



# The hidden problem of Facebook and social media at work: What if employees start searching for other jobs?

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## KEYWORDS

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**Abstract** Companies are increasingly encouraging employees to use Facebook and other social media to interact with coworkers in order to empower collaboration and knowledge sharing. Yet, there is a hidden problem that has been neglected by managers. The more employees interact with coworkers through social media to facilitate their work in the organization, the more likely they are to learn about and become interested in other companies via social media, form new work connections outside the organization, and engage in job search behaviors. The use of social media to facilitate work and benefit organizations could paradoxically risk fostering withdrawal intentions and turnover, which damage organizations. This article provides evidence of this paradox from an empirical study. After having identified the problem, the article proposes both the solutions to avoid and the solutions to adopt, illustrating best practices from successful companies, comparing their benefits and costs, and indicating the situations in which each solution is best implemented. To conclude, I offer 10 recommendations to turn the problem into an opportunity and use social media as an innovative recruitment tool.

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## 1. Facebook and other social media at work: The current direction of organizations

In October 2016, Facebook launched one of its major innovations: Facebook at Work. Facebook

at Work offers a new platform to facilitate communication and collaboration among employees in the organization. Instead of using long and inefficient chains of emails, employees can efficiently communicate through the website, exchange messages and files, and engage in video conferences and meetings. The interface is similar to that of the traditional website, leveraging the familiarity of employees with Facebook. The service offers a vast array of functionalities that outcompete traditional

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intranet services, and hundreds of companies have already been successfully using its test version.

The idea of Facebook at Work was developed based on a very recent organizational trend, which is distinct from the traditional marketing approach to social media. Organizations have originally considered social media to be beneficial in promoting brands, reaching out to new customers, acquiring information about purchasing behaviors, and building a reputation of trustworthiness, with overall positive effects on financial performance (Berthon, Pitt, Plangger, & Shapiro, 2012; Paniagua & Sapena, 2014). Companies advertise their products through sponsored posts on Facebook, get free brand exposure and awareness through their corporate pages, can stimulate active dialogue with customers, and can observe their social media behaviors to inform their market research at minimal cost (Hanna, Rohm, & Crittenden, 2011; Kohli, Suri, & Kapoor, 2015).

However, organizations have recently started considering the benefits of social media not only for customers but also for their workers. O'Connor, Schmidt, and Drouin (2016) found that 86% of employees have coworker friends on social media, that 77% of them use social media while working, and that in 44% of cases they talk about their jobs. Tiago and Veríssimo (2014) found in their study that 82% of employees believe that a digital presence in social media promotes internal and external relationships, and 60% believe social media usage supports their decision-making processes. In its social media policy, Cisco recognizes the value of social media as a collaboration tool among coworkers and as an opportunity to better listen to employees. Ford acknowledges the importance of employees sharing information through social media. IBM promotes the social media activity of its employees, recognizing how it can help improve IBM products, diffuse knowledge, and create value.

Current arguments suggest that social media can be beneficial to facilitate the work of employees. Social media offers the opportunity to reinforce networks among employees in the organization, the possibility to build friendships, to share information necessary to execute task activities, to gain access to resources, and to get support or advice (Liu, Brass, Lu, & Chen, 2015). McKinsey forecasts that social media and social technologies could increase work productivity of employees by 20%–25% because they augment the speed of communication, the scale of communication, and the engagement in collaborative behaviors while cutting down communication costs and inefficiencies (Chui et al., 2012).

Following these premises, the recommendation would be to encourage the use of Facebook and social media to facilitate work. Indeed, employees must be sensitized toward the nondisclosure of private information and the risk of reputational damage (O'Connor et al., 2016). Furthermore, there is the necessity to avoid the abuse of social media at work, which may distract employees (Rosen & Samuel, 2015). The ideal recommendation would be to develop social media policies that minimize the risks of reputational damage or the leaking of sensitive information and inhibit the abuse of social media, but which overall encourage employees' social media use under the perception that it can benefit their work.

## 2. An unexplored problem: Risk of employee flight

Yet, there is a hidden problem that organizations may have overlooked and could require adjusting our recommendations for businesses. The use of social media to facilitate work may not only enrich the relationships an employee develops inside the organization but also the relationships that an employee develops outside of the organization, eventually increasing the risk that employees will engage in job search behaviors and develop new work connections to find an alternative occupation. There is a fundamental trade-off that creates a dilemma for organizations. Strong social media interactions to facilitate work mean creating more opportunities to acquire resources and perform better. However, strong social media interactions to facilitate work also mean creating more opportunities to find alternative jobs and to either leave the organization or increase the negotiating power vis-à-vis the organization.

