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DOCTORAL THESIS

UTILIZATION OF SOCIAL NETWORK SITES AS A TOOL FOR EMPLOYMENT SEEKING PROCESS BY INDIVIDUALS IN HUMAN RESOURCES MANAGEMENT CONTEXT

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Subfield: Business Management

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Content

ANNOTATION

Tom Sanders dissertation **"Utilization of social network sites as a tool for employment seeking process by individuals in human resources management context"** is devoted to the role and tasks of social network sites (SNSs) under consideration of the employment seeking process. The innovation of the technology and the gap of suitable candidates for open positions is the reason to research SNSs. The labour market is changing e.g. demographic changes is the reason to investigate new tools and channels to contact employees and to identify suitable candidates quickly and easily on the most economical basis.

Under these circumstances the human resources management (HRM) is assuming increasing importance. The recruiting process especially influences the competiveness and success of a company. SNSs can give access to potential candidates. The various stakeholders of SNSs have different objectives, interests and benefits with SNSs. The private SNSs and business SNSs have different purposes.

The operations of the mechanism in SNSs have been explained with social capital theory to provide recommendations to organisations. The research tests the theory to find out the usefulness of social capital theory to identify new mechanisms on SNSs and provide a framework to research SNSs and the employment seeking process.

Based on the literature review and theoretical framework qualitative interviews have been carried out. The results of the interviews define variables for the further empirical research and provide a deeper insight. The data of the quantitative survey with more than 900 participants has been analysed with different statistic tools.

The practical aim of the dissertation is to clarify the use of SNSs. The management needs information about SNSs that HRM can use SNSs as a management tool for the recruiting process and understands the mechanism and operations on SNSs which gives a strategic advantage to the organisation.

The result of the dissertation is that SNSs have the potential to be used for the employment seeking process. The purpose of the SNS and objectives of the members influence the use and mechanism of SNS. The variable "trust", "exchange" and "support" are key elements for the mechanism of SNSs. Privacy and trust is on a low level on SNSs and they are mainly used to exchange information. The correlation between the use of SNSs with the employment seeking process has weak correlation coefficients.

LIST OF ABBREVIATIONS

AGOF - Arbeitsgemeinschaft Online Forschung e.v.

AMOS - Analysis of Moment Structure.

BITKOM - Bundesverband Informationswirtschaft, Telekommunikation und neue Medien

CHRIS – Centre of Human resources information systems

DIW - Deutsches Institut für Wirtschaftsforschung

e.g. – exempli gratia

GfK – Gesellschaft für Konsumforscher

HR – Human Resources

HRM – Human Resources Management

IAB - Institut für Arbeitsmarkt- und Berufsforschung

ICT – Information communication technology

IT – Information technology

i.e. – id est

IWF – Internationaler Währungsfond

IZA – Institut zur Zukunft der Arbeit

ISCED - international standard classification of education

OECD – The Organisation for Economic Co-operation and Development

SN – social network

SNS – social network site

SNSs – social network sites

SPSS - Statistical Package for the Social Sciences

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INTRODUCTION

This scientific work investigates social network sites (SNS) under consideration of the employment seeking process in Germany to investigate the use, behaviour and mechanisms in relation to SNSs. The increasing influence of SNSs on organizations and individuals is the reason to research this topic. The theoretical background is provided by the social capital theory which is deeply researched for real networks but need to be transferred to SNSs.

The recruiting process is an important aspect for companies and a part of human resource management (HRM). The company needs a resource which is not currently present in the company. This means the company needs quantitative or qualitative new resources e.g. new skills or more employees to produce more goods or offer more services. The company does not have employees in this field or employees with similar backgrounds available.

Social capital gives companies a competitive advantage *vis a vis* companies which do not have social capital. The company needs this competitive advantage to be successful. This is only possible if a company has access to the best most suitable candidates. The network with the relationships allows companies this advantage and creates social capital. The potential candidate with social capital has more opportunities to get information about open positions than a potential candidate who has less social capital. This competitive advantage for the potential candidate increases the chance to identify and serve a suitable and interesting position. This is the benefit of social capital that people can find each other and share information or resources to have a benefit. This benefit is valuable and higher than the investment for social capital. The social capital is important for the HRM to get access to the best suitable candidates and the opportunity to motivate those candidates to apply.

The importance for the economy is described with the use of SNSs and the internet. The Statistisches Bundesamt (Federal statistical office) reported in 2014 that 76% of Germans who use the internet are members of social networks and that 82% of the 30 to 49 year old Germans are using the internet regularly (Statistisches Bundesamt, 2014b). This means that potential candidates are reachable and identifiable via SNS in the internet. The internet is an important platform for the economy (Huth, Bertsch, & Arenz, 2011). The internet is a marketplace for employment opportunities because people have the chance to identify employment opportunities.

Actuality of the topic is that the labour market and technical opportunities are permanently developing and changing. At the moment the economy, especially companies have new circumstances and challenges for HRM, employment seeking individuals and society. This is

the reason to investigate SNSs under consideration of the employment seeking process by individuals.

- Organizations have difficulties identifying suitable candidates because the labour market changes, e.g. labour markets are more global, demographic changes reduce the number of available candidates etc.;
- SNSs substitute and supplement communication channels in societies e.g. channels to exchange information about employment opportunities between individuals and HRM;
- Individuals use new opportunities to identify suitable positions that means they change their employment seeking process and use new tools to identify employment opportunities;
- HRM needs new tools to identify candidates efficiently and effectively to be competitive and to improve the recruiting process under the changing circumstances;
- Social capital theory has to be tested for SNSs as a new kind of social network under consideration of the employment seeking process;
- Social networks are changing under the influence of SNS;
- Society is changing by SNSs and the use of SNSs is increasing;
- Digitalisation provides new opportunities to organizations and individuals SNSs are a part of the digitalisation and change the daily lives of individuals.

The problem of the Doctoral Thesis concerns the lack of excellent candidates for organisations and the need of new channels to contact potential candidates, to get the best candidate quickly, most economically and easily. The success of the HRM depends on the identification of the best candidates and that is very difficult because the labour market and society is changing and being more challenging. Many companies have disadvantages because they could not find a suitable candidate. Organisations need new tools and opportunities to achieve this objective and develop the recruiting process using SNSs for organisations. The number of published scientific papers on the research topic of the dissertation is limited and few in number. The new technical situation with SNSs and changes in society provides the basis of the dissertation. These new circumstances influence society and influence developments of society to novel mechanisms influenced by SNSs. The social capital theory explains social networks very well; the dissertation investigates social capital theory in SNSs. The behaviour of individuals on SNSs needs investigation to provide information about the employment research process of individuals and a new tool for HRM for the recruiting process.

The research question is why people use and what the advantages and disadvantages of SNSs are to exchange relevant information for the employment seeking process.

The research object is SNSs for individuals to identify employment opportunities and relevant information in that regard.

The research subject is the information exchange with and within SNSs about employment opportunities.

The aim of the doctoral thesis is to investigate SNSs for the employment seeking process including relevant information exchange between individuals and human resources management and to improve the quality and quantity of information.

For achieving the aim of the work the following tasks were set and implemented:

- Analyse the theoretical and practical concepts in the field of SNSs and HRM;
- analyse the use of SNSs as a possible channel to identify employment seeking relevant information;
- collect data for statistical analysis to investigate the use of SNSs for the employment seeking process;
- identify reasons of individuals to use SNSs for the employment seeking process e.g. dangers, advantages and disadvantages;
- provide recommendations to improve the employment seeking process with SNSs to increase the effectiveness and efficiencies of the information exchange between individuals and HRM.

Research methods:

- scientific literature analysis;
- Qualitative research – interviews;
- One main survey and six pilot surveys to support and confirm the results of the research of potential employment seekers and individuals.

Interviews and surveys to test the statements, model, framework and assumptions with statistical data analysis (indicators of central tendency or location – arithmetic mean, mode, median; indicators of variability; variance, standard deviation, range, standard error of mean, correlation analysis, variance analysis, testing of statistical statements, factor analysis were applied.).

The limits of the topic of the doctoral thesis

The research concentrates on individuals and does not include organizations. The perspective of HRM is only theoretical. There are many different SNSs with different aims and purposes. The research concentrates on private and business SNSs in Germany. The research does not discern between industries or professional qualifications of the user of SNSs. This rules out a general result for all kind of SNSs and countries. The research excludes none users of SNSs and individuals without access to the internet or none speaking German individuals. The research is furthermore under consideration of the employment seeking process and only valid for the employment seeking activity. There is not a categorization of the ties between strong, weak or absent ties. That limitation may be a field for further research.

The data used in the doctoral thesis

The data was collected by the author. Pilot interviews and surveys for preparing the questionnaire to transfer the variables from social capital of social network and to get a first insight into the research field.

- interviews with 25 employment seeking individuals about the use of SNSs for the employment seeking process;
- interviews with 28 individuals about employment seeking behaviour;
- interviews with 46 individuals about the general use of SNSs.

With the information on the basis of interviews the following surveys to improve and prepare the final questionnaire for the dissertation have been executed:

- First survey with 56 individuals;
- second survey, paper based, with 440 participants with the special focus to identify channels to exchange information about employment relevant information;
- third online survey with 233 participants to identify the motivation of individuals to use SNSs for the employment seeking process e.g. danger of SNSs for the employment seeking process;
- fourth online survey 118 participants of the generation Y as heavy users of SNSs to get an additional focus on the topic;
- fifth survey with 212 individuals to explain the use of SNS profiles and to explain why people forward employment relevant information;
- sixth survey with 198 participants to identify the reason of employees to forward information about employment opportunities with SNSs;

- final questionnaire for the dissertation with 969 participants to test dissertation statements and assumptions.

The final survey which is presented in detail in the dissertation investigated the use of private and business SNSs as a tool to exchange employment relevant information between individuals. The final survey investigated the use of SNSs for the employment seeking process by individuals and is used to test the statements finally. The pilot interviews and survey have been used to complete the main survey and to confirm the numerous results of the main survey.

The source for the research is the collected data by the author. Only primary data is used except the data to explain the representativeness of the collected data. The data to investigate the representativeness has been obtained from the governmental institutions Statistisches Bundesamt (Federal statistical office) and Arbeitsagentur (Employment Agency). Further scientific German institutions e.g. Gesis, Institut zur Zukunft der Arbeit (IZA), Deutsches Institut für Wirtschaftsforschung (IWF) and Institut für Arbeitsmarkt und Berufsforschung (IAB) have been under consideration. German federations and marketing research organisations have provided data as well and have to be under consideration e.g. Bundesverband Informationswirtschaft, Telekommunikation und neue Medien (BITKOM), Gesellschaft für Konsumforschung (GFK) and Arbeitsgemeinschaft Online Forschung e.v. (AGOF). The last source for data to identify the representation has been international organisations like World Bank, Organisation for Economic Co-operation and Development (OECD) and Eurostat for example. The available data from those organisations has been used for the research and scientific work.

The novelties of the research are:

1. Creation of a model and framework to research and use of SNSs for the employment seeking process;
2. The advantages of the mechanism, processes and operations of SNSs for employment seeking purpose of individuals to identify employment relevant information and employment opportunities;
3. The comparison of private and business SNSs for the employment seeking process of individuals;
4. Inspection of the use of SNSs for the employment seeking process in Germany.

Results of the scientific research

The value of the research is to give an answer to the usability of social capital theory for SNSs. This gives an answer to the mechanism in SNS. The dissertation explains it with the variables of trust, support and the exchange of information in SNSs. The variables provide the opportunity to research SNSs and to verify social capital theory with those variables. This supports the research of SNS and improves the social capital theory. The research provides in addition the theoretical background to explore a tool for organizations to identify suitable candidates and explanations of the mechanism in organizations to identify new employees with SNSs. The HRM get explanations of how to use SNSs to identify suitable candidates and to transfer information about employment opportunities. This helps to improve the recruiting process and to get a better result of the recruiting process. The result of the research improves the knowledge about private and business SNSs for the employment seeking process. This helps organisations to achieve a benefit for their recruiting process.

The social capital theory has to be extended to SNSs under consideration of the employment seeking process for Germany. The extension helps scientists to understand and explain the behaviour of SNS members and to identify suitable methods for the recruiting process. Individuals are exchanging and sharing information on SNSs, however the amount of information concerning employment opportunities or employer is small. This has to be changed so that SNSs are valuable for companies and individuals.

The main results of the dissertation are:

- The development of a model and framework to use SNSs for the employment seeking process;
- SNSs have the potential to be used for the employment seeking process;
- The information exchange about employment relevant information is fully accepted by business SNSs and a little bit less accepted by private SNSs;
- The tendency for the variable trust is that people do not trust SNSs content under consideration of the employment seeking process;
- The tendency for business SNSs is more to use SNSs to receive support than for private SNSs;
- The investment in SNSs influences on a small significant correlation level the use of SNSs for the employment seeking process.

The theoretical, logical and practical result is that the SNS mechanism and the behaviour of SNSs members can be explained with the social capital theory and SNSs can be used in the context of HRM.

Main Statement to be defended:

Involvement and intensity of membership of SNSs influences individual's behaviour and the use of SNSs for the employment seeking process.

Statements to be defended:

- Individuals who have more trust in SNSs use SNSs more frequently for the employment seeking process.
- Individuals who get advantages from using SNSs use SNSs more often for the employment seeking process.
- The exchange of information in SNSs depends on the use of SNSs which influences the use of SNSs for the employment seeking process.

Application of research results

The author has provided publications, take part in conferences, external national and international doctoral schools in Skaagen (Denmark), Melbourne (Australia), Trier (Germany), Flensburg (Germany) and Oslo (Norway), seminars at the University of Latvia and discussions with other researchers.

Publications:

1. Sander, T.; Pauzuoliene, J.; Sloka, B. Human Resources Management use of Social Network Sites to Recruit Employees. In Proceedings of the New Challenges of Economic and Business Development, Riga 12. – 14. May 2016 pp. 623 - 635 (***Thomson Reuters Web of Science data base***)
2. Sander, T.; Sloka, B. Use of social network sites for the employment seeking process. In Proceedings of Economic Science for Rural Development, 21. – 22. April 2016, Jelgava No. 43, pp. 117 – 124 (***ISI Web of Science and EBSCO data base***)
3. Sander, T.; Sloka, B.; Phoey L., T. Gender Difference in the Use of Social Network Sites Profiles to be attractive for Project Manager. In Proceedings of Project Management Development – Practice and Perspective, 14. – 15. April 2016, Riga, pp. 324 – 334 (***EBSCO data base***)

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25. Sander, T. "Social capital and social media combined is the future of the recruiting processes". In Proceedings of the EBES 2012 Conference, Antalya 2012 13 – 14 January pp. 275 – 288.

Presentations on international scientific conferences:

1. Sander, T. "Human Resources Management use of Social Network Sites to Recruit Employees", New Challenges of Economic and Business Development, Riga, 12. – 14. May 2016

2. Sander, T. "Advantages and Disadvantages of "the Employee Recruits Employees"", Management, Enterprise and Benchmarking in the 21st Century, Budapest, 29th of April 2016

3. Sander, T. "Use of social network sites for the employment seeking process", Economic Science for Rural Development, Jelgava, 21. – 22. April 2016

4. Sander, T. "The Gender Difference in the Use of Social Network Sites Profiles to be attractive for Project Manager", Project Management Development – Practice and Perspective, Riga, 14. – 15. April 2016

5. Sander, T. "Does the use of Facebook influence the Exchange of Information on Social Networking", FIKUSZ, Budapest, 13. November 2015

6. Sander, T. "Social Capital in Virtual and Real Networks", International Conference "Baltic Sea Region in the Context of EU Integration", Riga, 11 – 13 June 2015

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8. Sander, T. "Use of Social Network Site´s Profile for the Employment Seeking Process", 3rd World Conference on Information Systems and Technologies, WCIST 2015, Azores, 1. – 4. April 2015

9. Sander, T. "A Reliable Method to Analyse Social Network Sites with Interviews", 2nd Mediterranean Interdisciplinary Forum on Social Sciences and Humanities, MIFS 2014, Almeria, 26 – 28 November 2014

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23. Sander, T. "Social capital and social media combined is the future of the recruiting processes", EBES 2012 Conference, Antalya 13. – 14. January 2012

24. Sander, T. "Social capital theory transferred to new circumstances", Global Business management research conference, Fulda 2. – 4. November 2011

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The time frame has been from January 2012 until June 2016.

1. THE ROLE OF SOCIAL NETWORKS FOR HUMAN RESOURCES MANAGEMENT

The research concentrates on SNSs and the use of SNSs to exchange information between individuals about employment relevant information. Employment relevant information assists with the decision to apply and to accept an employment offer from a company. The focus of the research is on individuals and how they share and exchange information to explain the mechanism in SNSs and to increase the knowledge of organizations, especially HRM, about SNSs as a tool to transfer information and to influence individuals with SNSs under consideration of the employment seeking process. This supports the recruiting process and improves the result of the applying candidates. Figure 1 presents the model and framework to illustrate the information exchange process. The HRM element is presented theoretically and the role of the individuals in the process is theoretically and practically researched in the dissertation.
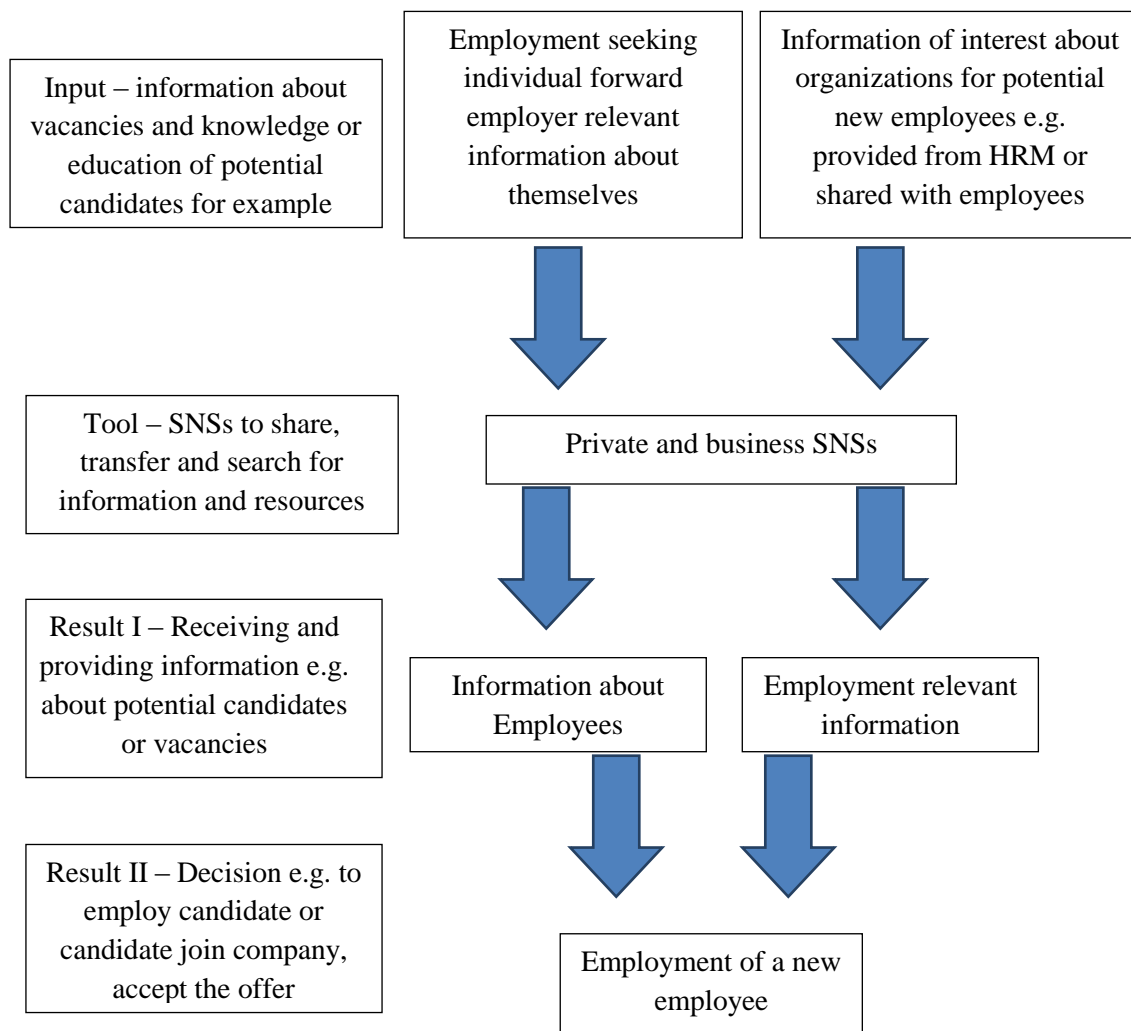
Figure 1.1 **Model and framework of research to investigate SNSs for employment relevant information exchange**

Source: author's construction

The practical research concentrates on the behaviour and use of SNSs of individuals which is mainly presented in the left thread of the figure 1.1. This research is based on theoretical scientific .work and social capital theory. The variables are defined by the literature review and tested with interviews to confirm the suitability of the variables. This leads to a framework and model to measure social capital in SNSs created by the author. The space and time for the research does not enable that HRM is part in the practical research. That needs further scientific efforts under consideration of the theoretical basement of the author.

1.1 THEORETICAL RELATIONSHIP BETWEEN HUMAN RESOURCES MANAGEMENT, SOCIAL NETWORKS AND SOCIAL CAPITAL

The following review summarizes existing findings about the research field and related scientific literature. It is a summarization of the literature which is needed to explain phenomena and to get an overview of the research field. (Tziralis & Tatsiopoulos, 2007; Tranfield, Denyer, & Smart, 2003).

The theoretical and practical relationship between social capital, HRM and social networks is described in many scientific publications. The phenomena's in social networks are explained by social capital, social capital theory can explain the behaviour of individuals in SNS. Is it possible to falsify the social capital theory for SNS. The point is to find out if causal mechanism exists in SNS which are not explainable with the social capital theory, would it be possible to find evident issues to confirm or falsify social capital theory for SNS. Social capital theory is used in different scientific fields and has been created in the sociology (Portes, 2000). The cultural factors influence the economic growth and that is the reason to use the social capital theory to explain the economic changes with social networks and to create models to explain the operation of social networks (Fukuyama, 2002). The social capital theory is a multidisciplinary theory which is used for many explanations as social, economic or political issues (Woolcock, 1998; Serageldin & Grootaert, 1999).

There are many authors with different concepts to explain social capital theory and they use social capital in different ways to explain phenomena (Pruijt, 2002). Social capital theory support to explain relations between individuals and can provide behaviour to avoid negative aspects of social capital. Social capital is the value of relations based on the resources of the network the individual is involved in (M. S. Smith & Giraud-Carrier, 2010). The social capital theory explains the actions and decisions of individuals (Yair, 2008; Frank, Kim, & Dale, 2010). The explanations can be used by HRM to identify the best way to recruit new

employees and to know the reasons to motivate individuals to use SNS to identify employment.

In General describes social capital three characteristics. The first point is that social capital is embedded in social structures, second social capital provides access to resources from individuals to individuals. The third characteristic the use or mobilization of the accessible resource to reach a goal (Tronca, 2011).

Many factors influence social capital and the perspective defines the value of social capital. The economic success can depend on social capital (Fukuyama, 2002). Researchers are interested in understanding SNS and the behaviour of people who use SNS, they demonstrate the influence of SNS on social life (Chiu, Hsu, & Wang, 2006; Payne, Moore, Griffis, & Autry, 2010).

In general explain the social capital theory the mechanism in social networks or communities. The ties in social networks between individuals provide the access to resources and information (Franke, 2005; Nan Lin, Fu, & Hsung, 2001). Social capital is only possible if individuals can create relationships with each other and the relationships create a network. That means the creation and activation of social capital needs a minimum of two actors, a single individual in isolation cannot create social capital (Onyx & Bullen, 2000; C. Grootaert & Bastelaer, 2001). Any social arrangement that allows individuals to increase their capacity to achieve their objectives is a form of social capital and creates new social capital (White, 2002; Tlili & Obsiye, 2013). That social capital exists is only possible if individuals share their resources and information, if they cooperate with each other to reach an objective and to exchange resources (Jans, 2003). The exchange of the resources and information is the value. The value of social capital is only possible if the resources and information of the network have a benefit for the individual. The value of the relationship depends on the situation, meaning of the relationship and perspective of the individual (RS Burt, 1999). Other authors describe the social capital theory as a theory to understand and predicting the norms and social relations embedded in the social structures of societies (Narayan & Cassidy, 2001; Fuhse, 2008).

The social capital theory explore the society and explain social capital as social interactions in communities (White, 2002). The social capital theory provides an explanation of the behaviour of individuals in social networks. That support the identification of relevant types of relation in various social situations, that provides research the opportunity to identify reasons for action, provide information about the best tie to achieve an objective and provides

a better understanding of social reality (Moody & Paxton, 2009). Social capital can be the cause and effect for the behaviour of individuals and organizations. This knowledge support the HRM to use SNS successful as a tool for the recruiting process. The relationship between individuals is defined as an exchange of resources and information including advice affected by sympathy and trust (Coleman, 1988; Ellison, Steinfield, & Lampe, 2007). Social capital exist permanent and influence individuals anytime. Social capital has consequences anytime for anybody and is responsible for the outcome of action (Jordan & Munasib, 2006) e.g. the success of the employment seeking process.

Social capital is only beneficial if it is available in a needed situation that includes the knowledge of the individual about the network and the connection which provides the needed resource or information. The distribution of social capital has to be possible. Social capital is an opportunity to improve or change the situation for an individual (Barry Wellman & Frank, 2001; Van Der Gaag & Snijders, 2005). The value of social capital depends on the situation, sometimes social capital is in one situation useless or dangerous, in another situation is the same social capital valuable (Bakker, Leenders, Gabbay, Kratzer, & Engelen, 2006; Gray, Kurihara, Hommen, & Feldman, 2007). That has to be under consideration if the HRM use social capital for the employment seeking process. The production of social capital takes time and effort, and social capital is cumulative which is an indication that social capital is capital (Stiglitz, 1999). The transfer of social capital can be difficult because the social capital can depend mainly on the owner, social capital is less tangible than physical capital. The result of social capital can be visible but social capital itself is not visible presentable (Robison, Schmid, & Siles, 2002; Gush, Scott, & Laurie, 2015). It can be possible to convert social capital to other forms of capital, that social capital substitutes other capital. The transfer of social capital to another individual can destroy the social capital or social capital invest or disinvest itself (Robison et al., 2002). One difference of social capital to other forms of capital is that social capital need a permanent maintenance to exist (Bourdieu, 1992; Adler & Kwon, 2002). The maintenance and creation of ties produce costs e.g. transaction cost. It requires resources e.g. time, information about employer or another kind of capital (Hansen, 1999; Leana & van Buren III, 1999). The ability to secure resources by membership in social networks is social capital (Portes & Landolt, 2000). The owner of social capital can be an individual, organization or network members (Fukuyama, 2002). That means social capital is identity and relationship based. Further exists social capital if people belongs to social networks or they do not belong to a social network (Mu, Peng, & Love, 2008). Social capital is anytime a relationship based construct.

It exist different forms of capital. Social capital is a nonmaterial form and physical capital is a material form of capital. General generates capital a benefit for the owner or represents an advantage for the person who can command the capital (R. S. Burt, 2001; C. Grootaert & Bastelaer, 2001). There are differences between social capital and physical capital. The physical capital is related to extension in time, deliberate sacrifice for future benefit and alienability. Physical capital is easily measurable. Social capital has only the temporal aspect of physical capital under consideration (Sobel, 2002; Quibria, 2003). The exhaustion of social capital does not depend on the employment. That means the use of social capital can increase social capital as it is a product of collaborate use. Physical capital is reduced by exhaustion and the use of physical capital reduce or change physical capital (Braun, 2001). Social capital can be human capital, intellectual capital or financial capital for example (Ellison, Vitak, Gray, & Lampe, 2014). If more than one person needed to create physical capital than social capital is required to create the physical capital. That means physical capital which need the collaboration between different actors is only with social capital possible. Further mention some authors social capital in context with communicative capitalism (Tartakovskaia, 2006; J. K. Scott & Johnson, 2005). Other authors describe social capital as the contextual capital to human capital (R. S. Burt, 2000). Capital requires an investment to exist. The minimum investments in social capital are time and efforts. Further can be anything else which maintain, create or improve a relationship with a valuable outcome an investment in social capital (Ellison, Vitak, et al., 2014). There is material and non-material investment possible. Material investment can be money and non-material can be emotions or time.

Another point is the definition of the value of the social capital. The investment in a network can have different values for the network member. That makes it difficult to define social capital as a capital as the value for the individual is not clear defined (Glaeser, Laibson, & Sacerdote, 2001). Social capital has been invested and will be used later. The capital is given away at the moment but in future the investment of the capital will be useful. The investment in the future and social capital needs trust or people would not invest in their relationships to create social capital. Social capital can be saved and used for future events and investments (Kadushin, 2004). Social capital is not applicable in the same manner for different individuals. The investment of social capital reliability and prediction of the value depends on the receiver (Robison et al., 2002). The social capital of a human is the relationships and the owner of social capital has the ability to use the relationship for an advantage. Social capital has to be shared between the actors because it is part of a relationship and both parts have to be involved to create social capital (Wald, 2011). The accumulation of individuals

investments in a group of relationships create a stock of capital. Social capital makes future processes, operations and situation for the individual more effective and efficient. Social capital is an accumulation of various types of assets and investments to create beneficial results now and in the future (Oxoby, 2009). The investment can be defined as efforts of individuals to exchange information or resources (Nikitkov & Sainty, 2014) to create or maintain connections to receive an advantage.

Social in the context of social capital theory means that there is a degree of mutuality and identity in a relation. Further exist a co-operation in the construct and care for each other mainly without a personal benefit, they contribute their benefits to other and share their advantages. The sociability of a network is important for individuals to join a network (Uphoff, 1999). The HRM can use the information and communication opportunities which are provided by social capital to attract and motivate potential candidates to apply. The social capital support to identify suitable candidates and has a great potential for the employment seeking process to improve the process.

Social capital theory has to be under consideration of the environment and situation one point is the social context and structures of interaction. (Wald, 2011; Gleave & Welser, 2009). Some ethical groups expect the use of social capital more than other ethical groups with other norms, rules and cultural background. Different generations use different networks, environments to create networks and have different norms and behaviour which influence the social capital. Different demographic preconditions influence the creation and ownership of social capital. That means social capital is to define under consideration of a certain population (Baker & Coleman, 2004; Jordan & Munasib, 2006). The cultural differences has to be under consideration as social capital is differently used, that is an important issue for HRM to know how they can use social capital for the employment seeking process. Normally social capital increase with the age because individuals enlarge their networks (Steverink & Lindenberg, 2006; Cardoso, 2005). The value of social capital depends on the individual situation and the value is for anybody different. Social capital can lead to norms and new cultures (Coleman, 1986).

Some authors describe shared culture and norms that promote social cooperation as a kind of social capital (Ostrom, 1999). The difference between the cultures effects the stock of social capital. Norms, culture and environment change social capital but the strength of the influence is not clear (Sobel, 2002). The factors trust and obligations depends on the culture and this factors are important for social capital theory (Tlili & Obsiye, 2013). In addition is trust

important if there does not exist any law or official regulation. Individuals would not share or exchange information or resources without the opportunity to get a return (Portes, 1998). The expectation to interact more often in the future influences social capital positive. The society is influenced by social capital and creates a frame for unregulated situations (Woolcock & Narayan, 2000). That support processes and operations in the society that societies can operate very well.

Trust is an important part of social capital theory and any social structure has a level of trust. The level of trust depends for the social capital theory on the social structure and actors (Krishna, 1999). Individuals can trust other individuals, processes, mechanism or technology. The result of trust is a predicted result that fulfils the expectation (Lippert & Swiercz, 2005). In general gives the culture an indication and creates an expectation of fairness in the exchange process which could be described as trust. Trust is compared with knowledge and beliefs of an individual. The common understanding of the outcome and action of behaviour is important for trust. In addition is the actor who provides the information important to trust the information or not. The reputation which is created in history gives an indication about the trustfulness of an individual (M. S. Granovetter, 1985). The quantity and quality of access to information or resources depends on the level and kind of trust. The reputation of a person, organisation or company influences the trustfulness. The logic and explanation is a strong indication to belief information or not to belief. Trust is important for the employment seeking process because individuals would not apply with confidential private information if they do not trust the employer or provided information from the supplier. Trust is a mechanism of social control e.g. possible sanction for unexpected negative results (Bohn, Buchta, Hornik, & Mair, 2014). Trust is created by repeated interaction with an expected outcome in the past and in the future. Trust depends on the prediction of the result of action or behaviour of an individual. More trust lead to more social capital. Trust influence and control the behaviour and decisions of individuals (Tansley & Newell, 2007; Hooghe, 2007). The factor trust can be used for the operationalization of social capital (Patulny & Svendsen, 2007). The public image of companies influences the trust in a company and creates social capital for the company. This social capital can be useful for HRM and individuals to improve the employment seeking process.

It exist positive and negative relationships which has to be under consideration for the employment seeking process as the relationship influence the success. The positive relationships are related with positive attitude and advantages for the actors. The negative relationships are created in history and can support individuals to evaluate situations and to

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find a decision e.g. to apply for a position or to avoid an application. The negative relationship gives an indication about the behaviour of another individual and is mainly created by experience and information. Prestige, social standing or status can be an indicator for negative social capital. The relationship reduce uncertainty and that support to decide about a situation (Valenzuela, Park, & Kee, 2009; Wegge, Vandebosch, Eggermont, & Walrave, 2014). The individual is responsible for the relationship and the initial point to create a tie. The creation can be active, passive or mutual. Relationships are only possible if all actors accept that there is a positive or negative tie. The reject of a relationship request from an individual or organization is possible. The decision of an engagement in social relation depends on the individual (Carrasco, Hogan, Wellman, & Miller, 2008, Helliwell, Huang, & Wang, 2014). The relationship can be helpful or harmful to reach an objective. That is independent from a negative or positive relationship. The result of the relationship is the absorption of the reputation of the other individual which is connected with the individual (Moerbeek & Need, 2003).

Social capital needs communication because without communication there would not be an exchange between individuals. That means the free circulation of information is needed to build up networks and that influence the exchange of information. Organizations need communication and social capital to exist. The employment seeking process needs communication to operate. That means social capital can support the communication process between HRM and applicants for example.

There are directions of social capital theorists who say that individuals with large accumulation of social capital will have an advantage over other individuals with less social capital (White, 2002). The maintenance, structure of relations and both types of linkage is a benefit of individuals and kind of social capital. Some authors distinguish between what social capital is and what it does (Franke, 2005). They describe the way to achieve a target with the support of social capital and how to use social capital for an advantage, how social capital affect the economy and society (Robison et al., 2002; Mahmood, 2015). The identification of the owner of social capital is another differentiation of social capital.

The micro approach is defined as the collective action of a network. The micro approach is only possible if social and structural differences exist between networks (Fuhse, 2008). The result of the action is a product or result to achieve a goal. That is the reason for the individual to create a relationship and to gain individual social capital which is owned by the individual. The behaviour of social network members and the perception of collective issues can be

defined with social capital, for example the reduction of concealment rates in organisations or improved governance. The micro level create bonds of reciprocity and trust which is needed to get access to information and resources (Gray et al., 2007; Antheunis, Abeele, & Kanters, 2015). The opposite is the macro approach of social capital. This approach concentrates on the integration and social cohesion in organizations e.g. trust and reciprocity is an indicator for example. This social capital summarizes the micro social capital and improves the well-being and wealth of all member of the organization. The macro level has a collective social capital (Tronca, 2011; Franke, 2005). The question for the macro and micro perspective would be if social capital is a societal or individual property (Jans, 2003). The micro and macro level interact with one another and one level cannot exist without the other level (Herminia Ibarra, Kilduff, & Tsai, 2005). Both levels influence each other and depend on each other.

An indication is the input and output of social capital in a network. There are different kind of input and output. The macro level defines the output of the network as the collective action which is the result of cooperative efforts of the social network. The input and output depends on the norms and culture, the situation and the kind of social network. The outcomes of social networks can be social control and social support (Portes & Landolt, 2000). The goods and services provided by social capital can be substituted by other mechanism. The use of social capital and the output of social capital make it necessary to know who is able to provide the needed resources or information (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). The engagement or volunteering work of individuals in networks, their participation reinforces norms of obligation and cooperation (Shah, Kwak, & Holbert, 2001). That depends on the investment and outcome. That is one result of the investment.

The World Bank has done many researches in the scientific field of social capital theory and use the social capital theory to explain mechanism to improve the situation of developing countries. The world banks definition concentrates on the collective action that produces social capital. The social capital theory can explain poverty and wealth, in addition explains the world bank well-being with social capital (Oxoby, 2009; Beugelsdijk & Van Schaik, 2005). The World Bank has a combination of cognitive (micro), structural (meso) and institutional (macro) elements of social capital theory. The example world bank gives an indication that there are different definitions to explain social capital theory (Franke, 2005). In addition develops social capital organizations too and organizations can be the owner of social capital (Nahapiet & Ghoshal, 1998; Woolcock & Narayan, 2000). This social capital can be used and developed to improve the employment seeking process. Especially of interest for the

world bank is social capital as a public good to improve and develop the wealth of nations (Swain, 2003). Countries and communities accumulate resources and information in different ways and with different success. This influences the progress in a country and explains the difference success and development level of different countries. Social capital can influence the process to create wealth and development in countries because social capital enables improvisation, gives access to information, exchange of resources is possible and provides communication channels (Vartanova, 2004). Conflicts and misunderstandings are reduced with the existence of social capital.

Organizations need social capital and organizations on a relationship basis. The action to create organizations needs maintenance and utilization of relationships. The relationships and the potential action is the base for organizations to operate. The duplication of social capital by competitors is difficult because social capital is an intangible complex construct (Mu et al., 2008). That is the competitive advantage of organizations to bundle and share resources and information (Leana & van Buren , 1999). Further develops social capital processes. Processes are important for organizations to operate, e.g. that HRM is successful as HRM is people and relationship related. The economy needs coordinated operations and behaviour. This is organized with the structure and organization of social networks and the existing social capital. The coordination is needed to be successful and to control the process to guide the organization and their members to a valuable objective (Fussellet al., 2006). Organizational social capital is defined by the member's goal orientation and shared trust in the organization. The result is collective action with a beneficial outcome. The human behaviour depends on the relationship context. This different contexts and personality influence the relationship between individuals. The relationship define the cooperation and coordination in an organization (Reis & Collins, 2009). That means people are responsible that social capital exist and support them, that they can reach their objectives. Social capital is a human intangible product.

1.2 THE INFLUENCE OF THE STRUCTURE OF SOCIAL NETWORKS ON THE INFORMATION EXCHANGE BETWEEN INDIVIDUALS

Granovetter is a prominent author for social capital theory. He explains the social capital theory with the structure of the network (M. S. Granovetter, 1995). The structure of the network can have a direct impact on perceived benefits and costs for the network and network member (Ganley & Lampe, 2009). He describes weak, strong and absent ties to analyse social networks. The tie is a channel to exchange material or non-material resources mainly

information or products. The strong ties is the direct contact between two network members, the invested time to maintain the tie, emotional intensity, intimacy e.g. family member and the expected reciprocity (Gush et al., 2015; W. Chen, 2013). To define the strength of ties Granovetter makes the following comment: "… the strength of a tie is a (probably linear) combination of the amount of time, the emotional intensity, the intimacy (mutual confiding) and the reciprocal services which characterize the ties" (M. S. Granovetter, 1973).

