SCREENING OR NOT? USE OF SOCIAL MEDIA IN THE RECRUITMENT PROCESS: A CASE STUDY FROM TURKEY

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ABSTRACT
Social networking sites originally designed for connecting people, have turned into business tools and resources. Social media both allows companies to connect with customers and sites like Linkedin or Facebook offer recruiters various opportunities to connect with candidates in hiring process. This study seeks to demonstrate the importance of social media use as a recruitment tool by human resources professionals and raise awareness of social media users on how the HR professionals use social media to screen candidates and employees. The study is guided by three main elements: Use of social media in HRM; social media use to check up on current employees; researching candidates online in recruitment process. In addition to information obtained through literature review, data was collected from 10 companies in Turkey selected using a maximum variation sampling approach through qualitative research methods. The results revealed that employment websites, which save time and money, are the most preferred recruitment platform in Turkey. Out of all social media networking sites, LinkedIn is considered the best platform for recruting white-collar applicants and Facebook follows it for blue-collar candidates. Although contemporary practice of employee and candidate screening through social media does not highly affect HR professionals, it has become common practice to determine people's ailignment with company culture.

INTRODUCTION

Employees working for some form of payment under a contract of service, have changed in name various times due to the change in social and economic activities throughout history. Before 1980, the terms labour, labour force and personnel were used for employees, accepted as a significant resource within physical and financial sources in order to help the enterprise achieve its aims would later be defined as human resources. Transition process from personnel to human resources could also be regarded as the evolution of the work-oriented approach to the human-focused one. During this process, the management in charge of recruitment, keeping employee records and dismissal have been evolved into a department which is not only in charge of recruitment but also a much wider activity area covering a variety of tasks such as training and motivating employees and creating vision and mission of an instution or an organization. A right recruitment process might be the first and most important step to carry out these activities since finding employees who meet all the requirements including being compatible with organizational culture reduces funds spent by human resources management in areas of activity some of which are right recruitment process, employee management and education and career planning. Therefore, recruitment process covers a wide area of activities including employee need assessment and vacancy announcement, receiving applications, conducting interviews and employing right number of candidates meeting job requirements.

Another dramatic change nowadays which human resources department is going through is that human resource activities have been digitalized thanks to the increasing use of computers and the internet at business. One of the biggest changes that digitalization brings about is experienced in recruitment process. Until the mid-2000's, yellow pages which was one of the best methods for getting business found has been respectively replaced by career sites bringing employers and employees together, company web sites and social media tools such as Facebook and Twitter. Not only does digitized recruitment process help companies find expedient candidates in a short time at low cost but also companies are considered to gain prestige through being visible on new media platforms. On the other hand companies take the advantage of the continuously developing internet and social media to find potential candidates and measure their institutional appropriateness through analyzing their social media profiles. Scoping out job candidates on social media has become an expected part of the application process and getting a glimpse of who candidates are outside the confines of a resume could be held in favor of or against them. Many employers use social media to screen job candidates and run background checks before or after the interviews. They search social media profiles to obtain information supporting their qualifications for the job, to see posts, comments and photographs thus employers search for some key items via social networking sites as good signs to hire or they could be turned off by a candidate's online presence.Companies are provided with information obtained through candidates' social media profiles by human resources departments or continuously increasing number of internet companies. These companies are able to supply not only actual data but also contents shared by the candidate in the past or deleted data. Considering studies on use of social media in recruitment process and screening job candidates in existening literature, this paper reports the findings of a

study carried out with human resources professionals and aims to raise awareness about the transformation of social media into professional platforms.