Companies are beginning realizing that social media can show the attractiveness of the company to job candidates and be used to recruit new hires, especially when it comes to millennials (Cho, Park, & Ordonez, 2013). Consulting companies like Deloitte have developed attractive Facebook pages that publish content that is interesting to potential hires, such as successful career tips, and offer an opportunity to directly contact HR and send job applications. A recent survey of 800 employers found that 94% of them were using or planning to use social media for recruiting purposes, 78% of them already hired employees through social media, and 42% viewed and considered content in a candidate's social media profile during the hiring process (Jobvite, 2013).

Social media could activate job search intentions or behaviors in employees and make them the target of recruitment campaigns. Although job search behaviors are primarily determined by one's dissatisfaction with one's job (Bretz, Boudreau, & Judge, 1994), employees are also incentivized by the cost to search for jobs, access to job opportunities, and by the perception of available employment in other organizations (Direnzo & Greenhaus, 2011). Social media lowers these costs and increases the opportunities to search for new jobs and to augment employability. Employees can be easily attracted by other companies that use social media for recruitment; quickly develop ties with employees in other companies through interest groups, blogs, or communities of interest; have easier access to HR professionals working for other companies; and, therefore, increase their employability in other organizations, which could spur job search behaviors and intentions.

### 2.1. Motivation behind social media use

However, not all employees will be equally inclined to use social media to search for new jobs. The most important issue to understand when determining whether employees will be attracted by other organizations or not through social media is the work-life boundary associated with the use of social media (Sánchez Abril, Levin, & Del Riego, 2012). Some individuals see social media as a private tool to be used for leisure and do not want it to interfere with their jobs, while other individuals use social media as a tool to enable job activities and facilitate work interactions (McDonald & Thompson, 2016). The different behaviors of these two types of individuals could explain the potential to be attracted by other organizations and to activate job search behaviors.

Employees who use Facebook and other social media in the organization to facilitate their work are more likely to become exposed to the opportunities that social media offers to create new work connections and to search for jobs. This can lead to multiple outcomes. First, employees who use social media for work may be exposed to career opportunities from their contacts or from their contacts' networks. If individuals use social media for leisure, however, their contacts are likely to be personal friends. The contents shared will pertain to emotions, stories, or ludic interests. If people use social media for work, their contacts are likely to be coworkers. The contents shared will pertain to work activities, job advice, and career opportunities. Employees can leverage their coworkers' social networks to build professional ties outside of the

organization and gain exposure to job opportunities. Social media can help an employee connect with his or her coworkers' social networks, expanding professional ties and opportunities. In addition, personal friendship networks tend to cluster in closed groups with limited reach, while professional networks tend to be more open, sparser, and allow for greater awareness of and access to job opportunities (Granovetter, 1995).

Second, employees who use social media to facilitate their work may be the target of recruitment campaigns. Since browsing activity, social media behavior, profile information, type of contacts, and content of postings are the basis for targeted campaigns, individuals who use social media for leisure will mostly receive sponsored posts that pertain to gaming, travel, or entertainment. In contrast, if people use social media for work, they could be targeted for posts on job opportunities and careers. For example, BCG Careers invests in analyzing individuals' browsing behavior and social media use to target potential recruits.

Third, employees who use social media to facilitate their work may join groups of interest and communities, which give them opportunities to build work connections or career opportunities. Individuals who use social media for leisure will join groups with their close friends or groups developed for extracurricular purposes. Individuals who use social media for professional development may be attracted by groups and communities of professionals doing the same job, which exposes them to career options outside of the organization. Searching for hashtags related to their job activities can also expose them to similar jobs at other companies.

Fourth, employees who use social media for work or leisure have different public or private preferences for social media access. Individuals can regulate the privacy settings and web search indexing of their online published content. For example, Facebook content could be visible to friends only and not indexed in web searches or be available to the public. The more people use social media for leisure, the more they prefer keeping high privacy (McDonald & Thompson, 2016). Individuals who use social media for work may be less motivated to keep their contents private since they are already visible to coworkers and supervisors. Making social media content public is an easier way to be reached by new work contacts or HR professionals who acquire information from social profiles to contact and recruit new hires. Furthermore, people who use social media for work in their organization may develop more professionally oriented social media profiles with information about employment history—making them appealing to HR recruiters.