The relationship is well defined and the actors are aware about the relationship (Moody & Paxton, 2009; K. Williams & Durrance, 2008). Absent ties do not exist but the absence of a tie can have negative or positive influence on another tie or social capital. If there does not exist any contact or relationship than there does not exist a tie or anything else between the individuals (Bhukuth, Ballet, & Guérin, 2007). Granovetter defines absent ties as:

"…"absent" are both the lack of any relationship and ties without substantial significance such as a "nodding" relationship between people living on the same street….That two people "know" each other by name need not move their relation out of this category if their interaction is negligible." (Granovetter 1973, p. 1361).

The first tie in a relationship is a weak tie which can be developed with investments to a strong tie (Mu et al., 2008). In addition describes Granovetter strong ties as a relationship between three individuals and all three individuals are related. The result of a dense network is the number of ties to forward resources and information. Strong ties and the knowledge about each other improve collective action and reduce the free riding effect (Mark Granovetter, 2005; Nikitkov & Sainty, 2014). A high cohesion is only in small networks possible because the resource of individuals to create and maintain strong ties for a dense network is limited (Brass, 2009). The quantity and quality of beneficial resources which the network contains define the sharpness of belonging to a network and strength of cohesion of the network (Gray et al., 2007). The weak tie is based on a loosely defined affinities and maybe the actors are not completely aware about this relationship (Giraud-Carrier & Smith, 2008). Weak ties mean individual A has access to C and B but B and C do not have a tie. Some authors define A as a bridge between C and B. The bridge can be between individuals and networks. The advantage of weak ties is the access to more novel and adaptive information and resources. The bridge connects people with different background. Strong tie constructs have more overlapping information. Burt describes this bridging phenomena as structural holes (Appel et al., 2014; R. S. Burt, 2001). The opposite of bridging social capital is bonding social capital. Bonding social capital is responsible to connect individuals with a

similar background or objective to a network. They are homophile. The cohesion in this network is higher than in other networks and the cohesion is valuable for the network member. Bonding social capital can only exist if people are excluded. That can be a negative affect for the society (Gray et al., 2007; Oh, Chung, & Labianca, 2004). The difficulty is that social capital cannot be obtained by some individuals which are excluded from the network e.g. member of separated group. That provides different distributions of social capital (Tlili & Obsiye, 2013). Social capital is the social glue in networks, communities, organizations and any other social relationship to increase the cohesion. The result of a higher cohesion is a higher grade of social capital and can be a valuable result (Oxoby, 2009). The consequences of the interactions and ties between the individuals are the result of social capital. The definition to explain social capital depends on the involved elements in the construct and the kind of connections between the elements. The individual can have diverse and redundant ties. Redundant ties are not useful for the individual but diverse ties can give access to unique resources or information. The number of redundant and diverse ties in a network or ownership of an individual impacts the social capital (M. L. Smith, 2006), potentially leverage the social capital (Appel et al., 2014). The structure of social networks is affected by the culture and environment which explains the differences between network structures (B. C. Grootaert, 1998). Different structures of social networks influence the operation of networks and efficiency and effectiveness of social networks depending on the situation.

Other authors have further definitions and descriptions for ties. Manipulable ties are ties that can be influenced by the individual. Individuals are free to get in touch with another individual and to build up a tie. This kind of tie is valid mainly in the context of friends or volunteer groups. The individual has the power to decide if the tie exists or not. This can influence the exchange of social capital and influence the strength of the ties too. The manipulable reasons can be represented as positive ties with positive attitudes. Individuals are looking for networks that help and support them. They want to get an advantage with the network. This is the reason why they take part in the group and give their social capital to the group. (Van Der Gaag & Snijders, 2005). Recruiter can use this desire of individuals to be part in a network to have an advantage with their network. They can provide information in a network about their company to provide beneficial deeper and more information to attract future candidates.

The other kind of ties is the unswayable tie. The individual is not free to make a choice whether to have a tie or not. The tie exists without any decision from the individual. The individual cannot influence the tie and has to have this tie for organizational, for structural or

for kin reasons. The organizational reason exists mainly in companies where individuals have colleagues and they have to have a tie with their colleagues to do their work. The last point is the kin reason. These influence the ethical, educational and cultural background. These ties cannot be influenced but the tie influences the relationships between the individuals in the group and other individuals. The unswayable ties can be negative because individuals do not have sympathy for each other but they have to cooperate. The negative aspect is that they may be discriminated against because they are member of a cultural group. This influences the tie and the social capital. The result can be a limited access to resources because the individuals are limited to their ethical group (McDonald, 2011). This is a typical kind of negative social capital and can be anticipated and investigated with ethical groups for example.

Another influence of the ties is the exchange of social capital. There are ties with social capital for only one individual of the relationship in some situations. A typical situation in recruiting is the recommendation of candidates by employees. The employees do not get any social capital if they recommend a candidate. The candidate benefits from the reputation of the employee as well as the information from the employee. Both help the candidate to benefit from the social capital from an employee where the hiring company is concerned. The advantage for the employee is not given in the first moment. The reciprocity is an influence on the level that ties have (Woolcock 1998). The advantage for the employee who recommends somebody is the creation of obligations for the employment seeking individual. That creates a kind of social capital. If the employment seeking individual is successful than increase the recommending employees their network.

The social capital which mainly Burt describes in his articles is an individual social capital. The advantage of the individual is that nobody else in the network has access to this special resource but the resource is needed and beneficial for the network (Wald, 2011). Individuals depend on each other in a network. The position gives the individual power to provide access to resources and information (Brass & Burkhardt, 1993). Burt describes this situation as brokerage opportunities because the individual has an opportunity to use the position in the network to get an advantage, to control the flow of information, to have power about members who do not have access to the needed or desired resources and information and to provide new and unique information or access to resources between networks (McDonald et al., 2009; Brass, 2009). This kind of social capital gives the opportunity to spread new ideas and behaviour. The broker gets earlier information and resources that gives a time advantage and chance to gain earlier more experience. The power of the broker is the access to resources which are not access able without the involvement of the broker (Zaloom, 2004; R. S. Burt &

Ronchi, 2007). The bridge between the two networks usually is building a relation between dissimilar individuals e.g. employees and potential candidates. The bridge between the networks can provide learning opportunities and can be a competitive advantage as the access to the resources and information of the other network is exclusively. Individuals increase the heterogeneity of their knowledge if they have many bridges to different unrelated individuals with different heterogeneity knowledge. Agents between networks has more social capital and they are more interesting for other actors (RS Burt, 2008). Under consideration has to be that weak ties as a bridge can have less valuable information and resources than strong ties. The value of information and resources depends on the availability for networks and opportunity to get this resource or information (Kadushin, 2004; Hansen, 1999). Individuals who use social capital without a direct access to the owner of the resources or information can borrow social capital from another person, an agent who provides the access. The difficulty to use a broker to get access to resources and information can be the principal agent problem. This is a possibility for individuals who need access to network to get resources or information. In an emotional environment between two actors can be a broker helpful to negotiate and to reduce the emotions. Further can the broker reduce the flexibility and complexity of information or resource. The broker has the language compatibly to understand and translate the information, knowledge or resources (Hinds, Carley, & Krackhardt, 2000; Benner, 2004) for the involved individuals. That can explain or predict behaviour of one group to another group. The accumulation of information can create new valuable information (RS Burt, 2008). Broker can reduce the search costs and uncertainty for individuals. Their knowledge and experience with the owner of the needed or desired resource or information is part of the brokers social capital and advantage for the individual who can use the broker (Brass, 2009). The recruiter is the broker between the candidate network and the company network. They transfer the information between potential employer and candidates that means the recruiter is a gate keeper and has the chance to use the candidate network for their advantage.

Further describes Granovetter, Burt and other author in their articles the centrality of a network member as a positive effect to spread information (R. S. Burt, 2000; M. S. Granovetter, 1973). The social structures of a network are in relation to the distribution of resources, information and relationships. The structure of networks has influence on the performance of the group (Nelson & Mathews, 1991; Gleave & Welser, 2009). The location of an individual and distance to desired or needed resources is a kind of social capital. The path length, that means the number of knots between two actors of a network are important for the transfer and access of information and resources. The distance to powerful individuals

is important to have an advantage and to have a better access to resources and information (N. Lin, 2001).The structure of networks distinguishes between direct and indirect network ties. Direct ties are an access to another individual with a required resource. An indirect tie is a tie to an individual with access to another individual with the required resource. The indirect tie means that the related individual can mobilize their network to get access to needed resources (RS Burt, 1999). That means individuals are able to increase their social capital with the use of the ties of other individuals and that the strength and extent of connections of individuals is the basis for social capital (Sobel, 2002; Adler & Kwon, 2002). Further is the closure of networks important to create trust, norms and to penalize network members. That means a close network without access to other individuals or networks has more opportunities to control social behaviour (Coleman, 1988; Uphoff, 1999). The most important issue for employment seeker would be a central position with many ties that the information and support is valuable and the individual get much information from many different individuals. Recruiter with many weak ties and short distance connected with many interesting networks is important to be successful and to identify individuals for their company.

The understanding of processes needs the knowledge about the structure of networks. Scientists create diagrams or network maps to explain networks and to describe processes e.g. economic structure of suppliers (Fukuyama, 2002). The difficult point to describe the process is the mixtures of motivation and consequences for the individual to use social capital. That is a difficulty to describe the use of social capital. Another point is the social capital use by accident which make it difficult to describe and explain the process of social capital (M Granovetter, 2002). Used by accident means that the person has an unplanned advantage with a relationship e.g. meeting a former colleague in a new company or get information about employment opportunities only because the information is published for somebody else in a SNS.

Other authors describe social capital theory without stressing the structure. They explain social capital on a cognitive level. They use social and psychological effects to explain social capital and concentrates on the results of social capital (C. Grootaert & Bastelaer, 2001). Adler and Kwon identified in their article studies of different outcomes of social capital in the society. They identified studies about career success, identifying a new position, improving the innovation process, exchange of resources and increasing relations for example (Adler & Kwon, 2002). Lin describes capital as the control between the production and creation of services. The ownership and ability to deliver and to consume products or services can be defined as a kind of capital. The social structure is created by negotiation and creates social

capital. This means individual invests in social relations with the expectations and predictions of a profitable return. The return can be economic return, political return or social return. Other advantages can including the return material resources, immaterial resources, improving of status or information. The reason to join a network is to generate a profit, to protect resources and to consolidate resources. Lin defines the explanation of social capital theory as the investment of individuals in social relations and the opportunity to capture the embedded resources in the relations to generate a return (Behtoui, 2015). This means that capital of social capital is defined as a resource embedded in social relations. The social relations have a structure which enables individuals to get an access to resources. The resources can be used to be mobilized in purposive actions. Social capital is for Lin a relational asset and must be distinguished from collective assets (N. Lin, 2001). Social capital is a flexible product with many outcomes and opportunities to invest in social capital. The only agreement for social capital is the social interaction which is needed to create and use social capital e.g. forwarding information about employment opportunities.

1.3 REASON FOR INDIVIDUALS TO JOIN SOCIAL NETWORKS

The social capital theory explains the creation of social networks and provides reasons for individuals to join social networks. One reason can be that large groups can defend their interests superior than an individual, the group of individuals is more powerful (C. Li & Bernoff, 2011). Another reason is that social capital providing a platform to convince other individuals faster and more easily. People do not trust each other and social capital creates trust (Woolcock, 1998). That provides the opportunity to influence other individuals and reduce transaction costs if people trust each other e.g. they trust the information for the employment seeking process.

Coleman describes social capital with expectations, information channels and social norms. He describes the network member as an independent actor with interests. The action of the individual is framed by norms and culture. The knowledge about norms and culture are an advantage for the individual. Further gives Coleman a link from social capital to organizations and to the economy. The economy operates with the support of social capital. Social capital is necessary for functioning economy with a social order. Social capital has an independent effect on the economy and can be used for research in management and business field (Coleman, 1984; Serageldin & Grootaert, 1999).

The history and age of relations, trust and positive effects is a reason to share and exchange resources and information. The interpersonal experience is important for social capital theory. The human has selfish preferences which influence the social capital and behaviour of individuals. The reliability and reasonability is an important factor for the value of social capital component trust. This points influence the creation of social capital (Sobel, 2002; Robison et al., 2002). That means a positive outcome of social capital can be a negative result for another player in the network e.g. if too many people know an employment opportunity than the value of the information can be for the employment seeker low because the competition for the position is high.

Adler and Kwon describe the factors for social capital theory the goodwill that other have to give access to their resources. The goodwill is reached by sympathy, trust and forgiveness from other individuals (Nikitkov & Sainty, 2014). Further is an emotional part in a relationship and influence the relationship. Individuals do not create relationships for economic reasons or rational decisions. Relationships are not created as a resource for a valuable outcome in the future (Dutton & Heaphy, 2003). In addition is friendship, mutual understanding and solidarity between the actors in a network important to create a social unit which is a network (Tronca, 2011). The provider has to have sympathy for the recipient to share or exchange social capital. The frequently exchange increase the sympathy and affect the social similarity between the actors. Commitment of group members based on a shared goal, sympathy or similarities has an impact on the exchange, membership engagement in social networks and acceptance of circumstances (Mathwick, Wiertz, & De Ruyter, 2008). They explain as a factor to use social capital the motivation of the individual to contribute to the network. These indicators have to exist that social capital theory can operate. Individuals invest their resources in social networks with the expectation of a future flow of benefits (Adler & Kwon, 2002). Burt add that individuals who have beneficial resources or information to invest have a better chance to connect with other than people who do not have something to add to the network (RS Burt, 1999). The shared goal of recruiter and candidate is to get a new employee on board at a company to have a beneficial solution for the company and candidate.

Portes explain that social capital needs an investment to construct a tie and to create a network. He defines the reason to create social capital out of a moral obligation and solidarity with individuals who are homophile for example (Portes, 1998). The theory describes that individuals with distinct phenotypical or cultural characteristics have a high level of social capital e.g. immigrant groups (Tlili & Obsiye, 2013). In addition mention Portes that

reciprocal transactions and the guarantee of returns increase the social capital. That social capital can operate needs this processes trust because the return of the favour is mainly not immediately (Portes & Landolt, 2000). The exchange of information about employment creates the expectation to receive information about employment opportunities for example.

Coleman assumed that any individual has control over resources. On the other hand has the individual interest in resources which are not available to the individual. To reach this resources use the individual the social capital and the social capital is the relation between two individuals. Social capital supports the individual to achieve targets and gives a benefit to the individual. That is only possible because the individual can create and maintain ties which give access to resources. This needs investments for example time to create a tie or provide resources to other individuals. The main factor that social capital operates is trust in the relationship (Seibert, Kraimer, & Liden, 2001). The kind of resources of the network member depends on the social location and human capital of the individual.

Knack & Keefer and other authors describe the relationship between social capital theory and the economy. Part of social capital may have impact on the economy. Social capital enables cooperation's and generates with the cooperation economic performance. Cooperation can be bundling of labour of individuals to reach a goal or the cooperation to distribute people and organizational units in space. That is an important factor for HRM to have enough qualified employees at the right moment at the expected place to fulfil a task and explain the importance of social capital for HRM in general. The social network makes the member aware about the skills and resources of network members. That protect individuals to cooperate with incompetent or unqualified individuals (Turner, 1999; Taylor, 2000). There is a correlation between trust, norms and economic performance. The mass mobilization of individuals needs social capital and gives a network a valuable instrument to influence other organizations (Juris, 2004; Sabatini & Sarracino, 2014). With high trust individuals can reduce control and monitoring costs. The peer monitoring at SNS improve the quality of information because wrong information and cheating will be penalized. A high level of trust protects efforts. That increases the economic performance (Mahmood, 2015; Ollington, 2013). Societies with high level of trust do not dependent on formal processers or institutions to exchange and to find agreements. That accelerating processes and gives the society and economy an advantage, the growth of the economy is faster. The disadvantage of trustful communities is that low trust societies create better formal mechanisms for laws and contracts (Dasgupta & Ramsey, 2005; Patulny & Svendsen, 2007). That means many trust and low trust

level has advantages and disadvantages, it depends on the situation which kind of trust level is useful.

The different countries with their different culture, laws, institutions and history have a different kind and level of social capital. The government has a large impact on social capital and the engagement of individuals in voluntary activities. In some countries are social networks important to alive, the membership in networks protect individuals against repressions and discrimination. The engagement of the individual for the community or voluntary work for local organizations is the invest in social capital and increase the wealth and economic outcome of the community. That means if the civic engagement increase than increases the social capital too. This engagement is important for economic development and effective government (Beugelsdijk & Van Schaik, 2005; Teorell, 2003; Svendsen & Sørensen, 2006). Social capital in communities can only operate if there is an opportunity to penalize community member who does not follow the rules and norms (J. K. Scott & Johnson, 2005). Further is an indicator for social capital the engagement in the community and the level of volunteerism in the community. The consequence of the engagement and volunteerism is a strong cohesion of the network with wellbeing and wealth for the member of the community. Communities have different kind of social capital, that depends on the social connectedness of the actors (De Donder, De Witte, Buffel, Dury, & Verte, 2012). Putnam explains social capital with the variables civic community, institutional performance and citizen satisfaction. This three points have to be under observation and influence the creation and maintenance of social capital (Helliwell & Putnam, 1999). Putnam is overseeing in his concept that the commitment with an organization or the intensity of contact with the organization or community influence heavily the construct social capital. The commitment of members to a network is important to have effects (Wallis, Killerby, & Dollery, 2004). The network would have difficulties to perform well if the membership is constrained.

Social capital can have positive or negative effects for the society the consequences for the individual with social capital can be negative, neutral or positive effects. Positive effects lead to a growth and beneficial result, bad effects decrease the value of the result economy and neutral social capital does not have any impact on the outcome. The negative and positive characteristics depend on external and internal circumstances. This circumstances define the negative or positive effects (Arrow, 2000; Woolcock & Narayan, 2000). Positive results of social capital are similar norms and culture. Ethical standards support the transaction. Any transaction between individuals are costs (Fussell et al., 2006). Transactions is the exchange of anything between parties, transaction can be in a field of the society including economic

environment. This increase the efficiency of action and decrease the complexity of systems (Kotler, 1972; Bughin, Byers, & Chui, 2011). This support to improve the exchange between individuals and reduce transaction costs e.g. increase the time to transfer information or resources, reduce the need for formal controls or existing channels can be used to get access to resources or information (Knack, 2003; McCallum & O'Connell, 2009). The exchange and transfer of resources and information is only possible if actors communicate with each other (Choudhury & Sundaram, 2011). Social capital supports to break barriers to enter in an exchange relation. The privileged access to information and resources is a positive effect of social capital (Jiang & Carroll, 2009). The quality and quantity is increasing with social capital and the return is higher (Robison et al., 2002). The positive effect for organizations is the binding of members and lowering the risk of transfers between individuals. Another positive effect is the risk sharing mechanism that a group share the risk and minimize negative outcomes for the individual, the network can buffer and protect the individual (R. J. G. Jansen, Curseu, Vermeulen, Geuerts, & Gibcus, 2011; Zheng, Wang, & Li, 2011). Leaders are more successful if they can use their social capital that means if individuals support the leader.

The negative impact of social capital can be the barrier of access to resources of individuals who are not member of a group, network or community with access to needed resources (Dasgupta & Ramsey, 2005; Braun, 2001). Social capital affect the rationality of individuals and it could be that people find a negative solution or the support is from an undesired party (Gush et al., 2015). The cohesion by social ties can have negative impact. There is a correlation between corruption and social capital for example (Callahan, 2005). Discrimination reduces the opportunity to get successful access to needed resources or information (Behtoui, 2015). Further destroys corruption trust by the victims of the corruption which influence social capital. On the other hand is the restriction a pre selection to reduce costs for example the place to advertise an employment opportunity can be a barrier (RS Burt, 2009; X. Lin, 2007). Some groups bind their members with social capital and do not allow their member to join another group. The positive effect of the separation of group members from other groups is the guarantee that they do not exchange secret information with the wrong individuals (Foster, 2008). The group and the objectives of the group has a negative impact on members or the achievement of the group is contraire and dangerous for other groups. Social capital can prevent free competitive markets for the economy. That have a negative impact on the economy and society (Quibria, 2003). Increasing social capital does not have anytime beneficial results for the individual (Swain, 2003). The possible

discrimination of individuals because they are not member of a network has to be under consideration of the recruiter, that knowledge is needed to identify the best candidates and not to oversee potential suitable candidates. That is a danger for the recruiter and candidates.

The negative or positive effect for the economy could be the influence of social capital on the supply chain process e.g. that the social capital banned supplier from the supply chain and increase the cost or social capital gives access to a better price based on the personnel relationship to the supplier. The use of social capital increases the returns. The economy growth and success can be supported or damaged by social capital (Beugelsdijk & Groot, 2004). The impact on the recruiting process depends on the kind of candidate. Candidates belonging to a network of members of an organization can have similar interests, behaviour and skills. Those candidates would be of interest for companies who are looking for similar employees but companies who need candidates with a new skill set would have difficulties with this recruiting channel. Further is favouritism a danger of this kind of recruiting of new candidates. Under consideration has to be that people use their social capital for economic and non-economic reasons or social and economic forces feed into one another (Mark Granovetter, 2005). The motivation for positive or negative behaviour can be influenced by social capital with the result to discriminate success and reward failures. This is a negative impact on the economy and society. There can be a negative relationship between actors which hinders exchange and constitutes a disadvantage (Wald, 2011). Candidates can be excluded by social capital because social capital can be unfair to individuals and influence the search process negatively.

The social capital theory can explain causal mechanism in the internet and action in social networks. This social mechanism exclude and include people in processes and operations e.g. independent of the competence and merits of the individual that can lead to undesired results (Behtoui, 2015). SNS are a product of the internet and provide the opportunity to interact with each other (Haythornthwaite & Kendall, 2010; Yair, 2008).

Social capital is a theory which enables scientists to analyse social aspects of economic and business related activities. The explanation support the understanding of economical processes and to improve the processes (Huysman & Wulf, 2004). The economy is focused theoretically on concepts of rational or instrumental action of human interaction. The distribution of resources to another place, creation of products and the exchange of goods and services can be valuable for the individual. This three points describe economic processes and social capital can support this processes (Turner, 1999). The interaction is part of a process to

create value, is of interest for the individual or the individual has the desire to reach an objective or to get something. The interaction in the economy between individuals is mainly driven by trust and power. Trust and power guide to interest and action. This construct is named economic sociology. Trust in the sociology has a strong correlation with growth of the economy. The economic sociology explain relations between individuals, organizations and markets e.g. social network in labour markets (M Granovetter, 2002).

Trust is one factor of social capital which can be converted in an economic factor. High trust societies increase the output compared with low trust networks (Zak & Knack, 2001; Svendsen & Sørensen, 2006). Social capital can substitute or complement markets based exchange of resources and information. That mean social capital is an important part for a market and the exchange process. Economy is not possible without an exchange and an exchange is not possible without a relation or connection. That means without social capital is an economical process not possible. The employment seeking process is an economic process where individuals present their human capital. Organizations improve their decisions with anticipation and reaction of changes. The quantitative and qualitative information can be provided with social capital and is a competitive advantage for the organization (Staber & Sydow, 2002; Stiglitz, 1999). The value of any capital would not exist if there would be not an exchange between actors. That makes social capital so important for the economic process (RS Burt, 1997). The exchange is only possible if people have a mutual trust to each other because one actor of the exchange has to commit before the actor know how the other person will behave. They anticipate in the exchange process the acceptance to cooperate but one actor has to start with the exchange and do not know how the other side reacts. Durability and repetition, experience with each other, reputation, laws and norms influence the exchange and level of trust (Hasan, Gholamreza, & Maryam, 2014). Reputation is essential to affect individuals in a community. The owner of trust has a competitive advantage (RS Burt, 2009; J. K. Scott & Johnson, 2005). The given information reduces the uncertainty and risk.

The result can be a better economic decision and provide an advantage. The individuals work together more effectively and efficiently because they understand and trust each other. Conflicts and misunderstandings are reduced by social capital. That improve the cooperation and economic outcome of networks (Tansley & Newell, 2007). The identification with the task and group is provided by social capital and improve the result. The willingness to be actively involved, to accept and to continue the organization, tasks for the organization is supported by social capital. There exist a high loyalty and social interaction if employees are member of the same network (Bolino, Turnley, & Bloodgood, 2002; Van Alstyne & Bulkley,

2004). It is possible to explain levels of inequality with social capital and that provides the opportunity to identify variables to describe the differences between actors (Franklin, 2003; Ostrom, 1999). The economic benefit of one individual can be an advantage of the network of the member. The economical result can be improved or enabled by cooperation between actors. They sharing resources and skills and organize their cooperative action. That has to be coordinated to produce a valuable result. The market will fail if the actors with their skills and resources are not coordinated by a network member or given frame by the network (Marquis, Glynn, & Davis, 2007; Serageldin & Grootaert, 1999). The main products of social capital for the economy are skills and competences of individuals that are shared. The negative effect would be the creation of a cartel but a cartel protect the cartel member against foreign invader (Berghoff, 2007; Arvidsson, 2010). Social capital is affects the prosperity of the economy. The result of a group can be more successful than the result of an individual and only possible with social capital (Swain, 2003). The economic value and estimated economic result of social capital is difficult to define and to compare. That means to measure or compare social capital needs an operationalization of social capital (Svendsen & Sørensen, 2006).Candidate seeking companies and employment seeking individuals have to be aware about the influence of trust on social capital and the employment seeking process.

Social capital theory is an exchange theory because the situations can be following. Actors of a network depend on one another, actors have to cooperate to create a value and the third opportunity is that the network participates in the benefit on the action of some member of the network. The question for this theory is the exchange of goods and services which are not commensurable. Social capital to measure is difficult and sometimes impossible. Sometimes social capital can be transferred in another kind of capital. Economical capital is measurable with money but social capital does not have a defined value or currency. That means the exchange theory cannot explain the whole process to exchange information or resources with social capital (M Granovetter, 2002; Hall, 2001). The risk of the exchange of social capital is the missing guarantee that social capital will be returned. It is impossible to calculate the value of social capital because this depends on the individual (Robison et al., 2002). Social capital as an intangible product depending on individuals and organizations can be a resource which is important for organizations to differentiate from other organizations. This economic advantage provided by social capital can be explained with the resource based view (Wald, 2011). Some authors explain social capital as a social action theory because social capital needs social actors in action to exist (Coleman, 1986). Another theory is the signalling theory which is an important theory for the human resources management. The theory explains the

behaviour of people to reduce the asymmetry of information and to transport information. The signalling theory is an economical theory to explain the cost to acquire information. That means some people have less information and they have to do some efforts which is measured in time to get this information. The used time to get access to another individual, resource or information can be a signal of interest. Individuals, especially recruiter, send signals to individuals to provide them with information about employment opportunities, to transport information about the company or employer brand e.g. company culture, ethics. Candidates send their interest as a signal to employment seeking organizations.

1.4 OPERATING AND MANAGING ORGANIZATIONS WITH SOCIAL CAPITAL

The importance for social capital in organizations is described by many authors. The recruiting process is one important part to develop organizations and to create a competitive advantage for organizations. Organizations are part of the economy and they need social capital to exist. Social capital supports the processes and functionality in organizations. Scott and Davis mention that the performance of an organization depends on the structure of the organization (R. W. Scott & Davis, 2007; Oh et al., 2004). Social capital theory describes the reasons for individuals to cooperate and the advantages and disadvantages of relationships between individuals and organizations.

The functionality of organizations needs the transfer of information and resources. An organization cannot exist without any transfer of information or resources. This is the important point to increase the social capital in organizations. It has to be under the consideration of the mentioned aspects that the information or resource is valuable for the organization (Z. Li & Luo, 2011; Herminia Ibarra et al., 2005).

Organizational theory describes organizations with their structure, functionality, behaviour, achievements and processes. The organizational theory concentrates on organizations and the theory explains reasons for organizations to find decisions and their behaviour. The HRM is an important part of organizations to operate and provide process for the relationship between individuals. The leadership style and hierarchical structure is an important issue for organizations and their member which is provided and developed by HRM for example.

Coleman wrote in his paper on page 96:

"…norms, interpersonal trust, social networks, and social organization are important in the functioning not only of the society but also of the economy" (Coleman, 1988).

Social capital decreases the conflicts in organizations. The decrease of internal and external conflicts results in an increase of performance because the organization concentrates on their core tasks. The reason for the decrease of conflicts is trust. Both parties trust each other and that reduces the conflict potential. The result is more efficient and effective processes and organizations. (Jans, 2003; Wenpin Tsai & Ghoshal, 1998).

Industrial organizations need access to the labour market to recruit employees. The motivating factor for organizations to recruit new members or employees is to increase the power of the organization, to develop the organization or to stabilize the growth of the organization. Any new member of the group has resources and these resources increase the social capital of the member and organization. The organization is interested in growth and developing. To maintain the growth of the organization or to increase the growth of an organization it is important for the organization to recruit individuals. The growth is important for different reasons like the power of organizations, assure the existence of organizations or access to resources for organizations. Turner mentions that social capital is needed to develop the economy in a society (Turner, 1999).

The task of the organization is that the organizations advocate achievements of their members. That is one reason for individuals to be members of an organization. These achievements might be negative for the whole system. The network uses the social capital of their members to reach goals for their members. This is positive for the network but it can be negative for the whole system or for other individuals (N. Lin, 2001; Heidling, 2011).

Social capital can serve as a competitive advantage for organizations. Social capital help to develop organizations, provide them with additional information and resources, increase their knowledge and create new solutions. The members of an organization share norms, narratives, morals, and ethics standards. This might be very useful for an organization to be more efficient and effective. Social capital supports organizations to be successful and gives a benefit for the organizations or individuals. HRM as a function of the organization support this issues with their operations. The limitation of relationships and norms given by the organization can be a barrier for further development and changes. Ethic, norms and moral concepts are not only an advantage; they may prove to be a disadvantage for the organizations. The same history and an organization with only strong ties have difficulties in developing themselves and reacting to changes or new situations (Herminia Ibarra et al., 2005; Labianca & Brass, 2006).

Some business is only possible with social capital. As mentioned the main aspect of social capital in business is trust. Trust increases the efficiency and effectiveness of organizations. There are several businesses that are based on trust. Businesses based on trust help the companies involved to make more profit. The second component is penalization that this business is possible. This means if a member misuses the trust that the involved individual can penalize the wrong doing person. In order to investigate the wrong behaviour organizations need the opportunity to monitor the network. Obligations are the last part of this construct. Organizations need social capital to do business with each other. With less social capital business, functionality and action for organizations is more difficult (Coleman, 1988). For example individuals invest more in an organization if they trust the organization.

The social capital theory explains the individual as an independent active player with self-interests. The social capital theory presents the individual as an independent acting actor with individual goals. Organizational theories use social capital theory as one theory to explain the rational behaviour and decision finding- and making process of individuals in organizations. The organizations are initially created to reach a goal or to solve a problem. This is the main focus to found an organization. Social capital can be built without a direct goal. For example people may support another person thought they do not know when and what they will get back for their support. They trust that they will get some benefit back in the future for their social capital (Coleman, 1988). That means the return on the investment is not predictable.

The advantage of social capital is that it is autonomous. The individuals are responsible for their ties and the social capital is only accessible for them. Organizations can change their processes but social capital is independent of organizations. This is the interesting point for companies to hire employees from competitors to get their social capital. Social capital is transferable from humans to organizations and organizations can transfer their social capital to their members. The organization alters their number of relationships if members initiate a new relationship. Any new relation of a member of the organization changes the structure of relationships of an organization. The members of organizations participate in the same project to find a solution which assists in reaching the goal of the organization (Browning, 1977; Behtoui, 2015). The owner of the social capital is mainly the single individual and the given social capital is permanently available. The individual gives the commitment that the organization can use the social capital of the individual. Only the individual can decide about their own social capital (Z. Li & Luo, 2011; Oh et al., 2004).

All humans are responsible for their social capital. They have to create their own social capital. The creation of social capital for individuals needs the willingness and access ability from the owner of the social capital, the opportunity to give the social capital and the transferability of social capital. Organizations can provide support to get more social capital but the single individual is responsible to maintain, cultivate and to create social capital. Social capital is not only guided by organizations, it is guided by the interests of the person and the sympathy to other individuals with interesting resources. The intangibility of social capital disables the transfer of social capital. That can be a barrier to exchange social capital. Organizations provide their members with processes and advice with whom they should cooperate or the organization enables their members to get in contact with other members of the organization. This is organized by the kind of organization and the individual does not have many choices. The organization regulates the relationships in the organization. Of course relationships in an organization between individuals or organization are social capital too (Bolino et al., 2002). Organizations have a goal and that is to produce products, to create knowledge or to provide a service. Most organizations have one main goal. The organization has special capabilities for regularly creating something that has a positive effect for individuals. Social capital is more passive. Individuals use social capital if they need resources or support. That is not regular and depends on the situation. The individuals use their social capital for different purposes and depending on the situation (Nahapiet & Ghoshal, 1998; Moolenaar & Sleegers, 2010).

1.5 THE ROLE OF SOCIAL NETWORKS FOR ORGANIZATIONS

A general definition is that social networks are a web of social relations or resources that encompass individuals, groups or organizations and the ties between the actors of the social network. The network has a social, informal or formal structure of members based on network operations. The structure of the network depends on the human action and is not as well defined as organizations have defined their structure (Staber & Sydow, 2002; Weyer, 2011). The network creates a supportive environment to reach objectives and provides solutions for problems of the network member. The network members work on a collective target. The network provides channels to exchange resources and information. The support, solution or reaching the objective is only possible because the individual is a network member (Nikitkov & Sainty, 2014; Callahan, 2005). The network characteristic depends on the characteristics of the individual member, reason to create the network or objective of the network and situation of the society and environment (Barry Wellman & Frank, 2001). The networks can be

separated as ego network, the organizational network and the inter-organizational network. The ego network describes the social circle around the individual and all direct ties.

Anybody is part of different networks. The organizational network includes the links between the direct contacts with other individuals. That means the contact of a contact is important. The inter-organizational network is the network outside of an organization. That means that are all ties which are not part of the network (Balkundi & Kilduff, 2006; Keith N. Hampton & Wellman, 2001).The individual construct the network for the purpose to get a link to an array of material, informational benefits and to reach objectives (Sydow & Windeler, 2003). The network is a social radar to find relevant person at the right time to solve a situation or to have a benefit (Daigremont, Skraba, Legrand, Hiribarren, & Beauvais, 2008). The exchange in the network is regularly repeated between the actors. The networks are self-defined, organized and managed by members. The network operations depend on the member of the network, they are responsible for their network (Juris, 2004). The reason to join and invest in a network depends on the contribution directly to the wellbeing, for economic reason or the both reasons are mixed (Dasgupta & Ramsey, 2005). The network reduces deficiencies for the network member. The information gives the individual network member the opportunity for action and to use the social network e.g. claim resources from others (Jiang & Carroll, 2009). The network has three actors minimum and a network affected other parties. Granovetter states that already the membership of a network unavoidably transmit information, all social interactions include the transfer of information (Mark Granovetter, 2005; Vock, Dolen, Ruyter, van Dolen, & de Ruyter, 2013). Social networks fulfil different needs of individuals. The social network satisfies people and fulfils desires. The network control social processes (Steverink & Lindenberg, 2006; Quan-Haase & Young, 2010). Networks have norms and culture which can be a kind of social capital.

The difference between networks and organizations is that organizations have the purpose to create products or services for individuals. The network is an informal institution. Organizations have a defined and clearly explainable structure to be contrary to networks. An organization has a defined group of customer. Further can a network involves many collaborating and linked organizations (Provan, Fish, & Sydow, 2007; Sydow & Windeler, 2003). Under certain specifiable circumstances can be a network an organization or part of an organization. The network can be used as an alternative for an organization. That means to reach a goal with an organization is not possible for the individual but to reach the goal with the network is possible (Rose, 1999). The society uses the product of the organization. Networks can produce services and products for individuals or the society (Chhibber, 1999).

Further provides the network a sociability, a feeling of belonging to a group and provides the member a social identity, provides the opportunity to create an identity (Krasnova, Günther, Spiekermann, & Koroleva, 2009; Barry Wellman, Boase, & Chen, 2002). The organizations use their social capital to increase the value of their member to reach the organizational goals. The organization has regulations how to use the organizations social capital and the member of the organization has to accept this clear norms. Network members do not need the willingness to follow rules and regulations, there membership is more voluntary (Turner, 1999). The main definitions of networks in the literature refer to certain common themes to describe networks, social interaction, relationships, connectedness, cooperation and collective action and trust (Provan et al., 2007). That means the definition of a network can be explained with social capital theory.

Individuals are network members because another person decided about the membership or they decided on their own to be a member or there is a symbiosis between individuals and other actors to be a member of a network. The background, skills and resources of an individual is the reason for a network to get an individual on board (Dasgupta & Ramsey, 2005; X. Lin, 2007; Hinds et al., 2000). The Social networks members have similar visions, they share their language and enable people to get access to resources and information. They have a common understanding about anything related to the network. The involved individuals and their role has to be clear. The expectations and rules to reach objectives needs a common understanding of the individuals to create social capital and guarantee the existence of the network. They have unique interests and objectives in the content of the network. That increase the efficiency of communication and transfer as social capital theory explains. There can be a competition regarding the membership of a network if spaces in the network are limited. Individuals are interested to join the network because they believe to have a benefit as network member (Brinton, 2000; Kaplan & Haenlein, 2010; Chiu et al., 2006). The difference between the network members is their involvement in the network, their motivation to be active in the network, to use the network and their unique personality. That can be described with the number of contacts and the frequency of use of the network. This both variables are indicators for social capital in networks (Gayen, McQuaid, & Raeside, 2010; Shanthilakshmi & Ganesan, 2013). Networks are exclusive and not inclusive, otherwise they would not be networks (Oxoby, 2009). Individuals are member in different networks with different purpose and involvement. Different networks determine different expectations. Their engagement depends on their position in the network, interest and kind of network. (Sangjoon & Suk-Jun, 2000; Verhaeghe, Van der Bracht, & Van de Putte, 2015). That means people use their

network for their benefits and interests. The benefits and interests depend on the situation of the individual e.g. employment seeking could be an interest of an individual.

Reputation is the attribution of behaviour to individuals. The attribution is developed by the extent individuals or organizations are known to be reliable. The inclusion in an organization or community provides reputation to an individual (Franklin, 2003; R Burt & Panzarasa, 2012). The actors of networks can be organizations or individuals at the same area, with same interests or with similarities (Inkpen & Tsang, 2005). Further is reputation the presentation of knowledge, resources and skills to an audience. They are sharing their information and resources to increase their reputation (Kim, Lee, & Elias, 2015; Wasko, 2005) and economic benefits (Mahmood, 2015). The social network can be used to increase the reputation of an employment seeking individual to have a higher chance to get an employment e.g. students of an elite university have a superior access to consulting companies.

The kind of social networks can be described by the content of the network. One group of social networks can be identified as business network and another group can be defined as private social network (R. S. Burt, 2000). The kind of network defines the type of tie between the actors in the network. The tie type is defined by the use of the tie and the kind of the tie. Is it a business or friendship tie, a tie to exchange resources or information, weak or strong tie and tie to require support or to provide support (Nelson & Mathews, 1991). Further can be a network public or secret. That means a public or formal network is visible and known by many people. This network has well defined processes and a kind of bureaucracy. Secret or informal network can try to obscure their existence. The number of network member is limited and the bound between the network members is strong (Soete, 2005).

