veel te algemeen gestelde vraag. Het hangt zo enorm af van het type baan waarvoor je kandidaten zoekt.

4 Wat is het beste hulp middel/methode om te beschikken over de grootste database en diversiteit (heterogeniteit) wat betreft potentiële werknemers? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

Zelfde antwoord als bij vraag 3.

5 Hoe effectief in de termen van recruitment out-put (kwaliteit en kwantiteit) durft u sociale media gemiddeld te noemen? En ten opzichte van dit gegeven, hoe efficiënt in de termen van out-put en in-put (kosten/liquide middelen) tezamen?

E-recruitment is voor veel banentypen effectief en efficiënt; Onderscheid tussen e-recruitment en gebruik van sociale media bij recruitment kan ik moeilijk maken. Dus is mijn antwoord: zeer effectief en efficiënt .

Naam: Martijn Hemminga
E-mail: Martijn@werf-en.nl
Functie: Uitgever/redacteur en betrokken bij onderzoeken van Werf&

1 Volgens de theorie kan men aan de hand van sociale media profielen (o.a. LinkedIn en Facebook) bepalen hoe intelligent iemand ongeveer is (Kluemper & Rosen, 2009), in praktijk is men daarover neutraal. Wat is uw perspectief ten aanzien van dit gegeven?

Via sociale media kun je vooral zien wie iemand is, wat hij doet en hoe zijn/haar netwerk eruit ziet. Bij LinkedIn kun je daarnaast iemand zijn/haar arbeidsverleden zien als vervanging voor een CV. De meeste recruiters zullen hier geen mate van intelligentie uithalen.

2 Toch is het volgens de theorie wel weer wat moeilijker om de specifieke vaardigheden en kwaliteiten van iemand te achterhalen via sociale media (Kluemper & Rosen, 2009), ook hier is men neutraal over in de praktijk. Wat is uw perspectief ten aanzien van dit gegeven?

Sociale media bieden juist wel inzicht in iemand z'n vaardigheden. De mate waarin iemand ergens verstand van heeft kan hij/zij tentoonspreiden via sociale media. Het feit dat iemand door veel vakprofessionals wordt gevolgd kan duiden op het feit dat de persoon een autoriteit is.

3 Wat is de snelste methode/hulp middel om in contact te komen met nieuwe en al reeds bekende kandidaten? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

- Sociale media *1. Snelst: binnen 5 minuten kandidaten kunnen selecteren*
- Advertenties in kranten/magazines *4. Minste snel: duurt minimaal een week*
- Job boards *3. Minder snel, binnen paar werkdagen*
- Executive search bureaus *2. Snel, binnen 48 uur aantal kandidaten*

4 Wat is het beste hulp middel/methode om te beschikken over de grootste database en diversiteit (heterogeniteit) wat betreft potentiële werknemers? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

- Sociale media *1.*
- Advertenties in kranten/magazines *3.*
- Job boards *2.*
- Executive search bureaus *1.*

Sociale media en bureaus het meest snel, maar hangt ook af van vaardigheden en netwerk recruiter en specialisatie van bureau.

5 Hoe effectief in de termen van recruitment out-put (kwaliteit en kwantiteit) durft u sociale media gemiddeld te noemen? En ten opzichte van dit gegeven, hoe efficiënt in de termen van out-put en in-put (kosten/liquide middelen) tezamen?

Sociale media, mits goed gebruikt, is het meest effectief en efficiënt. Gebruik van het netwerk zorgt voor preselectie, waardoor kosten ook dalen.

Naam: Prof. Paul G.W. Jansen
E-mail: Pjansen@feweb.vu.nl
Functie: Professor industriële psychologie aan de Vrije Universiteit Amsterdam

1 Volgens de theorie kan men aan de hand van sociale media profielen (o.a. LinkedIn en Facebook) bepalen hoe intelligent iemand ongeveer is (Kluemper & Rosen, 2009), in praktijk is men daarover neutraal. Wat is uw perspectief ten aanzien van dit gegeven?

Beste meting van intelligentie is een IQ-test. Verder indicatie geven van de VWO-cijfers. In mindere mate universitaire cijfers, tenzij in combinatie met bijvoorbeeld veel nevenbezigheden. Vraag is hoe betrouwbaar/valide meting van site is. Wie stelt die op?

Verder is het te ongespecificeerd en te breed om hier goed op te kunnen beantwoorden. Wat als iemand op zijn website bijvoorbeeld zijn IQ-score meldt? Zegt dat meer over intelligentie dan wanneer iemand dat niet doet? Maar is die score verifieerbaar? Wat als iemand slecht spelt: is dat dom, slordig of onfatsoenlijk? Wat als anderen iemand 'dom' noemen?

2 Toch is het volgens de theorie wel weer wat moeilijker om de specifieke vaardigheden en kwaliteiten van iemand te achterhalen via sociale media (Kluemper & Rosen, 2009), ook hier is men neutraal over in de praktijk. Wat is uw perspectief ten aanzien van dit gegeven?

Dit hangt af van het type informatie in de media: zelfrepresentatie of beoordeling door anderen? In het algemeen zal men zichzelf positief weergeven. Feitelijke informatie (bijvoorbeeld werkervaringen) zijn objectiever, maar moeten ook worden nageplozen in de zin van: wat was diens rol, was hij leidend? Wat was het effect van zijn gedrag? Etcetera. Enige verschil tussen sociale media en een papieren cv is dat anderen commentaar kunnen leveren. Ik zie echter zelden 'vijanden' op bijvoorbeeld Facebook. Positieve referentie-informatie is bovendien in het algemeen ongespecificeerd in de zin van 'leuk' of 'aardig'. Zoals ook bij gewone referenties is het daarom nuttig vooral te letten op waarom iemand NIET wordt geprezen.