Conceptual Framework

Companies wishing to gain advantage under conditions of global competitive environment acknowledge that human capital is a company's greatest asset because active management of financial and physical resources depends on employee skills. However strong other kinds of capital a company has, failure is inevitable if it is not able to take advantage of existing capital as required. The term human resources, first coined in the 1960s, is used to describe both the people who work for a company or organization and the department responsible for recruiting and staffing, training, labour and employee relations and organizational development (Barutçugil, 2004:32). The term covering all employees from unskilled ones to top executives in any organization is also used to express utilizable labor out of organization. It is an essential component of any organization which handles a variety of tasks including staffing, employee compensation and benefits, and designing work (Kaynak, et al., 1998:15). The history of human resources management is said to have started in England in the early 1800s and further developed with the arrival of the industrial revolution in the late 1800s, however the drastic changes in technology, the growth of organizations, the rise of unions and government concern and interventions resulted in the development of personnel departments in the 1920s. HRM argued to have started from the term 'Personnel Management' according to some scholars, emerges after the World War in 1945 as an approach by personnel practitioners to separate and distinguish themselves from other managerial functions and making the personnel function into a professional managerial function. Traditionally, the function of PM is claimed to 'hire and fire' personnel in organizations other than salary payments and training. (Haslinda, 2009:181) PM views employees as tools in an inverted approach however HRM has a wider scope considering employees as a prominent factor which adds value to the organization (Yüksel, 2007:9). Human resources today, contrary to traditional personnel management which keeps human capital in the background, integrates traditional PM functions to company's goals and strategies.

Recruitment and selection processes are considered to have a huge impact on how an organization functions because an effective recruitment and selection process (R&S) not only finds quality employees but also saves time and money on replacing and training new people. Employees have the opportunity to monitor the people at every level they have hired from the first day at work. R&S process at an organization (despite the process in individual to each organization) typically starts with identifying the hiring need. Once the company identifies what it needs, the human resources department prepares skill sets required and tries to reach candidates through a variety of methods depending on type of organization and business. While a global company could prefer to reach candidates through digital technologies whereas a small-sized enterprise tries to find candidates through distributing leaflets. Typical methods of recruiting include advertisements, posting available jobs on company websites, job search sites or social media.

A business uses two sources in R&S process which are internal and external recruitment each of which has advantages and disadvantages. While internal recruitment is filling with staff currently employed, external recruitment is the process in which the company hires a new employee outside. Companies seeking to reach employees who already know the organization and to reduce cost and time often use internal strategies along with external strategies by offering promotional roles to internal candidates. As a consequence they build motivation, a sense of commitment, and long-term satisfaction. Employers also use external recruitment to attract individuals with the necessary skill sets, especially when wishing to develop the business or take it in a different direction. Although internal resources are often prefered to reach potential candidates, it is not always possible to find potential applicants within the company. Therefore, companies tend to find employees through external recruitment methods such as using a recruitment agency, printed publications or online recruitment methods in order to assess a deeper pool of candidates for the job to be filled. In external recruitment process, it is also worth pointing out that in terms of leading and managing employees, if the company is not recruiting the people who bring the greatest skill sets to the organization, it will be a struggle to manage them day-to-day. Additionally, without a business analysis it is difficult to discover candidates' performance capabilities even with the best candidates until they're in the workplace (Çavdar & Çavdar, 2010:81). Therefore human resources departments take advantage of personality inventories, tests, and a variety of human resource assessments to obtain a great deal of information about the candidates.

As digital technologies become a reality of our lives, human resources departments take the advantage of mobile and other technologies to achieve business outcomes and drive organizational change. Many companies today impose upon digital technologies to save and process data in human resources departments as well as taking advantage of them in recruitment process. Digital technologies allow companies to access a larger pool of candidates quickly and inexpensively. Therefore, employment web sites in which candidates can share their cv

