# The Critical Assessment of the Role of LinkedIn and Facebook as Online Recruitment Tools in Pakistan

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**Abstract**
This paper aims at critically analysing the role of two popular Social Networking Sites (SNSs) such as Facebook and LinkedIn as recruitment tools in Pakistan. First, the paper focuses the features and trends of SNSs as online recruitment tools, and second to the perception of job seekers and recruiters about LinkedIn and Facebook as prominent recruitment tools. LinkedIn as compared to Facebook or any other SNS was found to be the most preferred platform for recruitment for both recruiters and job seekers. The perceived common advantages of Facebook in the opinion of both employers and job seekers include: more users/employers on Facebook, increase visibility, word of mouth, and background checks for candidates & employers. Likewise, the key benefits of LinkedIn include: professional networking site, most used by recruiters, increased visibility, and showcasing resumes. This study found that recruiters and job seekers have to spend maximum time for managing profiles, and employers also need to face challenges regarding ethical and legal aspects. It is recommended that companies in Pakistan need to take advantage of different tools and features of Facebook and LinkedIn to gain benefits from them as free recruitment tools.
**Keywords**: Social Networking Sites (SNSs), Facebook, LinkedIn, Human resource, Recruitment

## 1. Introduction

Social media due to Social Networking Sites (SNSs) has become extremely popular in networking context and establishing long-term relationships. Beside this, these platforms have been proved very effective for recruiting individuals online by the top companies worldwide (Bondarouk and Olivas-Lujan 2013). Job seekers create comprehensive profiles on social platforms and offer their services to potential employers. On the other hand, employers use these platforms for screening purpose on the basis of available information about individuals seeking a job. Three SNSs such as LinkedIn, Facebook, and Twitter are prominent as online recruitment platforms (Schawbel 2012). These sites were initially developed for social networking but over the years both recruiters and job seekers were found to use them substantially for recruitment purpose (Schawbel 2012). However, the growth of SNSs as online recruitment tools still holds some critical challenges such as privacy, accuracy, accessibility, cost and benefits, commitments, and diversity & equality during the hiring process. For example, Davison *et al.* (2011) argued that SNSs can be valuable 'friends' for HR, but they do have the possibility to be proved as unsafe 'foes' if they are not used properly. Moreover, Clark and Roberts (2010) highlighted that SNSs play a vital role in the hiring process; however, there is a strong need to assess & evaluate their role and adopt as an integrated approach for successful recruiting by hunting most appropriate candidate for job. This is the reason that the researchers in this study intend to critically evaluate the role and impact of top two SNSs i.e. LinkedIn and Facebook as online recruitment tools.

The key aim of this paper is to identify and critically analyse the actual and perceived role of LinkedIn and Facebook as online recruitment tools in Pakistan. For this purpose, these two networking sites are evaluated by taking the opinions of job seekers as well as recruiters in order to know how companies and individuals can get benefits from LinkedIn and Facebook. The foremost reasons of considering these two platforms are listed below.

- LinkedIn is the top outsourcing website which is particularly developed for professionals. It facilitates professionals from different fields to establish long-term formal relationships with each other and most importantly with employers within and outside the organisations.
- Facebook was initially developed for social networking but over the years many employers and job seekers use it for online recruitment and job hunting purpose. Hence, it is assumed in this study that Facebook is a successful online recruitment platform.

## 2. Literature review

Millions of people have been attracted towards SNSs from all around the globe and simultaneously a large number of organisations are also involved in utilising their benefits in their daily business activities. Kaplan and Haenlein (2009) defined SNSs as "applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending emails and instant messages between each other" (p. 63).

Utilising internet for e-recruitment is not a new idea and has been used over the years. E-recruitment has been famous among both job seekers and employers and sites like CareerBuilder, HotJobs, Yahoo, and Monster were leading job sites amongst them. Almost every young and mid-age professional in this era has a profile on LinkedIn and/or Facebook. Therefore, with an increasing fame of these sites, many individuals and businesses have been involved in using these platforms for other than social activities such as advertisement & marketing, e-recruitments, education, travel, tourism, hospitality, and fashion etc. (Scott, 2009; Al-Deen and Hendricks, 2012; Sigala *et al.* 2012).