Networks have knots and this knots are important points part of the network to transfer information and resources. Any social context including economical behaviour of organizations, individuals or communities is embedded in a network because the actors of the economic behaviour needs a relationship to exchange goods (Bakker et al., 2006; C. C. Chen, Chiu, Joung, & Chen, 2011). The structure of the knots in the network describes and influences the action and processes in networks. The structure defines roles in the network and compared with the role are expectation at the individual network member. The role of the individual is a resource to reach a goal (Fuhse, 2008). The network gives the opportunity to collect knowledge, to use knowledge and to decide. The collection of knowledge and information on the basis of which decision can be made depends heavily on a network and the decision and knowledge are the reason for a reaction and behaviour of an individual.

Decisions are important components of the economy as to whether it will be successful or not (M. S. Granovetter, 1995). Successful sustainable decision-making in business is only possible with the right information.

Theorists identified social networks in every form as an important component of social capital and the source of social capital is the membership in networks, groups or other organizations. Social networks create and provide social capital (Bourdieu, 1992; Wald, 2011; Herminia Ibarra et al., 2005). The network mechanism are responsible for social capital effects e.g. creation of trust in networks. The networks have internal and external social capital. The internal social capital describes the relationship between the member and the results of the relationship is the result of the behaviour of the member outside of the network (Shanthilakshmi & Ganesan, 2013).

The size of the network is important for the value of the network for the members. The larger the network the greater is the chance to get an access to needed resources, to identify a member with the needed skill. Further increase the size of the network the bargaining power against other groups (Waddington, 1997; Franke, 2005). Large networks are more attractive for individuals because the used resources in the network are more general and more often useable (Halaburda & Oberholzer - Gee, 2014). Each new member benefits social network because the sum of an individual resources and information increase the capital of the network. The social network acquires and absorbs the human capital of the individual for the social capital of the network. That increase the value of the network for the individual network members (Z. Li & Luo, 2011; Gubbins & Garavan, 2015). Social networks longevity and functionality can depend on the recruiting of new members of the network (Andrews, 2010). Secrets are not safe in large networks and that can be a negative effect of large networks. Large networks need more regulations and norms to operate than small networks. The size of the network has negative and positive points. The size influence the complexity of the structure of the network and effectiveness of the network for the individual network member (Child, 1973; Oh et al., 2004). That means the maximization is not desirable it should be an optimization of the size of the network to have benefits of the network. The size of the network does not guarantee a value for the individual or access to information or resources. Undefined networks without a clear goal have disadvantages and it could be that those networks are losing members very fast. It could be that this networks will find a fast end (Flap & Boxman, 2001; Halaburda & Oberholzer - Gee, 2014). The capital of the individual network member is important for the value of social networks.

The investment of network members is important to get access to other network member's resources. That can be explained with obligations or the expectation to have a benefit in the future. The benefit of the donor to another network member or network can be returned by the network, any network member or the network member who get the benefit (Kim et al., 2015). The number of network ties is an indicator for the prestige of an individual. Actors with many ties have more access to resources and information or to use the network (Roebken, 2010). The size of the network has the disadvantage of high costs to maintain and coordinate the network. In a large network exist many superfluous ties and the norms and rules barrier needed access to resources and information. Small networks have the advantage that a more intensive maintenance with any member of the network is possible (Barry Wellman & Frank, 2001; Tronca, 2011). Recruiter are mainly interested in small networks with highly skilled individuals and specialized knowledge to identify candidates for positions which are difficult to fill – the advantage of the network for the recruiter depends on the member of the network and not on the number of members.

The distance or reachability and network centrality can be important figures to explain social network structures. New connections of network members increase the number of network size and social capital of the social network. The results of investments and efforts of network members can be shared with all network members (Kietzmann et al., 2011). The decentrality of a network can have positive effects too. It depends on the situation if a centrality or decentrality has a positive effect on the performance (Andrews, 2010).

Membership in social networks is one potential part to have social capital. Apart from social networks theoretical social capital can be a single relationship to an individual without any relationship to another individual or part of a community as some authors describes social capital (Moody & Paxton, 2009). It exist different kinds of membership. A membership can be active or passive. That depends on the activities and investment of a user (Antheunis et al., 2015). The user can provide or receive information and resources. Already joining a network can be social capital and an advantage for individuals (Keith N. Hampton, 2004). The networks can create in addition human capital or physical capital in form of services and products (Steverink & Lindenberg, 2006). The value of a social network can be a barrier and not anybody has access to social network. That discriminates individuals and organizations. It can be a competitive advantage for a company to be part in a network as networks can act as a gatekeeper. Companies can depend on networks and alliances strength organizations (Pfeil, Arjan, & Zaphiris, 2009; Provan et al., 2007). That can provide a higher value of the network for the individuals but can be a disadvantage for an individual. Some authors describe social

capital as the ability to use social networks for social benefits. The participation in social networks enables individuals to develop different roles for different networks with influence on behaviour and relationship. The social role of individuals exists only in relation to other individuals and the individuals have to enact with each other. The individual constructs for every network a new role (Tubella, 2004; Gleave & Welser, 2009). Individuals are member in many networks and the prestige and power of the network is important to create social capital and to join further networks of interest. The individuals have to organize their different networks and have in the different networks different roles (Oh et al., 2004). The social networks provide many information channels. This increase the quantity and quality of information on a subject e.g. information about employment opportunities. The increasing access to information lead to more and superiorly informed individuals. The network has to manage the internal network resources to get external access to external resources and to have power (Miles & Snow, 1995; Nie & Erbring, 2002).

Social capital can be described as the way in which individuals and groups are able to mobilize their social networks mainly for their interests (RS Burt, 2009; Lim, 2008). Some groups have greater liquidity of their social capital which is increased by the group structure, homophiles connection and the existing social capital. The social networks affect the flow and quality of information and resources. Network members can be earlier informed of more broadly and that is a beneficial feature of social networks for their members (McDonald, 2011). Further is the social network an important source of reward and punishment to control action of network member. The trust of members of networks to other members which is created by experience, knowledge and reputation (Sydow & Windeler, 2003). Social network creates social capital because people can combine their skills and resources and use the network to produce a beneficial result. Their collaborative behaviour leads actors to optimal outcome than any actor could achieve individually. The mentioned points are social capital of a network and support positive or negative economic outcomes (Tlili & Obsiye, 2013). Only the network the bundled resources are able to achieve the objective and the network member needs the network to get support to apply for a position successfully for example.

Not all networks are good. Privileged networks with a high cohesion can have negative effects on society as a whole. The benefit of the network for member can be a disadvantage for other individuals. This situation can lead to a competition or conflict between social networks with a negative outcome (White, 2002). The social networks can exclude individuals or free rider misuse social networks and defect the social capital of the network (McDonald et al., 2009). The free rider problematic would be expected if individuals would be rational actors. That this

is not happen is explained by the use of social capital to penalize individuals. The penalization risk reduce the risk to get wrong information or economical disadvantages (M Granovetter, 2002; Dasgupta & Ramsey, 2005). There is an information and resources asymmetries in transactions to have a positive outcome for some network members which can be a disadvantage for other network members (Ganley & Lampe, 2009). The danger to be sanctioned is an important regulative for social capital and social networks.

Networks have a hierarchy and that can positive and negative influence the creation of social capital. The hierarchical relationship has the consequence that the access to resources and information depends on the position of the hierarchy. Any member can be defined with the linkages to other people in the network (Seibert et al., 2001; K. Williams & Durrance, 2008). Leadership in organizations is only possible with networks and social capital supports leadership (Balkundi & Kilduff, 2006). The hierarchy creates authority. Authority is needed in organizations and social capital creates authority without formal structures. The reduced need of formal structures in an organization can decrease cost of the organization. The hierarchy provides power to member which they can use and present a kind of social capital (Berghoff, 2007; B. C. Grootaert, 1998). The hierarchy supports to enforce decision and social capital can support the transfer of decisions fast and easily between potential candidates and employees for example.

The identity of social network members can depend on the purpose of the individual and the kind of social network (Kietzmann et al., 2011). Individuals use the networks to create value and maintain wealth (Schreurs, Teplovs, Ferguson, de Laat, & Buckingham Shum, 2013). The activities to create personal value can be contraire to the objective of the network. Individuals in the network can have different objectives. (Sleeper et al., 2015). The level of networks can be from a family level up to a community level with different consequences for the members and kind of networks.

Social networks create subgroups. The subgroups differentiate the topics for the network members and give the opportunity to be more individual and more beneficial for network members e.g. a group regarding employment opportunities. The group is a special type of the network with a higher cohesion and frequented exchange than the whole network. There is a defined bound around this group (Barry Wellman, 2001). Further provide some social networks the opportunity to demonstrate the reputation and value of a network member for the network. The creation of shared identities of the network members increases the strength of the network. The shared identity create similar interests and reversed, shared interests

create similar identities (Hall, 2001; Kietzmann et al., 2011). The technological changes enable individuals to get more tailored networks, information and resources. That means the groups and networks are more flexible and different so that there exist many groups to fulfil the desire and needs of individuals (Castells, 2007). Social networks teach and educate their member new skills and share experience to learn. That increases the human capital of a network member and is only accessible by social capital. The social capital of the network is increased too because more skilled members give the network more flexibility and resources, that increase the chance to collaborate and to exchange valuable resources (Brook, 2005).

Richter and Koch write in their article that the advantages increase the motivation to take part in a social network (Richter & Koch, 2008). Only motivated member of a network are interested in the network and to develop the network. The social network has all essential requirements to create and maintain social capital. Social capital is an extent of social networks (Nan Lin, 2004; Ellison, Vitak, et al., 2014). There is a logical relationship between social capital and SNS as described in the dissertation.

1.6 SOCIAL CAPITAL ON SOCIAL NETWORK SITES FOR THE EMPLOYMENT SEEKING PROCESS

Social capital explains the mechanism, operations and behaviour at SNSs. The SNSs provide access to other profiles and the ability to communicate and collaborate with other SNS members (Ali-Hassan, Nevo, & Wade, 2015). The kind of access to other individuals depends on the relationship of the people and the status of their membership (Gilbert & Karahalios, 2009). Some networks give their members varying levels of opportunities. The SNS enables moderators with more rights to organize a group, for example. Individuals have different interests and needs. The direct tie, membership in a group or membership in a network, depends on the interest and needs of the individual members. SNS have various levels of connectedness. There are three levels to connect each other on SNS. The first level is a direct tie with another individual. This level gives more access i.e. to the profile or provides the option to send a private message. The member of the network has to agree for the direct tie and goes the principle that the individuals know each other personally. Those members have a strong tie with mutual friends and personal interests and similar background. The direct tie is used frequently and should give greater access to other groups. This closed network and only the individual person is allowed to decide about who to extend group membership to the network members. The people know each other and they share their resources and use the network to maintain personal relationships for their advantage (Sabatini & Sarracino, 2014) and their advantage can be an advantage for the network.

The second level of connectedness is a group. This group brings together people with similar interests and gives them the opportunity to exchange information and resources pertaining to these interests (Franke, 2005). The members of the group can have direct ties with each other, but their main interest is a mutual topic of interest and they are not interested in the other individual personally. They share the interest for the same product, service or other reasons i.e. sport. Those groups can be open or closed. Anyone can join an open group whereas a closed group has a "gatekeeper". Both groups have moderators to organize the group. The moderators decide on membership or rules or exclusivity for closed networks. They are responsible for the group. They are responsible that members follow the rules and norms. The moderator takes care for the group and motivates people to take part in the group and to share opinions or information about employer, for example. People who join the group have the interest to improve and increase their knowledge or resources regarding a special issue i.e. application processes.

The last stage is the membership in the network. The number of members of a network can be very large e.g. *Facebook* or *LinkedIn* with millions of members worldwide. These SNSs give members the opportunity to search for information and resources. The connectedness at this level provides only basic information and does not allow for content to be shared or to new private information for example. The access is limited by regulations and aims to protect people. The protection is needed so that personal data is not misused by others and to give people control and power in maintaining their privacy. The member can decide what kind of information is access able to the audience. Many SNS allow members to select the information which is visible to other members. The regulations also allow that individuals with similar interests be able to contact each other directly. The next step can be that they both connect as contacts and give access to more information or resources, for example. Those ties are not strong and they are not connected. The network provides a method to create a tie and enables members to connect each other via the network without having a direct contact.

The creation of social capital needs a process. SNS enables the network members to create a process to produce social capital (Aharony, 2015) There are different designs involved. The different designs are engines for social networks that SNS can operate. This process is part of the causal mechanism in the SNS and support to understand social networks.

Social capital requires conditions to work. The requirements are needed that people or networks can create social capital and to get a beneficial outcome. The beneficial outcome can

be on the individual and on the network level but both level influence and depend on each other. The diagram 1.2 explains the different steps which have to be fulfilled that social capital can be created and people can have an advantage to be a member of a SNS. Any step can be described with variables and indicators. Those indicators and variables will be used later to measure social capital in the SNS and to show the advantage of people if they are member in a network.

5. Step – The network needs investments so that the network can provide social capital to the members

4. Step – The provided information and resources can be exchanged. The exchange process needs trust and obligations

3. Step – The network provides needed and useful resources and information for the individual. The individual trusts and accepts the advice of the network

2. Step – The member of the network can create ties to get access to resources / information or the network gives the opportunity to search for information / resources

1. Step – It is possible for an individual to join the network. That means the individual can register for the network and the network accepts the individual

Figure 1.2 **Five steps to create social capital on SNS**

Source: author's construction

The first step is the opportunity to get a member of the network. Then a person can enter the network. After the person has entered the network needs the network the opportunity to create ties. That is the second step. The tie has to be used by the member, the opportunity to get access to needed resources and information needs a tie or the opportunity to search for information and resources on the SNS which requires the opportunity to create a pipeline to information and resources. The third step is that network offers valuable and beneficial resources and information to the member. The content of the network is important to give an advantage to the user of the network. A network without the needed resources for the member does not have social capital for the person. The fourth step is the access to the resources and information. After the resources and information is owned by the network or network members it is important that the individual get access and can use the resources and information to have an advantage. The exchange process needs trust between the network members. Further needs the network obligations and reciprocity because people would not provide their resources and information to the network without obligations or reciprocity.

Trust is important between the network members that social capital can work. The last step is the investment of the individual to the network.

The network cannot work if people do not provide information and resources to other people. The network needs investment and members who organize the network and invest their resources and information in the network. Time, regularity and history are important investments for example. These steps have to be fulfilled that a network can create social capital and that the network can be used for the employment seeking process. SNS are an institutionalized product with rules and cultures. There are clear processes, technical requirements and institutions which influence and control SNS. The network has norms and culture that support the designs and creation of social capital.

2. ROLE OF HUMAN RESOURCES MANAGEMENT AND INDIVIDUALS IN THE EXCHANGE OF EMPLOYMENT RELEVANT INFORMATION

HRM is responsible for organizing the relationship between organizations and humans e.g. employees or potential candidates. The management of the work force, availability of employees or relationship is an important issue for HRM for example. The HRM enables individuals to work, motivates them to be successful and supports them to develop them to increase the satisfaction of employees and organizations. The relationship is an important base for the success of the company and has to be supported by administrative operations. HRM is influenced by external and internal resources and information. HRM depends on the environment e.g. laws and internal conditions e.g. culture or colleagueship. The HRM functions can be presented in different parts and the structure of HRM Department is illustrated in Figure 2.1. The concentration of the dissertation is on the recruiting process which is influenced by many factors e.g. labour market, laws and culture. The recruitment process is related with external individuals and includes the exchange of information which has been researched by the dissertation.

Sourcing Employees - Labour market - Recruitment - Onboarding - Employer branding	HRM processes to connect the different operations and to organize the processes for employee related issues	Training and development - Improving candidate skills, knowledge and experience
Employee relations - Negotiation - Work life balance - Culture - Leadership		**Administration** - Payment - Working hours - Holiday - Reports - Tax issues

Figure 2.1 **Framework of HRM operations**

Source: author's construction based on Torrington / Hall 1991 p. 18

The other parts are not deeply involved in the recruiting process and not under consideration for the dissertation. The dissertation concentrates on the exchange of information between

organizations and individuals under consideration of the employment seeking process. This process is mainly influenced by the recruiting process, to source employees and to motivate individuals to apply or to accept a job offer. The decision of employees and organizations to accept and offer employment depends on the provided information. That explain the importance to know how, why and who is responsible for the transfer of information about organizations to potential employees e.g. open vacancies.

2.1 EMPLOYMENT RELEVANT INFORMATION EXCHANGE WITH NEW AND TRADITIONAL CHANNEL

The social scientists describes markets as social arrangements that support the exchange of goods (Fligstein & Dauter, 2007). Labour markets can be segmented by social networks. This means that companies who use social networks to identify candidates build clusters of candidate groups and exclude people from their hiring process. Markets are segmented because the interest and ability to be member of a social network disable some potential candidates to reach the market place for available positions. This may be a disadvantage for the companies because they limit their marketplace or an advantage because they have a pre - selection from the social network with the market place of their choice (Gray et al., 2007; Brinton, 2000). The third theoretical option could be that the segmentation does not influence the employment seeking process that means there does not exist an advantage or disadvantage.

Fligstein and Dauter are describing "…markets as social arenas where firms, their suppliers, customers, workers and government interact, and all three approaches emphasize how the connectedness of social actors affects their behaviour." (Fligstein & Dauter, 2007) and Dasgupta wrote "Networks and markets often complement one another" (Dasgupta & Ramsey, 2005). Social networks can be described as a marketplace for companies to identify potential candidates and the opportunity for potential candidates to find a new position. In this context the social media platform operates as a social network in the market place. Granovetter mentions in his article that "….economic action remains embedded in networks of social relations generating trust and discouraging malfeasance" (M. S. Granovetter, 1985; Bourdieu, 2005).

Social networks improve the chances that structural holes will be reduced and create new opportunities for companies to get in contact with potential candidates more quickly and more

easily. That makes the market larger and the potential to reach candidates is easier (Chua, 2014). This logical assumptions support the social capital theory and their explanations.

Candidates that are looking for a new position send their details to recruiter. This details are confidential and candidates would not send their details if they did not trust the company. In addition if the potential candidates know somebody from the company then they have a further source via their social network to inform them about the company and opportunities to get a better understanding of the labour market of the searching company. Social networks can help to make it more transparent for the candidates and to gain their trust more quickly. Fligstein and Dauter mention in their article that the product has to convince and the client has to trust the sales person to get a deal (Fligstein & Dauter, 2007). This is the same situation in the labour market; the candidate has to be convinced and has to have trust to the recruiter and company who is looking to hire the candidate.

The changes at the labour market and current situation of the society e.g. demographic situation influence the HRM and necessary of new tools to recruit employees. The labour market has different market places and participants. The signal about employment opportunities can be given via different tools e.g. web pages, newspaper, job boards etc. (M. Spence, 1973). The knowledge and information of organizations is growing and there are many channels available to investigate information about companies. The organizations can use the SNSs as a channel to collect information about potential candidates. Those cases are only possible because the technical change gives the opportunity to use the internet anytime and from any location to identify employment opportunities (Jiang & Carroll, 2009; Zide et al., 2014). That is an advantage for HRM to present information about the company and employment opportunities with new channels and can use the potential of those channels.

The amount of information is not critical or a limitation to forward information. The research question is the power of the relationship and whether the network can be used to achieve access to resources or information for employment opportunities (B. J. Jansen et al., 2011). Studies showed that social networks and informal ways to identify a new position has advantages for the employee and the company (Reid, 1972; M. S. Granovetter, 1995). The number and difference of channels to get in touch increase the chance to reach the best suitable candidates. Figure 2.2 illustrates the different channels and divided the channels in traditional and new channels to transfer employment relevant information.

The employment search process is an exchange of information about an individual with skills, and a company in search of a new employee with corresponding specific skills. Both groups

have resources and they are keen to exchange their resources to achieve a shared benefit. This exchange is only possible if both groups know each other, or find a channel to get in contact. This channel can be tied through a SNS.
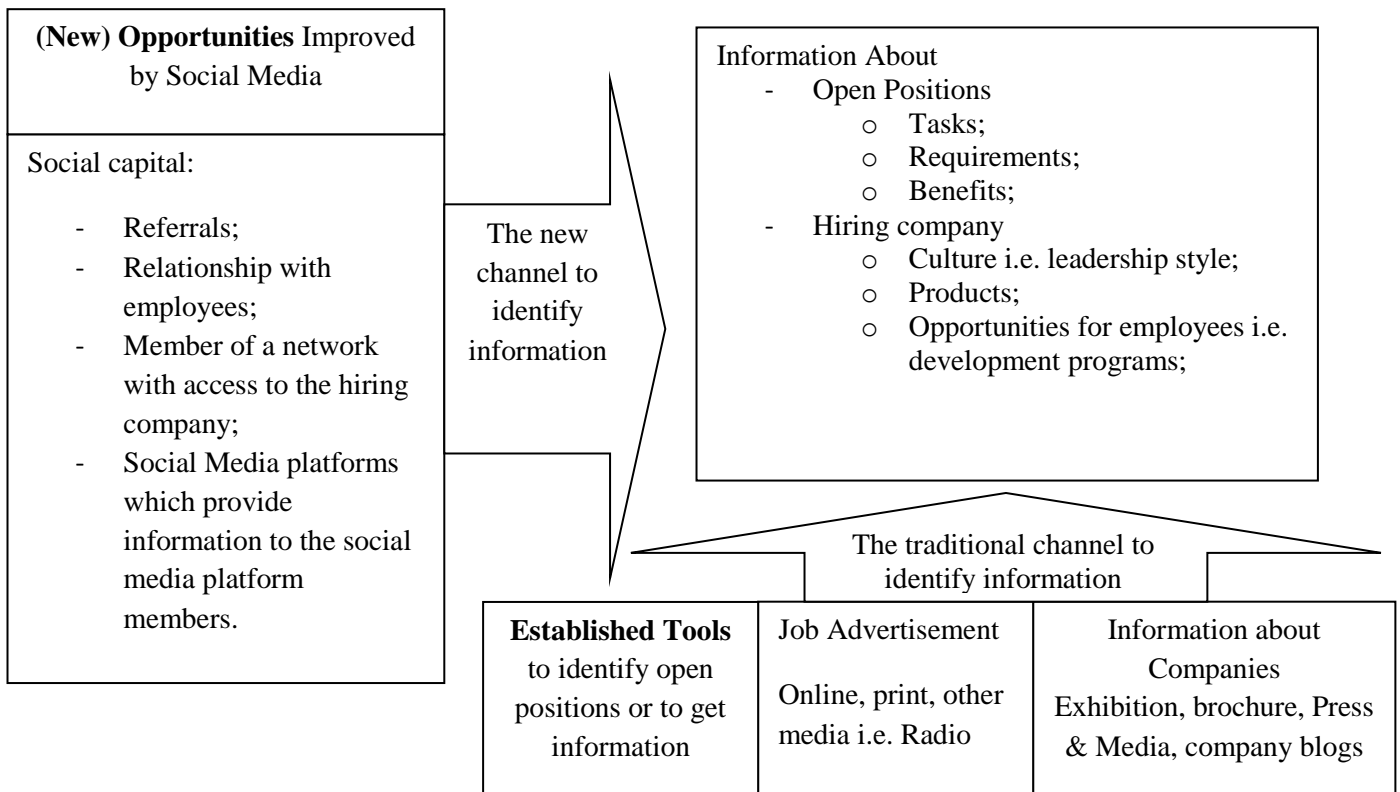
Figure 2.2 **Different channels to access or collect information about open employment opportunities or companies**

Source: author's construction

This tie is the bridge between the company and the potential candidate. The SNS provides the medium to exchange information. Another situation is a node. That is the case if a person acts as a broker between the company and the potential candidate. The broker forwards the information to the parties involved. The broker between the two network members can recommend a potential candidate or may give further information about employment opportunities for example. The broker who provides the recommendation has the power to decide which information specifically is forwarded (Franke, 2005). That gives many opportunities to reach other network members. The brokers can expect reciprocity from the involved individuals for example (Jiang & Carroll, 2009). They have a benefit and that is the motivation for the broker to be active and to support individuals to find new employment for example.

This is in the interest of both the company and the individual. Companies need new channels to reach individuals who are of interest for them or they have a skill as a resource which is important for the company. The SNS can provide this entry point and thus is a competitive advantage for the company (Woolcock, 2000). The use of SNS decreases the time needed to identify and to contact an individual candidate (Franzen & Hangartner, 2005). This channel has the opportunity to primarily access information about a person, and the following step being tested and proceeding with the application process. The transfer of information is very fast and efficient. Candidates can use their profile to present themselves in the most attractive way possible so that they can be hired (Richter & Koch, 2008; Sander, Teh, & Sloka, 2015). Potential candidates can use their network to obtain more information about a company or an employment opportunity. They can use their network for a referral.

The negative impact is the exclusion of people who are not members of a community. The misuse of SNS allows investigation of individuals and to threaten the privacy of individuals (Korpi, 2001). The information in the SNS is at times not approved nor authorized which entails that the reliability of the information could be compromised or inaccurate. The danger is in misleading individuals. Decisions need information and wrong information has a negative result for the individual. That is one dimension if individuals trust or use SNS content. This information is important to evaluate the value of SNS for companies to use in transferring information and resources to people. Another point is the dimension of information creating an overview and identifying important information can be difficult. This is a danger of social media and may be a reason that people avoid using SNSs to look for employment opportunities.

2.2 SOCIAL NETWORK SITES INFLUENCE OF LABOUR MARKET

The labour market actors need the desire and interest to exchange information. The technological change creates new markets that are independent of the physical place and reduce entry barriers in markets. Today markets are more dynamic and the exchange can be quicker. The markets have mainly a higher transparency, complexity and flexibility with the influence of the new technological possibilities. The internet has a large impact on markets and the economy (Melody, 2012). Information is an important product and the key resource in a market to be successful however, the receiver has to understand the information and has to know how to handle the information to get a benefit (R. S. Burt, 1999; Hansen, 1999). All mentioned participants send their signals and they have their networks and possibilities to send information to other individuals. The diagram 2.3 presents the construct of the labour

market under the consideration of social networks. The SNS can be a market between companies and potential candidates because the employees of the company have a tie to a potential candidate. Markets can be formal or informal. The labour market has formal and informal opportunities to identify a job (McDonald, 2011). The information at markets are mainly imperfect but social capital increase the chance to improve information about employment opportunities. This includes formal and informal opportunities to identify a new position (Behtoui, 2015). The search with SNSs is an informal method to find employment opportunities.
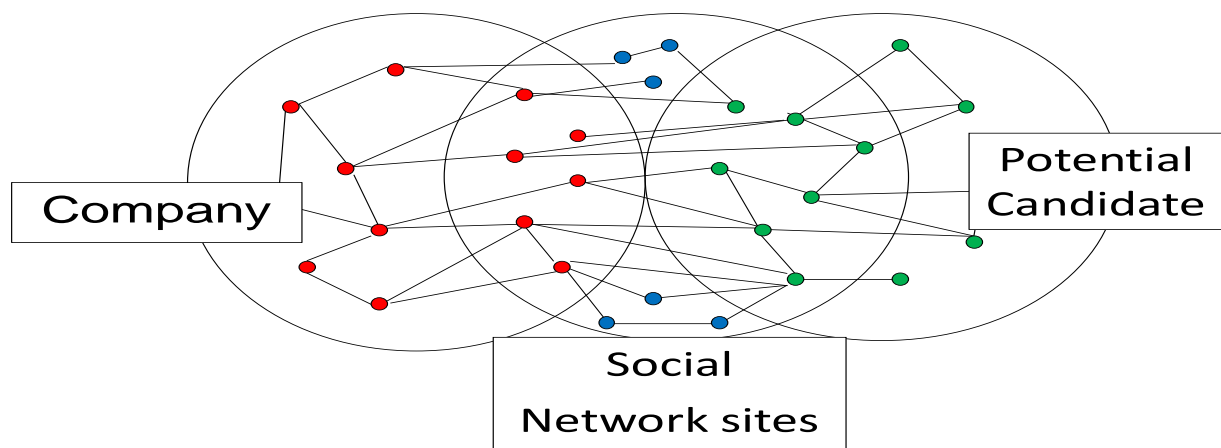
Figure 2.3 **The Labour market influenced by SNS**

Source: author's construction

The employees sell their human capital and the employer buys the skills or the employee buys the benefits of the position and the company receive the human capital. The difference of buyer or seller at a labour market depends on the situation and the perspective. The demand and offer determine the price and a network can increase and decrease the offer or demand for employment seeking individuals. That is the economical process for a perfect market but the labour market is imperfect and social capital or SNSs increase the level of imperfectness for example.

The price at the labour market is the salary, benefits and further valuable conditions for the employee. The costs to identify potential candidates or to collect information about an open position are similar to search costs in other markets. Those costs can be reduced by social capital in the labour market because technical ability gives people new tools to identify candidates and open positions (Connelly et al., 2010). The product is the skills of the

individual to fill a gap in the organization. Further influence the precariousness of the market the behaviour and mechanism in a market (Franzen & Hangartner, 2005; M. S. Granovetter, 1995). The labour market is a place to exchange information about candidates and employment opportunities. The difference between the labour market and normal market is the traded subject. The labour market has individuals with their personality, social environment and independent interests. That means the mobility of the labour market is more restricted and influenced than the market for products. Rees says "The hiring of an employee is a transaction analogous in size to the purchase of a car or even a house by a consumer and justifies substantial costs of search" (Rees, 1966; Schiff, 2004). The labour market is regulated by the government, guilds or other institutions. This regulation can exclude individuals from the market. For example individuals need a certificate to get the allowance to do special tasks. The labour market relies heavily on informal mechanisms in social networks (Reid, 1972; M. S. Granovetter, 1995). Social networks are a channel to share and spread information about the labour market. Social relations can provide important information and give advantages for the employment seeking or candidate seeking process.

The increased information via social networks can reduce market failure and improve the result (Korpi, 2001; Shanthilakshmi & Ganesan, 2013). The market actors need the ability to collect the benefits of the market and act at the market to exchange resources or information. The background for a market process is a transaction between actors. Social capital describes the action at the market as an interaction between individuals with a return for the involved individuals (Ikeda, 2008; Glaeser et al., 2001). The action of the individual at the market influence other not involved individuals and individuals control the action of other individuals at the market to advance interests. The market is a frame to exchange resources and provides norms and rules. The market actors depends on each other as actors have relations with each other and the common interest to exchange resources or information (Coleman, 1986). The market actors send signals to the visitor of the market to present their resources which they like to exchange with each other they make them aware for opportunities. Social capital can provide a signal regarding employment opportunities (Blyler & Coff, 2003). The labour market provides a platform for organizations that need employees with special skills and personality. The potential employees send their skills and personality descriptions to the organization (Connelly et al., 2010; M. Spence, 1973). Both try to identify the most economical result and to decide to reach the best result for the individual and for the organization.

At real labour markets play social networks a key role as illustrated in figure 2.3. Some markets are completed by networks. Market failure is solved or produced with a network. The network can stabilize or unstable markets (Tartakovskaia, 2006; Provan et al., 2007). The networks transfer information from one network to another network (Gray et al., 2007). The difficulty with networks in markets is that the networks destroy the perfect market. The network takes the opportunity that all market members gets simultaneously information about possibilities for business. That is a disadvantage for some market actors. Prospective employers and employees prefer to learn about one another from personal sources whose information they trust. Further provides the network advice to the employment seeking individual. The social network gives an orientation (McCallum & O'Connell, 2009). The networks are especially important for informal labour market. The informal labour market is employment opportunities which are not published or presented by an organization to employment seeker. The informal market is only reachable with social networks and unofficial opportunities (M. S. Granovetter, 1995). That means the potential candidates are limited to the network members and an open anonymous market can have more and better candidates. The social network is an employment segregation and differentiation for the labour market. Those candidates are overseeing if organizations use only social networks to recruit. The advantage for individuals with informal ties to leaders or important individuals is the quick and easy access to information and resources (Oh et al., 2004; Serageldin & Grootaert, 1999). The advantage of the informal market for organizations is that the costs are less than the cost for the formal market. The labour market is an economical market and depends on demand and offer. The request for work or for employees creates the price. The advantage for the candidate at the informal market is more and better information compared with the official provided information (Fontaine, 2004; Franzen & Hangartner, 2005). That is the reason for companies and individuals to use SNSs for the employment seeking process for example.

Potential candidates have to invest time to identify the best wages and position. This information is provided by signals and those signals can be collected with the support of social capital (Gayen et al., 2010). The opposite is the organization which is searching for candidates. The organization has to invest time and the organization can have further cost to identify and attract suitable candidates. One signal from the candidate can be education. That mean the time which is used to educate skills as a signal for the potential employer. Time and cost can be reduced by the use of networks to identify potential candidates or employment opportunities (M. Spence, 1973; Benner, 2004).

Networks can support the labour market. That is the social capital of the individual that the tie route employment seeking individuals to employer and help to identify interesting job opportunities (Mark Granovetter, 2005). Networks and markets normally complement one another and networks are parts of the exchange process (Dasgupta & Ramsey, 2005).

There is a competition for employment between candidates and a competition between companies for excellent candidates. The competition for employment or excellent candidates is heavily influenced by contacts between companies and candidates. The use of social network create a competitive advantage or disadvantage (Woolcock, 2000; Shanthilakshmi & Ganesan, 2013). Organizations provide equal opportunities for candidates to reduce the use of social capital. That the organizations get new different resources as the organization owns. That reduce the cronyism and can improve the selection with full concentration on the skills of the candidate (Oxoby, 2009). Further is corruption and partisanship avoided which provides a more fair selection process. That will be recognized by potential candidates and appreciated. That can lead to more and different candidate profiles.

Today is the labour market more complex and flexible. The social networks support to navigate employer and candidates to each other. They use the network and intermediaries to connect and to identify each other. The network provides a platform to exchange their information and resources (Benner, 2004). The need of companies is changing. The work is shifting from a manufacturing economy to an information economy and that requires a new kind of employees with new skills. That changes the labour market and requirements of the labour market. The companies need new recruitment channels to reach this new kind of candidates. The internet provides new market places to individuals and companies and gives a new opportunity to identify candidates or to identify employment seeking companies.

Different nations have individual labour markets. Law and regulations are different between countries. The culture is different and societies have different mechanism. This has to be under consideration for the results of other studies. The differences are the reason to concentrate with the scientific work on Germany. It is impossible to compare labour market from different countries effective.

2.3 THE ROLE OF HUMAN RESOURCES MANAGEMENT IN ORGANIZATIONS FOR SOCIAL NETWORK SITES

HRM is a function of an organisation to guarantee the operation of the company. The HRM department is responsible for the employees and structure of the organization. HRM has all

relevant information about the employees e.g. skills or potential for example. The HRM has different functions and is related to people relevant processes and activities. The topics of HRM can be leadership style, culture, performance of employees or ethical issues for example. The main task of HRM is to motivate, satisfy and to bond employees. HRM is responsible that the employee works at the position where the employees productivity and usefulness for the company has the largest effect. The HRM is the advocate of the employees and responsible that the objectives, visions and missions of the management are transferred to the employees. That means HRM has a sandwich position between the management and leadership to transfer information, advise and decisions between this two groups. That the management can lead the employees and the employees are able to execute their tasks and to have the opportunity to reach the given goals. The HRM has the task to transfer desires, ideas and other important information from the employees to the management. That means HRM support and is mainly responsible that the communication between employees and management operate. HRM can install processes for feedback systems to the management and employees for example to support the communication between management and employees.

The HRM department is responsible for administrative operations regarding people in organisations e.g. payment of salary for example. Further has the HR department the task to develop and recruit employees that the organization has skilled employees. Those employees are the competitive advantage of companies. That means the economic effects and results are depending on the HRM. The strategy of HRM is related to the company strategy and a company cannot alive if their human capital does not fulfil the requirements of the market to manufacture valuable products or services for potential customer. That means HRM needs a strategy to provide in the future and for the moment the best suitable candidates for the position that company can realize the objectives to be profitable (Orpen, 2008). HRM is permanently changing, reacting to the environment and permanently evolving the organisation e.g. technical changes or new circumstances.

HRM is a flexible function of the organization which has to fulfil the requirements of the organization and competition. The performance of the company depends on the employees and how the employees are organized. The HRM is responsible that this issue is solved successfully. Excellent employees with specialized skills are rare and their skills cannot be imitated. People are a unique asset of the organization. HRM is people related and main part is to organize the relationship between the employees to provide tools and opportunities to the employees to have the ability to work. HRM monitoring and analysing their work force to evaluate the value of employees and to improve the employees results. Another reason to

evaluate the employees is to identify important employees with critical skills, experience and knowledge (Hollenbeck & Jamieson, 2015). Those employees are important for the success of a company with their key skills and HRM has to know those skills to recruit the best employees for the organization. That increases the human and social capital of the company and increase the value of the company. HRM is responsible for the human capital and human capital is important for the success of the company. HRM is responsible for the human capital and to improve the human capital. That is only possible with an investment in recruiting, personnel development and employer branding for example. That increases the effectiveness and competitiveness of organizations. The current employees have to retain and improve their skills. HRM has to enable employees to develop their skills and that the employees are motivated to increase the satisfaction of employees. That helps the company to keep their employees and that employees recommend their employer to potential candidates.

Part of the HRM is the recruiting process as a function. The task of the function recruiting is to identify suitable employees, attract them to apply and to provide information to the target group. Recruiting is important for the competitiveness of the organization. The relationship between potential candidates and the employer represented by a recruiter is an important issue to manage the recruitment process successfully (Ollington, 2013). The purpose of recruitment for companies is to identify employees. It exist passive and active recruiting opportunities. The active recruiting process includes the activity to contact employees on SNSs, to identify interesting candidates to get in touch with them to take them on board. The involvement of employees to screen their friends and to recommend their friends is an active part of the company to identify successfully candidates. The passive part of the recruiting is to advertise the position and to wait for response or for an initial application. The active part includes a pre selection by HRM and reduces the efforts for the selection process but the process to identify suitable candidates by HRM actively needs many resources. Contraire is the passive recruiting process to wait for applications. That increases the efforts for the selection process because anybody can apply without any pre selection by the organization. SNS provide new potential to HRM and active search of employees is more easily with SNSs and the exchange between employees and potential candidates is more easily than in history.

The recruiting process can use informal and formal channels to provide information about positions, companies and potential candidates. The channels have to be accepted by candidates and they have to trust the channel, of course the suitable candidates have to use this channel. Informal channels are more privacy related and not usual for the transfer of information between employer and potential employees. These channels are mainly separated

and only of use for a small audience or single person. The informal channel can be a family member or friend who is normally not involved in the recruiting process. The informal channel provides information about employment opportunities exclusively to another privately known individual information about employment opportunities (Gerxhani & Koster, 2015). SNSs can be used as a medium for an informal channel for example. The informal channel can be an advantage because the process is fast and it is easy to share information and to make a decision. The negative consequence of the informal channel can be corruption or discrimination against groups who do not have access to this channel. Furthermore it is not planned to use this channel for the recruiting process and can exclude responsible decision makers of the company. The informal channel can provide more confidential and valuable information to the involved individual e.g. potential candidates or hiring manager. SNSs can be an informal channel if the company does not have a policy of how to use SNSs for the employment seeking process.