and companies post job vacancy are preferred more and more by both companies and candidates. Many recruiters searching for candidates take advantage of employment web sites and social media instead of print advertisement. In addition, employment web sites have started to use social media more effectively. Social media such as Facebook, Twitter and LinkedIn in particular bring recruiters and candidates together. For insance Starbucks, the largest coffeehouse chain in the world, is a good example of social recruiting case. Starbucks has taken advantage of social media to further expand their company. The company posts open positions, feature stories of employees who work for the company to interest future applicants, and is also able to expand their brand by getting their siren logo seen by the world. Social media reduces costs as well as building two-way communication. (Drum, 2010). The other reason why recruiters often take advantage of new technologies especially social media to fill positions is that people active in business are mostly representatives of generation Y. A generation is defined as the period of time, usually considered to be about thirty years that it takes for children to grow up and become adults and have children of their own (TDK, 2006) but it is not easy to divide lines between generations. Generation names and age spans are defined differently depending on country or region. Individuals belonging to different generations of age have different experiences, different views, different habits and different work style. There are five different groups of generation in literature however Turkey has its own generational definitions depending on its own social, political and economic influences. These are silent generation (born between1925-1945), baby boomers (born between1946-1964), generation X (born between1965-1979), generation Y (born between1980-1999) and generation Z (born 2000 and later) (Arslan & Staub, 2015: 5). Today Baby Boomers, Generation X and Generation Y members make up workforce considering members of silent generation and generation Z are not active in business. In 2014, baby boomers make up 10% of the workforce, generation X accounts for roughly 44%, and generation Y, which is the youngest generation employed, makes up about 46% of the workforce (TÜİK, 2014).   Members of Y generation which represent nearly half of the total workforce distinguish themselves with social responsibility, self-confidence, being objective driven and having respect for diversity. Equipped with the latest technology they are the best-educated generation so far and they expect openness and transparency from management and colleagues as well as flexibility (Brown, et al.,2018) Marked out by their use of digital tools better than other generations causes human resources departments to use social media more in recruitment process. On the other hand searching for applicants through social media provides companies with cost advantage. Thus companies do not have to spend too much for employment sites and are able to post job vacancy on any desired platform. This gives employers the opportunity to emphasize different aspects of a vacancy on a variety of platforms and access a deeper pool of candidates. For instance Youth Republic, an integrated creative agency in Turkey, went beyond the traditional recruitment process and chose a popular application Tinder among young advertisers to find a new copywriter. They created a female and a male account they matched with young advertisersi attracted their attention and got more applications than expected. The agency demonstrated that how a company can make a big impact bu using digital technologies in recruitment process. Despite the tremendous growth of social media, company websites are still the first source of informtion for applicants in recruitment process. Therefore, companies build mobile compatible websites in which candidates can easily upload cv and obtain information about current vacancies. In addition to all, effective use of digital technologies in HR process has caused effective use of social media to be included in job description of HR specialists. Employers expect HR specialists not only to find employees through taking advantage of social media such as Linkedin or Facebook but also to access top talents who are working in another company or not actively searching for job, to increase traffic to company website and post vacancies on social media platforms fit for applicants.

Related Studies

Even though companies still prefer to advertise job roles on job search sites or their own websites, an increasing number of companies have started to advertise their job vacancies on social media sites. Jacobs defines this process as social recruiting which is "sound hiring decisions by actively using web-based technologies to build a shared understanding between employers / recruiters and passive and active job seekers." (2009:3) Since the new media has become more prevelant in everyday life, it has also changed the way employers made their hiring decisions. Employers started to look through social media to gather information about potential candidates. While some are looking to learn about candidate's social life, others are looking to see if the cv lines up with the information shared on social media. According to a study focusing on recruitment and screening of job candidates, recruiting via social media is growing with 84% of organizations using it currently and 9% planning to use it. Recruiting passive job candidates (82%) continues to be the top reason that organizations use social media for recruitment (SHRM, 2015) Therefore information obtained by employers without the knowledge of candidates could be used for and against them. Furthermore some studies demonstrated that employers disregard candidates after screening online. Posting provocative or inappropriate photographs or information, sharing content about them taking alcohol and showing poor communication skills are some of the reasons for disqualifications. According to a survey carried out in 2009, hiring managers use social networking sites to research job candidates. Of those who conduct online searches of candidates, 29 percent use Facebook, 26

percent use LinkedIn and 21 percent use MySpace. One-in-ten (11 percent) search blogs while 7 percent follow candidates on Twitter.Thirty-five percent of employers reported they have found content on social networking sites that caused them not to hire the candidate. The content includes provocative or inappropriate photographs or information, alcohol and drugs, discriminatory comments and confidential information from previous employer. On the other hand, eighteen percent of employers reported they have found content on social networking sites that caused them to hire the candidate. The content includes profile provided a good feel for the candidate's personality and fit, profile supported candidate's professional qualifications, good references about the candidate and good communication skills (Career Builder, 2009)