E-recruitment can be done in two variant ways. Firstly, it is done through internet sourcing using job recruitment sites, blogs, online communities, professional networks and looking for passive information about candidate throughout the web. Secondly, e-recruitment form is hiring through social media distribution which involves SNSs platforms. Through these networks recruiters distribute jobs either through HR vendors or seek individuals from crowd (Lal and Aggarwal, 2013). Additionally, they may use SNSs to inform and engage current employees and job seekers about the growth and opportunities.

*2.1 Recruitment through LinkedIn*
LinkedIn is known as a professional network of professionals from different fields. It has revolutionalised the way of online recruiting. The idea of LinkedIn is to establish and enlarge the network of professionals that can be contacted and hired by the employers directly for a specific job opening. A spokesperson from LinkedIn told About.com during an interview that LinkedIn has over 500 members and more than 100,000 recruiters worldwide from 130 different industries (Patil and Patil, 2013).

LinkedIn has a plan of using data that was collected from the resumes of 250m people to assist recruiters in improving their recruitment processes. The Senior Vice President of LinkedIn for global solutions indicates the development of an ambitious road plan in upcoming years. This plan will be based on world's largest longitudinal set of data that will be accessible by the recruiters. He further said that this data will also help governments to invest in education in order to address the shortage of skills. Businesses will be able to create workforce plans by finding out the needs of internal and external stakeholders at the right time (Kuchler, 2013).

Prospective job seekers who are seeking for recruiters perform search on LinkedIn using keywords. They usually create a list of organisations for applying job and establishing relationships with professionals. Therefore, employers often receive several messages in inbox and connection requests on LinkedIn (Heathfield, 2014).

A recent study of Schawbel (2012) reveals some interesting insights about recruitment through LinkedIn. He found that approximately 93% employers are currently using LinkedIn for talent hunt. This figure has been increased to great extent. In 2011, 87% employers were seeking employees through LinkedIn and in 2010 the percentage was 78. Moreover, 89% employers successfully employed people through LinkedIn (Schawbel, 2012).

In fact, LinkedIn system permits employers to reach both active and inactive candidates by establishing and expanding relationships. Then they can reach potential employees easily. But it is essential that the candidate has an impressive flawless profile so that employers consider him seriously (Breitbarth, 2011). It is also recommended to job seekers to add particular keywords into the profile headline which will make the profile differentiated from others and recruiters can easily search the candidate with certain skills and abilities. Denny (2012) recommended job seekers to establish links with industry groups in order to create links with employers who are looking for industry-based professionals.

LinkedIn like other SNSs is beneficial for recruiters who utilize it for both e-recruitment and networking purposes. The possibility of LinkedIn and other SNSs to play a vital part in one's job seeking approach enhances as a large amount of prospective candidate profiles themselves on these platforms each year.

An article in financial times published the views of Adam Charlson who is the executive search consultant at DHR International. Adam believes that the significant impact of LinkedIn on industry gives the ability to recruiters to search most appropriate candidates online using internal recruiters. He further said that LinkedIn provides the facility to DHR and other firms to distinguish themselves with their abilities to assess talent (Kuchler, 2013). Similarly, in the same article, a FTSC 100 company Invensys's spokesperson asserts that LinkedIn allows firms to form emerging market strategy because prior to a bidding process for an agreement, it could be possible to evaluate whether it will require bringing in staff from somewhere else (Kuchler, 2013).

Susan Graye, who is currently working for Hewlett Packard at managerial level, has been working with LinkedIn for three years. While working for the network, she has used it in several diverse ways to seek employees; for example, using networking, advertising, InMail and searching by current or ex-employer. Susan highlights the fact that she has been involved in filling jobs from lower to executive level roles using LinkedIn. In her opinion, LinkedIn is a large network to establish and strengthen long-term strategic connections. It permits both employers and employees to proactively network and learn on persistent basis (Heathfield, 2014).