The recruiter has the main task to find suitable solutions for a gap in the organization. There are agencies which provide services to recruit employees for companies, deliver temporary staff or freelancer. The use of external support for the recruiting process depends on the requirement and situation. The main reasons to use external services are time, not able to identify candidates, company do not have resources to recruit candidates or position is temporary e.g. only for a project. The best way for the company is that the company can identify candidates without external support. The recruiter has to identify the best places to reach the best candidates. The searched talent has to become aware of the job or the talent cannot apply. That needs the evaluation of the channels and places to be successful.

There are three parts which has to be under consideration to identify the best suitable candidate. The first is the match between person and organisation, person to job and person to person (Chiang & Suen, 2015). All three points are required that the candidate matches perfectly and that the recruited candidate is the best solution for the company. The SNS can support to identify, analyse and evaluate additional information about individuals and all needed information to find out if the candidate matches with the organisations, colleagues and position. The recruiting process can be divided into attracting, screening, selecting and hiring of the candidate categories (Melanthiou, Pavlou, & Constantinou, 2015). The use of internet tools e.g. SNSs can be defined as electronic recruiting and provides a new potential for HRM.

The recruiting process runs over a period and needs many efforts for engaging with potential candidates, to identify the best candidates on the labour market. SNSs provide the chance to

reduce the time to hire and to reduce the cost. This is important to save personnel and monetary resources, to make the recruiting process more economical. The SNSs can be used as new tools to improve the time to hire candidates or to reduce costs of the recruitment process e.g. posting employment opportunities is faster and easier possible for a worldwide audience or provides superior reach of candidates via SNS. After posting the advert it is possible to apply immediately by e-mail or via a career webpage. Some companies offer their candidates the opportunity to apply with their SNS profiles to reduce the time to apply and efforts for individuals to present their skills to the company. This has accelerated the recruiting process. Software provides the opportunity to automate processes of the recruiting process. That can improve the recruiting process and reduce the investment and time to hire employees (Wyld, 2009). The quality and quantity of candidates is important for a successful recruiting process. The number of candidates which are needed is an important factor. The quantity of candidates is one important issue but the quality is important too. Both requirements, quantity and quality, have to be fulfilled in order for the recruiting process to be a success. This has to be taken under consideration on the basis of the channel, the place and kind of advertisement to attract the best talent to apply and to provide the information to the right individual.

The recruiting starts with the moment that organizations are aware that they need new employees, that they have a gap in their current staff. Than the organization has to define the vacancy, needed skills and expected profile of a candidate to fill the gap. After the definition of the vacancy and required profile the recruiter has to identify the most suitable channel to find a candidate (Behrenz, 2001). Than the recruiting process can be described with the employer branding / HR marketing to attract candidates to apply, to get the attention of candidates and that individuals take under consideration this company as a valuable employer, to transfer information about the culture to external individuals for example. This means their attention is needed to attract suitable candidates. If the candidate is interested then companies have to attract candidates to apply, to send their application to the company.

Employer branding, slogans and information regarding the employer brand can be transferred via SNSs. This is influenced by employer branding to present the value of the company and position to individuals. The authenticity of the employer brand is very important e.g. that individuals trust companies and apply. SNS with the opportunity for potential candidates to get in touch with employees and to collect information from them is an important tool. That transfers the employer brand values between SNS members uncomplicated and fast for example. The next step is the application tracking. The applicants expect that the process is

transparent and fair. For example that candidates get feedback e.g. a notice of arrival or rejection. The next process step of the recruiting process is the preselection based on the application. Than follow more intensive selection tools and processes e.g. assessment centre, interviews or tests to select the candidate for the company and to find a decision which candidate should be hired. The hiring process includes the negotiation about the contract, benefits and position (Münstermann, Eckhardt, & Weitzel, 2010). But not only the company is part of the process and has to decide if the position and the candidate fit. The candidate is involved and an important part which influence the recruiting process. The candidate has to do the decision for the company and offered position or against the company and offered position. The decision is based on the collected and analysed data.

The recruiting process is influenced by the people involved, the implemented processes and the IT used. This three factors provide the recruiter with different opportunities to identify potential candidates, provide candidates the chance to apply for a position. Companies create suitable processes, IT and trained people to recruit successfully new employees which are needed by the company (Münstermann et al., 2010). IT is the newest factor for the recruiting process and the basis for SNSs. The development of IT provides new opportunities to improve the recruiting process and to identify the best candidates and to manage the communication between companies and potential candidates. The result of the improvements of the recruiting process is a better service to the applicants and provides results for the organization more economically. The responsible people for the employment seeking process need a training to use the new tools effective and efficient to have successful results e.g. new communication skills has to be learned by the recruiter to use the IT successful.

SNSs have an influence on different parts of HRM e.g. development, training, leadership or recruiting. SNSs can be used to advertise job advertisement which is one opportunity for the recruiting process (Roberts & Sambrook, 2014). The employment seeking process needs the exchange of information. The information is needed to find a decision to hire a candidate or not. The candidate has to decide if the company is interesting and to sign an employment agreement. Applicants need information about the culture, ethical behaviour or specific information about the position to make a decision. This information can be provided via SNSs, social network or specialised webpages with information about companies for applicants. Employer branding is an important part for the recruiting process to get the attention and interest for individuals to apply. The exchange of information is increasing from step to step of the recruitment and employment seeking process. The recruitment seeking process starts with the evaluation of the application, than companies can do an interview or

online tests to collect further information for example (Mason & Schroeder, 2010). SNSs provide a new opportunity to collect fast and easily information about applicants or about companies, their strength and their weaknesses for example. The uncertainty of the recruiting process can be reduced with the additional information provided by SNSs for employer and candidates.

The employment seeking process starts with the search of a new employment opportunity. The search can be done actively or passively. That means somebody who is active looking for employment opportunities is searching for themselves actively with different tools. The passively searching individual is not actively looking and reacts to requests on SNSs or randomly seen job advertisements for example. For both search techniques social networks and SNSs can be useful for companies to identify employees e.g. the companies scanning SNSs profiles to find potential candidates. Individuals can use SNSs to find a new position i.e. to get information from a contact or ask a contact for support. Companies would not get an application if individuals do not find their offer. This means the companies have to identify the best place to reach their target group and that can be SNSs, Job boards, career homepages of companies or other useful communication channels. The next step is to forward applications to the companies. Some companies offer the opportunity to applicants to forward their SNSs profile via e-mail or the company has a formula for applicants (Phillips & Gully, 2015). After the application arrives at the company than a recruiter screens the application and get in touch with the applicants e.g. rejection, inviting for interviews, psychological online tests, asking for references for example. Companies can use for a primary screening of the application documents software to make a pre – screening if the number of applicants overburden the resources of the recruiter or to decrease the time to get in touch with the most suitable candidates.

Some companies use SNS to get more information about the candidate. They are reviewing SNSs profiles to evaluate candidates. Than candidates are invited for interviews, assessment center or tests to evaluate the candidate more closely and to get a full picture about the candidate. Some companies have online tests or online assessment center for examples to test candidates electronical to safe resources for the candidate selection and to decrease the time to contact the candidate. It is possible that the companies combine the tools to evaluate candidates e.g. an interview with a psychological test. The number of interviews and tests depends on the involved internal responsible manager and company processes. There are large differences in the selection process between companies. The last step for the recruiting

process is to negotiate the contract and compensation. Some companies increase the recruiting process with an onboarding program done by the recruiter.

The "up-to-datedness" of information about individuals on SNSs is interesting information for the recruiter to find more detailed information about candidates. The SNS profiles can include skills, experience and knowledge for example. The candidates change their profile and actualize the profile. This is an advantage for HRM that individuals react to changes in their life immediately on their SNSs profile (Zide, Elman, & Shahani-Denning, 2014; Sander et al. 2015). This provides the opportunity for network members to evaluate other SNSs profiles and to decide about the transfer of information about employment opportunities. This is a valuable point for the individual and supports a successful employment seeking process.

2.4 THE INFLUENCE OF SOCIAL NETWORK SITES ON THE RECRUITING PROCESS

The kind of media channels to find employment or to recruit individuals has been extended to SNSs and that is changing the recruitment process. SNSs substitute traditional channels to exchange information for the employment seeking process. This development increase the complexity for HRM to recruit individuals and to exchange information about employment opportunities (Vergeer, 2014; Gush et al., 2015). Recruitment is a function in organizations and has the responsibility for attracting new employees with the appropriate knowledge, skills, abilities, reputation and aptitudes. The task is to inform individuals about employment opportunities and to present organizations to suitable candidates. Further is the task to identify suitable candidates for the organization (Allen & Scotter, 2004). The uncertainty of the recruitment process for organizations is the fit of the individual to the position and organization. Further has the candidate the opportunity to test the fit of the organization and position with the candidates interests and objectives (M. Spence, 1973). SNS provide a new kind of candidate experience. That helps companies to create deeper relationships to potential candidates. Recruiter gets the chance to present their company and working places more realistic and detailed with SNSs. That supports the HRM to attract and motivate potential candidates more easily than it has been happen in history. The decision to join an organization depends on the organization and the candidate. Both expect a valuable result in the cooperation with each other and the hiring decision is under uncertainties and predications are difficult (Han & Han, 2009). Involved in the social process to recruit new employees are candidates, employer and intermediaries. Those three groups attend the recruiting process. Intermediaries can be agencies or channels to transfer information from employer to employment seeking individuals (Yakubovich & Lup, 2006). The economy is mainly related

with companies' recruitment. The recruitment process is influenced by the culture, economic situation and the involved actors. There are differences between industries to recruit employees (Erickson, 2001; M. S. Granovetter, 1995). The differences depend on the situation and a recruiter has to react flexible on changes to identify candidates or motivate candidates to apply for example. The economic situation influence the labour market which has a strong influence on the recruiting process – companies can get many applications for an open position, than the company has the power or only some candidates with the required skills are available than the candidate has the power over the labour market for example.

The recruitment process provides content to individuals to support them to decide to apply or not to apply for an open position. The amount and quality of the content is critical for the decision. Further has the recruiting process to win the audience to get applications. That means companies can gather information about candidates on SNS and candidates can gather information about organizations on SNS. That additional information via social networks can improve the overall quality of matches (Gillin, 2008; Varlamis & Apostolakis, 2006). The additional information at SNS could be negative if companies have internal cultural difficulties e.g. unattractive leadership style for suitable candidates or cultural circumstances which are not of interest for good candidates. Companies have to be aware that their organization is more transparent with SNS for the recruiting process and that they have to do efforts to avoid negative outcomes or disadvantages.

The recruitment use different channels to attract and identify individuals for open positions. One channel to transfer related information regarding recruiting process, employer and employment can be social networks (Sander, Teh, Majlath, & Sloka, 2015; Behrenz, 2001). The social network gives the opportunity to reach a defined group and social network members have similar interests (Hausdorf & Duncan, 2004; Allen & Scotter, 2004). The internet increases the channels and improves the chance to forward employment advertisements via SNSs (Budden & Budden, 2011; H. Wang & Wellman, 2010). The organization sends signals to potential candidates to inform them about employment opportunities (Connelly, Certo, Ireland, & Reutzel, 2010). The consequence of the use of SNS for recruiting is the substitution of other channels. This can reduce negative effects in the recruiting process e.g. reducing screening and transaction costs or reduce the risk for a wrong selection. Social capital can influence the recruiting result negatively and positively (Nikitkov & Sainty, 2014). A tie to a recruiter makes a recruitment attempt more effective and gives an advantage to the candidate (Lim, 2008) because the recruiter is already connected with the candidate and has created a relationship to share and exchange information. But the candidate

has to consider that a tie with a recruiter can have a negative impact too e.g. forwarding undesired information via the SNS profile.

Social networks of organizations provide beneficial opportunities to identify and attract potential candidates for an organization. Social networks with a strong cohesion and impact on network members can influence network members to apply or not to apply for an open position. The network can consult the members and support the members with their application and provide useful information and resources to be successful. The network decides for the individual in this situation. This effect can be positive or negative for the individual, network and society. Organizations can convert the social capital of individuals to the social capital of the employee. That means employees are using their social capital for the organization and they increase the social capital of the organization. The social network of employees increases the access to potential candidates and improve the chance to find the right candidate (M. S. Granovetter, 1995; Erickson, 2001). The access to open positions via social networks is theoretically to be expected, because similar interests of the network members overlap. The members of networks have similar qualifications. They are working in similar positions, environments or branches. The networks of individuals with similar backgrounds create a cluster which is of interest for candidate seeking companies. The interest of the individual to be member of a network is the expectation that network members with similar interests have more ties to potential information about employment opportunities. They know more individuals with potential employment opportunities because they created their network in a specific field of interest to have an advantage (Weiss & Klein, 2011).

The use of social networks of individuals or organizations to recruit new employees requires their permission. Sometimes companies are not interested that their employment opportunities are made public on social networks. Individuals do not give their permission to the company to use their social network to contact or identify new employees (Marsden, 2001). The organization uses the employee as a broker between the organization and the network. The employee is an ambassador. They use their own credibility for the organization. The organization uses the employee's network and social capital as a resource in the interests of the company. The organization expects a higher quality of candidates if they use a broker and a pre-selection by the employee to reduce negative hiring of candidates (Steinfield, DiMicco, Ellison, & Lampe, 2009; Lim, 2008; Delattre & Sabatier, 2007). The advantage of candidates from an employee network is that they already trust and are related employees of the employment seeking organization. The candidates can have access to other workers, obtain informal training or get other support via the social network. This decreases the integration

time and increases the chance to have a productive employee more quickly. The loyalty of these candidates is mainly higher than the loyalty of other candidates (Mark Granovetter, 2005). Scientists identified that similarity can affect recruitment decisions. Similarity affects the selection process because network members expect that individuals who are similar are faster and easier embedded into the network. They are more integrated and valuable for the other actors in the network (Roebken, 2010; Han & Han, 2009). This is an indicator that social capital influence the recruiting process and explain the value of relationships for the employment seeking process for companies and individuals. Both can reduce their costs and efforts at the beginning of the career with the company. The company and individual search can be more effective and efficient which provides an economic advantage for companies and individuals.

This means social networks and referrals improve the selection process for potential new employees. The use of social networks reduces the risk of selecting the wrong candidate and reduces costs (Rees, 1966; Brook, 2005). In addition Montgomery explored the idea that referred employees get better jobs than other candidates (Montgomery, 1991). This means that the result of the labour market is increased by using the social network. The social network can be used to identify suitable candidates. The social network as a labour market is a further channel to identify candidates. The use of social networks for recruiting can be a danger for the person who provides the referral. The reputation of this person can be damaged if the recommendation fails. The social capital has to be mobilized and accessible so that individuals can use their social capital to identify employment opportunities or to increase the socioeconomic status. On the other hand the person who has recommended somebody has the opportunity to get a colleague who has obligations (Ellison, Lampe, & Fiore, 2014; Han & Han, 2009). The use of social networks to recruit is disadvantageous for people, who do not have access to the networks, because they have fewer opportunities to identify a new position or that an employer identifies them in a network. Social networks make the labour market more informal and few are transparent with the result that people are discriminated against because they do not have access to the informal market (Dasgupta & Ramsey, 2005). This means the market is not open and free and that can have a negative impact on the result.

The privilege of a network to get access to job opportunities is only possible for network members and prevent others from the opportunity to identify a new position (Gray et al., 2007; Fontaine, 2004). Another disadvantage is the homophile of social networks. The recruitment of employees that are similar to the employee's barrier the access to new resources and information. The innovation or creation of new products can be damaged if

there is not enough access to other networks and resources (Hinds et al., 2000). Network members have the same opinion and focus on tasks or situations. They have difficulties to find different solutions or they are not aware about new solutions because they have all similar backgrounds e.g. cultural history or skills. That can be a danger for innovative companies which need new products or changes to be successful.

One more reason to use social networks for the recruiting process is the opportunity to control the information in the market (Brinton, 2000). This means it is easier to increase the efficiency and speed to transfer the information regarding open positions via a social network to a specific group of people (Hlebec, Manfreda, & Vehovar, 2006; Sabatini & Sarracino, 2014). One more benefit for companies is the recruiting activities of the social network to increase their size or to get new resources to join their network. This pre-selection supports companies to identify potential candidates more easily and more quickly (Steinmueller, 2002). Individuals are meeting in social networks to exchange information, knowledge and resources.

2.5 SOCIAL NETWORK SITES AS A MANAGEMENT TOOL FOR THE EMPLOYMENT SEEKING PROCESS

SNS are web based technologies to create highly interactive platforms for individuals. The SNS include characteristics of physical social networks. The technology and platforms can be used by individuals to create social networks to share information and resources or to create content in a practical understandable format (Kietzmann et al., 2011; Kim et al., 2015). That means the SNS enables individuals to present their identity, resources and other information about themselves to an audience (X. Wang, 2014). The SNS support to organize contacts and provides a system to identify other members. Further is the social network a platform to share and take part in social processes. The SNS hold potential as valuable sources for the individuals and organizations. This attractive opportunities motivate individuals to use SNS (B. J. Jansen, Sobel, & Cook, 2011; Richter & Koch, 2008). The SNS is a place for people to meet individuals on the basis of similar goals, common values or norms (Hau & Kim, 2011). This function of SNSs makes SNSs to a tool for the recruiting process and provides opportunities for the employment seeking process to individuals to have an advantage. The recruiter can use to identify candidates or to evaluate SNS profiles for a backup check for example. The use of SNS as recruiting tools can provide an access to potential candidates which are only reachable with SNS and influence the recruiting strategy and costs for the recruiting process for example (Melanthiou et al., 2015). That means SNSs are a useful

recruiting tool to increase the success of the recruiting process and support the HRM of companies.

The networks are defined by their members and by the kind of use of the network (Caers et al., 2013). There is a shift from social networks to SNS. SNS substitute societies, organizations and communities for example. SNS needs social capital to operate and growth. Social life has moved in SNS and other online platforms (Sabatini & Sarracino, 2014; Pauleen & Murphy, 2005). The SNS is self-organizing and active system for actors who use the SNS via the internet with the support of a computer. The SNS has rules and norms, there exist an etiquette to organize the activities and relationships. This rules, norms and etiquette are social capital similar as the operations in real networks (J. K. Scott & Johnson, 2005). SNS adopt the society and substitute functions of the society e.g. the search of employment are possible via SNS for example.

SNS have three parts: The social actions and processes to explain behaviour of individuals, the network as a social structure of relationships between actors and sites as a form of technology to create the network and use the network. Social means an interaction between actors and does not mean a private interaction (Narayan & Pritchett, 1999).

SNS are a part of social media. SNS offer the opportunities to share content, create content and to get access to resources. Social networks can be virtual communities. Individuals use virtual communities to reach their goals they have common interests and engage in social action. Individuals with friends who use the internet have to use the internet too. They have to use the SNS channel because their friends use the network to provide information. That means friends and the behaviour of friends influence the use of SNS and makes the use of SNS valuable (Baker & Coleman, 2004). The SNS enables valuable activities for the network members (J. K. Scott & Johnson, 2005). The difference between social media and SNS is that social networks have a defined group which is registered for the network or invest in the network (Kaplan & Haenlein, 2010; Choudhury & Sundaram, 2011). The SNS build and maintain social capital with the social activities of individuals. The SNS provides the opportunity to create weak and strong ties to create valuable relationships (Valenzuela et al., 2009; W. Chen, 2013). Individuals join a social network because a known person recommend the SNS. The other reason is the convenience and reduced cost to maintain relationships with SNS.

The SNS members have the opportunity to create relationships on SNS platforms. This relation can be formal, regulated and structured. It depends on the opportunities given by the

SNS how to use the SNS. The kind of relation can influence the opportunities to exchange information and resources. The SNS keep individuals informed about changes in people life and is an additional channel to connect with offline connections. This fulfil the desire to be in contact with a person and to be informed about the person (Quan-Haase & Young, 2010; Kietzmann et al., 2011). The SNS creates a new form of business and influence the economy (Ganley & Lampe, 2009). The SNS enable individuals to create individual relationships which are tailored for their interests. That is a new basis for new more suitable social networks.

SNS and real networks have similar characters like maintain relationships, enable social interaction, exchange resources and information or to create new ties (Valenzuela et al., 2009). But there are some differences between offline and online or virtual social networks. SNS offer the opportunity to visualize the structure of networks and enables people to identify important network members easily. The participation in networks is easier and joining networks is faster. To identify suitable networks is in the internet faster and easily possible. The participation in social events or in the economy is increased with SNS. The SNS is independent useable from time or place (Divol, Edelman, & Sarrazin, 2012; Zaloom, 2004). This new opportunities reduce the efforts and maximize the efficiency to use networks for a benefit. The SNS enables individuals to get in action and to be involved as an activist in a network (Tartakovskaia, 2006). Further is the real network a face to face interaction which is influenced by many variables. The anonymity in SNS is higher than in social networks (Kozinets, Valck, Wojnicki, & Wilner, 2010). The anonymity has opportunities and risks. The opportunity is that the involvement increases and individuals take part which would not take part if the discussion would be not anonym. The input of anonym members are accepted without any prejudgment. That reduces the isolation of discriminated populations and gives the opportunity to discriminated populations to take part in discussions. That means employment seeking individuals can ask questions and employees can provide information without the risk to have disadvantage with their behaviour. The anonymity provides the opportunity for individuals to have multiple identities. This multiple identities give a chance to play different roles in different networks. The internet and SNS improve the opportunities to play different roles and make it easier to create a role in a network. That can be valuable for the individual and the network (Tran, Yang, & Raikundalia, 2004). The disadvantage can be the decrease of social capital e.g. reduced trust (Carpiano & Fitterer, 2014; Sander, 2012). That means that people can provide information without the risk to be penalized for wrong or damaging information (Wasko, 2005). The disciplinarian and influence of member is different

compared with real networks. On the other side is a personalization of information more easily and transparent because added information and comments are marked with an indicator. The indicator can be a substitute of a name or the real name (B. J. Jansen et al., 2011). The social distance between individuals is changed by SNS. The social distance is responsible to create trust, loyalty, altruism and cooperation. That is a difference between social networks and SNS (Glaeser et al., 2001; Barry Wellman, 2002). That means the globalization and exchange of information is worldwide more easily with SNS. But under consideration have been the different opportunities in SNS and social networks for the exchange of resources.

The exchange of information is similar between real social networks and SNS but the exchange of tangible resources is not possible. The exchange of goods can need a further individual or service which is between the SNS members. That process is influence by the trust of the people. Intermediaries are more important in SNS than in real networks to organize the exchange of tangible goods between SNS members. The SNS offers only for intangible products exchange and information is the main product to exchange at SNS.

Virtual networks do not have predefined structure as real networks have. The investment for the infrastructure for SNS is fewer than the investment for real channels and meetings to exchange resources and information. The creation of relationships is possible without another relation. That makes networks more open and permeable (Bar & Galperin, 2005; Carrasco et al., 2008). The conflicts in SNS without physical basis do not need a high investment to enter or exit the network. That avoid conflicts and disagreements because people can leave the network if they disagree and they can avoid dissonances (Norris, 2002). The SNS are more independent and more autonomy than real social networks. The creation of SNSs has less restrictions and barriers than real social networks. It is more easily to create a SNS than a real social network which depends on time, place and other factors. Some authors say that the SNS substitute real networks and that SNS have a negative impact on society. The SNS and the social networks have a task for the member. The kind of network has an influence on the ability and usefulness to identify opportunities (Nikitkov & Sainty, 2014). There are private SNS for the private reasons to connect friends and to share personal information for example. The other kind of networks are business networks to connect with business partners or potential business partner to improve the business (Caers & Castelyns, 2010). For example - to identify suitable candidate for a company.

SNS can be used to bundle skills and tasks to create a result. Individuals from different places share their knowledge and resources to increase and improve products. This is a reason for

individuals to join networks (Martens, 2011). The size of networks and to handle large networks is possible with internet technologies. This possibility can be used to bundle the power of a network which is provided by the number of members (Kim et al., 2015). This power enables networks to change things and to bundle their interest to reach valuable objectives for them (J. K. Scott & Johnson, 2005). SNS create user generated content. This content is available for members and a kind of social capital. The user generated contend has to be available online, the user is involved in creating this content and the user can create this content in his / her sphere (Pfeil et al., 2009). Further has the user the opportunity to select the group of members who should receive the published information or resources (Marshall & Shipman, 2011). That means the exchange of information or resources can be tailor made for example to forward information about employments only to suitable candidates.

The danger of SNS and the internet is the control about information. Information can be misused and collected easily. The permission and use of personnel information is not anymore under observation of the individual. Network member can be stalked or mobbed by other user. The penalization of misuse in SNS is more difficult than in real networks. Criminals can use the SNS identity for their interests and damage the network member. The negative cases can have the result of reduced trust, exchange or cooperation in SNS. The content and amount of privacy information is more screened, protected and critical examined to avoid negative impact on the network member (Krasnova et al., 2009; Gush et al., 2015).

Social networks get with SNS new structures, form, population and opportunities. Approximately twenty years ago social network did not exist in this form and only the technological changes make this kind of networks possible. The internet is in fact a large network with small networks inside as presented in figure 2.4. The most well-known versions of these platforms are *LinkedIn* or *Facebook*. Today these kinds of networks have millions of members with differencing interests and backgrounds. These networks have changed the world of social capital. Such networks are neither closed nor open. These networks give individuals the opportunity to be a member of a network and to have their own network within the network. Today individuals are members of a network because they can build their own network in the network. Individuals are members of the network and they have the ability to invite their friends, colleagues or other interesting individuals to join their private circle.
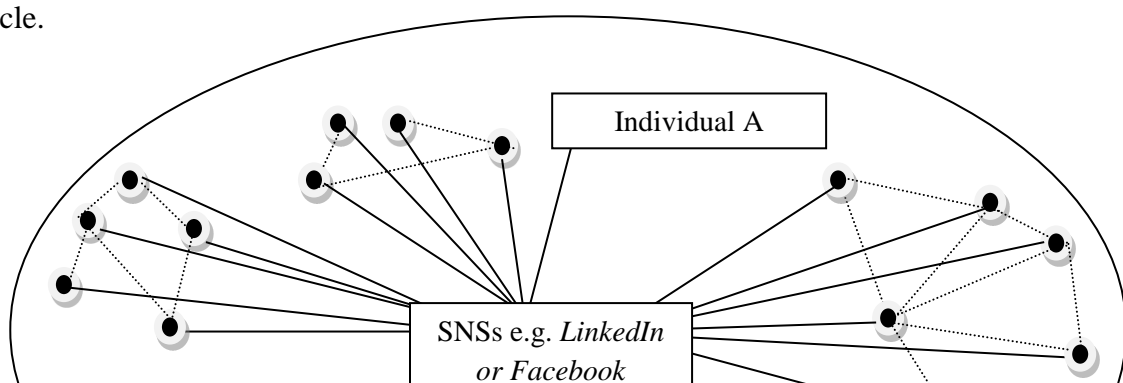
Figure 2.4 **Relationships under considerations of SNS**

Source: author's construction

The social media companies like *LinkedIn* give a platform for individuals to develop their network. Networks at this constellation are new and only possible since we have internet network platforms. The size and the ability to have worldwide contacts in one network were in the historically simply not possible. The technical changes enable individuals to create "social supernets". With the technical progress today it is possible to build up an international network of amazing size and to maintain this network (Ellison, Vitak, et al., 2014). Those opportunities do not need many efforts and enables people to create new kind of networks.

Members of these networks also have the opportunity to use groups. The groups are forums in the network on the subject or different topics. Individuals use the groups to share information and support each other (Sleeper et al., 2015). Within the groups there are individuals operating with their own different networks. The group member uses the group as a broker. There they share information with individuals from other networks.

As illustrated in figure 2.4 the group in the network is one more network within the network. The large circle is the network with the different networks inside. All members are in a relationship via the SNS. Individual A and individual B have ties with the SNS. The SNS is the broker in this network.

In addition is it easy to inform members of their own network because all members of the network get a message if anyone changes anything in their network or writes a comment in the group. This helps recruiters to give information about job openings to their own network, already the knowledge about an employment opportunity is a valuable information (Vock et al., 2013) with positive economic outcome.

The other advantage is that it is possible to use this network platform to search for someone who is a member of the network. This search includes all network members and not only these members with whom the individual is directly connected. The members of the network post and share information which makes it possible to evaluate the human capital of the member and the recruiter has the ability to select individuals of interest.

The most significant factor of these internet networks is that there are two brokers to connect individuals. One is the network members who recommend another member. The second broker is the software that makes it possible to find members and to get in touch with them. The search engine is independent from humans or any relationship to the searched person. This strongly influences the power of the individual who is a broker because it is possible to contact someone in another network without influence from another member.

2.6 RESEARCH OF INTERNET AND SOCIAL NETWORK SITES FOR THE EMPLOYMENT SEEKING PROCESS

The role of the internet as a communication channel and tool for HRM is increasing. Organizations use the internet for many different tasks for HRM e.g. online education or recruitment. The internet is a large web of knots and it operates similar as a network with opportunities to create ties between actors. The actors in internet can be humans or machines. The technology internet is an enabler and needs user to create value. The internet provides more opportunities to create ties and technology enables to create relationships over a large distance with known and unknown actors easily (C. Li & Bernoff, 2011; Barry Wellman, 2004). The internet has been created to share, transfer and exchange information or resources more autonomy than before (Kaplan & Haenlein, 2010). The internet changes the society because the internet provides possibilities to change the society, individuals use the new technological possibilities and they are responsible for the change. The new technology leads to new circumstances. Humans are involved in the technical system and that changes the society (R. Williams, 2004; Servon & Pinkett, 2004). Individuals use the internet in different ways. They create new channels to transfer information and to share information and resources. The internet provides entertainment and communication tools, content can be provided and received in different styles e.g. as a video, text or record. The internet enables people to create new communities without any access to local places. In history social capital only has been created at the current location or place where the individual has been (K. Hampton & Wellman, 2003). The internet changes the requirement that a person has to be

physical at a place to create social capital or a network. The flexibility of the internet and internet tools gives individuals the chance to use the internet for their individual needs.

The employment seeking process is changed because the internet provides new tools and opportunities. The new tools change their behaviour, decisions and daily life (Wenpin Tsai & Ghoshal, 1998). The internet provides a new information for the identification of employment opportunities or information about employer for example. The tempo of changes and exchanges is increased by the internet. If individuals agree than they are anywhere anytime reachable. The internet can be used in different ways and for different issues. This increase the opportunity to create and maintain social capital (Zaloom, 2004; Bauernschuster, Falck, & Woessmann, 2011). There are new tools to change the communication between organizations, individuals and individuals and organizations. Individuals have more opportunities to present content of messages to other individuals e.g. symbolic messages or videos (Quan-Haase & Young, 2010; Haythornthwaite & Kendall, 2010). New tools and internet media influence the behaviour of individuals and change the society. Media motivate and demotivate individuals, that can be used by organizations to achieve their objectives (Wiebe, 1951) and to have an advantage.

Information communication technology (ICT) play a large role in mobilizing social capital, the new developed tools, new infrastructure to communicate and platforms are a new chance for individuals to create or receive social capital. The maintenance and creation of friendship is easily possible with the support of the internet technology. That means the internet support to create networks with individuals with the same beliefs and to connect with people with different beliefs, ethical background or opinion. Another example is the extensive use of technology to share information (Yang, Kurnia, Lee, & Kim, 2008; Carrasco et al., 2008). The use of the internet is similar but the user of the internet is different and the internet provides the opportunity to meet people who are different. That is only possible because the internet provides a platform to exchange resources and information e.g. about employer or employment opportunities. The use of the internet increases. That creates more and more networks in the internet and the internet substitute the communication in the real world (Barry Wellman et al., 2002). The channel and number of receiver are heavily increased. The opportunity to provide information to individuals to find a decision or to discuss with them to guide them to the decision has been changed by ICT (Castells, 2007). The opportunities to exchange information are improved.

The new phenomena affecting communities and provide a new basis for social, educational economic and civic activity for example (Haythornthwaite & Kendall, 2010; Pauleen & Murphy, 2005). Especially the job search has been affected with new channels, software and exchange of information opportunities. The internet is a new part of the life of individuals and shift resources from other media or communication tools to the internet tools like SNS, job boards or e-mail. That means the internet needs time to be used and people change their behaviour and life because they use the internet. They have to reduce or delete another thing to have resources to take part in the internet. Further substitute the internet daily tasks or provides new opportunities to execute tasks (Branco, 2005; D. Williams et al., 2006). The internet produces a new kind of community. The members have a new identity or choose an identity. This identity can avoid discrimination and can produce an open community without barriers (K. Hampton & Wellman, 2003). The power of gatekeeper to information or resources is decreasing. Individuals can influence easily results and identify information. Censorship is more and more difficult. That changes the communication and gives individuals more opportunities. This new kind of communication strengthens the reciprocity of individuals and gives the opportunity to be reciprocal. That means the creation of obligations in SNS is increasing and that members of SNS get something back from SNS for their advantage. Their investment earns "interests" which could explain social capital and the power of SNS members. The power of the individual about other individuals or organizations have been improved by the new technology (Martens, 2011; Gillin, 2008). The disadvantage of this opportunities is that consume of all information in the internet is impossible. Individuals are not able to read all information of one topic. There exist an information overload which can be a risk and increase the cost (Wu, Waber, Aral, Brynjolfsson, & Pentland, 2008; Miranda & Saunders, 2003). They cannot prove the reliability and validity of the information. This transform the society and influence the economy, the behaviour of individuals (Branco, 2005; Divol et al., 2012). The time they spent to screen and search for information is a negative fact of the internet. Information in the internet may be not testified (Kaplan & Haenlein, 2010). The important point for networks is the change of social structure. The internet with the technological infrastructure provides a platform for the network. This increase the transparency and decentralization of networks. Now it is possible that a single person operate autonomous a network worldwide with a large number of members. The new kind of communication change the interaction and change the society (Juris, 2004; Castells, 2005).

The internet does not cause the decline in network membership. Information technology makes it easier to get in touch with people and reduce the need for participation in other ways. Rapid social and technological changes are sufficient to lead young people to become less active in community activities. The internet provides for many interests new communication tool to improve the communication and user use the new tool to their repertoire (Antheunis et al., 2015). That support the communication and the communication from one person with many person or reverse is possible at the same time. Further is a two way interaction with passive or active audience available. The internet enables a communication "many to many". This new tools provide new kind of communication and enables anybody to use this channel (Hogan & Quan-Haase, 2010; Connelly et al., 2010). The signalling process has been changed and mainly improved with the involvement of participants in the signalling process to increase the information quality for example.

The internet provides a new form and new channels to communicate with each other. The new channels and new forms of communication enables people more on a higher level to maintain relationships and to exchange information or resources (Keith N. Hampton & Wellman, 2001). The costs to communicate are reduced e.g. transaction cost to inform individuals about employment opportunities. Information and resources can be shared, created and consumed faster and easily. The internet increase the transparency for the communication, gives open access and free circulation of information. It does not exist a 100% working censor or restriction. Mainly it is possible to avoid the censor (Miranda & Saunders, 2003; Kozinets et al., 2010). The internet enables individuals in organizations to use new communication channels to get in contact with individuals on another hierarchical level without following the official way or process (Fountain, 2005). The time to get access to resources or information is reduced or is in real time possible for example information about employer. On the other hand is a deferred communication possible that means messages can be available for a time period. The time to send the message and the time to receive the message depends on the receiver and sender. That is not possible with face to face communication. That are all reason that the communication between actors is increased (H. Wang & Wellman, 2010). The richness of the information is increased because the limitation of the information is reduced. That is a great advantage of the internet and support the user of the internet to have an economical advantage or advance for the search after employment (Wu et al., 2008; Branco, 2005). Individuals are permanently reachable and this issue is a large change for the society and economy. The internet communication can fill the gap between face to face meetings and provide a platform to continue face to face communication online (B. Wellman, Haase, Witte, & Hampton,

2001). The search for information and resources has been changed by the internet. Anybody is able to find information about many topics anytime in the internet (Bernoff & Schadler, 2010). The internet enables actors to have business relationship worldwide and access to markets worldwide without many efforts. The internet influence local and global issues, individuals can use the internet for regional or global interests.

The access to customer or individuals, their opinion and support is easily possible. The customer use the internet to communicate with organizations (Foster, 2008; K. Hampton & Wellman, 2003). That is a new kind of information exchange between individuals and organizations e.g. about job offers. This opportunities influence the society and economy heavily. Nowadays internet user are consumer and producer of content, they are co-producer and in competition with organizations. Individuals have the opportunity to react on information, add information, manipulate information or present their own opinion about a topic. Mutual and permanent updates lead to activities. That can be returns or receiving of posts (Krasnova et al., 2009). The individuals have the chance to improve the quality and reliability of information if they indexing and evaluate information. Further the individual does not need a direct tie to another individual to transfer the information because the information is public and automatically available for other user or the internet or network members. Castells call this phenomena mass self-communication. This is only possible because the technological changes provide tools to take part in the communication and to review or identify the interesting information (Walker & Aral, 2009; Ramzan, Cui, Wang, & Yang, 2011; Arvidsson, 2010). The change of the communication accompany with the change of the society. The communication channels are changing and there is a dynamic interaction between internet and sociability. The control about resources and information provided by the internet is decreasing. That means the return for provided information or resources is in an internet open based environment few presumably (Wasko, 2005). The position of a broker as Burt and other authors mentioned in their articles is substituted by technological tools like web-pages and it is easier to avoid human broker or to identify other channels to needed or desired resources (Branco, 2005). That has to be under consideration to evaluate the social capital theory at SNSs.

Scientists discuss if the internet can increase social capital or not. That means that social capital and the internet competing with each other for resources of the individual e.g. time to use the internet or to maintain relationships for example. On the other hand provides the internet new opportunities to create and maintain social capital. The literature does not indicate a significant negative impact on social capital in relation with the internet

(Bauernschuster et al., 2011; Sabatini & Sarracino, 2014) but new opportunities are provided to investigate and develop the social capital theory under consideration of SNSs.

Scientist identified different types of internet user. Individuals join the network to investigate things of interest. Other people are consumers. They use the internet to shop online for example. A third group use the internet to exchange and present opinions, to discuss topics and to influence other individuals and another large group are individuals who use the internet for leisure time to be entertained. The main reason to use the internet is to search for solutions, best practices and new ideas (Castells, 2005; Mathwick et al., 2008). That increase the expertise of individuals and generate valuable solutions.

The context between social capital and new media is dynamic and there is a high relationship. The internet gives a platform to create and develop social capital, to change the civic engagement and society. Individuals use the internet to share information and resources (Shah et al., 2001). The internet increases the opportunities to exchange resources and information.

3. INVESTIGATION OF SOCIAL NETWORK SITES FUNCTION, MECHANISM AND BEHAVIOUR OF MEMBERS

The designs support to structure the scientific work and to provide a framework for the selection of methods to investigate social networks and SNSs. The framework is needed to explain the processes and mechanism in SNS to give further information about social capital. The mechanisms are presented in figure 3.1. The actors in the process to create social capital are the network members and their needs to reach an objective or advantage. Both actors have a benefit with this design and as long as anybody can use the SNS to reach their objectives then anybody can take part and support the social media construct.