Fifth, employees who use social media to facilitate their work are more likely to accept requests to connect from unknown professionals or HR recruiters in social media. Recruiters may add potential candidates or current applicants as social media contacts to start developing relationships or vetting résumé information. People who use Facebook only to relate to close friends and to share personal content may not accept requests from unknown individuals. People who already use Facebook to work may be more inclined to respond positively to requests from unknown professionals or recruiters, even if there is no pre-existing personal tie.

If the use of social media to facilitate work in the organization is related to the use of social media to develop ties outside of the organization and search for new jobs, there could be a problem. The current recommendation for companies is to promote the use of social media to facilitate work. Yet, promoting the use of social media to facilitate work could also build a bridge between the employees and recruiting organizations, potentially activating withdrawal intentions and increasing turnover risks. If organizations encourage the use of social media for work, as per the current trend, they could incur the risk of stimulating the use of social media to find new jobs. There is a need to shed light on this problem and to solve it.

### 3. Evidence of the problem: An empirical study

In order to provide evidence of this problem, an empirical study was conducted with data collected from a sample of 277 employees of a Canadian healthcare institution that provides specialized surgery services. The organization is responsible for the patient care and the management of several facilities across Canada. The organization has a variety of different job roles and functional specializations, such as marketing, sales, IT, human resource management, finance, and accounting. The respondents were asked several questions about their social media use and behaviors inside and outside of the organization.

Table 1 provides some descriptions of Facebook and social media use in the organization. The respondents were asked to report whether they use Facebook or social media exclusively for leisure or if they also use them to facilitate, to some extent, their work in the organization. Indeed, no employee is expected to use social media only for work, so the question captured the extent to which people include work exchanges in their social media interactions. Sixty-eight percent of Facebook users declared that they use it exclusively for leisure,

**Table 1. The problem: The pitfalls of using Facebook and social media to facilitate work**

<b>FACEBOOK</b>	Facebook for Leisure	Facebook for Work	Difference	Significance
Facebook users	68%	32%	-53%	
Facebook users over total sample	52%	24%	-53%	
Interest in other organizations on social media	58%	87%	+50%	★★
Facebook to find out about organizations	47%	81%	+72%	★★★
Facebook to make new work connections	39%	77%	+97%	★★★
Facebook to search for a new job	29%	48%	+66%	★★★
<b>SOCIAL MEDIA</b>	Social media for Leisure	Social media for Work	Difference	Significance
Social media users	55%	45%	-18%	
Social media users over total sample	52%	43%	-18%	
Interest in other organizations on social media	60%	76%	+27%	★★★
Social media to find out about organizations	43%	64%	+49%	★★★
Social media to make new work connections	36%	69%	+92%	★★★
Social media to search for a new job	25%	47%	+88%	★★★

★ =  $p < 0.05$  Low Statistical Significance

★★ =  $p < 0.01$  Medium Statistical Significance

★★★ =  $p < 0.001$  High Statistical Significance

while 32% claimed to use Facebook to facilitate work in their organization. Since 86% of the sample reported using Facebook, 52% of total respondents use Facebook only for leisure and 23% use Facebook for work. Fifty-five percent of social media users reported exclusive leisure purposes, while 45% acknowledged use of social media to facilitate work. Since 95% of respondents use at least one social media platform, 52% of the total sample use social media only for leisure and 43% for work.

Table 1 also provides evidence of the anticipated problem of Facebook and social media use. We can see that employees who use Facebook to facilitate work in the organization have a 50% higher interest in other organizations on social media. A surprising 87% of respondents find interest in other organizations. When it comes to social media to facilitate work, the difference is less pronounced, with 27% higher interest. Employees who use Facebook to facilitate work are 72% more likely to use Facebook to find out about other organizations, and 81% of employees using Facebook to facilitate work use it to find out about other organizations. Even in this case, the difference is less pronounced but still very significant if we consider social media, with a 49% difference in favor of individuals who use social media to facilitate their work.