*2.2 Recruitment through Facebook*
Facebook has recently developed and introduced some new applications which assist job seekers for job hunting

through the site (Facebook Careers, 2014). The timeline and smart lists are the two key features which help professionals to develop links. The smart list permits a user to auto-group friends on the basis of background and work history (Facebook Careers, 2014). In fact, it is similar to a LinkedIn connection feature which permits a user to observe how one user is linked to others with complete history of connections. On the other hand, the timeline feature allows Facebook users to explore the work history and social activities of potential candidates in the form of an 'infographic' which is a kind of graphic representation of resume. Based on an average time spend by a user on Facebook and also the level of engagement, it's just an issue of time prior to the start of becoming an actual participant of job search program because more and more applications are created for this particular reason (Speyer and Brown, 2011).

The popularity of Facebook has been increased to great extent and some recruiters reported that they have hired competent candidates through Facebook. They also uncover the fact that before hiring them, they have gained background information about them and find the grounds of disqualifying few of them (Schawbel, 2012). A sponsored survey of 5000 recruiters conducted by the University of Dayton nationwide discovered that 40% recruiters are agreed to consider Facebook profiles during recruitment decision of a prospective employee. In addition, many recruiters even mentioned about the withdraw decision of particular applications after checking Facebook profile (Spinelli, 2010).

As compared to LinkedIn and Twitter, Facebook has gained the largest overall usage by employers to look for job seekers. The percentage was 55% in 2010 and 2011 and it was increase up to 66% in 2012. It is also discovered that 25% employers have successfully hired an employee through Facebook. Different organizations are using Facebook to find out competent employees but not directly hiring from the site. They develop Facebook pages mainly for two purposes: promotional purpose and jobs. As a normal practice, employers are utilising Facebook advertising, career page, groups for attracting job seekers (Schawbel, 2012). Marriot hotel is the best example of it. The job and careers page of the hotel provides an application which lets the user run his/her own Marriot kitchen. This ultimately boosts up the level of engagement and draws the attention of more users online. As a job seeker, someone only needs to ensure that he/she has turned the privacy setting on and to be careful about the comments and posts. To get in touch with company and to receive updates and comments, users only need to 'like' the company (Schawbel, 2012).

Like Marriot hotel, G4S also uses Facebook extensively for recruitment purpose and attracts job seekers to stay in touch with the company via Facebook page or group. The Facebook page of G4S provides a variety of information such as job information, job initiatives, photos, and direct links to company's website and career centre. In addition, the company also provides general tips and advice to applicants about how to send/submit an application (Broughton *et al.* 2013).

### 2.3 Advantages and disadvantages of recruitment through SNSs

Using e-recruitment through SNSs is not an old concept and it emerged in the literature of HR in the last decade. In the opinion of many recruiters, using SNSs for background checks is a fruitful practice which makes recruitment decision easy by quickly observing and sketching application's character online (Clark and Roberts, 2010).

SNSs profiles help employers to obtain data or information regarding educational and professional background of an individual. Moreover, they have an opportunity to get in touch with prospective individuals and interact with them in a noncommittal way. In addition, through SNSs employers can seek for potential applicants and thus can develop long-term relationships with them. They can filter applicants based on different criteria and background checks. This can save an enormous amount of time for seeking ideal candidate and can also improve the possibility of finding perfect employees. More to the point, firms can interact with alumni, interns, and so forth. Therefore, SNSs can assist management in developing and maintaining relationships between promising candidates.

Facebook is a social networking platform providing multiple features for searching and hiring right candidates at right time for right job. Caers and Castelyns (2011) argue that it is not easy to find and hire people through Facebook but it is a great opportunity anyway. The reality that Facebook makes it hard for employers to be aware of its features for recruitment, but proper training and guidance for using this platform can result in various benefits which will add value to the company's worth. Recruiters can develop their company's profiles and can support employer branding. They simply use SNSs to acquire information about employees and potential candidates. On the other hand, candidates use SNSs as a valuable information source for companies. This has become a regular practice in recruitment process (Westerman *et al.* 2013).