Technological Design of social network sites

Internet, software and web based platforms to share information, SNS to create and maintain relationship, access to the world wide web

Institutional design of social network sites

Norms for relationship, access to resources and information, providing information and resources, creating a culture of exchange

Design process of social network sites

The three designs describe the creation of social capital in SNSs that network members have a benefit (or disadvantage)

Process design of social network sites

Social network members, accepted network members, obligations, rules and regulations to share information and resources, regulation of the access to resources and information of other network members

Figure 3.1 **Mechanism which influence SNS**

Source: author's construction based on Koppenjan & Groenewegen, 2005

The important point to keep in mind is the collective goal of SNS, which has to give beneficial advantage to all members of the SNS. The second step is to define the environment

and pre-conditions of the network site to explain the operation of SNS (Ellison, Vitak, et al., 2014) which leads to social capital and suitable methods to investigate SNSs. The relation between technological, institutional and process design to create social capital in SNS is an important part to investigate mechanism and behaviour on SNS. The institutional design is described in the following part. The coordination of the system in SNS is explainable with social capital. Michael Woolcock and Deepa Narayan for example argue "that the vitality of community networks and civil society is largely the product of the political, legal and institutional environment." (Woolcock & Narayan, 2000). The relationship between individuals and structure of SNS gives a frame that coordinates SNS. The frame is given by institutions, members and culture of the specific SNS. For example the government gives policies to control and regulate the laws which influence the institutional design. They have clear formal and informal rules to share content, relationship is clearly institutionalized, all operations are organized, controlled and regulated (White, 2002). SNS give an orientation to the member of SNS and helps individuals to reach objectives or to get an advantage. The mechanisms in SNS guarantee that SNS works (Koppenjan & Groenewegen, 2005). The social capital can be optimized by SNS. The SNS optimizing the processes and improving the rules or norms for the individual to have an advantage (Tatarchevskiy, 2010) for the SNS or the members for example.

The environment of SNS has to be taken under consideration to define the research method. The exchange between the different SNS has to be under consideration of the norms and culture of the networks. The exchange between the networks is regulated with formal and informal rules. Those rules are given by institutions or the law. The exchange between the networks gives opportunities to reach more or different resources. For example recruiters are members of SNS of applicants. The employees are members of the company organization and they have their network in the company. The regulated access between this two networks enables both parties to have a benefit and to use their networks to have an individual advantage (M. S. Smith & Giraud-Carrier, 2010) or an advantage for their organization e.g. access to potential candidates.

Another point is the responsibility for SNS. Mainly the member of the network is responsible for the culture and norms. They are providing their opinion, information or other content to share information and to use information from other users. They have the responsibility of how to use the content and to take the content, how to organize their cohabitation or to react on different issues. They are in charge for their network and sometimes they have the opportunity to create the rules and norms. They influence with their behaviour the culture of

the network. They are responsible for their network and at the end for the institutional design at the SNS. The members control and follow rules and regulations that the achievement of the network is not misused or the network is not following the way to the objective. This is the soul of SNS which is important for the success of SNS (C. Li & Bernoff, 2011; Bernoff & Schadler, 2010).

The development of new technologies for example smart phones change the use of SNS and influence the behaviour of SNS user (Maria Soares & Carlos Pinho, 2014). The technology enables the members to use the SNS more flexible and more individual for their needs and benefits.

SNS can only exist and operate because technological development gives members the opportunity to communicate with each other and to share, react and create content. The individuals who take part in SNS need a computer and access to the internet. That allows individual to take part in SNS (Kietzmann et al., 2011; Mandarano, Meenar, & Steins, 2011). Individuals who take part in SNS need the access to SNS, they have to be registered for the SNS for example. They need the ability to use SNS e.g. educated to read or to use the internet to identify SNS. That means the technical components that have to be given that the individual can take part in SNS. SNS as a technical platform gives users and members the opportunity to share resources and information. The industries innovated new hardware and software which influence the creation, use and behaviour at SNS. One result of the technology is transparency of SNS as one consequence. Technical components enable individuals to make resources and information visible for anyone for example. This means the technology support to spread information and uphold the ability to share information quickly and easily. This is a revolution for social networks and provides new opportunities. The new technical development improves the opportunities of the members of SNS to share, store and create content (Lee, Park, & Lee, 2015). The programmers, scientists and organizations develop software and new tools that allows processes to use SNS to create social capital e.g. sharing beneficial information.

The virtual network has more opportunities for members to take part in the network, to create ties or to use SNS to communicate with other members or to share information (Ganley & Lampe, 2009).The maintenance and creation of new ties in SNS is supported by software and technologies. That support individuals to create social capital and social networks with less effort. Further supports SNS to reduce barriers e.g. distance to maintain social relations and gives opportunities to create faster and easier strong and weak ties (Vergeer, 2014). The virtual networks provide new opportunities to individuals which influence the behaviour.

The process design influences the institutional and technical design. The processes use the technical preconditions and institutional requirements to create the process in SNS. The process design influences the technical design and institutional design.

There are different actors who take part in the processes. There are members of SNS and they can take part actively or passively. The network members have different objectives that make it more difficult to describe the mechanism in SNS (Tatarchevskiy, 2010). They can influence with their behaviour the technical and institutional design. Their behaviour and use of SNS can create new circumstances. They have the opportunity to change the objective of SNS. With a new process rules, culture and regulations are changing. The network members can develop new technical products. The new technical products can be new software and hardware. This new circumstances may be substitute rules or norms or make them obsolete. The process depends on the objectives of the SNS and the given technical opportunities. The conditions in terms of the rules and regulations are given by the members and environmental influence e.g. culture. The members are interested in their own objectives and take part in the network to reach their objectives. The process in a network is the input of the individual to show his or her benefits to the group and to build a reputation. This reputation gives the individual the power to influence other individuals for example. Other processes of SNS are "gatekeepers" who can give or deny access to resources or information. There processes influence the benefit for the individual in SNS.

The design process summarizes and explains the relationship between institutional, technological and process design. The combination of the three parts describes the process to create social networks, social capital and the operation of SNS. All three factors are needed to create a SNS and to build up social capital. The design process is the basis to explain the behaviour of member of a network and the operations of SNS. The technology enables network members to use the SNS as required by the institutional design. The technological design depends on the technical opportunities and enables people to use and create processes for their advantage. The institutional design is the opposite of the technical design and is influenced by moral and ethical standards for the processes. SNS has technical borders and is influenced by institutional processes. These three components, technical design, institutional design and process design give the framework to the design processes for SNS. The design process explains the operation of the SNS.

There are different processes at SNS which influence each other. The combination of the different processes is the process design. This combination enables SNS to operate and

provide a frame. The frame is important to control and organize successfully SNS so that the members of SNS know the vision and mission of the SNS, to give a guide to use SNS and to enables the members of the SNS to use the membership for their advantage. The system of SNS gives further a frame to maintain, create and use social capital. Without the processes would a social network and the creation of social capital impossible. The designs are changing and flexible. Any design depends on the environment and situation. Each system has its own design and intensity of use of different parts of the framework. SNS are part of the community and influenced by many external and internal factors. (Haythornthwaite & Kendall, 2010; De Donder et al., 2012). This makes the result unique and gives the individuals opportunities to create beneficial results. The three designs are compared in different ways to develop new services and results (Koppenjan & Groenewegen, 2005). The designs give the opportunity to members to enable them to reach new objectives and to develop new things for example job advertisements on web pages.

Competition

Groups / network members have different interests. They use their SNS to generate a benefit or to reach an objective

Economical Situation

The economy enables individuals to buy computers or to provide the infrastructure to use the internet

Symbiotic relationships under consideration of SNSs

Culture and Norm of the society

The social environment influence the use of SNSs and the behavior of network members.

Regulation and Laws

The government disables individuals to use SNSs with negative impact for the society for example

Technological Institutions

The technology enables individuals to use SNSs in different ways

Figure 3.2 **Influence on social relationships at SNS**

Source: author's construction based on Fransman 2008

One explanation for the different processes in SNS are the environment and society. The diagram 3.2 summarizes the main different indicators, which influence the relationships in SNS. The relationship is an important factor for the processes in SNS and is influenced by many factors, which are mainly similar to the processes in SNS. With the indicators is it possible to explain SNS, changes and the behaviour of individuals who use SNS. The environmental influence on the causal mechanism in SNS and behaviour of SNS member is described in diagram 3.2 (Fransman, 2008) which is based on Fransmans framework. The framework provides a frame to select the most suitable method.

In addition is to observe risk and trust of an exchange to explain the process in SNS. The experience and history of the network and their members is important for the process. The maintenance and creation of social ties is supported with exchange and gives further explanations for the causal mechanism and processes in SNS (Mandarano et al., 2011). This processes has to be researched to identify the best way to exchange information to employment seeking individuals for example.

3.1 RESEARCH METHODS TO INVESTIGATE SOCIAL NETWORK SITES FOR THE DISSERTATION

Social networks can be investigated in different ways. The method depends on the research question and objective of the scientific work. Scientists can research social networks as involved in the social network and part of the social network. That means the scientist is member of social network which is under investigation. That gives deeper insights and more information about the social network. That the researcher is part of the network influence the researcher and network members e.g. the members do not present their real behaviour because they are under observation. The mechanisms of social networks are involved members more knowingly. The researcher has experience with the social network and can use their experience and knowledge to explain social networks. Large social networks are not possible to investigate completely as part of the network. The number of members and structure is not observable for a member and a complete answer of the research question is not possible. Not involved researcher in a social network does not have a deep insight in the mechanism and more efforts are needed to investigate social networks. The bias as an involved member is not given and cannot influence the result.

SNS and social networks are different. Social networks are small and more specific than SNSs. That means an overview about the complete SNSs, all behaviour of member and any mechanism cannot be conscious for the researcher. The membership of the SNS and involvement is not the same like the membership in a small manageable real social network.

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That means the involvement of the researcher does not influence the result of the research because the SNSs are too large that one member can influence the behaviour of all members or to get insight in all mechanism of SNSs. The global SNSs with their member's different cultural background are not able to research as a member as the SNSs are too complex and large to recognise the network completely. The research can only investigate a part of the SNSs because the complexity and differences between all SNSs members is too large e.g. the member from different countries with different cultural background which makes a complete analysis of an international large SNSs difficult and impossible.

Social media can be investigated with software tools to collect data e.g. comments on *Twitter*. This is a new opportunity for scientists to use software to explain and investigate SNSs for example. The online content can be analysed with software e.g. *Context* to explain behaviour of individuals and mechanism of the society. The scientist has to be aware that the software does not interpret the result, the software provides only data in figures and need an interpretation and examination of a scientist. The software support to collect data and provide unstructured and none interpreted data to the scientist.

The investigation of the research topic needs different kinds of methods and tools. The reason to use different methods is to get a deeper insight in the topic and to avoid to oversee important facts (Venkatesh, Brown, & Bala, 2013). Mixed methods provide a full picture of mechanism in SNS and enables scientists to explain the behaviour of SNS members. The use of quantitative and qualitative methods gives the opportunity to get a reliable and valid result (Johnson, Onwuegbuzie, & Turner, 2007). That is the reason to use many different methods to increase the knowledge about SNS. The complexity of SNS makes it important to use more than one method to research the topic. That is the best way to get a reliable, objective and valid result.

The first step is a literature review to identify theories to explain the mechanism and behaviour of individuals (Webster, 2012; Rumrill, Fitzgerald, & Merchant, 2010). The literature review does not provide an answer of a new research question and is not a source for new explanations. The source is not providing substantial new findings regarding the research question.

The next step is qualitative method. The questions are in appendix 1. The qualitative method is interview with a guided questionnaire (Venkatesh et al., 2013; Aharony, 2015). It has been used open questions to research the topic more in detail and more intensive to collect additional data to explain mechanism, behaviour and use of SNSs. The interviews test the

theoretical framework and transfer of the variables trust, support and information exchange for social networks to SNSs processes. The confirmation of this variable is important to investigate SNSs under consideration of social capital theory as explained in theoretical part real social networks and SNSs have differences. Different groups of participants provide the opportunity to get a more general insight in the topic. Interviews have the disadvantage of a low level of anonymity. That provides sometimes social desirable answers which distort the result. The interpretation of the answers by the scientist is another issue. This issue has been avoided with the help of software. The software name is *Context* and provides information for the frequency of words in the interview and how many times words appear in interviews. This support the reliability and objectivity of the analysis of the interviews. The disadvantage is that the single use of the software does not give a full picture and leads to misinterpretation. Only to count a word provides an indication that the word is important but the interpretation is needed. That gives a complete overview to explain the mechanism in SNS and new insights.

The empirical quantitative method to investigate SNS is a questionnaire. The questionnaire is anonym and the number of participants provides the opportunity for statistical methods. The questionnaire has been prepared with the theoretical background from the literature review, pilot surveys and the results of the interviews. In addition has been used the experience with other surveys and research projects which has been done before to prepare the final questionnaire for the dissertation. The questionnaires have different populations and focus on different topics. The questionnaires and interviews are described in annex 13. This perspective provides an increasing insight about the research topic. The suitable information has been used for the dissertation. The limit of space and focus on the research topic leads to detailed presentation of the largest, most suitable sample and best constructed questionnaire in the dissertation. The results of the pilot survey are only limited presented in the dissertation. The questionnaire includes the knowledge and experience of the former questionnaires to create the most valuable questionnaire for the dissertation. The results of the former questionnaire supports the results and review of statements of the final questionnaire. The questionnaire is internet based because the research subject is SNS in the internet. The population is reachable with the internet because the topic is internet related and inhabitants in Germany have mainly access to the internet (Statistisches Bundesamt, 2014a). The questionnaire has been pre tested with 15 persons and discussed with experts. The questionnaire has been tested with pilot questionnaire with user and none user with different age and social background. The questionnaire has been improved and scoped with the feedback of the test person. This provides clear formulated questions and answer

opportunities for the participants. The average time to fill out the finalized questionnaire needs 10 to 15 minutes. The interpretation of the results is limited to the answer opportunities and it could be only the provided information collected. The results of questionnaire is analysed with *SPSS* to test the results and robustness of the results. The statistical tests provide information about the validity and reliability.

The participants can evaluate their answer on a six Likert scale. The scale has six steps because German school marks have six steps too. That means German participants are familiar with this scale and it makes it more comfortable for participant to answer the question. That make it easier for German people to evaluate the statements and questions of the questionnaire. The scale define the start e.g. "full agreement" or "anytime" and ends with "full disagreement" or "never". The steps between the first and the last point are not defined by words and scales are mainly ordinal. The steps are numbers. The reason is to avoid misinterpretation of participants and to exclude long definitions to explain the differences between the steps e.g. the difference between "many" and "often" is not clear defined. The difficulty for participants is reduced to find an answer and avoid missing answers. The scale is line to get a tendency of the answers. That gives a direction of the opinion of the participants and provides the opportunity to gives an answer on the research questions. The answers are mainly predetermined to reduce the interpretation of the participants and to have the opportunity to bundle the opinions of the people.

The questions should give an answer on the research question which has been provided from the theory. The interviews give a basis to formulate the answers and questions of the survey. The theoretical background is supporting the selection of the answers and questions. This provides the opportunity to test the theory and to explain mechanism at SNS. The answers should explain the use of SNS and concentrating on the variables "trust", "information exchange" and "support". Those variables have been identified as indicator for social capital and are important factors for the employment seeking process. The definition of the steps at the scale depends on the question and answer to be logical. The questionnaire has two parts. One part is for SNS members and the other part is for none SNS member to collect the thoughts from all people in Germany. This provides a full picture about the use of SNS to explain with social capital theory mechanism of SNS for the employment seeking process. Both parts have the same demographic questions at the end. The users are guided to relevant questions to avoid interruptions and missing answers. That makes the questionnaire more comfortable for the participants and increases the chance to get more participants and completed questionnaire. The SNS user part has in addition a part to investigate the use of

SNS. The use of SNS is a further indicator for social capital. The questions and answers explain the use of SNS under consideration of the employment seeking process.

3.2 DEFINITION OF A POPULATION OF EMPLOYMENT SEEKING INDIVIDUALS IN GERMANY WHO USE SOCIAL NETWORK SITES

Describing the population aims at creating a representative sample. It is necessary to use information and data from representative or official sources to ensure data quality and reliability. The sources should be of quantitative and qualitative character in order to get a broad variety of information on this yet unexplored research field. The sources give information about the distribution and share of the different kind of characters. The description of the research objects support the scientist to answer the research question for the defined research project. In table 3.1 is a list of sources which provide secondary data that can be analysed to test the representativeness of the sample.

Table 3.1 **Sources for data collection for the determination of the population frame**

Source	Example
Official data from ministries / Governmental Administration or Services	Arbeitsagentur (Employment Agency), Statistisches Bundesamt (Federal statistical office)
Official data from companies	Xing, Facebook, LinkedIn, Google Inc.
Federation / Foundations	BITKOM, Konrad Adenauer Stiftung, Böll Stiftung
Other research work / Institutions	Gesis, Institut zur Zukunft der Arbeit (IZA), Deutsches Institut für Wirtschaftsforschung (DIW), Institut für Arbeitsmarkt- und Berufsforschung (IAB)
Data from international organizations	OECD, World Bank, IWF, EUROSTAT
Marketing research companies	GfK, Infraset, Arbeitsgemeinschat Online Forschung e.v. (AGOF)
Databases	Journal Databases, Databases of institutions and other databases

Source: author's construction

The sources are using their data to create reports, studies, scientific papers, press release or popular media articles. Whenever scientists analyse secondary data special attention to reliability, comparability and data quality is necessary as the data is already generated.

The diagram 3.3 presents all included aspects of the population for the research. There are different attributes which are important for the research question and this attributes are important to answer the research question and to define an individual which is of interest for the research.

That the employment seeking process can be improved is it important to define individuals who are employment seeking, using the internet, using SNS and living in Germany. This information provides the opportunity to get the knowledge about the employment seeking process of individuals to create a process to identify potential candidates for companies and to falsify the social capital theory for SNS under consideration of the employment seeking process.
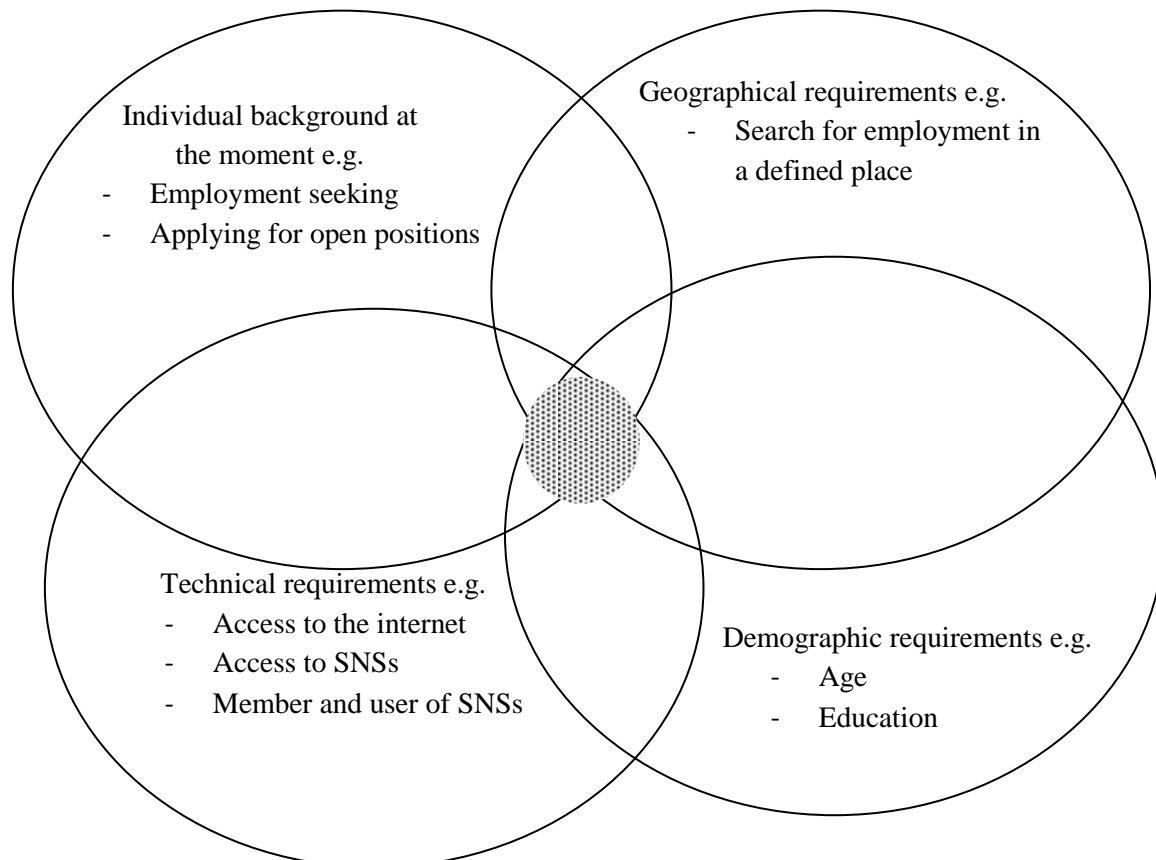
Figure 3.3 **Population for the research influenced by different populations**

Source: author's construction

The circles are different defined populations with different attributes. The different populations are overlapping and create the population of interest. This group is the research object. Having defined the population it allows for taking next steps in creation of a sample. Only individuals who fulfil all requirements which are described in the circles are of interest for the research.

Time can be a further factor to describe a population. That means the population is defined for a limited time or changes over time in the population are expectable. For example the use of SNS has changed heavily in the last years or the population is defined as a group for an event. That means time limits the population and gives a frame for the scientific project. The definition of a population needs a clear defined research question. The research question is to

describe the causal mechanism of SNS for employment seeking individuals and to falsify with this question the social capital theory for SNS under consideration of the employment seeking process. The research question explores the use of SNS to identify employment opportunities that means the research improve the employment seeking process under consideration of SNS in Germany.

This definition provides requirements which have to be fulfilled to be a research object and part of the scientific interest. One main point of the research is SNS and the opportunity to use SNS for the employment seeking process. The technical requirements are mainly related to the SNS. SNSs are platforms in the internet. That means member of the population needs access to the internet and needs access to SNS. Furthermore, member of the population has to be enrolled in a SNS and able to use SNS with the technical given infrastructure. That means the technical infrastructure is important and the ability to use SNS frequently actively (Feuls, Fieseler, & Suphan, 2014). The individual background describes the current situation of the research object and gives an indication for the reasons that the research object is seeking an employment. The indication that someone is seeking an employment is that a person is unemployed but some unemployed individuals are not looking for employment e.g. unemployed people in an educational program or individuals who have a personal reason e.g. maternity leave. Some individuals who are employed are searching for a new employment opportunity. That means the definition is that individuals seek employment than they are of interest as a research object. The research object is seeking for an employment with a company and an official contract. Employment seeking individuals for a student job or only some hours per week are not included in the research. The employment has to be for a subject to social insurance contribution and employment taxes. That means the definition of the amount of employment seeking individuals in Germany in figures is not precise definable.

The individual of research interest has to be active in SNS and physical and intellectual able to use SNS in the internet (Weitzel et al., 2014; Weitzel, Laumer, Eckhardt, Maier, & von Stetten, 2013). The demographic data is influenced by reports, studies and other sources regarding the use of SNS and the opportunity to seek employment. One point is pupils or retired individuals who are not looking for employment are not of interest for the research. That means the age is an attribute for the population of interest. Further is the educational level important to enable individuals to use SNS and the internet. The educational level gives further information about the readiness to seek official employment opportunities. The individuals have to have a work permit for Germany and they have to speak German to be able to identify employment. The research is concentrated on Germany to provide a regional

frame to the scientific work. Another reason is the scientific pragmatism to define a region because large country differences exist.

3.3 USE AND BEHAVIOUR OF SNSS EXPLAINED WITH OFFICIAL STATISTICAL DATA

The dissertation use different sources to describe the population to provide a good overview about the situation, to confirm the results with different sources and to compare the data. The difficulty to describe the population is that there does not exist one dataset which completely describes the population and there exist a literature gap (Suphan et al., 2012; Sander & Teh, 2014b). That is another reason to use more than one source to provide a mainly complete overview. Unemployed people in Germany are only counted as unemployed at the working agency if they are registered and fulfil the requirements of German law definition[1]. The federal statistical office has another definition and counted inactive people too[2]. Another point is that employed people are looking active and passive for new employment opportunities. This group size can only be estimated.

The main sources for this work are publications of the Statistisches Bundesamt (Federal statistical office)[3] as an official governmental source, the data of the Allensbach Institut as an opinion research centre, the Arbeitsgemeinschaft Online Forschung e.v. (AGOF)[4] and Bundesverband Informationswirtschaft, Telekommunikation und neue Medien (BITKOM)[5] as industrial federations. An important source regarding unemployed or employment seeking individuals is an empirical study from the Centre of Human Resources Information Systems (CHRIS)[6] and the official figures from the German working agency (Arbeitsagentur)[7]. However, it has to be mentioned that the *CHRIS* study is supported by the job board company *Monster*. The authors of the dissertation contacted leading SNS provider to get secondary data or quantitative figures e.g. *Facebook, LinkedIn* and *Xing* and other relevant institutions without valuable feedback. *Xing* provided data without a relation to the research topic or the provided data has been secondary data from other sources. *Facebook, Google* and *LinkedIn* have not provided any official company data. That shows the importance and scientific

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[1] §16 Sozial Gesetzbuch (SGB) III – social statute book III
[2] Statistisches Bundesamt https://www.destatis.de/DE/Meta/AbisZ/ILO_Arbeitsmarktstatistik.html (viewed 23.03.2015)
[3] Statistisches Bundesamt https://www.destatis.de/DE/Startseite.html (viewed 15.06.2015)
[4] Arbeitsgemeinschaft Online Forschung e.V. http://www.agof.de/ (viewed 23.03.2015)
[5] Bundesverband Informationswirtschaft, Telekommunikation und neue Medien e.V. http://www.bitkom.org/ (viewed 23.03.2015)
[6] Universität Bamberg http://www.uni-bamberg.de/isdl/chris (viewed 23.03.2015)
[7] Bundesagentur für Arbeit http://www.arbeitsagentur.de/ (viewed 23.03.2015)

relevance of the research topic that the available data for employment seeking individuals in SNSs is mainly none existing.

The chapter describes the population of the internet user mainly with data of the federal statistical office and AGOF. The data describes the age, social status and educational level of the internet user.

Access to the internet is provided to 72 835 000 German over 10 years that are 82% of all Germans access to the internet and 83% of German domestics have a computer, laptop, notebook, netbook or tablet computer. Twenty-four per cent of the individuals without internet access give the feedback that the costs to install an internet access are the reason not to have internet. Twenty-two per cent of the none-internet user says that the operation costs are too high (Statistisches Bundesamt, 2014b). This information has to be taken into consideration because unemployed people have less financial resources than employed people.

The table 3.2 gives an overview about the use of the internet. For statistical reasons and data protection reasons some information is not applicable. The first column describes private household with information and communication technologies to use the internet. The following columns are describing individuals who use the internet that means for example 80% of all German internet users over 10 years use the internet daily. The age distribution has to be under consideration because many individuals with 16 to 20 years are visiting educational institutions.

Table 3.2 **Active user of the internet and frequency of use described by age and gender in 2013 in Germany in per cent**

Item	Internet use	Daily internet use	Once per week	Less than once per week
All Germans over 10 years	81	80	15	6
Age				
16 – 24 years	99	93	6	Not applicable
25 – 44 years	98	88	10	3
45 – 64 years	86	75	18	8
Gender and age				
Men	86	83	12	5
16 – 24 years	99	94	Not applicable	Not applicable
25 – 44 years	98	90	8	2
45 – 64 years	88	80	14	6
Woman	77	76	17	7
16 – 24 years	99	92	7	Not applicable
25 – 44 years	98	85	12	3

45 – 64 years	84	69	21	10

Source: author's construction based on Statistisches Bundesamt, 2014b

The table 3.3 describes the social position and education of an individual 16 years old and higher age. The context is the same as described for the table above. That means 95% of employed individuals use the internet and 84% of them use the internet daily. The unemployed individuals with 85% provide an indication about the population for the research but under consideration has to be that some employment seeking individuals are not counted in this statistic e.g. employed employment seeking individuals or students. The unemployment rate is 6,3% of German individuals who are able to take part in the labour market. The absolute figure is 2 844 891 individuals[8].

The social status describes the current situation of individuals regarding their employment status. The federal statistical office has four categories to describe the population. The "Non-working population" are people who are not able to work for health reasons, retired or maternity leave for example. Further are non-working people are individuals who are not available for the labour market: employed individuals including family members who support their family business and individuals who are doing official civil or military service. Students and pupils are visiting educational institutions or preparing their entrance in the labour market. The education is categorized by the international standard classification of education (ISCED) and group 0, 1 and 2 are low level, group 3 and 4 are middle level and group 5 and 6 high level[9]. The figures in detail are presented in Table 3.3

Table 3.3 **Active user of the internet in Germany described by social status and educational degree in 2013 in per cent**

Item	Internet use	Daily internet use	Once per week	Less than once per week
Social status				
Employed	95	84	12	4
Unemployed	85	73	18	9
Students and pupils	99	95	4	Not applicable
Non working population	51	65	24	11
Education				
Low	66	80	14	6
Middle	82	78	16	6
High	91	87	10	4

Source: author's construction based on Statistisches Bundesamt, 2014b

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[8] Bundesagentur für Arbeit http://statistik.arbeitsagentur.de/Navigation/Statistik/Statistik-nach-Themen/Arbeitsmarkt-im-Ueberblick/Arbeitsmarkt-im-Ueberblick-Nav.html (viewed 29.04.2016)
[9] http://www.unesco.org/education/information/nfsunesco/doc/isced_1997.htm (viewed 23.03.2015)

This data has been partly confirmed by a representative study of the Allensbach Institut (Allensbach, 2013). Allensbach has done a study with people above 16 years and asked them about their use of the internet. But the complete study is not comparable because they categorized the items in another type.

The AGOF provides a monthly report about the internet use for individuals as of 10 years age. The difference between the federal statistical office and the AGOF report is that AGOF describes the share of different attributes in context with the internet and the inhabitants in Germany. The population of the internet is 52, 4% men and 47,6% woman, the population of Germany is 49,1% men and 50,9% woman. AGOF provides for the age following details in table 3.4 (AGOF, 2014).

Table 3.4 **Shares (%) of age groups in the internet population and people living in Germany in 2014**

Age	14 – 19 y.	20 – 29 y.	30 – 39-	40 – 49 y.	50 – 59 y.	Over 60 y.
Internet Population	8,7	17,2	16,3	21	16,5	14,8
German Population	6,7	13,4	13,0	18	16,1	28,7

Source: author's construction based on AGOF e.V., 2014

AGOF provides information regarding education for the internet user but this study use other terms and definitions than the report of the federal statistical office and the results are presented in table 3.5.

Table 3.5 **Different educational levels as "Primary school or none school degree", secondary school level degree" and "higher education degree" of internet user in Germany and individuals who live in Germany in 2014 in per cent**

Education	Primary school or none school degree	Secondary school level degree	Higher education degree
Internet population	36,5	30,2	33,3
German population	44,2	28	27,8

Source: author's construction based on AGOF e.V., 2014

Further provides the AGOF report details about the employment situation of internet user. This figures are different to the figures of the federal statistical office because AGOF divided the internet user in employed, not or not anymore employed and in an apprenticeship or educational level. That means unemployed internet user and retired internet user are summarized in one group from AGOF and the results in details are presented in table 3.6. The data explain that young people are more often use the internet than old individuals. Further influence the social status and education the use of internet.

Some studies from the Allensbach Institut provide the information that 79% of employment seeking individuals used the internet to identify employment opportunities. Further is the age of interest because the research question is regarding employment seeking individuals and individuals under 18 years and over 65 years are mainly not of interest for the research question. Young people are more intensive and different using the internet and SNS than older people (Allensbach, 2010; Allensbach, 2014). The federal statistical office provides figures regarding SNS and the use of the SNS. They divided the SNS in private and business related SNS.

Table 3.6 **Social status of internet user in Germany and inhabitants of Germany in 2014 in per cent**

Employment status	Apprenticeship / Education	Employed	Not or not anymore employed
Internet Population	18,3	62,2	19,5
German Population	14,2	53,3	32,5

Source: author's construction based on AGOF e.V., 2014

Another source to define the population for the research field is the *BITKOM* study. This study provides the data for internet user age group 14 – 29 years (89%), 30 – 49 years (62%) and over 50 years (52 %) using daily SNS. The people are using the internet for private or business reasons. The latest *BITKOM* study from 2013 provides in their report that 78% of the internet user are member of a SNS. They are providing with their study that 93% between 14 and 19, 20 – 29 years are 90%, 79% 30 – 39 years, 40 – 49 are 74% and 68% 50 – 64 years are registered at SNS. 78% of the internet user who use SNS are male user and 77% of the internet user who use SNS are female user. The active use of SNS are measured for the age 14 - 19 years with 93%, 20 – 29 years with 85%, 30 – 39 years with 66%, 40 – 49 years with 62% and 50 – 64 years with 58%. Male are 67% of the internet users who use a SNS active and female are 68% of them. This data is supported by further reports from *BITKOM* (Arns, 2013; Arns, 2011; Huth & Budde, 2011). Further provides the 2013 study from *BITKOM* that 78% of internet users are member in SNS and 67% of them use SNS active. Woman are more often use *Facebook* as men (Female active user are 59% and male active user are 55%).

The contraire situation is given by business networks as *Xing* or *LinkedIn*. There is the difference for active use of SNS two per cent between the gender (Arns, 2013; Huth & Budde, 2011). Again this study cannot be compared with the data from the other mentioned studies because the studies use different definitions and categories for example. One issue is that the *BITKOM* asked in their study if people are registered in SNS and differentiate between business networks / communities and private networks / communities. That explains the

differences between the *BITKOM* and other studies regarding SNS because they do not differentiate between communities and SNS. Anyway the *BITKOM* study provides tendencies and gives indications to support the figures for the population.

In addition reports the Centre of Human Resources Information Systems (*CHRIS)* that 65,7% of employment seeking individuals have published their profile in a career SNS e.g. *Xing*. A career SNS is a SNS which is in relation with career opportunities (Weitzel et al., 2014). For example the career SNS provides the opportunity to present professional experience to an audience.

Table 3.7 **Activities of individuals who living in Germany and using SNS derived by private and business reason in 2013 in per cent**

Item	Taking part in social networks for private communication (e.g. creating profiles, messages, post comments e.g. on *Facebook* or other SNS)	Taking part in social networks in the internet for business reasons (e.g. *Xing, LinkedIn* etc.)
All Germans over 10 years	50	9
Age		
16 – 24 years	91	10
25 – 44 years	60	16
45 – 64 years	31	6
Gender and age		
Men	49	11
16 – 24 years	90	11
25 – 44 years	59	21
45 – 64 years	31	8
Woman	52	7
16 – 24 years	92	10
25 – 44 years	61	12
45 – 64 years	31	5
Social status		
Employed	50	12
Unemployed	59	14
Students and pupils	91	13
Non working population e.g. retired, maternity leave …	30	2
Education		
Low	71	6
Middle	47	8
High	40	18

Source: author's construction based on Statistisches Bundesamt, 2014b

The presented data approve that many unemployed individuals use SNS and the internet. The unemployed people are mainly member of *Facebook* (71,4%) and *Xing* (4,9%) (Suphan et al., 2012). That more unemployed people use *Facebook* than *Xing* is observable for other groups too e.g. employed people.

The official figures to use private and business SNSs in Germany are provided by the Statistisches Bundesamt. More than 58 559 000 German individuals over 10 years take part in SNSs. That means the majority of German are active user of social network sites and the results in detail are presented in table 3.7.

The research is interested in SNS user and the population of SNSs user in Germany are above 10 000 individuals and a concrete figure is not exactly definable. The data provides no concrete answer about the number of individuals who are member in private and business SNSs. Already mentioned are the difficulties with the description of the population of employment seeking individuals.

The official unemployment rate for Germany in May 2014 is 6, 6%[10]. *CHRIS* asked more than 6 000 people about their job seeking activities. The result is that 33% of currently employed individuals are planning to cancel their current contract or looking for new opportunities. The study from *CHRIS* provides the information that the employment seeking individuals have an average age of 38,7 years and 5,9% are male. Actively looking for employment are 55,4% and 38% are interested in employment opportunities of the participants of the study. The educational level of the employment seeking individuals are identified with 4,1% without a degree, 34,7,% have a professional education, 49,1% of the participants have an university degree (Bachelor, Master or Diplom), 3,6% have done a PhD or higher degree and 7,7% have a qualification on the level of a professional training (Weitzel et al., 2013). The official data from the Arbeitsagentur do not include employed individuals who search for employment opportunities passive or active.

3.4 DATA COLLECTION PROCESS FOR THE EMPIRICAL RESEARCH

The definition of the population is that the population has more than 10 000 individuals. The population influence the sample size. The literature defines a minimum sample size for research projects with the confidence interval of 95% and tolerated accepted error of 5% for more than 10 000 individuals are calculated with n = 384 (Mossig, 2012; Bartlett et al., 2001;

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[10] Bundesagentur für Arbeit http://statistik.arbeitsagentur.de/ (viewed 28.02.2015)

Krejcie & Morgan, 1970; Naing, Winn, & Rusli, 2006). The change of the confidence interval or tolerated accepted error decrease with an increased sample size. The social science mainly accepts the 95% confidence interval and an error of 5% to test statements (Olejnik, 1984; Eisner, 1989). This figure is relevant for a randomly collected sample (Cohen, 1992) but could still be under discussion to guarantee the representation of the sample. The survey for the final research of the dissertation has over 960 participants and fulfils the requirement for the population size.

The data of SNS can be selected with surveys, interviews, observations, experiments or other suitable methods. The use of SNS to collect data is an alternative method. This method gives the opportunity to collect data from a more specified group as SNS members are mainly similar (Mouw & Verdery, 2012). The main point is that anybody who is part of the population has the same chance to be part of the research. That means anybody who is part of the population has the same opportunity to participate in the survey. The discrimination of member of the population is not allowed and desired. The discrimination of member of the population has a negative influence on the result and representatively and avoid the opportunity to generalize the result (Lippe & Kladroba, 2002). The assumption is a randomized and unbiased data collection (Eng, 2003) to get a robust and statistical powerful data to explain mechanism in SNS.

There are different paths e.g. e-mail lists, announcements on frequently used websites, groups of SNSs, profiles of SNSs or messages via social networks to reach member of SNS to oblige them to fill out a questionnaire. Every approach has advantages and disadvantages for the research process e.g. e-mail lists can discriminate between individuals or even more undesired is the exclusion of a part of the population. That is the reason to mix the collection method to increase the opportunity of the population member to take part in the research (Best, Krueger, Hubbard, & Smith, 2001). The assumption is that the access to data by SNS is not given completely e.g. that the SNS company gives access to data for the research or an e-mail list to contact potential individuals of interest. A wide range and variation of data collection methods gives the opportunity to encourage more people to participate in the survey (Prein, Kluge, & Kelle, 1994; Baltar & Brunet, 2012). Furthermore, the variation of data collection mechanisms supports the opportunity for individuals to participate in the survey.

The information about the population has to be collected at places, which are frequently visited from the population of interest. SNS and other places in the internet are useful to promote surveys. The population of SNS uses the internet to get access to SNS and is

regularly using SNS (Mouw & Verdery, 2012). That is the reason to collect participants at SNS online.

The first step is to provide information to members of SNSs with publications of the research in SNS e.g. on profiles, on walls or in groups. This can be very useful to get access to many SNS members (Baltar & Brunet, 2012). In addition it is possible that network members forward the information about the survey e.g. they press the "like" button for the survey. That spreads the survey randomly to other network members, informs these network members about the survey and encourages them to participate. This supports the random selection and access to more members of the relevant population. The negative impact with forwarding the information of the survey with the "like" button for example is that the information is limited to the members who have a tie to the SNS member who provides the information. The penetration of the SNS is important to reach all possible members of interest. This means it is critical to present the information at least one so that it can be accessed by other SNSs members, this influences the representativeness of the research. Randomly selected members of the SNS get a message from the author with the request to fill out the survey. The processes mentioned have been used to collect the data.

