



A Study on the Influencing Factors of Social Media Use in Recruitment and Selection Process of Employees: A Case of the Banking Sector in the Ga-West Municipality

Samuel Dartey^{1*}, FengYing², Sonia Missah Amoabeng³, Isaac Ahakwa⁴, Leslie Afotey Odai⁵

^{1,2,4,5}Department of Management Studies, Jiangsu University, Zhenjiang, Xuefu Road 301, China

³Department of Biological Science, University of Cape Coast, Ghana

*Corresponding Author: sammydarteson@gmail.com

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Abstract—This current study focused on the factors influencing social media use in recruitment and selection process of employees: a case of the banking sector in the Ga-west municipality. A purposive sampling technique was used to solicit data using 350 questionnaires among the employees of some banking sectors in the Ga-West Municipality. In analyzing the data, a simple statistical tool, specifically Smart PLS algorithm, bootstrapping, and blindfolding, multiple regression analysis, SPSS version (23) and Sobel test analysis were used to analyze the data collected. The result of the data analysis revealed that: perceived benefit and perceived opportunity have significant and positive effect on social media recruitment and selection process. Again, perceived risk and perceived cost also have significant negative influence on social media recruitment and selection process. Finally, the result from the mediation analysis showed that, Job satisfaction partially mediates the association between the independent variables and the output variable. The study recommended that, for the organization to continue to employ quality candidates through social media, management must commit more resources to the improvement of their internet and other social networks to ensure its effectiveness.

Keywords—Social media, recruitment and selection, perceived cost, perceived benefit, perceived risk, perceived opportunities, Ga-West Municipality

I. INTRODUCTION

In most developing countries like Ghana, the search for qualified applicants has become a constant fighting between companies. Thus, the strategic method of finding, attracting and recruiting the high-quality humans has become difficult for companies. As a result, social media tools have been used frequently to complement and, in some instances to supplement the ordinary hiring processes. A study on the role of social networking platforms in recruiting and selecting process among German firms indicated that, social hiring is a new topic in German firms [1]. Most firms have started making use of web-two functions for Human Resource Management whilst majority outsourced the provider from sites such as XING for their recruitment. Additionally, the research work on the impact of social media on recruitment and selection in Small and Medium Enterprises in the United Arab Emirates points out that, there are perfect benefits from the usage of social media in recruitment and selection process [61]. In a research work carried out in the United State of America for the US Society for Human Resource Management in the 12 months 2012, it was discovered that, most of corporations that use social media in Human Resource Management has appreciably grown since 2006

[47]. In contrary to that, job seekers who ride longer unemployment periods are exposed to risks of skill degradation, and employment challenging due to the current mismatch between talent demand and talent supply. This scenario raises the need for job seekers to adopt revolutionary methods in their job search and expert self-presentation [39],[47]. Hence, it will be interesting to study on the factors influencing social media use in recruitment process of employees: a case of the banking sector in the Ga-west Municipality. The research work was categorized into five sections. Section one focused on the introduction, section two highlights on the related work, section three represents the methodology of the study; the research design, instruments and methods. Section four presented the findings, analysis of data and detailed explanation of results.

The last section which is five provides the conclusion and recommendations.

II. RELATED WORK

Social Media

Social media refers to a group of new sorts of on-line media which shares characteristics such as participation, openness, conversation, neighbourhood and connectedness. Some simple platforms of social media are described as:

social networks (Facebook, LinkedIn and My Space), blogs, wikis, podcasts, forums, content material communities (Flickr and YouTube) and micro-blogging [43]. Again, he conceptualized social media as a forum of sharing ideas, cooperating to create art, wondering and commerce, vigorous debate and discourse. Social media users speak and share one-of-a-kind contents such as ideas, experiences, opinions, thoughts etc. by the usage of this platform [60].

Recruitment and Selection process

Recruitment and selection process include those practices and activities carried on with the aid of the employer with the primary purpose of identifying and attracting doable employees [7]. Similarly, recruitment and selection process refer to the set of activities and tactics used to legally achieve an ample quantity of qualified people at the right region and time so that the company can choose for their very own pleasant short- and long-term interests. With regards to the quite a number of definitions given by experts and scholars, it is apparent that, recruitment and selection brings to light an existing vacant position in an agency in order to entice suitable and qualify applicant to put in their application for the vacant position in the said organization [33].