Research conducted focusing on candidate's awareness of screening process in 2008 revealed that thirty seven percent of candidates were aware that employers or recruiters could screen their social networking profile (Harrison, 2008). According to a similar study in 2010, while forty nine percent of candidates were aware that employers could view their social media, fifty one percent are not aware of the process. The survey found 49.3% of respondents were aware, while 50.7% of respondents were not aware that employers or recruiters could view their social networking profile. (Vicknair, et al.,2010)

In a study done with students enrolled in business classes at a college on their toughts regarding what they thought of employers viewing their social media accounts and whether they find these practices appropriate showed that as students were aware that employers were screening their profiles for information, they protect themselves through privacy settings. However, they were unaware of the importance of grammar and spelling accuracy and how their friends' actions on social media may portray them in a negative light. (Root & McKay, 2014)

Although the number of global studies focusing on the use of social media in hiring process is increasing, research about social media screening in Turkey is still inadequate. According to a global study carried out in 24 countries including Turkey, more than half of all recruitment activity involved the Internet (53 percent) in 2013, with the percentage for 2014 expected to continue to grow (61 percent). 7 out of 10 recruiters use social media for their daily HR professional activities and recruiters largely use social media to assess a candidate's reputation. While the most attractive element to find on a social media profile is previous professional work experience, followed by the presence of professional prizes, achievements, and/or awards, which tend to be overlooked by candidates in their profiles, personality insights that can be identified from the profile come third, while no interest is shown for the candidates' number of contacts. (Adecco, 2014) Technology changing how employers and recruiters find potential candidates has a signifant impact on recrutment process. As it allows recruiters to get an incredible amount of information about prospective candidates, social media accounts are screened by human resources departments in hiring process or to check up on current employees. They can indicate social media posts or photographs to eliminate a candidate or fire an employee. As a consequence professionals should be aware of the content they share on social media and its impact on their job prospects.

Research Methodology and Sampling

This is an exploratory study research using qualitative research methods to reflect the perspectives of participants. The main part of the study involved in-depth, semi- structured interviews with human resources professionals selected using a maximum variation sampling approach to cover as wide a range as possible in terms of age, sex, experience and sector. Semi-structered interviews in which open ended questions are used in order to get as many details as possible were employed because it offers flexibility while still covering the same areas of data collection. 10 interviews were obtained as people declined to give a lengthy interview due to their busy working schedule. However this research is consistent with the principles of qualitative analysis as it does not aim to be be statistically representative (Punch, 1998:175). Human resources is a female dominated profession so of the 10 human resources professionals who completed the interview, 7 were women and three were men; their median age was 34 (range 26-42) and median experience was 12 years (range 3-18), three respondents had a bachelors' and seven had a masters degree. Of the 10 companies represented 2 were from manufacturing sector and others were from a range of other sectors which are textile, shopping mall management, food, healthcare and consulting. In depth interviews focusing on social media use in HRM to research candidates and current employees were carried out in cafes in early 2018. Interviews lasted on average about 40 minutes and were audiotaped and transcribed. All participants granted permission to be tape recorded. Every recording was labeled with name of the interviewee in order to avoid complication. The transcripts were analysed using template analysis to generate a list of codes representing themes in the text (King, 1998)

Findings

Social Media Use in HRM

The rapid evolution of social media has a big impact on human resource management and when asked about the use of social media, nine human resources professionals responded that they use social media effectively. While some human resources departments manage social media profiles on their own, some receive support through consulting companies. They use Facebook, Instagram, LinkedIn and Twitter respectively. Three respondents also use Workplace, a business-focused version of Facebook.

"We use workplace effectively and store all information there. Employees communicate and collaborate on work-related initiatives. For example, last weekend, we went trekking and shared photos with 16 countries. Also last month one of our partners founded a new shopping mall abroad and employees shared its video, we are highly online and interactive in that sense." (P7)

Whatsapp which is quick and easy to operate is used by all age groups is another popular instrument for employee communication. All respondents integrated this messenger service into company's daily routine.