Online surveys are more and more common method for research in the social and economic sciences. The advantages are time and cost effectiveness; e.g. the data is recorded automatically, errors are reduced by automatically data transfer and collection (Baltar & Brunet, 2012; Furrer & Sudharshan, 2001). The access to potential participants is independent from time and location if they have access to the internet. The question order bias is reduced by the software because the order of questions responses can be randomized and vary from questionnaire to questionnaire (Wright, 2005; Evans & Mathur, 2005). Furthermore, the online survey gives feedback about the results immediately. The handling of large sample sizes is easily possible with online surveys. The online survey provides the opportunity to collect data for the research project fast, easily and on an economic basis. The data can be transferred from the online survey to *SPSS* easily because the data is electronical available. That means the data entry process as needed with paper based surveys is not needed. That reduces entry errors for example. The construct of the questionnaire e.g. to guide the participants through the questions or to "force" participants to answer questions is an advantage. The selection of the participants is improved because participants without the needed attributes for the research can be dismissed. The participants have the opportunity to take part in the survey at anytime from anywhere. This mentioned advantages explore the reason to use an online survey tool.

The disadvantage of online surveys depends on the population. Not everybody is able to use online surveys or gets access to online surveys; e.g. the population does not have access to the internet or is not trained to use the internet. This disadvantage for SNS members is not given as a prerequisite is to be member of a social network on the internet. The SNS members have access to the internet as they need this access to participate in the SNS community. In addition, the SNS members are trained to use technical tools and to navigate on web pages. Another general disadvantage is the participation of people who are not of interest. As an open survey, people will take part without fulfilling the attributes to be of interest for the sample. That means some of the participants take part in the survey but they are not part of the population, which is of interest for the research. This problem has been solved with guided questions and stop questions to select the best fit of participants for the sample for the dissertation. The tailored questionnaire provided by the online survey is an advantage that means only the relevant questions are asked. This increases the response rate and is more comfortable for the participant (Evans & Mathur, 2005). The questionnaire for the dissertation is guided for user and none user of SNSs, the question for the job search situation and which kind of SNSs are questions which guided the participant to probably questions. That is very useful to increase the value of the collected data because some questions are essential for the research question and to reduce missing answers in the data set.

3.5 DEFINING VARIABLES TO MEASURE SOCIAL CAPITAL FOR THE EMPLOYMENT SEEKING PROCESS

At the beginning of the measurement the research has to prove if the individual is able and willing to take part in social networks or not. People who do not have access to social networks cannot increase their social capital. (Schaik, 2002). That means the first point to measure social capital is to define and identify the membership of a person in a network. A person who enter a social network creates social capital because the individual diminish the distance to individuals with resources and information (R. S. Burt, 2000; Keith N. Hampton & Wellman, 2001). This requirement has to be fulfilled to be able to create, receive or provide social capital. The variables are deduced from the social capital theory. The variables need indicators because the variables are not directly measureable.

This chapter explains the indicators for the different dimensions and is used to create the questionnaire for the research. The table 3.8 summarizes the different dimensions which influence social capital. The mentioned dimensions exist in SNS and can be used to measure social capital in SNS.

The theoretical part above describes the different parts of social capital. There is described the influence of the variables which describe social capital. The table 3.8 describes the variables and the indicators to measure social capital in SNSs (Sander & Teh, 2014a). These variables have been selected on the basis of the theoretical part about social capital.

There are different variables to explain and to measure social capital. The scale and indicators for measurement of a part of social capital are the variables time, frequency and activity (Ellison, Vitak, et al., 2014). These indicators give information about the importance and time investment of members in the network or the ability to mobilize resources. This indicator is supported by the question how long people are using social networks per day (Aharony, 2015). These two indicators – how often and how long people use social networks – gives a feedback regarding the importance of the network (Lim, 2008; Antheunis et al., 2015). The scale is measured in hours and minutes to get a comparable result.

Table 3.8 **Dimensions to define social capital**

Variable to explain social capital	Explanation	Indicators
Activity	People can have different levels of activity to take part in SNSs and to create social capital – they can use the network actively or passively	Take part in network events, searching for information, evaluate products or services for other people
Advantages	The benefits of the people are advantages they have over people who are not member in the network, access to resources and information which only network members have	Using SNS to get access to information or resources, collect information or resources, ask for information or resources
Trust	Without trust social capital is impossible, people need trust to exchange resources and information	Provide and receive information, value of investment, follow advice
Investment	Shared resources and information, time and effort to maintain relationship, to get resources or information	People invest time to use SNSs, they are using their resources and information as an investment
Involvement	People who are members of social networks may have a different number of contacts and different history in relation to the network	Duration of the daily visit to the SNS, receiving resources or information from other network members.
Equality	User of SNSs has similar interests and skills like network members in real networks	Demographic Data, demographic background of the people influences social capital because people have different experiences, skills and resources
Impact	Influence of people on each other in networks, people can follow advice or deny advice	Provide advice, recommend and evaluate products or services to influence other people

Source: author's construction

Trust is another important variable for social capital. The measurement of trust is difficult and needs indicators. Already the further indicators time and duration explain trust in social networks because people do not share content with other people if they do not trust each other (W Tsai, 1998; Chiu et al., 2006). The duration of the relationship shows that the member of the network has a positive experience with the network. They are continuing the relationship of exchange because they have a benefit with the network.

Further indicator for trust is the questions if people would ask actively questions or ask for help on the social network to get access to resources and information. Nobody would ask for help or information if the information is wrong or the advice of the network negative. Important for trust in social networks is the generation of the user. Shah et al. found out that the level on trust depends on the generation of the member (Shah et al., 2001). That means different generations will behave and use at SNS differently. This has to be under consideration for the employment seeking process.

One more point is the number of contacts of an individual in a network. The numbers of relationships gives an indication about the impact of the member on other members. People with many contacts have more chances to get access to resources and information and they have more chances to give advice and support to other members. Further is a person with many contacts a demanded character in the network. The number of relationships is an indicator to explain the involvement and engagement of a member in a network (Healy, 2002; Aharony, 2015). But the maintenance of a high number of relationships is difficult. It has to be under consideration that some contacts on SNSs are treated differently compared with real social network contacts.

Some key background and demographic characteristics can explain social capital too. The reason for this part is the behaviour of different generations and their experience with social capital. This factors have an impact on the variables and has to be under consideration for the analysis (Shah et al., 2001). Another reason is the skills and resources which depend on the person (Gush et al., 2015). Individuals who do not have the required resource cannot create social capital. Glaeser et al mention in their article that the connection between social capital and human capital is one of the most robust empirical regularities in the social capital literature (Glaeser et al., 2001). Especially the technical knowledge is an important kind of social capital which is required to use SNS professional and beneficial for example.

4. RESULTS OF THE INVESTIGATION ABOUT THE EXCHANGE OF EMPLOYMENT RELEVANT INFORMATION

The result of the interviews and main survey is presented in this chapter. The research investigates the behaviour and mechanism in SNS under consideration of the employment seeking process. The explored scientific field is important to support the exchange at SNSs. The use of SNS for the employment seeking process needs more knowledge and information that HRM can use SNSs as a tool to improve the efficiency and effectiveness of the employment seeking process, exchange of employment relevant information. The potential of SNS has to be improved to have a tool for the employment seeking process, to have more chances to motivate individuals to apply or to identify suitable candidates.

The research has been done with the created framework of the dissertation and the use of investigated variables "trust", "exchange of information" and "support". These variables support the investigation of SNSs. The statements are tested with the results to explore the use of SNSs for the employment seeking process, the exchange of information about vacancies for example. This research hast to be under consideration to improve new tools for organizations to identify and reach potential candidates.

4.1 THE MEMBERSHIP OF INDIVIDUALS AT SOCIAL NETWORK SITES EVALUATED WITH INTERVIEWS

The first step to investigate the topic deeper, to review the variables, to get more unknown information about SNSs and to preparer the final questionnaire are three interviews with different groups of participants. The first interview was done with 46 individuals to explore the use and mechanism of SNSs in general. The participants have been 17 males and 29 females. The age distribution is 45,8% between 20 and 23 years, 45,8% between 24 and 26 years and 8,4% are above 27 years. Participants are experienced with SNS because 52% of the participants are using more than 30 minutes per day SNSs. The distribution of the use of SNS per day is presented in detail in figure 4.1.

The mainly mentioned SNS is *Facebook* which is mentioned in 66% of the interviews, *Xing* has been 15 % mentioned in all interviews and *LinkedIn* with 5% ratio of occurrence in texts.
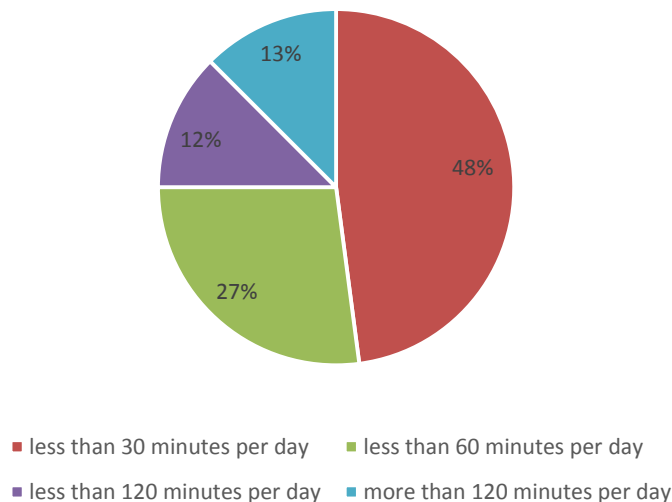
Figure 4.1 **Use of SNS**

Source: author's construction based on author's survey in 2014 in Ludwigshafen (Germany) (n=46)

The interviews explain the reason to use SNSs. These reasons can be compared with the theoretical background of social capital theory and provide a first indication that the identified variables are useful for further empirical research. The participants answered with 79% that the main reason to use SNSs is to maintain their friendship. The importance of friends in SNS has been supported by evaluating the number of terms "friends" used in the interviews. The word "friend" has been mentioned in 40% of the interviews and the word "friends" has been used 71,9%. In addition the term "acquaintance" was mentioned in 19% of the interviews. The term contact has a similar meaning and the term "contact" has been mentioned by 75,4% of the participants.

The second largest reason to be member of SNSs with 56% is to exchange information. This reason has been mentioned in the literature and is an advantage for SNS members. The exchange of information is related to their current situation. They are exchanging information about their studies e.g. exam questions or reports. Another large field is leisure time which is organized via SNSs. The information is an advantage for individuals. The young individuals organize groups to exchange information and to separate information. The missing link to information can be crucial for their career or educational success. The young individuals expect to get information of interest, an advantage indicated by 31% of the participants. The disadvantage of SNSs is the control of information and the misuse of information. The term information has been mentioned in 43% of the interviews. This result supports the interpretative evaluation and explains the importance of information for SNSs.

SNS have negative aspects. The reason to be member in SNS with 38% is peer pressure. This negative reason has been described theoretically in the literature. The participants answered with 38% that peer pressure is the reason to be member in SNS. Individuals who are not member from SNS are excluded and have disadvantages against SNS members.

The last reason with 25% is the opportunity to communicate with each other. The participants say that they use SNS to communicate with each other. Communication via SNSs is faster, less expensive and easier. The costs to communicate are low and a large audience is accessible.

The individuals answered that they use SNS to exchange information because they can reach friends or their family who are living in another country for example. They are using the SNS to maintain friendship.

Trust is an important factor for the social capital theory and data protection is mentioned by 58% of the participants as an important issue for them in relation to SNSs. This means trust in SNSs has to be considered. SNSs are very anonymous and some young individuals mention the existence of fake accounts are frightened at the prospect of fake accounts for example. The opportunity to penalize member of SNS is below the given opportunities for real social networks.

The results of the interviews confirm that the SNSs are used to exchange information, maintain friendships and to communicate. This mechanism is influenced by trust. The advantage of a social network is the member. The number of members can be a value or the resources owned by the member can be a benefit. The social network is the tool to get access to those benefits and to use this capital. For example the term "aided" has been mentioned 52,6% of the respondents. This is an indication that SNSs have a supportive character for the students.

4.2 ANALYSING THE USE OF SOCIAL NETWORK SITES BY INDIVIDUALS AND EMPLOYMENT SEEKING INDIVIDUALS WITH INTERVIEWS

More related and further deeper insight in the research topic provides the next interviews. The following results confirm the first interview and support the research with more interesting information for the exchange of employment relevant information on SNSs. These interviews have been done with 25 individuals and the questions have been about the use of SNS to identify employment opportunities. All participants are using daily SNS. The mean of the age

is 26,32 years and the median is 24 years. The average active use of SNS is 53 minutes and presented in detail in table 4.1.

Facebook is mentioned in 84% of the interviews. The word *Facebook* is mentioned 50 times. The business network *Xing* is mentioned 13 times. That means 32% of the participants have mentioned the term *Xing* in their interviews.

Table 4.1 **Use of SNS per day**

Use of SNS per day (in minutes)	0 – 30	30 – 60	60 - 90	over 90
Share of participants (%)	32	24	32	12

Source: author's construction based on author's survey in 2014 in Ludwigshafen (Germany) (n=25)

The gender distribution is 52% female and 48% male. The education is divided between school degree, university degree and apprenticeship degree. The result is described in diagram 4.2 and the participants are mainly in educational programs and have to look soon for an employment.
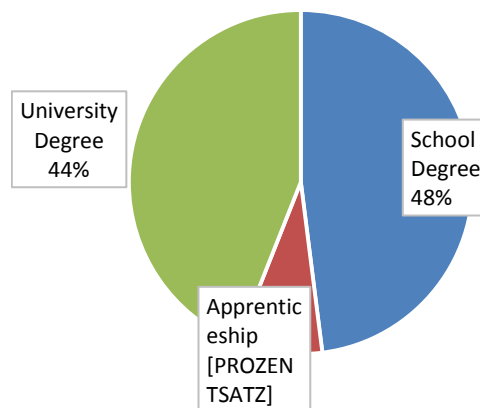
Figure 4.2 **Educational degree of the participants**

Source: author's construction based on author's survey in 2014 in Ludwigshafen (Germany) (n=25)

That means the sample describes young adults who use SNS regularly but they are maybe not active looking for an employment at the moment. That means only 20% of the participants are looking for employment opportunities. That is an important information for the potential of SNSs for the HRM to recruit suitable candidates. The internet is an important part of the employment seeking process. The main mentioned place to identify employment opportunities is the internet with 88%. The internet includes job boards with 56%, company homepages 48% and SNS with 20%.

The question has been about the success of different channels to identify employment opportunities. This part gives an overview about the role of SNS for the employment seeking process. The term SNS are mentioned 13 times in 40% of the interviews. The results in detail are presented in diagram 4.3.
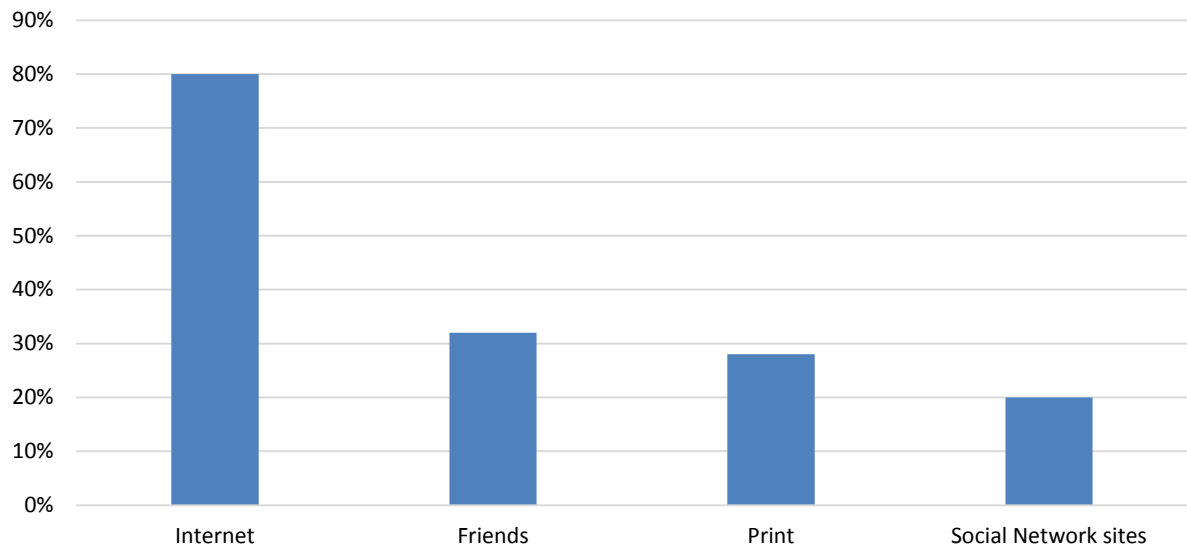
Figure 4.3 **Successful possibilities to identify employment opportunities**

Source: author's construction based on author's interviews in 2014 in Ludwigshafen (Germany) (n=25)

The result explores that internet is the most successful place to find new employment opportunities. The result is supported with the answer what kind of channel would be used to get information about employer. The internet gets 76%. Friends as part of the real network are on the second place as opportunity to identify employment opportunities. The participants mention with 36% that friends are excellent opportunities to collecting information about employment opportunities. Print media is on the third place but not deeper under consideration as not relevant for social networks. SNS for 12% of the young adults is a place to collect information about employer. This result is supported with the frequency of the word "internet". The word "internet" is mentioned 47 times in 84% of the interviews.

Ties to other individuals are important for social networks to get access to resources. Terms under consideration of relationship are a part of the interviews. The results are presented in Table 4.2. The friendship is important to explain the advantage of SNS.

Table 4.2 **Frequency of terms related to relationships**

Term	Frequency	Ratio of texts occurring in %
Acquaintance	8	24
Friend	4	16

Contact	11	24

The participants answer with 56% that they decline SNS for the employment seeking process. The main reason to refuse social networks is that individuals would not mix privacy and business. Another anticipated reason is trust. People do not trust SNS. That is another important reason to refuse SNS. The individuals expect that their private information can be misused by companies to evaluate them. This means they do not trust the SNS private information because they expect that they cannot trust SNS. They have a disadvantage with provided information at SNS. Further expect the participants that the information is polished and information is pimped. This reduces the trust in the information at SNS and influence the behaviour of individuals to use SNSs for the employment seeking process. This result is supported by the results of the pilot surveys and deeper evaluated with the final survey. The results presented in detail in diagram 4.4.
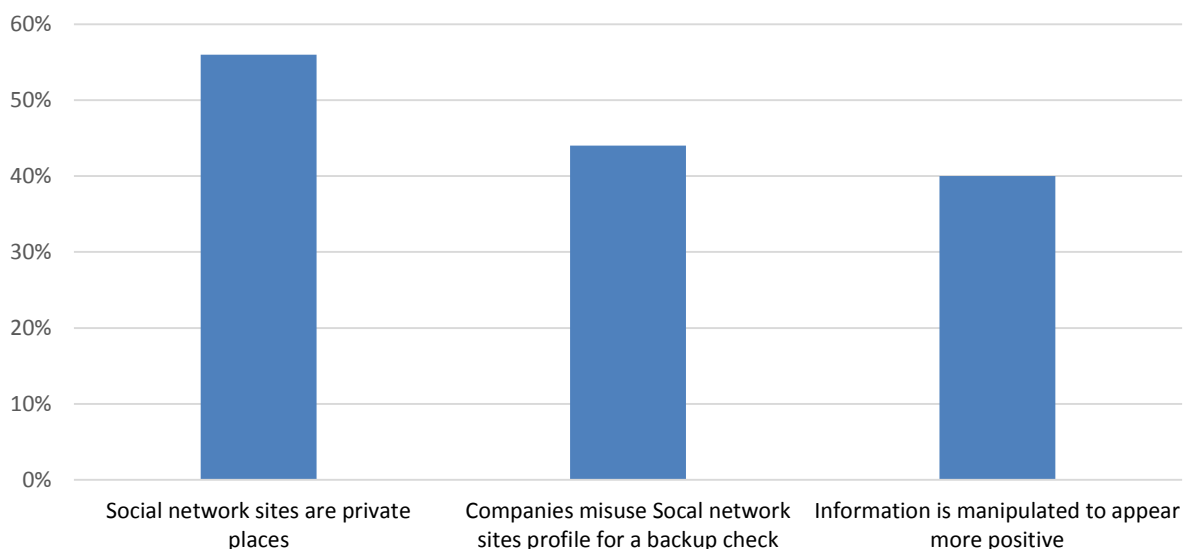
Figure 4.4 **Reasons to refuse SNS for the employment seeking process**

Some participants mention that seriousness is not given on SNS and the anonymity is a reason to refuse SNS for the employment seeking process. The information is an important factor for SNSs. An indicator for the importance of information for SNSs and the employment seeking process is the regular use of words related to information.

Table 4.3 **Terms related to information**

Term	Frequency	Ratio of texts occurring in %
Information	6	24
To inform	11	32

The information is an important part for the confirmation of the social capital theory. The importance is presented in detail in table 4.3.

The positive aspect of SNS is mainly related with the exchange of information or to get access to valuable additional information. That SNSs have a supportive character for employment seeking individuals is mentioned with 12%. This result indicates that the theoretical background and identified variables trust, exchange and support are important reasons to use SNSs for the employment seeking process. The results are illustrated in detail in Figure 4.5. This issue is deeply evaluated in the surveys and confirm the results. The final survey investigate more detailed the information exchange and the results are presented in chapter 4.5.
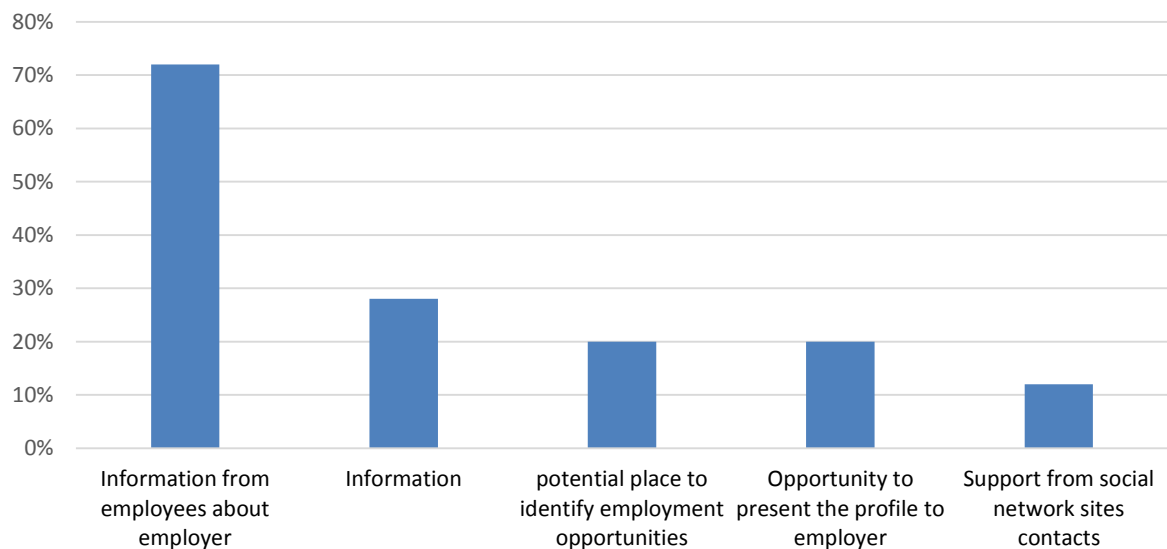
Figure 4.5 **Advantages of SNS for employment seeking individuals**

Source: author's construction based on author's interviews in 2014 in Ludwigshafen (Germany) (n=25)

That profiles are important for SNSs can be explored with the use of the term profile in the interviews. The word profile is 15 times in 36% of the interviews used. This supports the results about the advantage of profiles for the employment seeking process.

The value of SNS is to share experience and background information which is not accessible without the membership of SNS. Some participants differentiate between private SNS and business SNS. That has to be under consideration for the following empirical research.

The interviews have been done with 28 respondents searching for employment and participating in SNS. The participants are searching for employment and they are member of

SNSs. The participants were 39,2% men and 60,8% women. The age distribution is 18% from 20 to 23 years, 39% from 24 to 26 years, 25% from 27 to 30 years are 25% and 18% above 30 years. They are using SNSs daily. *Facebook* has been mentioned in 51,72% of the participants and the term "*Xing*" is included in the content of 34,4% of the interviews.

The first part of the interviews is regarding the use of SNS. This part gives a similar picture as described above. The individuals use SNSs to maintain friendship which has been indicated by 46% of the respondents and to exchange information that has been indicated by 35% of the respondents. These results are confirmed by the data from the further two interviews. The new information is that 19% of the respondents use SNSs for the application process e.g. to collect specific information about employers.

Data protection is a large issue for the participants and 36% of them expect that the SNS can publish undesired information. This information can have a negative impact on the employment seeking individual. This result is supported with 11,2% of the participants answering that wrong information can be forwarded fast and quickly without any control. This can be a disadvantage for the individual.

4.3 DEMOGRAPHIC DATA OF THE SURVEY PARTICIPANTS

The data collection has been conducted by the author. The questionnaire has been started by 969 individuals and 477 completed the questionnaire. The questionnaire started on the 26th of March and ended on the 5th of June. The question for the gender has been answered from 464 participants. The gender distribution is 49,1% men and 50,9% woman. Mainly young individuals took part in the questionnaire because SNSs are mainly used by young people. This means 69,1% of the participants are under 40 years old and the largest group of participants is under 25 years old. The dissertation concentrates on people who search for employment and people under 20 years and over 60 years are mainly not looking for employment opportunities. The details about the age are presented in Appendix 12.

Young individuals are more familiar with technical innovations and use technologies in their daily life more often. This explains the result of the age distribution as elderly people are not so deeply involved in using SNS as young people, who are users of SNSs. This situation has been aforementioned.

The educational level of an individual influences the use of SNSs. The access to the internet and SNSs depends on the knowledge and ability to use SNSs. The educational level is divided

in none degree holder, school degree holder or university degree owner. The university degrees are divided in degrees which require three years, degrees with four years and university degrees at doctoral level or above. In relation with the educational degree is the social status of the participants. The results are presented in detail in figure 4.6.
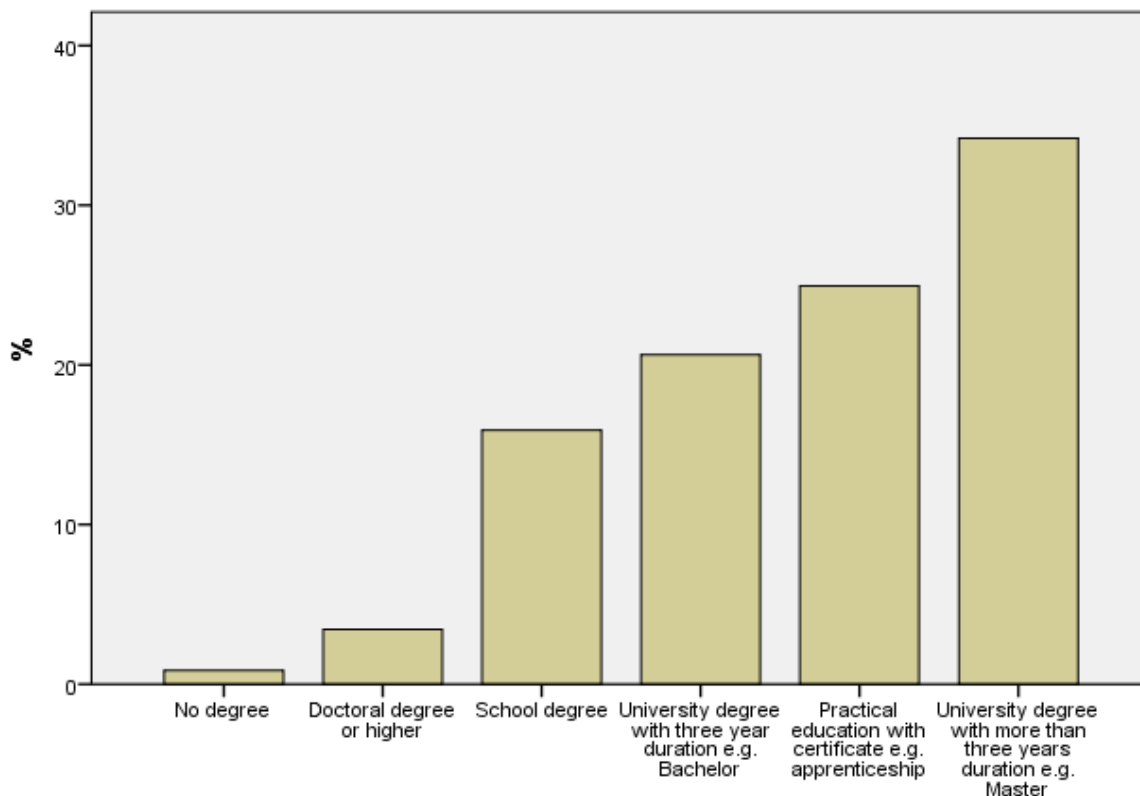
Figure 4.6 **Educational degree level of the participants**

Source: author's construction based on author's conducted survey in 2015 in Germany (n= 465)

Another important factor is the social status of an individual which has to be under consideration to explain the sample. The official data which is mentioned above gives an indication that the social level influences the use of SNSs. The social level is grouped in employed, unemployed, student, pupils / practical training and non-working population. The social status has influence on the employment seeking process. A person that is retired would not search employment opportunities. The students and pupils / practical training individuals have to look in the near future for employment opportunities. The employed individuals have an employment and they do not have to search actual for new employment opportunities. The unemployed individual has to search employment and need an employment. The participation in social action is different between employed and unemployed individuals (Dieckhoff & Gash, 2015) .The social status influence the employment seeking process and has influence on the efforts of an individual to identify employment opportunities. It participated 1,92% non

working people and 4,49% unemployed people. At educational training or university are 35,28% and 58,76% are employed.

The comparison of the collected data with the official data which is described above provides the indication that the sample has a good level of representativeness to explain the behaviour of individuals and causal mechanism in SNSs under consideration of the employment seeking process.

4.4 USE OF PRIVATE AND BUSINESS SOCIAL NETWORK SITES PER DAY

The survey asked the participants about their use of SNSs. The SNS are divided in private SNS and business SNS. The private SNS have the aim to maintain friendship and provide the opportunity of social interactions. The business SNS provide the opportunity to maintain business contacts and provide the opportunity to exchange business relevant information. The business SNS can be explained as a professional network and private SNS can be explained as a socially organized network (Vock et al., 2013). The use of the social networks is explained with three variables. The first variable is measured with the number of actual contacts. The number of ties is an indication about the opportunity of a member of the SNS to get access to resources and information (Cheung & Phillimore, 2013; Bohn et al., 2014). Individuals with many ties are mainly interesting people with high prestige because anybody is interested to be in contact with them (Yamkovenko & Hatala, 2014). The second variable is the use of SNS in minutes per day. The time to use SNS is an investment and gives an indication if people trust the SNS and the provided benefit for individuals. Time consuming activities without an advantage would be not done by individuals (X. Wang, 2014). The last point is the duration of membership at the SNS. This explains the experience of members with SNS and that the value of the SNS is given for a long period. The duration gives an indication that the member trust the SNS and that the SNS is beneficial for the member. If the SNS would be not beneficial than member would leave SNS, would not invest their time and would not in touch or create ties with other members to provide or receive information or resources (Lai & Yang, 2014). The indicators are explained with the social capital theory in the theoretical part of the dissertation

The three variables have been measured with the final questionnaire and other surveys by the author. The first question about use of SNS in minutes per day has guided the participants to the following questions about business or private SNS. That provides only relevant questions to participants. This question has had a scale from 1 to 7 (1 = I do not use this network, 2 =

Use less than 15 minutes, 3 = 16 – 30 minutes, 4 = 31 – 60 minutes, 5 = 61 – 90 minutes, 6 = 91 – 120 minutes, 7 = more than 120 minutes).The number of contacts on SNSs and membership of SNS in years has been measured with open questions. The questions about use of SNS have been used in other questionnaires to test the questions. The question about use of SNS has been on a scale. The results for private and business networks are presented in the table 4.4 and 4.5. The results are confirmed by the other surveys from the author.

Table 4.4 **Use of business SNSs**

	Use of Business SNS in minutes per day	Membership of Business SNS in years	Number of contacts at Business SNS
n	271	263	265
Mean	2,88	5,83	272,17
Median	2	5	130
Minimum	2	0	0
Maximum	7	15	3500

Source: author's construction based on author's Data Collection (realised survey, n = 477) in 2015

The results for Business SNSs compared with private SNS explain that the time to use SNS per week, duration of membership and the number of contacts is below. That means private SNS are more intensive used than business SNS. The results explain the importance of the SNSs for the participants. Private SNSs are more often used and more intensive used than business SNSs. This result is confirmed in the literature with official statistical data of the Statistisches Bundesamt and result of other studies (Statistisches Bundesamt, 2014b; Kucukemiroglu & Kara 2015).

Table 4.5 **Use of private SNSs**

	Use of private SNS in minutes per day	Membership of private SNS in years	Number of contacts at private SNS
n	317	308	310
Mean	3,50	6,90	299,65
Median	3	6	200
Minimum	2	0	0
Maximum	7	20	5000

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The data gives the indication that the use of private and business SNS has differences which has to be under consideration for the following evaluation.

4.5 RESULTS OF THE SURVEY TO REVIEW THE STATEMENTS AND ASSUMPTIONS

Figure 4.7 explains the variables which are an important part of the causal mechanism on SNSs. The data below explains the trust, support and exchange variables with indicators. There are 16 indicators for exchange of information, 14 indicators for trust and 14 indicators for support.
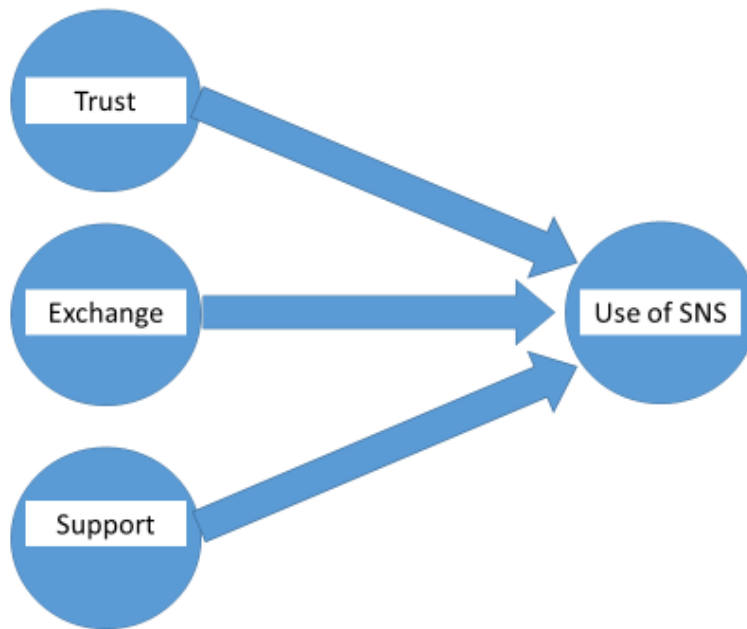
Figure 4.7 **Relevant Variables to Evaluate and Analyse SNS**

Source: author's construction

The variable "information exchange" has eight indicators for business and eight indicators for private SNS. There are six indicators with a median of two and six indicators with the median of three, two indicators have the value four and two indicators received a median of five. This means the tendency with 12 indicators to two or three provides the indication that SNSs are used to exchange information for the employment seeking process independent of the kind of SNS. This means the descriptive data explain differences between business and private SNSs. The value of business SNSs are six indicators with a median of two, one indicator has a median of four and one has the median five and the result is presented in diagram 4.8. Compared with private SNSs the median value three is at six indicators. The median of four and five is mentioned one times. This result explains the different between private and business SNS. The indication is that the exchange of information at business SNS for the employment opportunity is more suitable than for private SNS. The detailed results for the information variable with 16 indicators are in Annex 3 and diagram 4.8.

The members of private and business SNS have rated the indicator of exchange of negative information with the median on the same level of four and five. That means the exchange of negative information is not suitable at SNS and can be used to support the trust variable. That explains that individuals divide their behaviour regarding positive and negative information and that there does not exist a difference between private and business SNS regarding negative information exchange.
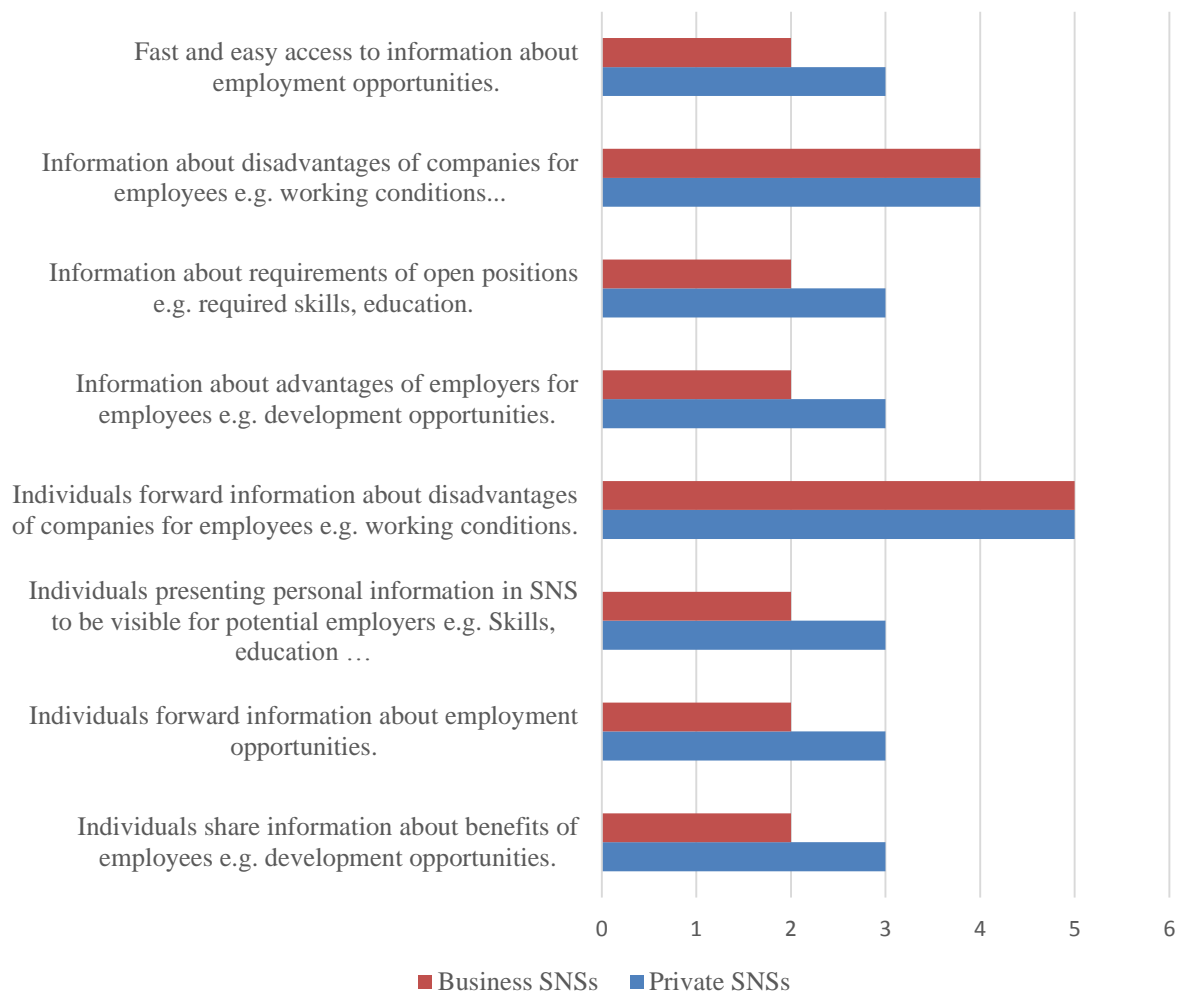
Figure 4.8 **Results of indicators for the variable "Information Exchange" for business and private SNSs**

Source: author's construction based on author's data collection (realised survey, n=969) in 2015. For evaluations 1- 6 point scale was used, where 1 - full acceptance, 6 - full rejection

The next step is to test the spearman correlation between the use of SNS (duration of membership, number of contacts and minutes per day to use SNS). That gives an indication if the use of SNS can explain the exchange of information.