The data on new work connections and job searches are significant as well. Employees using Facebook to facilitate their work are nearly twice as likely to make new work connections through Facebook as employees using Facebook for leisure. A similar proportion replicates when we consider social media in general. Last, employees using Facebook to facilitate work are 66% more likely to use Facebook to search for a new job than employees using Facebook for leisure. Employees using social media to facilitate work are 88% more likely to search for new jobs through social media than those employees who use social media for leisure.

In order to gauge the meaning of these differences, I studied the significance of the partial correlation between the variables. There is a risk that the correlation between social media to facilitate work and its consequences may be explained by common causes. For example, young employees could use social media both to facilitate their work and to search for jobs, but it may not be social media use itself that drives job searches. For this reason, we ran partial correlations that remove the effect of age, gender, education, tenure in the organization, and tenure in the unit and allow for better isolation of the effects of social media use. The significance levels are the same as those of multiple regression tests. The findings show a significant relationship between

the variables, supporting the argument that employees who use Facebook and social media to facilitate their work find interest in other organizations on social media and are keen to use them to find out about other organizations, build new connections, and search for jobs.

## 4. Solutions to the problem

### 4.1. The wrong solutions: Avoid the trap

Once the problem has been illustrated, the next step is to find solutions. It is vital that organizations avoid falling into the alluring trap of constraining, controlling, or sanctioning the social media behaviors of employees. A first inadequate solution is to forbid the use of social media among employees. Concerned about possible harmful consequences, several organizations restrict employees' use of social media (Coker, 2013). This approach can be unwise because, as mentioned, social media can facilitate work. Any constraining action on social media behavior will be perceived negatively by employees and will create tensions with management (Schoneboom, 2010).

A second inadequate solution is to monitor and control social media use by employees. Several organizations supervise work interactions through social media to alter employee exchanges, but the responses from employees are often negative as they perceive the company to be interfering with their freedom of expression through social media (Pedersen, Burnett, Smith, & Grinnall, 2014).

A third inadequate solution is to sanction employees, even terminating work relationships, if their social media behavior is not appropriate. Terminating relationships could be adequate in cases of severe disclosure of sensitive information but should not be implemented for any other reason. Organizations often inappropriately use sanctions for social media behaviors with negative reactions from employees (Valentine, Fleischmann, Sprague, & Godkin, 2010). Interventions to regulate social media use recently encountered strong opposition from the U.S. National Labor Relations Board (Schmidt & O'Connor, 2015).

### 4.2. The right solutions: Seven recommendations

The right approach is to invest in specific ways to encourage social media for work purposes in such a way that benefits both the organization and employees. If employees use social media to facilitate

**Table 2. The solutions: Seven recommendations to solve the problem**

Recommendations	Benefits	Costs	When is it best to implement?
1. Introduce a proactive social media policy	Increases satisfaction, engagement, collaboration, and attachment to the organization but benefits manifest in the longer term	Drafting clear content in social media policies; investment in social media capabilities, website design, blogging	It can be effectively implemented in multiple organizations. Returns are highest when organizations rely on highly collaborative behavior and interactions among employees
2. Develop a social media corporate staff	Enhances benefits of social media policy, satisfaction, engagement, and collaboration	High personnel cost for hiring and training new human resources	It is less warranted for small and medium-sized organizations, and it is more beneficial to larger organizations, which can spread costs and have rich interactions between corporate staff and units
3. Conduct social media training	Increases satisfaction, engagement, collaboration, and attachment to the organization but benefits manifest in the medium term	Investment in training needs, training personnel, training resources and in monitoring training effectiveness	When employees have positive attitudes toward training and are not already overwhelmed by the training curriculum. When social media skills learned through training can be effectively applied on the job
4. Organize social media groups	Reinforce social bonds and embeddedness in the organization, decrease attraction to external websites	Investment in developing, maintaining, and updating groups; investment in the control of shared contents	It can be advised as organizations grow in size to maintain rich social networks among employees and a culture of closeness. It is risky when employees have access to sensitive information unless contents shared are effectively monitored
5. Reward with social media compensation	Encourages positive social media behaviors in the short term	Compensation costs and HR workload for increased performance appraisal efforts	It can be advised in organizations in which social media behaviors are important determinants of performance and when the effectiveness of social media behaviors can be measured
6. Promote internal job opportunities	Reduces attraction to external opportunities, reduces vacancy time, improves effectiveness of job rotation	Investment in leveraging social media to post current opportunities	When organizations have ample internal job opportunities or when they practice job rotation. It must be avoided when organizations have few internal job opportunities
7. Create professional resources	Decreases attraction to external websites but does significantly affect organizational attachment	Investment in social media capabilities, website design, blogging	In organizations and with professionals and high-skilled labor that value professional development and literacy about management skills and careers