Conceptual Framework and Hypotheses Development Link between perceived Cost associated with Social Media use in the Recruitment and Selection

Past research work confirms that, perceived cost associated with social media has negative link with recruitment and selection process [14], [39], [62]. Studies confirmed that, perceived cost has negative association with recruitment and selection process [55]. He indicated that, social media recruitment provides a reasonably-priced range to many historic strategies of recruiting [55].

Using social media in recruitment and selection process leads to high cost saving via making reference to Jon Hull, World Head of Resourcing who is an electronics distributor headquartered in the United Kingdom [25]. He made emphasis on common hiring for a senior submit that, by using social media costs them £714, compared with £7,500 by way of the traditional techniques like newspaper advertising. He delivered that, in terms of targeting, Social Networks platforms are presently offering state-of-the-art equipment for businesses [25]. Studies show that, perceived cost has negative association with recruitment and selection process. They added that, the level of affordability when using social media in recruitment and selection process is always high [30],[49]. In light of the above literature review, the following hypothesis was developed;

H1: Perceived cost has negative relationship with social media usage in recruitment and selection of employees in banking sectors in the Ga West Municipality

Link between Benefit associated with Social Media and Recruitment and Selection

A lot of existing research confirms that, perceived benefit associated with social media has positive connection with recruitment and selection process [27],[28]. Some researchers found out that, perceived benefit has a positive link with social media and the recruitment and selection process. They further highlighted that; social media recruiting cycle has the ability to attract passive job seekers [45].

[21] confirms that, perceived benefit has a positive connection with social media and recruitment and selection process. [41] holds the view that, social media gives an organization the capacity to reach a large group of applicants, gives the organization a more up to date image better quality of response, low costs, increases the chances to find the right candidates and facilitates geographical spread.

[14] maintained the view that, social media websites furnish a tool to discover factors of a candidate that traditional recruitment screening cannot honestly reach. However, it follows that, this sort of screening is additionally much less effortlessly justified with the aid of employers and is a lot of susceptible to go away them open to costs of discrimination. The study conducted by [19] indicated that, perceived benefit has a significant relationship with social media and recruitment and selection process. Thus, interactive tools like Facebook, LinkedIn, and Twitter play a very vital role inside the generic method around recruitment and selection process. It provides recruitment records and fosters realistic job expectations amongst manageable recruits. In light of the above literature review, the following hypothesis was developed;

H2: Perceived benefit has positive relationship with social media usage in recruitment and selection of employees in banking sectors in the Ga West Municipality

Link between Perceived Risk associated with Social Media use and Recruitment and Selection

Past research has reveals that, perceived risk associated with social media has negative association with recruitment and selection process [10], [17], [18], [44], [48]. A study highlighted that, perceived risk associated with social media has negative association with recruitment and selection process [23], [24]. They explain that, the utilization of social media to recruit conjointly incorporates precise risks. The most critical, include, felony dangers and majority of broader ethical queries by [23], [24].

[30], [51] stated in their study that, perceived risk associated with social media has negative association with recruitment and selection process. They explain that, the use of social media websites is no longer a formalized side of the recruitment process as it may not be possible to verify that the data acquired is correct or not. Also, data of individuals select to share on social media websites might also be altered or distorted by worries of social desirability and this might be powerfully based on the perceived

audience. In [36], they also affirmed that, perceived risk associated with social media has negative association with recruitment and selection process. They hold the view that, the information which are shared by applicants becomes public, and as a result, it exposes users to feasible assault through terrible remarks from other users. These terrible remarks lead to low shallowness contributing to a negative impact on emotions and peace of thought which in turn has a negative impact on the satisfaction degree of social media users. In light of the above literature review, the following hypothesis was developed;

H3: Perceived risk has negative relationship with social media usage in recruitment and selection of employees in banking sectors in the Ga West Municipality