"Our company has Facebook and Twitter accounts managed by a social media agency. We inform them about company activities and special days. We rarely use LinkedIn. We share company trainings organized by human resources department. But we use LinkedIn just for information purposes, private life is of secondary importance. We often use whatsapp to communicate with employees, even more often than mailing. We get feedback much faster. Also i created a whatsapp group hooking up all employees." (P5)

"Our company doesn't have any social media accounts and we don't communicate with employees through social media. Most employees are blue collars and they do not use social networks. But we have to enter the digital world as soon as possible. I work in a long established company but people are not aware of our presence. We use whatspp but some of our employees are not familiar with it either." (P2)

Most respondents use social media for employee motivation and engagement. They post pictures taken at work and write comments thus spread information about the company. This can help with company awareness and provide new business opportunities. However, they tend to communicate through company social media accounts rather than their personal ones.

"Our company has Facebook, LinkedIn and Instagram accounts. Candidates especially blue collar ones use Facebook more than other social media platforms. It is difficult to get followers on Instagram so we must post job vacancies on Facebook. We also get positive and negative feedbacks more on Facebook. Interestingly, employees send me friendship requests but I think they shouldn't. All in all, I am human resources manager. I can catch their photos taken and posted within the working hours or if an employee takes sick excess sick leave, i can check Facebook posts for those days. Therefore it is better not to communicate through social media." (P3)

"Corporate trade department manages social media and many employees participate in the process by sharing photographs and comments. We have an internal application and broadcast employee suggestion program, employees can access us through them. However i add friendship requests of employees on company social media accounts rather than my personal one." (P1)

"I never add employees on social media because i don't want them to feel stalked by human resources department and I don't want to be stalked either." (P7)

"LinkedIn is a very important platform for both employers and employees. If you are in business life, you have to have a presence on it. Professionals can meet and exchange ideas so can constantly build connections and increase them." (P2)

"A person who doesn't have any social media accounts arouse my suspicion. This brings a fake account into a qustion because it is impossible to exist in business life without social media presence." (P3)

Social Media Use to Check up on Current Employees

Employers as well as human resources professionals look at current employees' social media accounts because individual freedom intersect with corporate identity. When asked about looking at current employees' social media accounts, respondents did not find it ethical however only two respondents said that they had never looked at social media accounts.

"As we are a global company, privacy act is of utmost importance. We don't look at current employees' social media because we are not interested in employees' private life. Now there are numerous companies doing this, they can fire employees for Facebook posts. However our company has a policy prohibiting discrimination." (P7)

Although none of the respondents said they didn't experience this kind of process in their current company, interestingly all mentioned they were aware of the the fact there were numerous companies including their ex, firing employees because of social media posts.

"Everyone has the right to privacy related to political, religious or sexual choices. We can't make distinction based on them. However companies making such distinctions are increasing. My previous company was one of them. I had to fire employees as they posted pictures of them drinking alcohol." (P7)

Two respondents mentioned employees shouldn't post about politics and religion because employers pay attention to them. They should utilize privacy filters and avoid sharing posts or pictures that could damage their professional life.

"I had to fire an employee because he was posting about religion. He was an atheist. My previous employer was devoutly religious and was always warning employees against social media posts. According to him, employees represent himself, he didn't want to be discredited. I am devoutly religious too but we got on well, his faith doesn't interest me. He was a true professional at work. It wasn't fair but if employers pay attention to social media posts, we should go by the book." (P2)

"Emloyers should check up on employees social media accounts provided that they don't abuse the process. If an employer tells emloyees they represent the company and there are things they shouldn't share on social media, employees have to obey it. I don't want to be misunderstood, i don't support that policy. Unfortunately, employers pose a threat to individual freedom. Our hands are tied through that process, you want to share or like something on Facebook, but you can't due to fear of being fired. My current employer cares pictures containing alcholic drinks and political posts (if related to opposing party) I have to warn employees, i tell them to add close friends on social media and keep their posts private. Social media shifted the line between personal and private so employees are in charge of managing social media." (P3)

When asked about social media use, interestingly most understood Facebook, Instagram or Linkedin but not Linkedin, they evaluated LinkedIn as an online employment website.