Clark and Roberts (2010) discourage the approach that recruiters adopt to use SNSs for online background checks about candidates. They argue that candidates use SNSs for socially communicating with friends and family and therefore, they are unaware that recruiters are using these platforms for gathering information about their character and lifestyle. Thus, recruiters need to be mindful of this reality. Roebuck (2011) mentioned that newly emerged approaches and strategies in e-recruitment brought several challenges for the businesses and their HR departments. Businesses are also required to consider crucial factors like ethics, privacy, and confidential data.

Employers need to spend an enormous amount of time on dealing with new methods and innovative technology so that they can learn recruitment strategies. They need to identify and define data protection acts and user authentication to communicate through SNSs. On the other hand, candidates with lack of technological knowledge and experience also require to be familiarised with the innovative technologies (Abel, 2011). It is a major confront for businesses to develop the    knowledge and time spent on e-recruitment. These factors are extremely important and cannot be neglected at all (Abel, 2011).

## 3. Methodology

The approach of this paper is based on a combination of qualitative and quantitative material. Qualitative approach was adopted as a primary theoretical approach to analyse and evaluate the role of LinkedIn and Facebook as online recruitment tools. This study has also applied quantitative data to ~~for~~ generalise data of large number of observations, but to support the findings of qualitative method. In addition, the quantitative approach was selected with and assumption that quantitative data do not exist in some cases; and qualitative data is generated with the support of empirical results produced by the quantitative data.

The researcher used Surveymonkey.com to collect data through survey by drawing the attention of people towards survey using various ads, blogs, and banners. The researchers received substantial responses through surveymonkey.com. Two types of questionnaires were developed and distributed online: one for job seekers, and other for recruiters (or employers).

The research instrument selected to complete this research was a self-completion online questionnaire. It is one of the frequently used methods in these days to explore the opinions of people (Denscombe 2003).  The questionnaire was based on close-ended questions and thus obtained standardised results in the form of facts and figures that can be analysed easily using computerised tools such as MS Excel and SPSS.

The data collected from the questionnaire was analysed through ranking analysis using average rating formula as follows, where 'w' shows weight of answer choice and 'N' indicates total number of survey respondents.

$$Average\ rating\ formula = (x_1w_1 + x_2w_2 + x_3w_3 + ... w_n)/N$$

For example, in a 5-point rating scale question 1 to 5 weights are assigned to choices such as Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5).

### 3.1 Sampling method

The populations of this study compromised of job seekers and small and medium sized enterprises within Pakistan. Samples were chosen based on snowballing sampling approach where researcher largely depends upon first few participants and online software to engage maximum people they are familiar with; especially based on the relevance such as either employer or job seeker (Aldridge and Levine 2001). This sampling method was chosen to obtain maximum responses in a quick time. 79 from employers and 128 completely filled questionnaires from employees were obtained.

## 4. Results

### 4.1 Comparison between LinkedIn and Facebook

In the opinion of 87.3% employers, LinkedIn is most preferred platform followed by Facebook 6.3%. This result is quite consistent with the findings of Schawbel (2012) who found that 89 to 95% are currently using LinkedIn for online talent hunt.

On the other hand, job seeker's perspective is also not quite different from employers as shown in figure 5. They also seek for jobs preferably on LinkedIn (75.8%) and Facebook (9.4%). Other candidates look for jobs on other platforms.

It was found that LinkedIn is more popular among employers and job seekers in terms of recruitment and job hunting. The perspective of job seekers is also similar where most of the job seekers (72%) indicate that LinkedIn is better than Facebook in searching and applying jobs.

### 4.2 Motivation of using LinkedIn and Facebook

Several reasons of encouragement for using LinkedIn and Facebook were provided to survey respondents to select most appropriate cause. In the opinion of a majority of recruiters (32.9%), they use both platforms because of a large number of applicants on them. Other responses are mixed. Many employers (15.2%) also use these platforms because of low cost while12.7% use them because these platforms help in selection process.