The table 4.6 provides the significant correlations for the variable information exchange. All results in detail are available in annex 4. Results provide the information about business SNS

regarding the exchange of information. The correlation between the indicators of transfer of information and „use of business SNS in minutes per day" are all negative. That is surprising because this results gives the explanation that people who use more time the business SNS have few times exchanged information than people who use less often business SNS. But the correlation is weak. There are 10 indicators with a significant on a level of 0,01 (both sides) and two indicators with a significant level which is not acceptable for statistical reasons.

Table 4.6 **Correlation for the variable *information exchange* and use of business SNS**

	Use of Business SNS in Minutes per day	Duration of membership in years	Number of contacts in Business SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	-0,166**	-0,066	-0,050
Individuals forward information about employment opportunities	-0,148**	-0,104	-0,024
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	-0,279**	-0,107	-0,086
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,177**	-0,54	0,006
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	-0,172**	-0,076	-0,088
Individuals forward information about employment opportunities	-0,201**	-0,152	-0,084
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	-0,237**	-0,060	-0,106
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,229**	-0,056	-0,069
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,173 **	-0,168**	-0,092
Information about requirements of open positions e.g. required skills, education	-0,147**	-0,129*	-0,059
Information about disadvantages of companies for employees e.g. working conditions...	-0,220**	-0,211**	-0,127*
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,151**	-0,075	-0,063

Information about requirements of open positions e.g. required skills, education .	-0,164**	-0,078	-0,091
Information about disadvantages of companies for employees e.g. working conditions...	-0,163**	-0,104	-0,085

The correlation value is between -0,147 and -0,237. This level is too weak to give an explanation of the influence on information exchange and use of minutes of business SNSs per minutes. That means the investment of time has a negative input on the exchange of information at business SNS.

The next variable is the duration of membership in years on business SNSs and the significant results are presented in the table 4.6. There are only one result positive. All other correlations are negative too. Again, the significant level of 0,01 (both sides) are two indicators and one indicator has significance at a level of 0,05 (both sides). The value of the correlation is between -0,129 and -0,211. This results provides a weak explanation for the exchange of information at business SNS. The assumptions are weakly confirmed and the negative values are surprising.

The number of contacts on business SNS do not have any influence on the exchange of information. Only one indicator is significant on a level of 0,05 (both sides). All other correlation coefficients values are negative. The value of the correlations is weak and none significant enough to use for scientific explanations. That means the exchange of information is only few influenced by the use of SNS in minutes per day, number of contacts and the duration of the membership in years. The distribution of the significant correlation coefficients are presented in the table 4.7. There are only negative correlation coefficients. That means the influence of the investment in SNSs is not an indicator that the exchange of information increase, the investment in SNSs is a reason that the exchange of information about employment relevant information decreases. That result is contraire to the results of real social networks and the theoretical explanations. The results have been to be under consideration of the employment seeking process. The investment in business SNS do not have any valuable outcome for the exchange of information at business SNSs under consideration of the employment seeking process.

Table 4.7 **Distribution of significant correlation coefficient for the indicators of the variable *information* and use of *business* SNS**

Correlation coefficient	High	Middle	Low	Middle	High

	< -0,15	-0,15--0,1	-0,1 - 0,1	0,1 - 0,15	> 0,15
Number of contacts in Business SNS	0	100%	0	0	0
Duration of membership in years	66,67%	33,33%	0	0	0
Use of business SNS in Minutes	81,81%	18,19%	0	0	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The results of business SNS compared with private SNSs provides a clear result. The use time of private SNS in minutes per day does not have any significant variable. The correlations are weak and five indicators are positive and seven indicators are negative. This result explains that private SNS members do not use private SNSs to exchange information about employment opportunities under the influence of the use of SNS per week in minutes. The investment of time in private SNSs is not used to identify or exchange information about employment opportunities. The duration of membership in correlation with indicators regarding the information exchange has two indicators significant on a level of 0,05 (both sides). The correlation for those two values is -0,135 and 0,137. Five indicators are positive and seven are negative but all figures are close to zero. The relevant correlation coefficients are presented in the table below. The duration of membership on private SNSs do not have an influence on the exchange of information about employment opportunities. The duration of membership gives an indication about strong ties, a member with a long duration of membership would have more strong ties and exchange more information. That means the result is unexpected as strong ties would be relevant to exchange more information fast and easily. The main results are presented in table 4.8.

Table 4.8 **Correlation coefficient for the indicators for the variable *information* and use of *private* SNS**

	Duration of membership in years	Number of contacts in private SNS
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?		
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	-0,079	-0,118*
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?		
Information about disadvantages of companies for employees e.g. working conditions...	-0,196**	-0,127*
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?		
Information about advantages of employer for employees e.g. development opportunities	-0,093	-0,116*
Information about requirements of open positions e.g. required skills, education.	-0,135*	-0,083

Information about disadvantages of companies for employees e.g. working conditions...	-0,174**	-0,091
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?		
Fast and easily access to information about employment opportunity.	0,137*	-0,038

Source: author's calculations and construction based on author's data collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides))

The number of contacts in private SNS correlated with the information indicators is low. The allocation of the results is presented in table 4.9. Only three indicators are significant on a level of 0,05 (both sides). That means this three results could give relevant information for the exchange of information about employment opportunities under consideration of the employment seeking process. The value of the correlation coefficients are too low to provide a statistical relevant answer if the number of contacts have an influence on the exchange of information about employment opportunities. The indicator "Information about disadvantages of companies for employees e.g. working conditions ...." has two negative correlations significant on a level of 0,01 (both sides) and one negative correlation coefficient significant on a level of 0,05 (both sides) with the variables "use of SNS per week", duration of membership" and "number of contacts" . That means that is the only indicator which correlates with the use of business SNS. All three are negative which is surprising but the correlation coefficient is too weak to use this indicator as a factor to explain business SNS. Further exist two more indicators which are influenced on a significant level. The first one is "Information about advantages of employer for employees e.g. development opportunities" has the correlation coefficient of -0,173 and – 0,168 significant on a level of 0,01 (both sides). The "Information about requirements of open positions e.g. required skills, education" has one correlation coefficient of -0,173 significant on a level of 0,01 (both sides) and – 0,129 significant on a level of 0,05 (both sides). The distribution of significant correlation coefficients are all negative. The number of significant correlation coefficients of private SNSs compared with business SNSs is below. The "Use of private SNS in minute" does not have any significant relevant correlation coefficient. The influence of investment in private SNSs compared with business SNSs is weaker at private SNSs. The influence of investment in private SNSs do not influence the information exchange essential. The correlation coefficient has been with the variable use of business SNS in minutes per day and duration of membership of SNS the significant correlation. The results in detail are in annex 5.

Table 4.9 **Distribution of significant correlation coefficient for the indicators for the variable *information* and use of private SNS**

Correlation coefficient	High < -0,15	Middle -0,15--0,1	Low -0,1 - 0,1	Middle 0,1 - 0,15	High > 0,15
Number of contacts in private SNSs	33,33%	66,67%	0	0	0
Duration of membership in years	50%	50%	0	0	0
Use of private SNS in Minutes	0	0	0	0	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The conclusion is that the use of private SNSs, the duration of membership and contacts of private SNSs does not have a large influence on the exchange of information about employment opportunities. The results suggest that private SNSs are used less to exchange information concerning employment opportunities. The business SNS results indicate that business SNS have more significant results and many correlating results have a negative direction as presented in table 4.7 and 4.9. This provides the assumption that the use of business SNSs explained with the use of business SNSs in minutes per day, number of contacts and duration of membership have a negative impact on the exchange of information about employment opportunities.

The next variable is trust to explain the mechanism of SNS. The results for the indicator trust are presented in the diagram 4.9. The trust variable has for all SNSs a median of four on seven indicators. A median value of two has four indicators, median of three has one indicator and a median of six two indicators. The tendency of trust for all kinds of SNS is with nine median above three weak. This means individuals do not trust SNSs under consideration of the employment seeking process in general. But business SNS have three indicators with a median of four, two median values are two and in each case one with three and six. The results in detail are attached in annex 6.
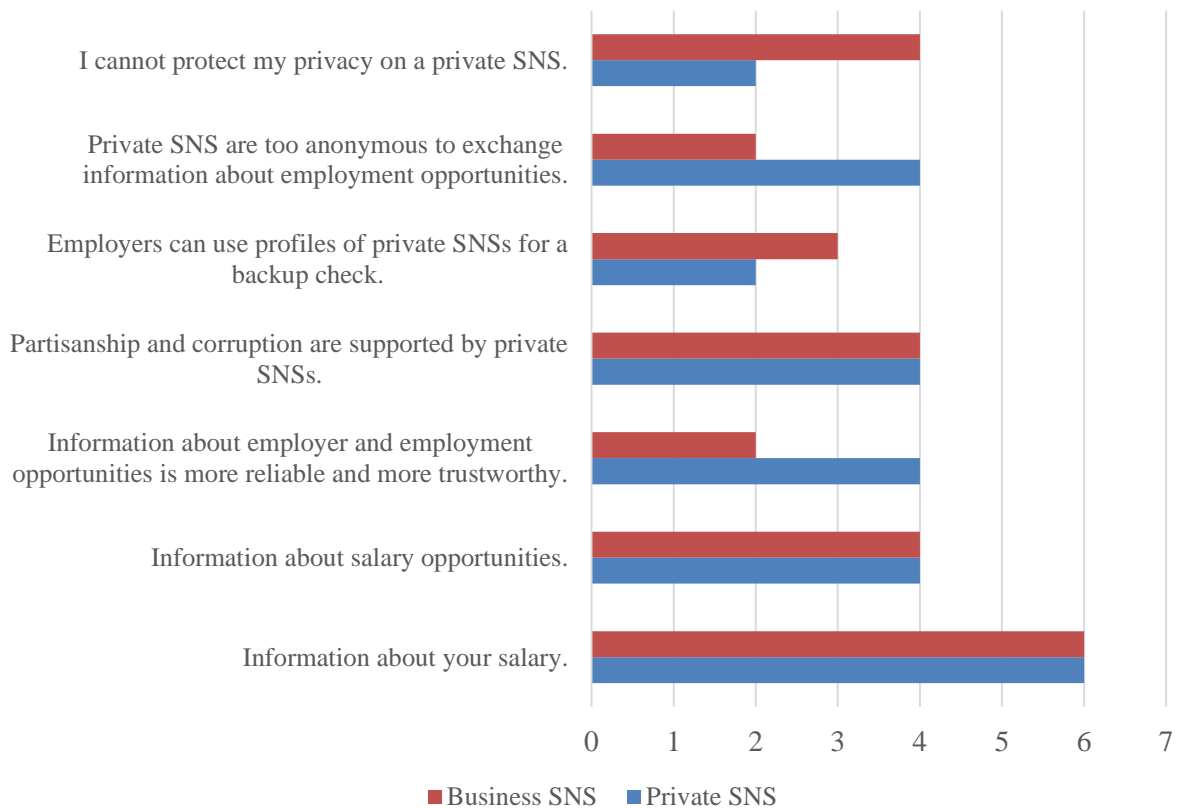
Figure 4.9 **Results of indicators for the variable "Trust" for business and private SNSs**

Source: author's construction based on author's data collection (realised survey, n=969) in 2015 For evaluations 1- 6 point scale was used, where 1 - full acceptance, 6 - full rejection

That means the trust indicators has a tendency that trust is weak at business SNS which explains the variable "to share information". Private SNS indicators have two times two as a median, four times a median of four and one median has the value six. Those results have more negative tendencies than the results of business SNS. That explains the use of private SNS for the employment seeking process does not appear suitable. That can be explained with the missing trust in private SNS under consideration of the employment seeking process.

The next correlations have been done with the trust indicators and variables to explain the use of private SNS and the significant correlations are presented in the table 4.10. The correlations between use of private SNS in minutes per day and indicators of trust are all not significant. The correlation coefficients are low. The correlation coefficients have negative and positive values, seven are positive and seven are negative.

Table 4.10 **Correlation for the indicators for the variable *trust* and use of *private* SNS**

	Duration of membership in years	Number of contacts in private SNS

What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?		
Information about your salary	-0,083	-0,113*
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?		
Information about employer and employment opportunities is more reliable and more trustful	-0,15	-0,108*
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?		
Partisanship and corruption are supported by private SNS.	0,116*	0,100
Employer can use profiles of private SNS for a backup check	0,152**	0,66
Private SNS are too anonymous to exchange information about employment opportunities.	0,083	0,160**
I cannot protect my privacy at private SNS.	0,119*	0,212**
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?		
Partisanship and corruption are supported by business SNS	0,134*	-0,02
I cannot protect my privacy at business SNS.	0,057	0,166**

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides)). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

The results circle around the zero and the amplitude of the coefficients is between 0,16 and -0,073. That is a weak correlation and do not explain the trust in private SNS with the use of private SNS in Minutes per day under consideration of the employment seeking process. The duration of membership in years creates a history and the history creates trust because individuals know more about other network members, mechanism in the network, creation of obligation and have experience with their contacts. They learned more about the network members and know what they can expect from the network members, they know the mechanism and rules of networks. The results of the correlation are only one on a significant on a level of 0,01 (both sides) and three significant on a level of 0,05 (both sides). The correlation of all indicators has nine times a positive value and five time a negative value and the value is between -0,15 and 0,152. The values of the only indicator significant on a level of 0,01 (both sides) has the correlation coefficient 0,152, the value of the correlation coefficient significant on a level of 0,05 (both sides) is 0,116; 0,119 and 0,134. That means the correlation of a significant level are positive but the correlation coefficient is weak and trust cannot be used to be explained with the duration of membership on private SNS. The number of contacts correlated with indicators for trust have three indicators significant on a level of 0,01 (both sides) and two correlation coefficient on significant on a level of 0,05 (both sides). The correlation coefficient is between 0,212 and -0,113. The indicators on a significant on a level of 0,01 (both sides) have the correlation coefficient value of 0,160; 0,166 and 0,212. The two indicators on a significant on a level of 0,05 (both sides) has the value -0,108 and -0,113.

The distribution of the significant correlation coefficients is presented in table 4.11. All significant correlation coefficients are negative and again a positive influence on trust has the investment in the duration of membership with only positive significant correlation coefficients. It does not exist a significant correlation coefficient for the use of private SNS in minutes and there is not a clear tendency if the number of contacts has a positive or negative influence on the variable trust. The results of the significant correlation coefficients are summarized in table 4.11. The significant correlations are too weak to be useful to explain the number of contacts in private SNS in correlation with trust indicators. That means trust under consideration of the employment seeking process cannot be explained with the use of private SNS.

Table 4.11 **Distribution of the significant correlation coefficients for the indicators of the variable *trust* and use of private SNS**

| | High | Middle | Low | Middle | High |
Correlation coefficient	< -0,15	-0,15--0,1	-0,1 - 0,1	0,1 - 0,15	> 0,15
Number of contacts in private SNS	0	40%	0	0	60%
Duration of membership in years	0	0	0	75%	25%
Use of private SNS in Minutes	0	0	0	0	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The trust variable has the indicator "I cannot protect my privacy at private SNS" which correlates with 0,119 significant on a level of 0,05 (both sides) with duration of membership in years. The number of contacts in private SNS has the correlation coefficient of 0,212 on a significant level of 0,01 (both sides) with this indicator. This is the only indicator which has an influence on a significant level on the use of SNSs but the correlation is not strong. The results in detail are in annex 7.

The table 4.12 summarizes the significant correlation coefficients and the first indicator "Partisanship and corruption are supported by business SNS" and "Partisanship and corruption are supported by private SNS" have for the variable "Number of contacts", "Duration of membership" and "use in minutes per day" results significant on a level of 0,01 and 0,05 (both sides). The correlation coefficient for both situations is positive but the results are too weak to use those results to explain the use of SNSs under consideration of the employment seeking process. Those results have been given for private and business SNSs that mean that theme is of interest for both kind of networks for the employment seeking process.

The second indicator is "Employer can use profiles of private SNS for a backup check" and "Employer can use profiles of business SNS for a backup check". Both indicators have correlation coefficients significant on a level of 0,05 (both sides) with the "number of contacts" and "use of SNS in minutes per day". All coefficients are positive but the coefficients are too weak to use those factors to explain the use of SNS for the employment seeking process.

The business SNS have more indicators with a correlation coefficient significant on a statistical reliable level than private SNS. General is the correlation coefficient on a higher level at business SNS than private SNS. The result of the correlation between the use of business SNS in Minutes per day and indicators for trust on a significant on a level of 0,01 (both sides) have been three times, significant on a level of 0,05 (both sides) have been six times. The correlation coefficients are between -0,171 and 0,116.

The correlation significant on a level of 0,01 (both sides) are negative and the value is -0,148; -0,147 and -0,171. The correlation coefficient on a significant on a level of 0,05 (both sides) has the value twice of 0,113; twice of 0,105 and once on -0,126.

All significant statistical relevant correlation coefficients are weak and do not give the indication that the use of business SNS in minutes per day influence trust indicators under consideration of employment seeking process. The significant correlation coefficient results are illustrated in table 4.12. The duration of membership in years has one indicator on a significant on a level of 0,01 (both sides) and one indicator on significant on a level of 0,05 (both sides). The correlation coefficient on a significant relevant level is 0,172 and 0,129. Nine correlation coefficients are positive and five correlation coefficients are negative. The correlation is weak and the results between – 0,099 and 0,172.

The statistically relevant correlations do not give a suitable explanation for the use of business SNS or the causal mechanism, which cannot explain the trust indicators. Number of contacts in business SNS correlated with the trust indicators are three times significant on a level of 0,01 (both sides) and two indicators significant level of 0,05 (both sides). The correlation coefficients significant on a level of 0,01 (both sides) are 0,209; 0,213 and 0,161. The correlation coefficient significant on a level of 0,05 (both sides) are two times 0,144. Weak correlation coefficients do not explain the trust variable with the number of contacts. That means the size of the personal business network does not have a correlation with the trust of the members in the business SNS. The correlation coefficients are between -0,054 and 0,213. Correlation coefficients are ten times positive and four times negative.

Table 4.12 **Correlation for the indicators of the variable *trust* and use of business SNS**

	Use of business SNS in Minutes per day	Duration of membership in years	Number of contacts in business SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Information about your salary	-0,148**	-0,027	0,022
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about salary opportunities	-0,171**	-0,099	-0,043
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,147**	0,032	0,004
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by private SNS.	0,116*	0,129*	0,209**
Employer can use profiles of private SNS for a backup check	0,113*	0,115	0,144*
I cannot protect my privacy at private SNS.	0,106*	-0,026	0,078
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,126*	0,067	-0,030
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by business SNS.	0,115*	0,172**	0,213**
I cannot protect my privacy at business SNS.	0,077	0,093	0,161**
Employer can use profiles of private SNS for a backup check	0,113*	0,115	0,144*

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides)). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

The correlation is mainly positive but the correlation coefficient is weak for the indicators for trust. Trust does not influence the number of contacts on business SNS. The distribution of the significant correlation coefficients is presented in the table 4.13 and there is a positive significant correlation coefficient for the number of contacts and duration of membership in years. That means the influence for trust on business SNSs is positive related with the experience of business SNS. The only variable with an unclear tendency is the use of business SNS in minutes.

Table 4.13 **Distribution of the significant correlation for the indicators of the variable *trust* and use of *business* SNS**

Correlation coefficient	High < -0,15	Middle -0,15-- 0,1	Low -0,1 - 0,1	Middle 0,1 - 0,15	High > 0,15
Number of contacts in Business SNSs	0	0	0	40%	60%
Duration of membership in years	0	0	0	50%	50%
Use of business SNS in Minutes	11,12 %	33,33%	0	55,55%	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The results of private SNS compared with business SNS under consideration of the employment seeking process provide the indication that there is a difference between those two kinds of SNS and the results are summarized in Table 4.11 and 4.13 for the significant relevant results. The complete details of the results are available in annex 8.

The diagram 4.10 presents the support at SNSs for the employment seeking process and the differences between private and business SNSs is visible. The median of four has been five times, four times it has been the media two, three times the median of three, once the median of one and five. The private SNS has four times has a median of four, two times the median of three and once the median of two. Business and private SNSs have different results. The support on business SNSs is the first variable with one indicator with the result one of the median. Only one indicator has the median five, three and four. The median of two has been mentioned three times. The support of SNS has the tendency to be weak and the results in detail are presented in annex 9.

There are differences between private and business SNSs, which can be explained with the aim of SNS that explains the use and behaviour of different SNS. The median values of the three variables can explain the behaviour and use of SNSs under consideration of the employment seeking process.

The indicators for the variable support and use of business SNSs are in detail represented in annex 10 and the table 4.14 summarize the results with a significant correlation coefficient. The indicators on a significant level of 0,01 (both sides) are eleven times and there does not exist any indicator significant on a level of 0,05 (both sides). That is the best result of the variable indicators regarding the level of significant. All indicators of correlation coefficient are negative. That means the correlation between use of business SNS in minutes per days and indicators for the support variable are all negative. The correlation coefficient is between -0,025 and -0,242. This result is unexpected. The relevant coefficient correlation is on a level between -0,242 and -0,034 significant on a level of 0,01 (both sides). The correlation

coefficient is too weak to use the results to explain the indicators of support in business SNS with the use of business SNS in Minutes per day.
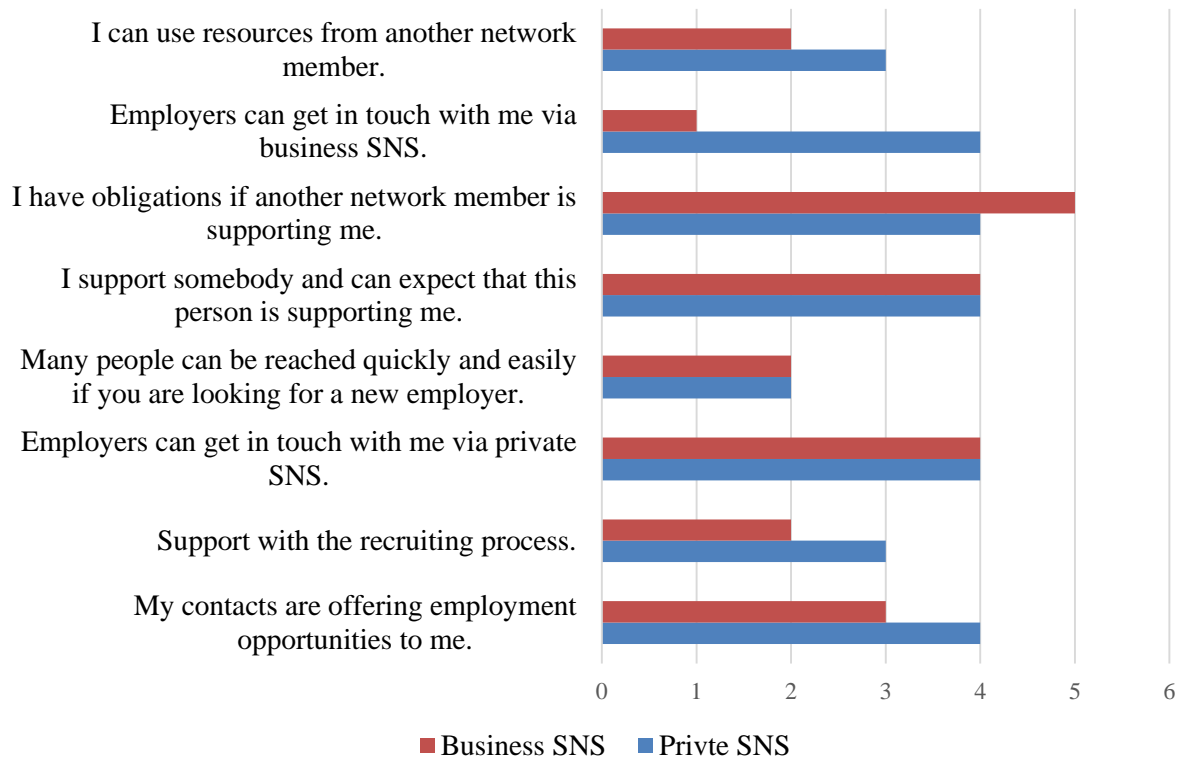
Figure 4.10 **Results of indicators for the variable "Support" for business and private SNSs**

Source: author's construction based on author's data collection (realised survey, n=969) in 2015 For evaluations 1- 6 point scale was used, where 1 - full acceptance, 6 - full rejection

The tendency of the correlation coefficient is presented in the table 4.15 and all significant correlation coefficients are negative. The duration of membership at business SNSs correlated with indicators for the support variable have twice an indicator significant on a level of 0,01 (both sides) with the correlation coefficient of -0,183 and -0,198. Significant on a level of 0,05 (both sides) is one indicator with the correlation coefficient of -0,165. There are ten negative and four positive correlation coefficients. That means negative results of correlation coefficient are 2,5 more often than positive correlation coefficients. The correlation coefficient liberate between 0,080 and – 0,298. The relevant results of the correlation between business SNSs and use of SNSs are presented in table 4.14.

Table 4.14 **Correlation for the indicators of the variable *support* and use of business SNS**

	Use of Business SNS in Minutes per day	Duration of membership in years	Number of contacts in Business SNS
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
My contacts are offering employment opportunities to me	-0,220**	-0,165*	-0,126*
Support with the recruiting process	-0,166**	-0,108	-0,065
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
My contacts are offering employment opportunities to me	-0,184**	-0,198**	-0,211**
Support with the recruiting process	-0,158**	-0,048	-0,063
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Employer can get in touch with me via private SNS	-0,137**	-0,003	-0,029
I support somebody and can expect that this person is supporting me.	-0,136**	0,060	-0,003
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Employer can get in touch with me via business SNS	-0,173**	-0,064	-0,108
Many people can be reached fast and easily if you are looking for a new employer.	-0,149**	-0,077	-0,054
I support somebody and can expect that this person is supporting me.	-0,150**	-0,002	-0,050
I can use resources from another network member	-0,242**	-0,087	-0,173**

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

The correlation of number of contacts in business SNS and indicators of the support variable has a quite similar situation as the other results. There exist two variables on a significant on a level of 0,01 (both sides) with a correlation coefficient of -0,211 and –0,173. Another correlation coefficient is -0,126 significant on a level of 0,05 (both sides). The majority of the correlation coefficients are negative, eleven, is negative and three indicators are positive. The coefficient results are between – 0,211 and 0,077. This result is very weak to explain an influence of the number of contacts on the support variable. The surprising result is the majority of negative correlation. The number of contacts on business SNS has a negative influence on the support variable. That means people with many contacts on SNS expect few support than people with less contacts.

Table 4.15 **Distribution of the significant correlation coefficients for the indicators of the variable *support* and use of business SNS**

Correlation coefficient	High < -0,15	Middle -0,15--0,1	Low -0,1 - 0,1	Middle 0,1 - 0,15	High > 0,15
Number of contacts in Business SNS	66,67%	33,33%	0	0	0
Duration of membership in years	100%	0	0	0	0
Use of business SNS in Minute	55,56%	44,44%	0	0	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The table in annex 11 provides the complete results for the correlation coefficient for the indicators for the variable support and use of private SNS with "use of private SNS per week", "duration of membership in years and "number of contacts" in detail. The table 4.16 summarized the most suitable results. The first analysis is between support variable indicators and the use of SNS in minutes per day. There are three indicators with correlation coefficient significant on a level of 0,05 (both sides) with a value of 0,126, -0,113 and -0,107. This correlation coefficient is too weak to explain the use of SNS for the employment seeking process or support variable. The negative indicators and positive indicators are the number of six. The correlation coefficients are between 0,126 and -0,113. The results cannot explain the use of private SNS for the employment seeking process. The variable "duration of memberships in years" has correlation coefficient significant on a level of 0,01 (both sides) with -0,183 and correlation coefficient significant on a level of 0,05 (both sides) with 0,115. The positive correlation coefficients are nine times and negative correlation coefficients are three times. The correlation coefficient amplitude is 0,115 and -0,183. The results are not strong enough to provide a reason for the use of SNS for the employment seeking process under consideration of the membership in years. The last row in the table 4.16 has seven correlation coefficient significant on a level of 0,05 (both sides), the values are -0,118, twice 0,119, -0,121, -0,122 and -0,147. There are thirteen negative results and one positive result. The range of the correlation coefficient is between -0,147 and 0,009. The majority of correlation coefficient and all statistical relevant significant correlation coefficient are negative - this provides the indication that the influence of number of contacts in SNS has a negative impact on the support at private SNS. But the results are too weak and provide the interpretation that the number of contacts on private SNS do not have an effect on the support variable under consideration of the employment seeking process.

Table 4.16 **Correlation for the indicators of the variable *support* and use of private SNS**

	Use of private SNS in Minutes per day	Duration of membership in years	Number of contacts in private SNS
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
My contacts are offering employment opportunities to me	-0,092	-0,043	-0,119*
Support with the recruiting process	-0,089	-0,103	-0,118*
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
My contacts are offering employment opportunities to me	0,017	-0,183**	-0,147*
Support with the recruiting process	-0,028	-0,138	-0,121*
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Employer can get in touch with me via private SNS	-0,113*	0,107	-0,119*
Many people can be reached fast and easily if you are looking for a new employer.	-0,107*	0,068	-0,122*
I support somebody and can expect that this person is supporting me.	-0,102	0,018	-0,122*
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
I have obligations if another network member is supporting me	0,126*	0,115*	0,009

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides). For evaluations 1-6 point scale was used, where 1 - full acceptance; 6 - full rejection

There are four indicators which are influenced by two variables use of private SNS. The private SNS indicators "Employer can get in touch with me via private SNS" and "Many people can be reached easily if you are looking for a new employer" have a weak correlation coefficient significant on a level of 0,05 (both sides) with "Use of SNS in minutes per day" and "number of contacts". All correlation coefficient are negative. That means the tendency to use private SNS is not supported for the employment seeking process. The business related indicators are "My contacts are offering employment opportunities to me" and "I have obligations if another network member is supporting me". For both indicators is the correlation coefficient significant on a statistically relevant level (both sides) for the duration of membership on private SNSs. In addition has the indicator "My contacts are offering employment opportunities to me" a correlation coefficient on a significant level of 0,05 (both sides) of -0,147. The indicator "I have obligations if another network member is supporting me" has a correlation coefficient significant on a level of 0,05 (both sides) with the use of private SNS per minute.

Table 4.17 **Distribution of the significant correlation coefficients for the indicators of the variable *support* and use of *private* SNS**

Correlation coefficient	High < -0,15	Middle -0,15--0,1	Low -0,1 - 0,1	Middle 0,1 - 0,15	High > 0,15
Number of contacts in private SNSs	0	100%	0	0	0
Duration of membership in years	50%	0	0	50%	0
Use of private SNS in Minutes	0	66.67%	0	33,33%	0

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015

The results in table 4.17 do not provide a clear tendency for the variable Duration of membership in years or use of private SNS in minutes has negative or positive significant correlation coefficient. The only coefficient which has a clear negative tendency are the number of contacts. That means the number of contacts have a negative influence on the support for the employment seeking process.

Private SNSs and Business SNSs both have a majority of negative correlation coefficients between support indicators and the number of contacts. This result is surprising because the assumption would be that the contacts provide more opportunities to receive and provide support. This means the number of contacts influences the chance to get or provide support at SNS positively.

4.6 FINDINGS OF THE QUALITATIVE AND QUANTITATIVE RESEARCH

The first step involved interviews to explore the use of SNSs for the employment seeking process. The collected data explores the dimension of social capital and supports the social capital theory mainly. Individuals use SNSs to maintain friendships, exchange information and to support each other. The members of SNSs know that their data can be misused if they present their profile in SNSs. They know that they cannot control information and trust is an issue for individuals at SNSs. The membership of SNS has advantages and disadvantages for individuals.

The next step involved an online survey for the quantitative research. The cited literature in the first part of the dissertation explains that the use of social networks is influenced by investment in social relationships e.g. time per week, number of contacts or duration of years. The data provides negative correlations which gives the information that the investment level influences the use of SNSs for the employment seeking process negatively. This means the use of SNSs does not have a positive value for employment seeking individuals and individuals currently do not use SNS for the employment seeking process. This can be

changed with the results of the dissertation and the potential of SNSs can be used more effectively and efficiently.

The main statement is "Involvement and intensity of membership of SNSs influences individuals behaviour and the use of SNSs for the employment seeking process" and complementary statements are "Individuals who have more trust in SNSs use SNSs more frequently for the employment seeking process", "Individuals who get more out of SNSs use SNSs more often for the employment seeking process" and "The exchange of information in SNSs depends on the use of SNSs which influence the use of SNSs for the employment seeking process". The statements cannot be confirmed with the correlation coefficient, but individuals use SNSs to exchange employment relevant information. This means that involvement and investment in SNSs does not influence the use and behaviour of individuals regarding the employment seeking process. Individuals exchange and share information about employment relevant information but this behaviour does not depend on the investment and involvement in SNSs. The difference between real social networks and SNSs may be explained by different mechanism, use and behaviour. The results for the trust variable can be an indication that trust in SNSs needs further improvement and has to increase so that people use SNSs more intensive for the employment seeking process. Individuals are using SNSs because they have a benefit that can be explained with the variable "support". The individuals collect the advantage and expect a return on their investment. The results of the final questionnaire are confirmed by the surveys which are mentioned in the dissertation. The research with the other surveys supports the results of the investigations for the employment seeking process.

The social capital theory can be used to explain the mechanism in SNSs and the dissertation provides a framework to research SNSs for different topics. A statistical test e.g. regression analysis is not useful with these correlation coefficients as the correlation is mainly not significant and the correlation significance on a statistically reliable level is too weak to be useful for further statistical processes. The results cannot be used to explain the behaviour of individuals on SNSs under consideration of the employment seeking process. The investment and experience with SNSs does not influence the behaviour of individuals. This result is unexpected and some of the correlation coefficients are negative which is more surprising. The negative results provide the indication that the investment in SNSs does not have an influence on the causal mechanism of SNSs, contrariwise the investment has a negative influence on the use of SNSs e.g. use of SNSs in minutes per day and indicators of the support variable on business SNSs under consideration of the employment seeking process. This

means companies who are searching for new employees have to change their behaviour and use of SNSs to recruit with more success new employees.

A difference between private and business SNS is visible on a low relevant statistical level and business SNSs are more suitable than private SNSs. But the results are too weak to provide a recommendation to use SNSs in general. The qualitative research explains clearly that the benefit for individuals is the exchange of information to have an advantage, but SNSs are not perceived as a tool to exchange employment opportunities or information regarding employment opportunities permanently and intensively. This provides the recommendation not to use private SNSs for the employment seeking process because private SNS members do not use private SNSs for the employment seeking process. The business SNSs are more useful and accepted by the individuals for the employment seeking process. The different aim of SNSs explains these differences as researched with the qualitative interviews and confirmed on a weak level with the quantitative results of the final survey and the other surveys of the author which are mentioned in the dissertation.

The social capital theory has been verified for SNSs under consideration of the employment seeking process. It could be that other situations can be explained with social capital better and more clearly but this needs further research for different kinds of situations. The reason to use SNSs for the employment seeking process needs further research e.g. the perspective on HRM as a practical research object. The economic outcome and usefulness for the HRM in the application of SNSs for the employment seeking process constitutes e.g. reduction of transaction costs, improvement of the recruiting process or reduction of time for identifying suitable candidates. Organizations can use SNSs but they cannot expect that the members of SNSs exchange information about employment opportunities or use SNSs to identify new employment in general.

One reason for the missing exchange of information about employment opportunities under consideration of the employment seeking process is explained for real networks in the literature with absent trust, that it is not possible to penalize wrong behaviour and missing experience and anonymity. The mentioned issues need further research. The use of SNSs is changing and this dissertation demonstrates the current situation in Germany is focused on individuals and to exchange information via SNSs. This means the transfer of results in future or other countries is difficult.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The Labour market is changing and companies have difficulties to identify suitable candidates. SNSs support HRM and individuals to exchange employment relevant information and employment opportunities.

2. The employment seeking process is a sensitive issue and needs trust that information can be exchanged and the channels to exchange information or support individuals for the employment seeking process, a relationship between individuals, which can be explained with the social capital theory, is needed.

3. Actual situations in the labour market and new technological opportunities create new opportunities for the employment seeking process for individuals e.g. using SNSs. This new situation influences individuals, organisations and the society. The created model and framework of the dissertation presents the opportunity that HRM can use SNSs as a tool for the employment seeking process.

4. SNSs are a useful tool for HRM and have a great potential to support and improve the employment seeking process. The use of SNSs and the social capital which exist at SNSs can reduce the transaction costs, speed up the recruiting process and can improve the quality of the candidates. This improves the economic situation of the employment seeking process for individuals and organizations.

5. The social capital theory can explain the mechanism and operations of SNSs; the transfer of social capital theory to SNSs is theoretically possible. The investment in social capital can be explained with the use of SNSs. The use of SNSs is defined with the "duration of membership", "number of contacts" and "use in minutes per day". These indicators can be used to measure social capital in SNSs. The SNSs operations, mechanism and functions create new opportunities to produce social capital compared with real social networks. This presents a new opportunity for individuals.

6. The variables information exchange, support and trust are variables to measure social capital and a good framework to evaluate SNSs under consideration of the employment seeking process.

7. SNSs provide channels for the employment seeking process. The SNS substitutes, improves and supplements traditional channels for the employment seeking process of individuals which is researched with the pilot surveys and based on literature analysis.

8. The research does not provide a significant statistically relevant correlation coefficient that the investment and involvement in SNSs influences the use or behaviour of

individuals to identify employment opportunities. All significant correlation coefficients for the exchange of information with the number of contacts and duration of membership in years are negative and business SNSs have more significant and higher correlation coefficients compared to private SNSs.

9. The variable trust has a positive correlation with the number of contacts and duration of membership for business SNSs. Private SNSs have positive significant correlation coefficients with the duration of membership. This means private and business SNSs compared with each other have differences.

10. The use of private SNS in minutes per day does not have a significant correlation with variables "trust" and "information exchange".

11. The investigation of the employment seeking process provides the result that private and business SNSs compared with each other have differences. Business SNSs are more suitable to exchange employment relevant information than private SNSs. The purpose of the SNSs influences the use and behaviour of individuals on the SNSs.

12. The exchange of information about employment opportunities via SNSs is mainly accepted by individuals and used by individuals. The results have a clear tendency to be "fully accepted".