"I don't find it ethical to look at employees' social media because it is the private life of individuals but LinkedIn is not something like that, it is a professional platform. We don't look at employees' LinkedIn profiles either but we warn them. All employees are brand ambassadors so we tell them to have a professional LinkedIn Profile, upload a picture taken in front of company logo, write a success story. Because candidates look at them so employees should manage this platform effectively." (P1)

Employers don't want their employees to post things that could turn off customers or damage business relationships. In order to prevent privacy violations companies make policies such as social media training for employees or putting additional items into contracts. While Turkish Personal Data Protection Law protects fundamental rights and freedoms of persons, privacy of personal life in particular, the single respondent said they prepared a social media policy outlining how an organization and its employees should conduct themselves online.

"Employees shouln't talk about company or products and share company information getting customer reaction on social media. In my previous company a trainee shared information on behalf of the company. After the fact, we took action and prepared a social media guide telling employees not to share anything on their own social media on behalf of the company and corporate communication department is in charge of this process. We create hashtags and prompt them to engage in the conversation happening around that hashtag. We motivate employees to share photos of training programs workplace experiences." (P1)

Others acknowledge employees' use of social media is connected with corporate identity but their social media policy is limited with new employee orientation programs and verbal warnings.

"We provide new employees with an orientation program focusing on social media use. Especially, we warn them against posting pictures during prodution process. We export abroad and companies we sell our products could penalize our company for posting products. Our employees have high level of education so they are highly

conscious of our verbal warnings and sensitive security. So I didn't have to fire an employee because of social posts so far." (P5)

One respondent said he stalked employees on social media to detect cliques. Social media could make new cliques and this could affect office culture.

"I stalk but not to check up on current employees but to detect cliques. I want to learn how employees socialize in and outside the office. I believe cliques prevent collaboration and inclusion of diverse perspectives and can be detrimental for a company. An employee who is excluded could resign and we lose a very talented person because of cliques." (P5)

Social Media Screening in Recruitment Process

When asked about the methods respondents use in recruitment process, all indicated they use online employment websites. They post open positions on job boards, review resumes and conduct a phone interview to identify candidates for review by hiring managers. As well as linking candidates to employers, recruitment platforms offer career development resources and training information. However, some respondents indicated that job seekers are not well aware of applications.

"We get applications only on employment websites because all applicants must be treated equally and be given the same set of opportunities. If candidates try to submit CV offline, we reject because each candidate have to pass the preliminary elimination." (P5)

"The online employment site we use has an application, selvi, which gave job seekers the opportunity to apply jobs through audio-visual mediums, upload a video cv. However candidates can't get much advantage of the application. They upload just a voice record or a video they record with their pets. That site also offers free trainings and seminars for human resources professionals and support individual as well as corporate development." (P3)

Although employment websites reduce hiring costs and reach a variety of candidates quickly, employers meet high volume of resumes from unqualified applicants.

"Job sites allow candidates to access you however it is not always easy for us to access best candidates. So I find LinkedIn better to recruit employees. I can search for candidates by using keywords related to desired position." (P8)

"Online employment websites are somewhat problematic both because of human resources professionals and employers. We are searching for a perfect candidate who has many of the essential skills and experiences, a very tall order we take to extremes. On the other hand people who don't have the minimum qualifications, required experience and skill set can apply for a position. Sometimes we get applications from candidates who don't have a medical degree for medical doctor vacancy." (P3)

Only three respondents use LinkedIn to post jobs and one respondent uses LinkedIn Recruiter which is a paid license allowing employers to get unlimited access to every profile on Linkedin. Two respondents advertise jobs in newspapers because of company owner. But respondents think newspaper limits the scope of applicants because fewer people are reading newspapers and publishing process is slow and online platforms elicit responses from all over the country.

"LinkedIn is the best platform to search for candidates based on their work history, job title, or university because normally it is difficult to qualified candidates aren't actively looking for jobs. However LinkedIn is not used to its full potential, for networking, it is difficult to find candidates."(P10)

Three respondents take advantage of Skype interviews to save time and money.Although other respondents find Skype interviews useful under unavoidable circumtances, they prefer face-to-face interviews to identify and understand emotions of the candidate more clearly.