work on their own, without support from the organization, the likelihood of focusing on outside relationships and job searches is higher. However, if the organization takes an active and supportive stance to help employees use social media for work, the likelihood of job searches decreases. A supportive environment that provides resources leads to lower withdrawal behaviors than a controlling and punishing environment that prevents or represses withdrawal intentions (Heavey, Holwerda,

& Hausknecht, 2013). Enabling effective work collaboration produces affective responses in employees, who develop positive attitudes toward and become more embedded in the organization (Totterdell, Wall, Holman, Diamond, & Epitropaki, 2004). If companies leverage social media appropriately, they can increase attachment to the organization, decrease withdrawal intentions, and neutralize the attractiveness of external employment options. If employees receive support, they

increase their satisfaction with the organization and their attachment to it (Shore & Wayne, 1993). Employees are likely to respond to support with loyalty and would perceive a sense of betrayal if they use the resources received against the organization that provided them (Coyle-Shapiro & Conway, 2005). If the organization uses social media to support and benefit employees, they could be less likely to use the same resources received to quit the organization. Furthermore, if organizations provide through social media all resources that employees seek, they would not need to search for external sources. The internal organizational environment will be able to satisfy their needs, thereby decreasing any motivation for external search and behavior. Table 2 summarizes seven recommendations that companies can leverage.

#### 4.2.1. Introduce a proactive social media policy

IBM has a social media policy that strongly encourages employees to use social media as a learning tool and as an opportunity to improve performance and to empower learning. IBM asks employees to specify that the opinions published are their own and not the company's, but it allows ample discretion on the publication of content. IBM supports open dialogue among employees and fosters the exchange of ideas through social media. IBM recognizes that social media offers the opportunity for employees to create business value. It uses its social media policy not simply to identify appropriate behaviors but to promote an organizational culture of openness and collaboration. This solution is advantageous because if the initiatives of the employer are to be credited for making employees realize the benefits of social media, employees could develop more engagement, satisfaction, and attachment to the organization. These benefits could reduce withdrawal intentions and behaviors, thereby rendering the external opportunities of social media less attractive. The disadvantage is that, if not executed properly, the company could risk not gaining engagement and attachment advantages while inadvertently exposing employees to the external opportunities of social media.

#### 4.2.2. Develop a social media corporate staff

Developing a formalized social media policy document cannot be enough if the organization does not appoint a formal unit that is responsible for facilitating its implementation and monitoring its effective use by employees. Intel developed a Social Media Center of Excellence, which is a cross-functional staff unit that is responsible for implementing the social media policy, responding

to employee inquiries, and sponsoring employee collaboration and communication with each other through social media. The solution of a social media staff is advantageous because it can increase the effectiveness of the social media policy and empower support, helping employees realize that there are resources dedicated to hearing their opinions and advising them on the appropriate courses of action. A social media staff also allows for the collection of feedback from employees in order to help the organization understand withdrawal intentions in advance, identifying employees with higher risk of turnover to take actions to prevent it. However, a disadvantage is that, since the social media staff is responsible for monitoring the implementation of the social media policy, it could be perceived as exercising control over employees. Employees may accept some supervision of their social media behaviors to ensure that they are responding to expectations, but the company has to be cautious not to be perceived as constraining employees (Pedersen et al., 2014).

#### 4.2.3. Conduct social media training

Sprint has made social media training a fundamental component of its training curriculum for employees. The training allows employees to understand the benefits and risks of social media and to gain knowledge of their different features and opportunities. The training is focused on making employees understand how the effective use of social media can lead to increased performance. The solution of training on social media is advantageous because it expands the possibilities of effective collaboration among coworkers and interactions with stakeholders. It can be used as a way to attract new employees. It can foster employee performance and satisfaction. By channeling the attention of employees toward beneficial interactions with coworkers and stakeholders, training can make positive behaviors salient in the minds of employees while discounting the importance of social media behaviors that could be deleterious for the firm. However, the disadvantage is that social media training could be costly and perceived as relevant only by some employees. Employees who are not interested in social media may find the training unnecessary.

