

Richard N. Landers • Gordon B. Schmidt  
Editors

# Social Media in Employee Selection and Recruitment

Theory, Practice, and Current Challenges

 Springer

# Contents

## Part I Introduction

- 1 Social Media in Employee Selection and Recruitment:  
An Overview** ..... 3  
Richard N. Landers and Gordon B. Schmidt

## Part II Current Applications

- 2 Social Media as a Personnel Selection and Hiring Resource:  
Reservations and Recommendations**..... 15  
H. Kristl Davison, Mark N. Bing, Donald H. Kluemper,  
and Philip L. Roth
- 3 Theoretical Propositions About Cybervetting:  
A Common Antecedents Model** ..... 43  
Julia L. Berger and Michael J. Zickar
- 4 An Uncertainty Reduction Approach to Applicant  
Information-Seeking in Social Media: Effects on Attributions  
and Hiring**..... 59  
Caleb T. Carr
- 5 Social Media Use: Antecedents and Outcomes of Sharing**..... 79  
Nathan Weidner, Kimberly E. O'Brien, and Kevin T. Wynne
- 6 Game-Thinking Within Social Media to Recruit  
and Select Job Candidates**..... 103  
Andrew B. Collmus, Michael B. Armstrong,  
and Richard N. Landers

### Part III Practical Guidelines

- 7 Social Media, Big Data, and Employment Decisions: Mo' Data, Mo' Problems?** ..... 127  
Sarah Guilfoyle, Shawn M. Bergman, Christopher Hartwell,  
and Jonathan Powers
- 8 Comparing the Social Media in the United States and BRIC Nations, and the Challenges Faced in International Selection** ..... 157  
Brandon Shields and Julia Levashina
- 9 Social Media and Employee Recruitment: Chasing the Run Away Bandwagon** ..... 175  
Yalcin Acikgoz and Shawn M. Bergman
- 10 How to Stay Current in Social Media to Be Competitive in Recruitment and Selection** ..... 197  
Stephanie L. Black, Montressa L. Washington,  
and Gordon B. Schmidt

### Part IV Challenges and Limitations

- 11 Impression Management and Social Media Profiles** ..... 223  
Nicolas Roulin and Julia Levashina
- 12 Applicant Reactions to Social Media in Selection: Early Returns and Future Directions** ..... 249  
J. William Stoughton
- 13 Legal Concerns When Considering Social Media Data in Selection** ..... 265  
Gordon B. Schmidt and Kimberly W. O'Connor
- 14 Online Exclusion: Biases That May Arise When Using Social Media in Talent Acquisition** ..... 289  
Enrica N. Ruggs, Sarah Singletary Walker, Anita Blanchard,  
and Shahar Gur
- 15 Is John Smith Really John Smith? Misrepresentations and Misattributions of Candidates Using Social Media and Social Networking Sites** ..... 307  
Noelle B. Frantz, Elizabeth S. Pears, E. Daly Vaughn,  
Jared Z. Ferrell, and Nikki M. Dudley

**Part V Future Directions**

**16 Social Media in Employee Selection and Recruitment:  
Current Knowledge, Unanswered Questions,  
and Future Directions** ..... 343  
Richard N. Landers and Gordon B. Schmidt

**Index** ..... 369