3 Wat is de snelste methode/hulp middel om in contact te komen met nieuwe en al reeds bekende kandidaten? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

Kern is hoe efficiënt de juiste match tussen kandidaat en job plaatsvindt.

> *Executive search bureaus: hier heeft al voorsortering plaatsgevonden door selectie van kandidaat en door functie-analyse van de job. Deze bureau's zijn actieve match-makers.*
> *Job boards: hier kan alleen de kandidaat een mogelijke job vinden, maar niet omgekeerd.*
> *Sociale media: hier kan alleen de organisatie een mogelijke kandidaat vinden, maar niet omgekeerd.*
> *Advertenties in kranten/magazines: Te vergelijken met job boards, maar minder informatief en minder flexibel.*

En Facebook is misschien wel snel, maar snelheid gaat verloren als je daarna moet checken en contra-checken -hetgeen bij een bureau al is gebeurd. Maar voor pre-selectie/search (bij een min of meer onbekende kandidaat) doeleinden kan dat omgekeerd uitvallen.

4 Wat is het beste hulp middel/methode om te beschikken over de grootste database en diversiteit (heterogeniteit) wat betreft potentiële werknemers? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

        1.   *Executive search bureaus*
        2.   *Advertenties in kranten/magazines*
        3.   *Sociale media*
        4.   *Job boards*

Lastige vraag. Het gaat niet alleen om grootte maar ook om kwaliteit van de data-base. Of diversiteit een kwaliteitkenmerk is hang af van het doel van de werving. Search-bureaus willen diversiteit want dan heeft men kandidaten 'op voorraad' voor nieuwe opdrachten, bedrijven in het algemeen niet want men wil gericht een vacature vervullen. Afhankelijk v deze zaken kan een andere ordening van de media volgen.

5 Hoe effectief in de termen van recruitment out-put (kwaliteit en kwantiteit) durft u sociale media gemiddeld te noemen? En ten opzichte van dit gegeven, hoe efficiënt in de termen van out-put en in-put (kosten/liquide middelen) tezamen?

Ik ken de cijfers niet, dus moet afgaan op mijn antwoord op vraag 3. Ik kan mij voorstellen dat sociale media het voordeel hebben dat de organisatie zoekt in plaats van de kandidaat en dus de afhandelingskosten ten aanzien van ongeschikte kandidaten lager zullen zijn. Nadeel van bij job boards dat kandidaten vrijwel automatisch kunnen solliciteren, en dus de hoeveelheid 'waste' toeneemt.

Naam: Geert-Jan Waasdorp
E-mail: Geert-jan@intelligence-group.nl
Functie: CEO/Eigenaar Intelligence Group

1 Volgens de theorie kan men aan de hand van sociale media profielen (o.a. LinkedIn en Facebook) bepalen hoe intelligent iemand ongeveer is (Kluemper & Rosen, 2009), in praktijk is men daarover neutraal. Wat is uw perspectief ten aanzien van dit gegeven?

Daar heb ik nog nooit van gehoord. Je kunt wel achterhalen wat voor opleiding mensen hebben gedaan en je kunt dus een inschatting van het IQ maken. Uiteraard kun je ook een schatting maken van sociale betrokkenheid en uitgebreid netwerk van het EQ van iemand. Maar een mager LinkedIn profiel/account laat nauwelijks zien hoe intelligent iemand zou kunnen zijn.

2 Toch is het volgens de theorie wel weer wat moeilijker om de specifieke vaardigheden en kwaliteiten van iemand te achterhalen via sociale media (Kluemper & Rosen, 2009), ook hier is men neutraal over in de praktijk. Wat is uw perspectief ten aanzien van dit gegeven?

Vaardigheden en kwaliteiten kun je moeilijk uit sociale media halen. Wel, bijvoorbeeld door Groups te achterhalen waar men lid van is, waar interesses (en mogelijke competenties) liggen. Als iemand penningmeester is van de Ronde Tafel kun je misschien achterhalen of iemand financiële affiniteit heeft. Maar dat is heel dun. Daarbij hebben de meeste mensen dit niet in hun profiel staan. Een neutrale score lijkt mij het beste in deze situatie.

3 Wat is de snelste methode/hulp middel om in contact te komen met nieuwe en al reeds bekende kandidaten? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

- *Sociale media*   *1*
- *Advertenties in kranten/magazines*   *3*
- *Job boards*   *2 (via CV databanken ook nummer 1)*
- *Executive search bureaus*   *4*

4 Wat is het beste hulp middel/methode om te beschikken over de grootste database en diversiteit (heterogeniteit) wat betreft potentiële werknemers? Graag aangeven welke methoden daar het meest aan voldoen en welke niet en geef tevens kort aan waarom.

- *Sociale media*   *1*
- *Advertenties in kranten/magazines*   *3*
- *Job boards*   *2*
- *Executive search bureaus*   *4*

5 Hoe effectief in de termen van recruitment out-put (kwaliteit en kwantiteit) durft u sociale media gemiddeld te noemen? En ten opzichte van dit gegeven, hoe efficiënt in de termen van out-put en in-put (kosten/liquide middelen) tezamen?

Effectief: zeker, maar voor slechts een deel van de arbeidsmarkt. Namelijk hoogopgeleiden in de beta en gamma hoek en zzp'ers. Alleen LinkedIn speelt echt een rol van betekening en deze dekt nog geen 1/6 van de NL arbeidsmarkt. Maar dat deel dat ze dekken, doen ze dat perfect.

De kosten in cash zijn zeer beperkt. De kosten in tijd is zeer groot. Geen enkel kanaal vergt zoveel constante tijd en aandacht als social media. Het is een instrument dat structureel moet worden gebruikt. Dus zeer tijdsintensief.