"If there aren't any annoying IT issues, I find Skype very efficient especially if candidates are not within close geographical proximity to the interview location. I often prefer video interviews between the resume screening and in-person interview stages. I could assess candidates face-to-face in the comfort of his/her own home. I think this creates equality between the employer and employee, prevents anxiety and feeling of being away. Therefore the candidate could express himself/herself better." (P3)

"If the candidate is currently employed, Skype is the best option." (P4)

When asked about social media screening, all respondents said they searched for social media profiles before hiring. Most respondents search for information supporting qualifications for the job and LinkedIn comes first.

"We only screen candidates on LinkedIn, the things we look at; candidate's education and experience match his/her cv, profile picture, having a profile picture is important, candidate's summary and involvement in social organizations. If candidate's qualifications and company requirements don't match, we don't invite the candidate to the interview." (P4)

"Once i didn't invite a candidate after a social media research. He had raunchy photographs and posts and they were public. The position was important and he could tarnish company image." (P3)

Although there have been multiple arguments for the inclusion of a photograp on a CV, it is another key item human resources professionals pay utmost attention. All respondents indicated that profile picture should be professional. Social and professional images should remain separate. While adding a photograph to the CV can be seen as improper, not including a photograph throughout your digital presence is portrayed at naive and unprofessional.

"Candidate's photograph is very important, sometimes we don't take the cv without a photograph into consideration. Because we want to see the face of the candidate, sincerity of them, because photograph shows sincerity for us." (P4)

"I look at candidate's photograph, education and experience after telephone interview but I don't stalk social media post or friends to avoid prejudice. Especially for some positions which require applicants to be presentable, I have to search them on social media if they don't include a photograph on their CV." (P2)

"I think even a selfie reveals much about personality. Camera angle, i mean how they hold the camera, whether or not they looked at the camera shed light on person's peersonality." (P3)
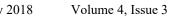
When asked about candidate screening during recruitment process, four respondents used Facebook, Twitter and Instagram pre-interview process, two looked at after the interview and four respondents said they didn't search candidates on social media except LinkedIn.

"I stalk both job applicants and existing staff on social media because social media profile and postings shows character and I am good at analyzing candidate's work ethic, dependability and attitude and i can easily learn them on social media. I try to understand whether the candidate's personality and interests align with the values of the company because patient confidentiality is very important for us. An employee unaware of confidentiality could share a photograph of a patient and cause legal problems. We experienced a similar event. One of our employees shared a photograph of an elderly female patient and her relatives made a complaint about the issue. Following this event, social media fell into human resources department's area of responsibility. However most of our employees are unaware of being stalked. I try to assess them on social media because i can evaluate qualifications more objectively, I can see his/her interests and get advantage of them in promotion process. For instance I promoted one of the employees last week, he is able to use social media very effectively and express himself in writing so i thought he is the best to represent the company in corporate communication department." (P3)

In this sense, social media can also function as a source of information about the workforce, to identify those who are qualified to internal transfers and promotions. Another advantage of using social media is to gain insight into the values and personality of the candidate, so check candidate's ailingment with company culture so companies do not need proctor employment pre-tests. However one respondent indicated that they use both tests and social media profiles to assess competency with company culture.

"If candidates pass the first elimination involving different inventories required for the position, we screen them Facebook and Instagram profile to decide whether candidate's personality and interests align with the values of the company. It is important because the number of candidates increases in respect to employees' profiles. Our employees should represent our company well." (P5)

Some respondents explained stalking behavior simply with curiosity, eight said they had never chosen not to hire a candidate because of social media posts.

"Candidate's academic background and experience are vital factors in hiring but I like observing their lives, especially extreme cases, it is a biological instinct. I stalk celebrities too. Once one of the candidates had an interesting life style, she had pink hair so i searched her on social media but it didn't have an impact on hiring process. After 15 July coup attempt, I suspected a candidate and did social media searched about him but it was state of emergency so I had to eliminate him." (P7)

"I stalk white collar candidates on social media but not to eliminate them, just for getting preinformation, out of curiousity. However information on social media doesn't cause not to hire a candidate." (P2)

"First I search candidates on Facebook because everybody has an account. I also use Instagram but most profiles are private so it is more difficult to access them. I can find a a lot of information via candidate's photographs, posts, people's comments or likes and dislikes. Since i am a human resources professionals many people try to communicate with me, they add me as a friend or send message. Communication skills are very important for me. For example they shouldn't use "what's up as a greeting" or they shouldn't make social media posts truly public. Use of social media reveals much about personality". (P3)

None of the respondents made a negative comment posting about alcohol consumption because except LinkedIn, social media of an employee is his/her own private sphere. In fact one respondent indicated that alcohol consumption can have a positive impact for hiring in certain departments.