13. The interview and survey results for the trust variable explain that the privacy and data protection is an important issue for individuals and one reason that confidential information about employer and employment opportunities is not transferred via SNSs.

14. The result for the variable support based on the research provides the conclusion that the use of resources of other SNSs member does not create obligations or reciprocity. Employment seeking individuals use the support of other SNSs members to have a benefit.

15. SNS substitute information channels and change the exchange of information to identify employment opportunities and provides new opportunities for HRM.

16. Individuals are aware that SNSs can be a tool to share and exchange information which is employment relevant. They are using this opportunity to have an advantage.

17. The empirical results and literature analysis provides the conclusion that individuals join SNSs to have a benefit. The individuals use, create and improve their social capital with the support of SNSs. Individuals join a network to achieve an objective.

Recommendations

1. Companies and SNS providers have to increase the protection and security of privacy. The data protection has to be guaranteed for SNS member to increase the benefit for individuals to use SNSs. Companies need to be transparent and trustworthy. Anonymity is a large issue for SNSs user to be careful and not trust the information on SNSs or to exchange information.

2. Companies have to change their presence in SNSs with more trustworthy qualitative information and behaviour to create trust, support and information exchange. Organisations and individuals that are involved in the recruiting processes should use business SNSs to forward information about employment opportunities because private SNSs are not suitable for the exchange of employment relevant information.

3. SNS providers who are interested to be a platform to exchange employment relevant information should be more business related and formal because business SNSs are rated as more suitable than private SNSs.

4. HRM has to create a strategy and new ideas to have an advantage with SNSs, to use SNSs to exchange employment relevant information between individuals and HRM. The HRM departments have to be more professional and have to create more trust and maintain the relationships more transparently to be more successful.

5. The investment and involvement of individuals in SNSs is not needed to have an advantage with the membership of SNSs. The obligations and reciprocity for support is not to be expected with regard to employment relevant information for individuals and companies. To receive social capital in SNSs the investment in SNSs can be disadvantageous. This means individuals should carefully use their investment for employment relevant issues because the research results provide the expectation that they would not receive a benefit for their time, information and resources investment in SNSs.

6. Companies have to be aware that individuals exchange information about them e.g. information about vacancies. The company has to be prepared that the desired information is exchanged. Rules and regulations for employees for example have to be formulated, so that companies do not have disadvantages and employees know what kind of information can be exchanged.

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ANNEX 1. QUESTIONNAIRE FOR QUALITATIVE RESEARCH FOR EMPLOYMENT SEEKING INDIVIDUALS AND YOUNG INDIVIDUALS

Dear Sir or Madam,

Thank you for your participation in this interview. The interview investigate how individuals identify employment opportunities and what kind of channels are used to find new employment. Please put yourself in the position of an employment seeking individual. Sources and paths are defined as possible channel to find information about employment opportunities e.g. media, communication channel, platforms, institutions, federations etc. The definition for an employment place is that individuals earn money for the work. The duration of the work has to be long term.

Questions

1. Where and how would you search for a new employment opportunity or employer (if you would search)? Which sources / paths have you used to identify employment opportunities? Where have you identified and searched for your employment opportunities in history?

2. What are successful sources / paths to identify employment opportunities?

3. What is your opinion about the use of social network sites to identify employment opportunities?

4. Why would you use social network site to identify a new employment opportunity and what kind of social network sites would you use?

5. What are the advantages and disadvantages to use social network sites for the employment seeking process in your opinion? What are the risks and chances of social network sites for the employment seeking process?

The originally questionnaire has been in German and online. The questionnaire guides the participants to relevant questions, this is marked in yellow.

Dear Sir or Madam,

You are invited to participate in the survey to learn more about use of social network sites like *Facebook, Linkedin* or *Xing* for the employment seeking process. Your opinion is very important! The results of the survey will be used to develop proposals for organisations and employment seeking individuals to use social network sites more effective and efficient.

The participation of user and non - user of social network sites are highly appreciated.

The participation takes approximately 10 minutes to complete.

This survey is part of a research project at the University of Latvia. The collected data will be used only in updated version and only for scientific issues. We guarantee confidentiality for your data.

If you are interested in the results of the survey or further information please provide your E-mail address at the end of the survey or send an e-mail to tomsander@hotmail.de.

Best regards,

Tom Sander

tomsander@hotmail.de

1. Have you used social network sites in the last 12 months?

(Please, tag one answer)

O I used social network sites (e.g. *Googleplus, Facebook, Linkedin, Xing ...*)

O I do not use social network sites *(here has to be bridge to non – user questions)*

2. What kind of information would you **provide** to your contacts in **private** social network sites under consideration of the employment seeking process? *Private social network sites are Facebook or Google+ for example.*

Please, evaluate on a scale 1 – 6, where 1 always, 6 – never

Statement	1	2	3	4	5	6
Information about benefits for employees e.g. career opportunities, atmosphere, leadership style etc.						
Information about employment opportunities						
Present yourself to be more visible for an employer e.g. your skills, education, knowledge, experience etc.						
The amount of your salary						
Information about Employers disadvantages for employees e.g. work conditions, atmosphere, leadership style etc.						

3. What kind of information would you **provide** to your contacts in **business** social network sites under consideration of the employment seeking process? *Business social network sites are Linkedin or Xing for example.*

Please, evaluate on a scale 1 – 6, where 1 – always, 6 – never

Statement	1	2	3	4	5	6
Information about benefits for employees e.g. career opportunities, atmosphere, leadership style etc.						
Information about employment opportunities						
Present yourself to be more visible for an employer e.g. your skills, education, knowledge, experience etc.						
The amount of your salary						
Information about Employers disadvantages for employees e.g. work conditions, atmosphere, leadership style etc.						

4. What kind of information can you **receive from private** social network sites ties under consideration of the employment seeking process?

Please, evaluate on a scale 1 -6, where 1 – always, 6 – never

Statement	1	2	3	4	5	6
Contacts promote open positions to me						
Information about benefits for employees e.g. development opportunities, atmosphere, leadership style etc.						

Statement	1	2	3	4	5	6
Information about needed skills for a position e.g. knowledge, education, certificates …						
Received hints / support for the application process						
The amount of possible salary						
Information about Employers disadvantages for employees e.g. work conditions, atmosphere, leadership style etc.						

5. What kind of information can you **receive from business** social network sites ties under consideration of the employment seeking process?

Please, evaluate on a scale 1 – 6, where 1 – always to 6 – never

Statement	1	2	3	4	5	6
Contacts promote open positions to me						
Information about benefits for employees e.g. development opportunities, atmosphere, leadership style etc.						
Information about needed skills for a position e.g. knowledge, education, certificates …						
Received hints / support for the application process						
The amount of possible salary						
Information about Employers disadvantages for employees e.g. work conditions, atmosphere, leadership style etc.						

6. What are possible **advantages** for **private** social network sites member under consideration of the employment seeking process? (Was sehen Sie als Vorteil beim Austauschen von Informationen auf sozialen Netzwerkseiten?)

Please, evaluate on a scale 1 – 6 where 1 – full agreement, 6 - full disagreement

Statements	1	2	3	4	5	6
Easy and fast access to information about employment opportunities						
Employer can contact me via social network sites						
Information about companies and employment opportunities is more trustfully and reliable						

Statements						
Reach a large audience fast and easily to inform them that you search a new employment opportunity						
Reciprocity will be created, I create a favour and can expect to get something back if I help a tie with the employment seeking						
Using resources from other network members to have an advantage for the employment seeking process						

7, What are possible **disadvantages for private** social network sites member for the employment seeking process? (Was sehen Sie als mögliche Nachteile bei der Weiterleitung von Informationen auf sozialen Netzwerkseiten zu ihren Kontakten?)

Please, evaluate on a scale 1-6, where 1 - full agreement to 6 - full disagreement

Statements	1	2	3	4	5	6
Creation of partisanship / corruption is promoted with private social network sites						
I am in obligations to people who provided a favour						
I cannot protect my privacy						
The employer can use the profile to make a backup check						
The social network site is too anonymous for the exchange of information about employment opportunities						

8. What are possible **advantages** for **business** social network sites member under consideration of the employment seeking process? (Was sehen Sie als Vorteil beim Austauschen von Informationen auf sozialen Netzwerkseiten?)

Please, evaluate on a scale 1 – 6, where 1 - full agreement, 6 - full disagreement

Statements	1	2	3	4	5	6
Easy and fast access to information about employment opportunities						
Employer can contact me via social network sites						
Information about companies and employment opportunities is more trustfully and reliable						

	1	2	3	4	5	6
Reach a large audience fast and easily to inform them that you search a new employment opportunity						
Reciprocity will be created, I create a favour and can expect to get something back if I help a tie with the employment seeking						
Using resources from other network members to have an advantage for the employment seeking process						

9. What are possible **disadvantages for business** social network sites member for the employment seeking process in your opinion? (Was sehen Sie als mögliche Nachteile bei der Weiterleitung von Informationen auf sozialen Netzwerkseiten zu ihren Kontakten?)

Please, evaluate on a scale 1 – 6, where1 -full agreement to 6 - full disagreement

Statements	1	2	3	4	5	6
Creation of partisanship / corruption is promoted with private social network sites						
I am in obligations to people who provided a favour						
I cannot protect my privacy						
The employer can use the profile to make a backup check						
The social network site is too anonymous for the exchange of information about employment opportunities						

Use of social network sites

10. How many minutes per day are you **active** using Business social network sites?

  (If you do not know the correct number, please, estimate)

I do not use this kind of network	Less than 15 minutes	16 to 30 minutes	31 to 60 minutes	61 to 90 minutes	91 to 120 minutes	More than 120 minutes
Bridge to exclude following questions regarding use of business or private social network sites if people do not use private or business sns.						

11. How many minutes per day are you **active** using private social network sites?

(If you do not know the correct number, please, estimate)

I do not use this kind of network	Less than 15 minutes	16 to 30 minutes	31 to 60 minutes	61 to 90 minutes	91 to 120 minutes	More than 120 minutes
Bridge to exclude following questions regarding use of business or private social network sites if people do not use private or business sns.						

12. How many years are you active member in business social network sites?

(If you do not know the correct number, please, estimate.)
I am member of **business** social network sites ca. _____ years

13. How many years are you active member in private social network sites?

(If you do not know the correct number, please, estimate.)
I am member of **private** social network sites ca. _____years

14. How many ties do you have business in social network sites?

(If you do not know the correct number, please, estimate.)
In all **Business** social networks ca._____ number of ties

15. How many ties do you have in social network sites?

(If you do not know the correct number, please, estimate.)
In all **Private** social networks ca. _____ number of ties

Section Demographic Data

16. In which age group you are?

    till 20 years

    21 – 25

    26 – 30

    31 – 35

    35 – 40

    41 – 45

    16 – 50

    51 – 55

    56 – 60

    61 -65

    More than 65 years

17. Please indicate the most suitable answer for you.

    - Employed (e.g. employee, freelancer, self-employed, clerk …)

    - Unemployed

    - Student / pupil

    - Retired

        → The employed and unemployed people will be asked for their work experience in years.

17.1 What is the duration of your work experience?

    I have _____ years worked.

18. What is your highest educational level?

    - No educational degree

    - School degree

    - Apprenticeship degree (IHK certificate, practical training)

    - University degree with three years duration (e.g. Bachelor, Diploma etc.)

    - University degree with more than three years duration (e.g. Master …)

    - Doctoral degree or higher degree

19. Are you looking for new employment opportunities?

(Suchen Sie einen neuen Arbeitgeber?)

- You are looking active for a new employment opportunity that means you use time and resources to identify a new employment e.g. writing applications, searching at job boards etc.

- You are looking passive for a new employment opportunity that means you do not use time or resources to identify new employment opportunities but randomly identified opportunities would be under consideration e.g. an offer of a head hunter

- I am not looking for an employment opportunity → go to 19a and b

- No answer

19a I have searched for employment active …

	Less than 6 month ago	Less than 12 months ago	Less than two years ago	Less than three years ago	More than three years
Active					

19b I have searched for employment passive

	Less than 6 month ago	Less than 12 months ago	Less than two years ago	Less than three years ago	More than three years
Passive					

20. Your Gender

- Woman

- Men

21. Comments

Thank you for your participation and support. Your answers has been forwarded.

Non User / Leaver section

22. What is your relationship to social network sites?

- I did not use social network sites in the last 12 month

- I have left social network sites

- I have never been member of a social network site

23. Why are you **not using** social network sites? – Why have you left social network sites? Please evaluate your use on a scale from 1 for full agreement to 6 for full disagreement.

Statements	1	2	3	4	5	6
I am not able to use social network sites						
I do not have a benefit with social network sites						
I do not like to get spam from other social network sites members						
I do not like that my data can be misused by another people						
I do not trust social network sites						

24**.** What are possible **advantages** for **private** social network sites member under consideration of the employment seeking process in your opinion as a **non – user**?

Please, evaluate on a scale 1 -6, where 1 – full agreement, 6 – full disagreement

Statements	1	2	3	4	5	6
Easy and fast access to information about employment opportunities						
Employer can contact me via social network sites						
Information about companies and employment opportunities is more trustfully and reliable						
Reach a large audience fast and easily to inform them that you search a new employment opportunity						
Reciprocity will be created, I create a favour and can expect						

Statements						
to get something back if I help a tie with the employment seeking						
Using resources from other network members to have an advantage for the employment seeking process						

25. What are possible **disadvantages for private** social network sites member for the employment seeking process in your opinion as a **non – user**? (Was sehen Sie als mögliche Nachteile bei der Weiterleitung von Informationen auf sozialen Netzwerkseiten zu ihren Kontakten?)

Please, evaluate on a scale 1 – 6, where 1 – full agreement, 6 – full disagreement

Statements	1	2	3	4	5	6
Creation of partisanship / corruption is promoted with private social network sites						
I am in obligations to people who provided a favour						
I cannot protect my privacy						
The employer can use the profile to make a backup check						
The social network site is too anonymous for the exchange of information about employment opportunities						

26. What are possible **advantages** for **business** social network sites member under consideration of the employment seeking process in your opinion as a **non - user**? (Was sehen Sie als Vorteil beim Austauschen von Informationen auf sozialen Netzwerkseiten?)

Please, evaluate on a scale 1 – 6, where 1 - full agreement, 6 - full disagreement

Statements	1	2	3	4	5	6
Easy and fast access to information about employment opportunities						
Employer can contact me via social network sites						
Information about companies and employment opportunities is more trustfully and reliable						
Reach a large audience fast and easily to inform them that you search a new employment opportunity						

Reciprocity will be created, I create a favour and can expect to get something back if I help a tie with the employment seeking						
Using resources from other network members to have an advantage for the employment seeking process						

27. What are possible **disadvantages for business** social network sites member for the employment seeking process in your opinion as **a non - user**? (Was sehen Sie als mögliche Nachteile bei der Weiterleitung von Informationen auf sozialen Netzwerkseiten zu ihren Kontakten?)

Please, evaluate on a scale 1 – 6, where 1 - full agreement to 6 - full disagreement

Statements	1	2	3	4	5	6
Creation of partisanship / corruption is promoted with private social network sites						
I am in obligations to people who provided a favour						
I cannot protect my privacy						
The employer can use the profile to make a backup check						
The social network site is too anonymous for the exchange of information about employment opportunities						

Thank you for answers!

	N	Mean	Median	Standard Deviation
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?				
Individuals share information about benefits of employees e.g. development opportunities	634	3,59	3	1,860
Individuals forward information about employment opportunities	634	3,06	3	1,846
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	638	3,54	3	1,844
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	633	4,61	5	1,582
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?				
Individuals share information about benefits of employees e.g. development opportunities	564	2,82	2	1,648
Individuals forward information about employment opportunities	566	2,34	2	1,571
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	564	2,26	2	1,513
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	561	4,29	5	1,693
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?				
Information about advantages of employer for employees e.g. development opportunities	488	3,25	3	1,754
Information about requirements of open positions e.g. required skills, education	487	3,10	3	1,741
Information about disadvantages of companies for employees e.g. working conditions...	489	3,83	4	1,783
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?				
Information about advantages of employer for employees e.g. development opportunities	434	2,76	2	1,580
Information about requirements of open positions e.g. required skills, education	434	2,44	2	1,557
Information about disadvantages of companies for employees e.g. working conditions...	433	3,53	4	1,747
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?				
Fast and easily access to information about employment opportunity	409	3,06	3	1,651
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?				
Fast and easily access to information about employment opportunity	371	2,03	2	1,231

Source: author's construction based on author's data collection (realised survey, n=969) in 2015,

For evaluations used 1- 6 point scale where 1 - full acceptance, 6 - full rejection

	Use of Business SNS in Minutes per day	Duration of membership in years	Number of contacts in Business SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	-0,166** Sig. 0,001 N 364	-0,066 Sig. 0,280 N 270	-0,050 Sig. 0,411 N 268
Individuals forward information about employment opportunities	-0,148** Sig. 0,005 N 362	-0,104 Sig. 0,090 N 267	-0,024 Sig. 0,700 N 265
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	-0,279** Sig. 0,000 N 363	-0,107 Sig. 0,080 N 270	-0,086 Sig. 0,159 N 268
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,177** Sig. 0,001 N 361	-0,54 Sig. 0,383 N 268	0,006 Sig. 0,918 N 267
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	-0,172** Sig. 0,001 N 358	-0,076 Sig. 0,215 N 268	-0,088 Sig. 0,152 N 266
Individuals forward information about employment opportunities	-0,201** Sig. 0,000 N 359	-0,152 Sig. 0,013 N 268	-0,084 0,171 N 266
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	-0,237** Sig. 0,000 N 266	-0,060 Sig. 0,328 N 268	-0,106 Sig. 0,84 N 266
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,229** Sig. 0,000 N 358	-0,056 Sig. 0,363 N 268	-0,069 Sig. 0,264 N 266
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,173 ** Sig. 0,001 N 356	-0,168** Sig. 0,006 N 263	-0,092 Sig. 0,137 N 261
Information about requirements of open positions e.g. required skills, education	-0,147** Sig. 0,006 N 353	-0,129* Sig. 0,037 N 261	-0,059 Sig. 0,344 N 259
Information about disadvantages of companies for employees e.g. working conditions...	-0,220** Sig. 0,000 N 355	-0,211** Sig. 0,001 N 262	-0,127* Sig. 0,041 N 260

What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,151** Sig. 0,005 N 352	-0,075 Sig. 0,225 N 263	-0,063 Sig. 0,314 N 261
Information about requirements of open positions e.g. required skills, education .	-0,164** Sig. 0,002 N 351	-0,078 N 0,206 N 263	-0,091 Sig. 0,144 N 261
Information about disadvantages of companies for employees e.g. working conditions...	-0,163** Sig. 0,002 N 351	-0,104 Sig. 0,92 N 263	-0,085 Sig. 0,169 N 261
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Fast and easily access to information about employment opportunity.	-0,064 Sig. 0,224 N 360	0,030 Sig. 0,624 N 265	0,066 Sig. 0,283 N 263
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Fast and easily access to information about employment opportunity.	-0,093 Sig. 0,080 N 357	-0,011 Sig. 0,861 N 268	-0,070 Sig. 0,254 N 266

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (**

Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides))

ANNEX 5. CORRELATION FOR THE INDICATORS FOR THE VARIABLE INFORMATION AND USE OF PRIVATE SNS

	Use of private SNS in Minutes per day	Duration of membership in years	Number of contacts in private SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	0,020 Sig. 0,702 N 362	0,091 Sig. 0,110 N 312	-0,008 Sig. 0,894 N 309
Individuals forward information about employment opportunities	-0,057 Sig. 0,277 N 360	0,086 Sig. 0,131 N 311	0,067 Sig. 0,244 N 308
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	0,009 Sig. 0,867 N 361	0,027 Sig. 0,640 N 311	-0,072 Sig. 0,209 N 308
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,089 Sig. 0,091 N 359	-0,052 Sig. 0,360 N 310	-0,024 0,669 N 307
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?			
Individuals share information about benefits of employees e.g. development opportunities	-0,006 Sig. 0,914 N 356	-0,12 Sig. 0,830 N 307	-0,022 Sig. 0,699 N 304
Individuals forward information about employment opportunities	0,043 Sig. 0,423 N 357	-0,036 Sig. 0,530 N 308	-0,062 Sig. 0,284 N 305
Individuals presenting personnel information in SNS to be visible for potential employer e.g. Skills, education …	0,047 Sig. 0,378 N 356	-0,079 Sig. 0,166 N 307	-0,118* Sig. 0,040 N 304
Individuals forward information about disadvantages of companies for employees e.g. working conditions.	-0,094 Sig. 0,078 N 356	-0,091 Sig. 0,112 N 307	-0,092 Sig. 0,108 N 304
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,058 Sig. 0,276 N 354	-0,064 Sig. 0,266 N 307	-0,060 Sig. 0,300 N 304
Information about requirements of open positions e.g. required skills, education	-0,016 Sig. 0,771 N 351	-0,046 Sig. 0,423 N 305	-0,046 Sig. 0,421 N 302
Information about disadvantages of companies for employees e.g. working conditions...	-0,085 Sig. 0,111 N 353	-0,196** Sig. 0,001 N 306	-0,127* Sig. 0,027 N 303

What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
Information about advantages of employer for employees e.g. development opportunities	-0,007 Sig. 0,902 N 350	-0,093 Sig. 0,108 N 301	-0,116* Sig. 0,045 N 299
Information about requirements of open positions e.g. required skills, education.	0,072 Sig. 0,182 N 350	-0,135* Sig. 0,019 N 301	-0,083 Sig. 0,151 N 299
Information about disadvantages of companies for employees e.g. working conditions...	-0,21 Sig. 0,693 N 349	-0,174** Sig. 0,002 N 300	-0,091 Sig. 0,117 N 298
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Fast and easily access to information about employment opportunity.	-0,103 Sig. 0,53 N 358	0,137* Sig. 0,016 N 310	-0,038 Sig. 0,510 N 307
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Fast and easily access to information about employment opportunity.	-0,002 Sig. 0,970 N 356	0,011 Sig. 0,845 N 306	-0,015 Sig. 0,799 N 304

*Source: author's calculations and construction based on author's data collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides))*

ANNEX 6. RESULTS OF THE INDICATOR FOR THE VARIABLE *TRUST*

	N	Mean	Median	Standard Deviation
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?				
Information about your salary	635	5,25	6	1,239
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?				
Information about your salary	564	4,89	6	1,421
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?				
Information about salary opportunities	486	4,06	4	1,719
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?				
Information about salary opportunities	433	3,58	4	1,715
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?				
Information about employer and employment opportunities is more reliable and more trustful	410	3,73	4	1,568
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?				
Partisanship and corruption are supported by private SNS.	402	3,64	4	1,579
Employer can use profiles of private SNS for a backup check	404	2,30	2	1,536
Private SNS are too anonymous to exchange information about employment opportunities.	404	3,73	4	1,560
I cannot protect my privacy at private SNS.	405	2,38	2	1,541
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?				
Information about employer and employment opportunities is more reliable and more trustful	370	2,69	2	1,392
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?				
Partisanship and corruption are supported by business SNS.t	356	4,03	4	1,519
I cannot protect my privacy at business SNS.	357	3,31	3	1,563
Employer can use profiles of private SNS for a backup check	358	2,71	2	1,500
Business SNS are too anonymous to exchange information about employment opportunities.	357	4,06	4	1,391

Source: author's construction based on author's Data Collection (realised survey, n=969) in 2015,

For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

ANNEX 7. CORRELATION FOR THE INDICATORS FOR THE VARIABLE *TRUST* AND USE OF *PRIVATE* SNS

	Use of private SNS in Minutes per day	Duration of membership in years	Number of contacts in private SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Information about your salary	-0,052 Sig. 0,362 N 308	-0,083 Sig. 0,147 N 310	-0,113* Sig. 0,033 N 359
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?			
Information about your salary	-0,073 Sig. 0,202 N 304	-0,068 Sig. 0,235 N 307	-0,097 Sig. 0,067 N 355
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about salary opportunities	-0,033 Sig. 0,564 N 302	-0,074 0,197 N 305	-0,099 Sig. 0,065 N 352
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
Information about salary opportunities	-0,047 Sig. 0,421 N 298	-0,113 Sig. 0,50 N 300	-0,060 Sig. 0,261 N 349
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,052 Sig. 0,366 N 307	-0,15 Sig. 0,798 N 310	-0,108* Sig. 0,041 N 358
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by private SNS.	-0,005 Sig. 0,928 N 305	0,116* Sig. 0,042 N 308	0,100 Sig. 0,59 N 355
Employer can use profiles of private SNS for a backup check	0,16 Sig. 0,782 N 306	0,152** Sig. 0,007 N 309	0,66 Sig. 0,210 N 357
Private SNS are too anonymous to exchange information about employment opportunities.	0,030 Sig. 0,600 N 306	0,083 Sig. 0,144 N 309	0,160** Sig. 0,002 N 357
I cannot protect my privacy at private SNS.	0,078 Sig. 0,173 N 306	0,119* Sig. 0,037 N 309	0,212** Sig. 0 N 358
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,069 Sig. 0,233 N 303	0,002 Sig. 0,976 N 305	0,042 Sig. 0,434 N 355

What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by business SNS	0,020 Sig. 0,727 N 302	0,134* Sig. 0,020 N 304	-0,02 Sig. 0,727 N 302
I cannot protect my privacy at business SNS.	0,072 Sig. 0,213 N 303	0,057 Sig. 0,319 N 305	0,166** Sig. 0,002 N 354
Employer can use profiles of private SNS for a backup check	0,032 Sig. 0,58, N 304	0,057 Sig. 0,319 N 305	0,016 Sig. 0,782 N 306
Business SNS are too anonymous to exchange information about employment opportunities.	0,12 Sig. 0,841 N 303	0,042 Sig. 0,461 N 305	0,028 Sig. 0,600 N 354

*Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides)). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection*

ANNEX 8. CORRELATION FOR THE INDICATORS FOR THE VARIABLE *TRUST* AND USE OF *BUSINESS* SNS

	Use of business SNS in Minutes per day	Duration of membership in years	Number of contacts in business SNS
What kind of information would you forward to your friends on private SNS under consideration of the employment seeking process?			
Information about your salary	-0,148** Sig. 0,005 N 362	-0,027 Sig. 0,656 N 267	0,022 Sig. 0,721 N 265
What kind of information would you forward to your friends on business SNS under consideration of the employment seeking process?			
Information about your salary	-0,094 Sig. 0,076 N 357	0,003 Sig. 0,965 N 267	0,053 Sig. 0,388 N 266
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
Information about salary opportunities	-0,171** Sig. 0,001 N 354	-0,099 Sig. 0,111 N 261	-0,043 Sig. 0,487 N 259
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
Information about salary opportunities	-0,103 Sig. 0,053 N 351	-0,083 Sig. 0,181 N 264	-0,070 Sig. 0,261 N 262
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,147** Sig. 0,005 N 360	0,032 Sig. 0,600 N 265	0,004 Sig. 0,954 N 263
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by private SNS.	0,116* Sig. 0,029 N 357	0,129* Sig. 0,036 N 264	0,209** Sig. 0,001 N 262
Employer can use profiles of private SNS for a backup check	0,113* Sig. 0,033 N 359	0,115 Sig. 0,61 N 265	0,144* Sig. 0,019 N 263
Private SNS are too anonymous to exchange information about employment opportunities.	-0,084 Sig. 0,113 N 359	-0,054 Sig. 0,384 N 265	-0,054 Sig. 0,384 N 263
I cannot protect my privacy at private SNS.	0,106* Sig. 0,44 N 360	-0,026 Sig. 0,671 N 265	0,078 Sig. 0,209 N 063
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Information about employer and employment opportunities is more reliable and more trustful	-0,126* Sig. 0,017 N 356	0,067 Sig. 0,272 N 268	-0,030 Sig. 0,626 N 266

What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
Partisanship and corruption are supported by business SNS.	0,115* Sig. 0,030 N 355	0,172** Sig. 0,005 N 267	0,213** Sig. 0,000 N 266
I cannot protect my privacy at business SNS.	0,077 Sig. 0,146 N 356	0,093 Sig. 0,130 N 268	0,161** Sig. 0,008 N 267
Employer can use profiles of private SNS for a backup check	0,113* Sig. 0,033 N 359	0,115 Sig. 0,061 N 265	0,144* Sig. 0,019 N 263
Business SNS are too anonymous to exchange information about employment opportunities.	0,067 Sig. 0,209 N 356	0,048 Sig. 0,431 N 268	0,116 Sig. 0,059 N 267

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides)). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

ANNEX 9. RESULTS OF THE INDICATOR FOR THE VARIABLE *SUPPORT*

	N	Mean	Median	Standard Deviation
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?				
My contacts are offering employment opportunities to me	488	3,78	4	1,781
Support with the recruiting process	488	3,17	3	1,763
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?				
My contacts are offering employment opportunities to me	432	2,96	3	1,662
Support with the recruiting process	432	2,69	2	1,566
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?				
Employer can get in touch with me via private SNS	410	3,84	4	1,860
Many people can be reached fast and easily if you are looking for a new employer.	411	2,94	2	1,673
I support somebody and can expect that this person is supporting me.	410	4,08	4	1,515
I can use resources from another network member	409	3,19	3	1,543
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?				
I have obligations if another network member is supporting me.	402	4,21	4	1,536
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?				
Employer can get in touch with me via business SNS	370	1,82	1	1,277
Many people can be reached fast and easily if you are looking for a new employer.	369	2,11	2	1,296
I support somebody and can expect that this person is supporting me.	370	3,93	4	1,503
I can use resources from another network member	372	2,49	2	1,323
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?				
I have obligations if another network member is supporting me	358	4,34	5	1,407

Source: author's construction based on author's Data Collection (realised survey, n=969) in 2015. For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

ANNEX 10. CORRELATION FOR THE INDICATORS FOR THE VARIABLE *SUPPORT* AND USE OF *BUSINESS* SNS

	Use of Business SNS in Minutes per day	Duration of membership in years	Number of contacts in Business SNS
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
My contacts are offering employment opportunities to me	-0,220** Sig. 0,000 N 356	-0,165* Sig. 0,007 N 263	-0,126* Sig. 0,043 N 261
Support with the recruiting process	-0,166** Sig. 0,002 N 355	-0,108 Sig. 0,082 N 261	-0,065 Sig. 0,297 N 259
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
My contacts are offering employment opportunities to me	-0,184** Sig. 0,001 N 351	-0,198** Sig. 0,001 N 262	-0,211** Sig. 0,001 N 260
Support with the recruiting process	-0,158** Sig. 0,003 N 350	-0,048 Sig. 0,439 N 262	-0,063 Sig. 0,310 N 260
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Employer can get in touch with me via private SNS	-0,137** Sig. 0,009 N 360	-0,003 Sig. 0,958 N 266	-0,029 Sig. 0,636 N 264
Many people can be reached fast and easily if you are looking for a new employer.	-0,038 Sig. 0,468 N 361	0,078 Sig. 0,204 N 266	0,053 Sig. 0,392 N 264
I support somebody and can expect that this person is supporting me.	-0,136** Sig. 0,010 N 360	0,060 Sig. 0,329 N 266	-0,003 Sig. 0,956 N 264
I can use resources from another network member	-0,034 Sig. 0,521 N 359	-0,069 Si. 0,263 N 265	-0,053 Sig. 0,387 N 264
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?			
I have obligations if another network member is supporting me.	-0,025 Sig. 0,638 N 357	0,072 Sig. 0,242 N 263	0,077 Sig. 0,213 N 261

What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Employer can get in touch with me via business SNS	-0,173** Sig. 0,001 N 356	-0,064 Sig. 0,295 N 268	-0,108 Sig. 0,080 N 266
Many people can be reached fast and easily if you are looking for a new employer.	-0,149** Sig. 0,005 N 355	-0,077 Sig. 0,209 N 268	-0,054 Sig. 0,377 N 266
I support somebody and can expect that this person is supporting me.	-0,150** Sig. 0,004 N 356	-0,002 Sig. 0,979 N 268	-0,050 Sig. 0,415 N 266
I can use resources from another network member	-0,242** Sig. 0,000 N 356	-0,087 Sig. 0,155 N 268	-0,173** Sig. 0,005 N 266
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
I have obligations if another network member is supporting me	-0,053 Sig. 0,316 N 357	0,080 Sig. 0,193 N 268	0,077 Sig. 0,210 N 267

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

ANNEX 11. CORRELATION FOR THE INDICATORS FOR THE VARIABLE *SUPPORT* **AND USE OF** *PRIVATE* **SNS**

	Use of private SNS in Minutes per day	Duration of membership in years	Number of contacts in private SNS
What kind of information can be forwarded to you by your friends regarding employment opportunities at private SNS?			
My contacts are offering employment opportunities to me	-0,092 Sig. 0,84 N 354	-0,043 Sig. 0,457 N 307	-0,119* Sig. 0,038 N 304
Support with the recruiting process	-0,089 Sig. 0,096 N 353	-0,103 Sig. 0,073 N 306	-0,118* Sig. 0,040 N 303
What kind of information can be forwarded to you by your friends regarding employment opportunities at business SNS?			
My contacts are offering employment opportunities to me	0,017 Sig. 0,751 N 349	-0,183** Sig. 0,001 N 300	-0,147* Sig. 0,011 N 299
Support with the recruiting process	-0,028 Sig. 0,604 N 358	-0,138 Sig. 0,016 N 301	-0,121* Sig. 0,036 N 299
What are possible advantages of contacts at private SNS under consideration of the employment seeking process?			
Employer can get in touch with me via private SNS	-0,113* Sig. 0,033 N 348	0,107 Sig. 0,59 N 310	-0,119* Sig. 0,038 N 307
Many people can be reached fast and easily if you are looking for a new employer.	-0,107* Sig. 0,043 N 359	0,068 Sig. 0,232 N 311	-0,122* 0,032 N 308
I support somebody and can expect that this person is supporting me.	-0,102 Sig. 0,055 N 358	0,018 Sig. 0,755 N 310	-0,122* Sig. 0,032 N 307
I can use resources from another network member	-0,097 Sig. 0,68 N 357	0,044 Sig. 0,439 N 310	-0,067 Sig. 0,240 N 307
What are possible disadvantages of contacts at private SNS under consideration of the employment seeking process?			
I have obligations if another network member is supporting me.	0,096 Sig. 0,070 N 355	0,084 Sig. 0,139 N 308	-0,019 Sig. 0,735 N 305
What are possible advantages of contacts at business SNS under consideration of the employment seeking process?			
Employer can get in touch with me via business SNS	0,090 Sig. 0,091 N 354	-0,021 Sig. 0,719 N 304	-0,101 Sig. 0,080 N 302
Many people can be reached fast and easily if you are looking for a new employer.	0,093 Sig. 0,080 N 354	0,045 Sig. 0,433 N 304	-0,012 Sig. 0,838 N 302

I support somebody and can expect that this person is supporting me.	0,079 Sig. 0,138 N 355	0,045 Sig. 0,433 N 304	-0,010 Sig. 0,858 N 303
I can use resources from another network member	0,025 Sig. 0,638 N 355	0,005 Sig. 0,935 N 305	-0,088 Sig. 0,125 N 303
What are possible disadvantages of contacts at business SNS under consideration of the employment seeking process?			
I have obligations if another network member is supporting me	0,126* Sig. 0,018 N 355	0,115* Sig. 0,045 N 306	0,009 Sig. 0,873 N 304

Source: author's construction based on author's Data Collection (realised survey, n=477) in 2015 (** Significant on a level of 0,01 (both sites); * Significant on a level of 0,05 (both sides). For evaluations 1-6 point scale used, where 1 - full acceptance; 6 - full rejection

ANNEX 12. AGE DISTRIBUTION FOR THE FINAL SURVEY
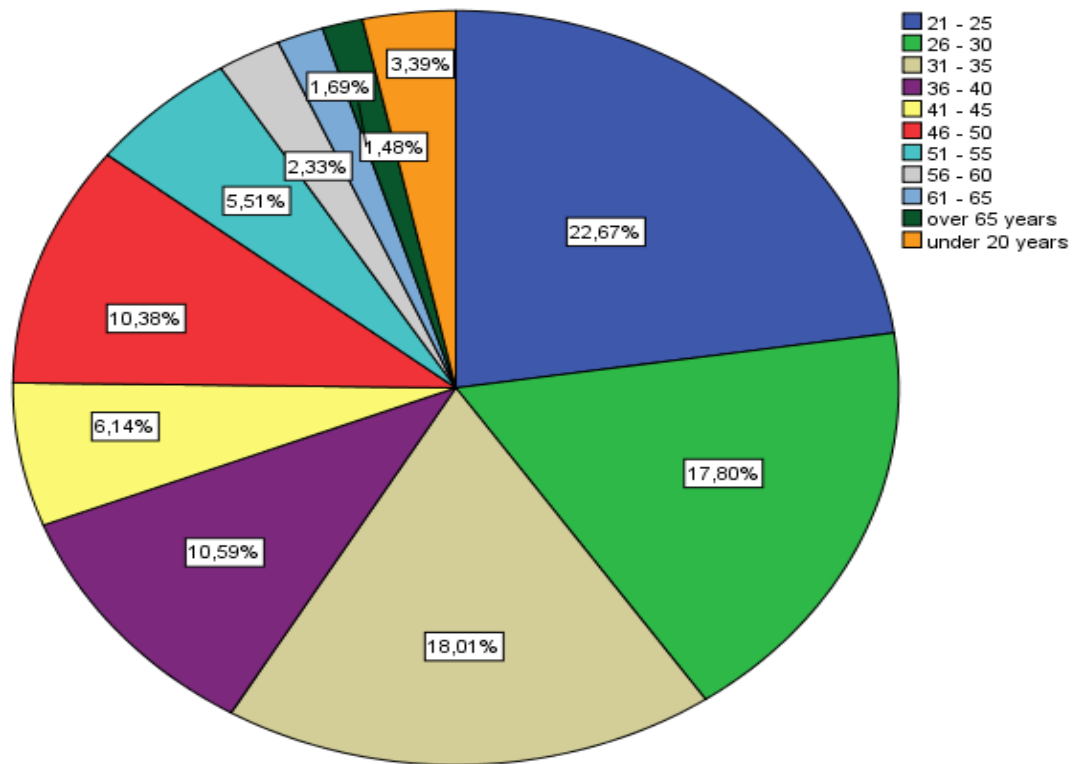
Source: author's construction based on author's conducted survey in 2015 in Germany (n= 472)

ANNEX 13 LIST OF METHODS WHICH HAVE BEEN DONE TO RESEARCH SNS UNDER CONSIDERATION OF EMPLOYMENT SEEKING INDIVIDUALS, DURATION OF REALIZATION HAS BEEN 2013 TO 2015

Task	Method	Participants	Topic
Preparation of quantitative research / insight in the topic	Interviews	Individuals – 46 participants	General use of SNS
		Applicants – 25 participants	Use of SNS for the employment seeking process
		Individuals – 28 participants	
Preparation of questionnaire for dissertation / deeper insight in the research field	Online survey	56 Individuals	Use of SNS for the employment seeking process
	Paper based survey	440 participants – user of SNS	Employment seeking process / Recruiting process
		233 participants – User of SNS	
	Online survey	118 participants – Generation Y	Use of Facebook to identify employment opportunities
Support of the results and investigation of the research topic	Online survey	198 participants –SNS user	Recruiting process, Employment seeking process
		212 participants –SNS user	
Final questionnaire - Data which is deeply analysed and presented in Dissertation	Online survey	969 participants – user of SNS	Research of the employment seeking process

Source: author's construction