#### 4.2.4. Organize social media groups

McKinsey manages social media groups for current employees, former employees, and potential candidates. The Real Life at McKinsey Facebook page offers an opportunity for consultants to exchange information with each other, to view videos, to get involved in what the company is doing, and to find connections with other corporate pages of the

company—for example, its Knowledge Centers social media pages. The solution of social media groups is advantageous because they empower the formation of social bonds inside the organization and increase perceived organizational support, decreasing the risk of withdrawal intentions. If organizations provide ample opportunities to satisfy professional and social needs inside the firm's boundaries, employees will have less incentive to use resources outside the organization and to join external groups. If social media groups are closed, there is limited risk for the organization. However, if social media groups are open, there is a significant risk of information leak. Furthermore, employees from other companies and even recruiters could develop ties with current employees in order to offer prospective jobs at other companies.

#### 4.2.5. Reward with social media compensation

Google gives a bonus of up to 25% of the employee's salary for contributions to the social media strategy of the company. Employees receive a bonus if they demonstrate that they use social media to empower collaboration, to collect feedback and information on how to improve products, to spread word about Google innovations through an employee's social network, and to advance the company's goals through social media. This solution is advantageous because instead of penalizing employees for inappropriate use of social media, companies can reward their beneficial use. The reinforcement of positive behaviors instead of punishment for negative ones will be significantly beneficial in terms of commitment and engagement, with lower withdrawal intentions. Behaviors can also be efficiently changed in the short run. Yet, there are some disadvantages to consider as well. Besides the cost of social media compensation, assessing the effectiveness of performance related to social media behaviors could be difficult and possibly unreliable, leading to the distorted allocation of bonuses that may lead to perceptions of injustice among employees.

#### 4.2.6. Promote internal job opportunities

Social media could be used to promote and diffuse internal job opportunities in the organization. Employees may often be unaware of internal job opportunities, and through corporate social media pages, they could be notified about new opportunities inside the company. [Jobvite \(2013\)](#) found that 48% of employers plan to post job opportunities on Facebook. This solution is advantageous because the more social media are used as a resource to find job opportunities inside the company, the lower the risk that employees who are dissatisfied with

their current jobs rely on external resources for their job searches. The organization could also use social media to identify employees who are potentially dissatisfied with their jobs and have a higher risk of turnover. However, there are disadvantages as well. This solution is only effective to the extent that the company is in a condition to offer good internal job opportunities or job rotation. Otherwise, the use of social media could risk communicating that the organization cannot offer internal opportunities for mobility.

#### 4.2.7. Create professional resources

The way in which organizations like Deloitte attract new recruits is by creating and posting on their social media accounts interesting content on topics of professional development and career advice. Employees navigating online could be attracted by this type content and start developing an interest in the opportunities of other organizations. If a company already offers ample and easily accessible professional resources, it could reduce the need to search online for these resources and possibly get attracted by competitors. Companies should study which resources competitors utilize to attract candidates through social media and provide these resources directly to their employees. The solution to providing professional resources directly to employees is advantageous because it could satisfy the needs employees have and reduce the need to search for online content on external sources, decreasing the possibility that employees will be attracted to other companies. However, there are some disadvantages because, for some employees, providing professional resources may actually activate the need to learn more and stimulate their interests in online job searches through other sources.

### 5. Turn the problem into an opportunity: How to attract new hires through social media

Companies could turn the problem into an opportunity and use social media for recruitment purposes. This approach may offer an alternative solution to the problem anticipated before because it buffers the harmful effects of turnover. Furthermore, expanding the recruitment capacity through social media could make employees perceive the value of remaining in the organization and make them less attracted to other companies. Here are 10 recommendations that the company could leverage (their implications are summarized in [Table 3](#)).