Job seekers' perspective is also somehow similar to recruiters. They believe that there is a large number of candidates ~~are~~ available on LinkedIn and Facebook. According to 21.1% job seekers, they use these platforms because of ease of use while others (11.7%) consider that it is easy for them to explore information about employers and also they receive a considerable help from these platforms in processing their applications for job. Very few job seekers marked timeliness, trends and features & cost as core encouraging causes for using LinkedIn and Facebook.

A clear difference found between the perceptions of employers and job seekers in terms of cost. For employers, cost is important as compared to job seekers.

### 4.3 Online Profile Check

It was also found that most of the recruiters (39.2%) officially review the profiles of employees if they provide them such details. Almost 35.4% recruiters said that they always check the profiles of their employees. These results are greatly consistent with the literature findings that employers perform background checks to explore information about his/her general and specific views, awareness of current affairs and cultural compatibility.

A majority of respondents (46.8%) use Facebook followed by 39.2% LinkedIn and 12.7% Twitter to perform background checks. This shows that many employers check candidate profiles particularly on Facebook during the assessment of their application for final recruitment decision

### 4.4 Social media In a Nutshell

Two different questions were asked from recruiters and job seekers to analyse the image and role of social media. For example, recruiters were asked about whether they have any formal policy of recruiting people through social media. Interestingly, most of them (62%) said that they do have formal policy of recruiting through social media while others (38%) marked 'no' which shows they do not officially use social media for hiring purpose.

In the reply of whether social media helped them to secure job in the past, most of them (63%) said 'no' while a healthy percentage of people 37% said that they secured job through social media. In fact, there are many traditional sources from where candidates are hired. They include newspaper ads, recruitment sites and company's own websites. The reason that most of the candidates marked 'no' is because they were hired through different sources but not through SNSs.

### 4.5 Benefits of Facebook for recruitment

As show in table 1, in the opinion of most of the employers, the major benefit of Facebook is the presence of more users on this platform followed by increased visibility. These factors are ranked as top two factors with 5.23 and 4.59 average ratings respectively. Similarly, word of mouth and background checks for candidates are ranked at 3rd and 4th places with 3.8 and 2.96 average ratings. In this survey, the employers believe that getting in touch with the employees and new apps for showcasing resumes are the least benefits of using Facebook for recruitment purpose.

| Facebook advantages | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) | | | |
| More users on Facebook | 1 | 3 | 6 | 6 | 14 | 49 | 79 | 5.23 | 1 |
| Increase visibility | 1 | 3 | 1 | 29 | 33 | 12 | 79 | 4.59 | 2 |
| Word of mouth | 3 | 11 | 18 | 23 | 15 | 9 | 79 | 3.80 | 3 |
| Background checks for candidates | 12 | 19 | 24 | 12 | 8 | 4 | 79 | 2.96 | 4 |
| Getting in touch with employees | 33 | 13 | 20 | 4 | 5 | 4 | 79 | 2.33 | 5 |
| New apps for showcasing resumes | 29 | 30 | 10 | 5 | 4 | 1 | 79 | 2.09 | 6 |

**Table 1: Facebook advantages (Employer perspective)**

Similar question with little changes was asked from job seekers. Their responses are loaded and ranked in table 2.

| Facebook advantages | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) | | | |
| More employers on Facebook | 2 | 5 | 10 | 10 | 23 | 78 | 128 | 5.20 | 1 |
| New apps for showcasing resumes | 2 | 5 | 2 | 47 | 53 | 19 | 128 | 4.57 | 2 |
| Word of mouth | 5 | 18 | 29 | 37 | 24 | 15 | 128 | 3.80 | 3 |
| Background checks for company | 19 | 31 | 39 | 19 | 13 | 7 | 128 | 2.98 | 4 |
| Getting in touch with employers | 53 | 21 | 32 | 6 | 9 | 7 | 128 | 2.36 | 5 |
| Contribution through social events | 47 | 48 | 16 | 9 | 6 | 2 | 128 | 2.10 | 6 |

**Table 2: Facebook advantages (job Seeker perspective)**

In the opinion of a majority of job seekers, they use Facebook because of the presence of most employers have their company profiles on it. Another foremost reason of using it is the new apps for showcasing resumes. They rate these two factors as top factors with 5.2 and 4.57 average ratings. In addition, word of mouth (3.8 A.R.)

and background checks (2.98 A.R.) for company are the third and fourth advantages of Facebook as per job seeker perspective. They think that getting in touch with employers and contribution through social events are the least benefits of Facebook. These results are shown in table 2.