"If the candidate will be hired in the marketing and sale department, posting information about them drinking has a positie impact on us. Because we are doing business with different countries and when our foreign customers visit us, the employee should know about night life to entertain them. However, if we will hire for manufacturing deprtment, posting about alcohol consumption at 2 a.m. is problematic as they work by shifts." (P5)

None of the respondents require social media accounts during application and four respondents indicated social media is not a criteria to analyse a candidate.

"People can act differently online so social media personality doesn't reflect the reality. It can only cause prejudice. People can give reference but social media can't. There were many candidates we didn't hire after the reference check." (P2)

"Requesting social media address during application is a form of discrimination. In some countries like the U.S.A.,labor and anti-discrimination laws prevent employers from requesting a picture or other details such as gender that reveal too much personal data and the some Turkish companies have started to adopt it. Female were asked whether they would take pregnancy leave in the past but now women do not face with such questions because it is not ethical, it prevents female employment. Today companies do not hire people based on the content shared on social media and it is not ethical either." (P1)

"We don't request the candidate's social media adreess however social media use is one of the key items to eliminate. I think candidates are thought to look motivated but most of them don't have much information abut the company. It is not realistic. Our company is visible on all social media platforms. They can get information on social media at least." (P3)

Two respondents used company website to promote available positions as well as jobsites and social media. Although other companies have a website, they are either under construction or not updated. Another reason indicated is that candidates' lack of information about company websites prevents access a deeper pool of candidates.

Conclusions

Social media use in recruitment process has been an important research area in the field of HRM. Digital technologies lead to budget savings for human resources departments as submissions are online and HR professionals can use online personality to check candidate's competency with company culture through looking at social media profiles on LinkedIn, Facebook and Twitter as social media reveal too much information. The use of social media can also increase the number of potential employees companies receive as it creates new communication outlets. In addition to recruitment process, HR professionals use social media to research current employees and this can lead to bias if behaviour of employees do not align with personal values of the company.

The results show that although social media has become a new tool for recruitment, most HR professionals in Turkey don't utilize it for recruitment advertising purposes. They mostly use Facebook, Instagram, LinkedIn and

Twitter. Nearly all companies try to manage social media accounts without receiving professional support. Every company integrated Whatsapp communication service into company's daily routine. They mainly use social networking sites to research job applicants and LinkdIn is their primary resource. All participants find LinkedIn useful in recruitment process as LinkedIn is a huge database where human resources professionals can find the candidates they need by using key words and see if cv lines up with the information shared on social media.It is followed by Facebook. Facebook has much larger user base than other social media networks and is effective for reaching internet users across all age groups. Therefore employers have a better chance at accessing candidates using this platform. In addition to assessing their skills and experience, they can check candidate's ailignment with company culture. However they find it unfair to judge candidates by personal preferences which do not have any effect on professional performance. Two respondents said that they turned down candidates due to social content which is inappropriate.

Although each company represented in the study has a website, only two respondents get advantage of it to promote available positions. All HR professionals use employment websites for company recruiting. Targeting a far wider audience, online recruitment is much faster than traditional hiring methods and online postings are more cost-effective. However, job sites increase the chances of getting hundreds of job applications, many of which are irrelevant. While some companies use LinkedIn to post available positions, some get advantage of newspapers although they are considered to be slow and limit the scope of applications. Although human professionals do not tend to communicate with employees through personal social media accounts, most motivate them to engage in company's social media to post photos and spread information to increase public recognition.   This study focused only a small number of respondents and future studies with more participants exploring the use of social media in recruitment process and research targeting use of social media in job search are needed to raise awareness of social media users.

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