**Table 3. Turn the problem into an opportunity: Ten recommendations for effective social media recruiting**

Recommendations	Benefits	Costs	When is it best to implement?
1. Publish company, industry, and professional content	Larger candidate pipeline; candidate fit with industry; corporate brand visibility	Hire social media specialist; investment in social media capabilities, website design, blogging	For professional industries and job positions in which candidates are interested in industry trends. When companies are already popular or innovative. For entry-level positions and to attract millennials and young hires that tend to search for information about career and professional development
2. Social media referrals	Larger candidate pipeline; higher reliability of candidate information	Referral compensation for employees	When a large portion of current employees use social media. For harder-to-fill and skilled job positions in which referral compensation is normally accepted
3. Tagging employees	Larger candidate pipeline; corporate brand visibility	No significant costs	When the organization has a large volume of employees. When the organization offers perks and initiatives worthy to be showcased
4. Sponsored recruitment campaign	Larger candidate pipeline; higher quality of candidates	Advertising costs on social media	When the volume of positions is large enough to justify the costs of reaching out to a larger audience, or when the job requirements are specific and easily identifiable through online profiles, to make targeted campaigns and reduce costs
5. Job opening visibility	Larger candidate pipeline; lower time to hire; lower vacancy rate	No significant costs	Effective in most circumstances. Particularly effective if social media pages already have high traffic
6. Internet chat rooms	Lower time to hire; prescreening of candidates; candidate vetting	Dedicated HR personnel	For job positions in which the requirements are difficult to communicate via job descriptions. For jobs that do not have too many applicants—would make rooms unmanageable
7. Publish employee content	Better fit of candidates with job and organization; higher job acceptance rate	Hire social media specialist; higher workload for employees	For task-enriched job positions, organizations with unique and strong corporate culture, and strong social bonds that benefit from being showcased to potential recruits
8. Recruitment events	Larger candidate pipeline	Cost of recruitment events, planning, and organization	When recruitment events can be attached to professional or national event, candidates would attend anyway. Whenever event can be organized in proximity with low participation costs
9. Social media groups	Larger candidate pipeline; feedback information on company's attractiveness	Hire social media specialist; cost of recruitment events	For jobs in which individuals have underlying common interests and motivations to share online opinions (e.g., video gaming, software development). For millennials who are more open to social groups
10. Social profile analysis	Candidate vetting; lower time to hire; higher job acceptance rate	Larger workload for HR team	When job requirements can be assessed from online profiles. When hard skills, certificates, education, and awards are more important for the job position

1. *Publish company, industry, and professional content.* Publish industry and company news in the company's social media pages. Publish career, CV, or interview tips and professional advice. Following Deloitte's approach, the company's social media could attract candidates who are interested in getting professional advice. Use popular hashtags to get noticed by candidates.
2. *Social media referrals.* Incentivize current employees to share the social media content of the company with their friends, to encourage them to apply, and to provide referrals. Consider offering referral compensation.
3. *Tagging employees.* Tag employees in photos, videos, posts of company events, social gatherings, and initiatives to reach the employees' social networks. It will show to potential hires in the employees' social network interesting, entertaining, and socially rich aspects of working for the company.
4. *Sponsored recruitment campaign.* Invest resources to appear as sponsored pages on Facebook or other social media in order to become visible to potential candidates. For example, McKinsey sponsors its corporate Facebook page and targets individuals with specific browsing histories and experience.
5. *Job opening visibility.* Give visibility to job openings in the company's social media pages. Simplify the interface in social media pages to make it easy and direct to connect with the company's HR.
6. *Internet chat rooms.* Manage internet chat rooms with job candidates to provide information, to prescreen candidates, and to encourage them to apply.
7. *Publish employee content.* Publish employee interviews or videos about working days in the company to give insights into the aspects of working for the company. Use social media to expose the social, entertaining, and engaging aspects of the organization.
8. *Recruitment events.* Create recruitment events through Facebook and other social media. Ask your employees to help promote the events and share the invitations with their social media contacts.
9. *Social media groups.* Create and manage open groups on Facebook and other social media to attract potential candidates. The groups could have access to dedicated content, be invited to recruitment events, and have early access to job opportunities.
10. *Social profile analysis.* Utilize information from social media profiles and posts for preliminary screening of job candidates and to verify the accuracy of résumés.

## 6. Summary

This article started by identifying an organizational trend. More and more, companies are suggesting that employees use social media to interact with each other. However, the more employees use social media to facilitate their work, the more likely they are to become interested in other companies—by forming new work connections made outside of the organization—and engage in job search behaviors. Evidence from 277 employees working for a Canadian healthcare provider support this argument. The article illustrates a set of solutions for organizations, proposing recommendations to minimize the problem and to turn the problem into an opportunity. The article offers theoretical contributions and practical recommendations, shedding light on the unexplored effects of social media and helping companies respond to unexplored challenges.

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