*4.6 Benefits of LinkedIn for recruitment*
Same question was asked from both types of respondents about the benefits of LinkedIn in. Their responses are loaded and ranked in table 3.

| LinkedIn advantages | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** | **(6)** | | | |
| Professional networking site | 5 | 6 | 9 | 8 | 14 | 37 | **79** | **4.66** | **1** |
| Most used by recruiters | 5 | 7 | 5 | 24 | 26 | 12 | **79** | **4.20** | **2** |
| Showcasing resumes | 7 | 12 | 16 | 20 | 14 | 10 | **79** | **3.66** | **3** |
| Follow companies & groups | 12 | 17 | 20 | 12 | 10 | 8 | **79** | **3.19** | **4** |
| Showcase knowledge | 26 | 13 | 18 | 7 | 8 | 7 | **79** | **2.73** | **5** |
| Protecting image | 24 | 24 | 11 | 8 | 7 | 5 | **79** | **2.56** | **6** |

**Table 3: LinkedIn advantages (Employer perspective)**

According to employers, the two prominent advantages of LinkedIn are: professional networking site and most used by the recruiters with 4.66 and 4.20 average ratings. In addition, 'showcasing resumes' and 'follows companies and groups' are other benefits of LinkedIn with 3.66 and 3.19 ratings respectively. Finally, employers consider 'showcasing knowledge' and 'protecting image' as least advantages.

Similar question with slight variations was asked from the job seekers and their responses are recorded and ranked in table 4.

| LinkedIn advantages | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** | **(6)** | | | |
| Professional networking site | 8 | 10 | 13 | 14 | 22 | 61 | **128** | **4.68** | **1** |
| Most used by recruiters | 8 | 10 | 8 | 39 | 43 | 20 | **128** | **4.24** | **2** |
| Increase visibility | 10 | 19 | 27 | 32 | 23 | 17 | **128** | **3.70** | **3** |
| Showcasing resumes | 20 | 28 | 33 | 20 | 16 | 11 | **128** | **3.13** | **4** |
| Follow companies & groups | 43 | 21 | 29 | 11 | 13 | 11 | **128** | **2.71** | **5** |
| Showcase knowledge | 39 | 40 | 18 | 12 | 11 | 8 | **128** | **2.53** | **6** |

**Table 4: LinkedIn advantages (Job seeker perspective)**

As shown in table 4 that in the view of job seekers, LinkedIn's leading advantages are its professionalism and usage of a majority of recruiters with associated 4.68 and 4.24 average ratings. Similarly, they rated 'increase visibility' and 'showcasing resumes' at the third and fourth places with average rating scores of 3.70 and 3.13. Finally, they think that 'follow companies and group' and 'showcasing knowledge' are the slightest merits of LinkedIn.

*4.7 Drawbacks of LinkedIn & Facebook for recruitment*
As shown in table 5 that in the opinion of employers, high volume of applications and additional time investments are the primary disadvantages which carry 4.19 and 3.28 average ratings. They also believe that data protection act and technological issues hinder the use of LinkedIn and Facebook to some extent. Therefore they ranked them at 3rd and 4th positions with 2.75 and 2.44 average ratings.

| Drawbacks | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | **(1)** | **(2)** | **(3)** | **(4)** | **(5)** | **(6)** | | | |
| High volume of responses | 7 | 9 | 3 | 3 | 57 | 7 | **79** | **4.19** | **1** |
| Additional time investment | 15 | 3 | 10 | 47 | 4 | 15 | **79** | **3.28** | **2** |
| Data protection act | 13 | 19 | 31 | 7 | 9 | 13 | **79** | **2.75** | **3** |
| Technology issue | 29 | 7 | 26 | 13 | 4 | 29 | **79** | **2.44** | **4** |
| Additional care | 15 | 41 | 9 | 9 | 5 | 15 | **79** | **2.34** | **5** |

**Table 5: Disadvantages of LinkedIn & Facebook (Employer perspective)**

The perspective of job seekers is shown in table 6 where it is mentioned that too much time investment

is also a key negative concern for job seekers followed by personal information checks by the employers. They ranked these factors as top two factors with 4.37 and 3.31 average ratings. Similarly, technological issues and inadequate evaluation of skills are other factors with 2.72 and 2.37 ratings. Job seekers perceive that LinkedIn and Facebook always work in terms of recruitment and selection and this is why they rated 'won't always work' at least disadvantage.

| Drawbacks | Scale | | | | | | Total | A.R. | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) | | | |
| Too much time investment | 10 | 12 | 1 | 3 | 102 | 10 | 128 | 4.37 | 1 |
| Personal information checks | 24 | 3 | 14 | 83 | 4 | 24 | 128 | 3.31 | 2 |
| Technology issues | 20 | 31 | 55 | 9 | 13 | 20 | 128 | 2.72 | 3 |
| Inadequate evaluation of skills | 50 | 9 | 45 | 20 | 4 | 50 | 128 | 2.37 | 4 |
| Won't always work | 24 | 73 | 13 | 13 | 5 | 24 | 128 | 2.23 | 5 |

**Table 6: Disadvantages of LinkedIn & Facebook (Job Seeker perspective)**

*4.8 Future use of social media for recruitment*
In response of future use of social media for recruitment purpose, 50.6% employers said that they will use LinkedIn and Facebook with increased rate whereas according to 41.8%, they will use them as the same amount of they are currently using. Only 7.6% said that they will less use these platforms. On the other hand, job seeker perspective is also similar. Most of them (56.3%) believe that they will definitely use more social media for seeking jobs while 42.2% think that they will continue searching jobs on these platforms. Very few numbers of respondents (1.6%) are discouraged and said they will less use them in future.

**5. Conclusion**
Facebook is mainly a general social networking site which was developed for communicating with friends and family and social communities rather than for business use. This is a core reason that most of the employers and candidates are unwilling to connect with each other using Facebook. So if a recruiter looks for qualified niche employees, he may find difficulties of finding them on Facebook. But on the other hand, Facebook is mostly used by employers for background checks of employees in order to evaluate their analytical skills regarding culture, current affairs, and surroundings. The perceived common advantages of Facebook in the opinion of both employers and job seekers are: more users/employers on Facebook, increase visibility, word of mouth, and background checks for candidates & employers.

LinkedIn as compared to Facebook is most preferred professional SNS for recruitment. It is a network of professionals where they share data/information and knowledge while communicating with each other. In this way, they become visible to employers. Although, it is a time consuming process but it is the best network for building relationships with professionals and recruiters. The key common benefits of LinkedIn in the opinion of both employers and job seekers are: professional networking site, most used by recruiters, increased visibility, and showcasing resumes. Basically, at the moment LinkedIn is not at the stage where it can be used for international recruitment but it is extremely useful for local recruitments and establishing long-term relationships with prospective employers.

During the survey study, it is found that a majority of employers today prefer to hire people through SNSs and for this they have adopted an official recruitment policy. In this regard, cost is one of the major reasons among several other key reasons of adopting it as a formal policy. The other major concerns for using Facebook and LinkedIn for recruitment are time investment, privacy and legal issues, technological innovation for non-IT people, too impersonal, and inadequate evaluation of online skills of applicants. Too much time spend on updating and organising profiles LinkedIn and Facebook is the major common concern for both recruiters and job seekers. Furthermore, meeting legal constraints and ethical laws are also difficult to meet. However, these drawbacks have less weight against the advantages of these platforms in recruitment context.

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