Link between Perceived Opportunity associated with Social Media and Recruitment and Selection

Existing research work have confirmed that perceived opportunity associated with social media has a positive relationship on recruitment and selection [30], [32]. [48] adds that, an international research conducted lately among corporations reveals that, using social media in staffing has a lot of future opportunities. In line with the study above, [18] hold the view that, perceived opportunity associated with social media has significant association on recruitment and selection process. He submitted that, social media provide organization with the opportunity to clearly define their positions, objectives, requirements and candidate specifications in the recruitment process of employees. In light of the above literature review, the following hypothesis was developed;

H4: The perceived opportunity has positive relationship with social media use in recruitment and selection of employees in banking sectors in the Ga West Municipality

The mediating role of Job satisfaction on the relationship between Independent variables and the output variable.

Many researchers termed job satisfaction as a feeling of employees about their work [5],[59]. Job satisfaction refers to the feeling of pleasure or displeasure from measuring the benefits that a person hopes to accumulate [57]. Satisfaction has to do with the emotional response that affects an object [23]. He added that, job satisfaction in a broader term has to do with the sum of attitudes, both superb and negative affecting the actual state of affairs. [32] explain that, Job satisfaction is conceptualized as the level of satisfaction with the job. That is, the level at which they like their jobs; satisfaction with management, the work team relationships and the work rewards accomplishment. Thus, the response one gives to different working conditions positive or pleasant emotional state resulting of his/ her own job. [32] employed job satisfaction as mediating variable between perceived risk and social media recruitment and selection process. [40] used job satisfaction to mediate perceived opportunity and social media recruitment and selection process. The outcome of the study carried out by [58] revealed that, job satisfaction has a significant mediating role in the link between perceived opportunity and recruitment and selection

process. The study carried out by [61] also confirmed that, job satisfaction significantly mediates the association between perceived opportunity and social media recruitment and selection process. They further highlighted that, when employees are satisfied with their jobs, they are more likely to feel attached to their work. With regards to perceived benefit, wide range of studies have revealed that job satisfaction mediates the association between perceived benefit and social media recruitment and selection process;[13],[31],[38],[46]. Based on the above, the following hypothesis is proposed;

H5: Job Satisfaction mediates the relationship between PC, PB, PR, PO and social media usage in recruitment and selection process.

Conceptual Framework

The output variable of the study was recruitment and selection of employees in banking sectors in Ga-west Municipality while the independent variables were perceived costs, perceived benefit, perceived risk and perceived opportunities and Job satisfaction as the mediating variable.

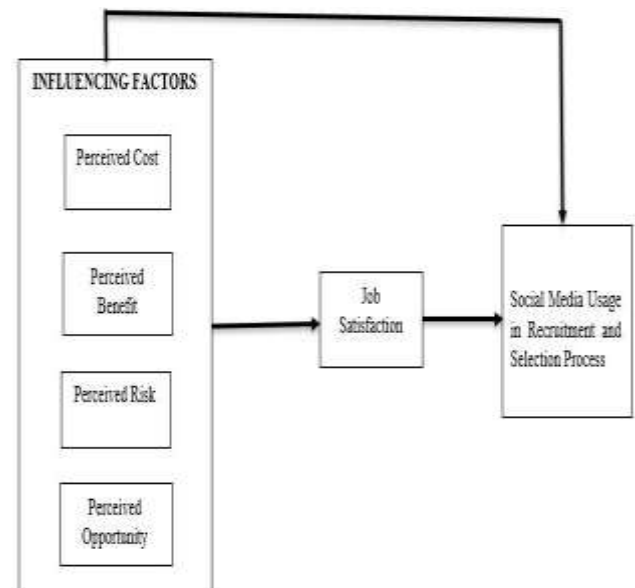


Figure 1: Conceptual framework

III. METHODOLOGY

Research Design

Research design refers to the technique or strategy that the researcher employs during his/her research work [15]. The study adopted a descriptive design which captures social media use in the recruitment and selection process in Banking Sectors in Ga West Municipality. Again, this study adopted quantitative approach of research to analyze its data.

Measurement of Variables

In construct measurement, the questionnaire was structured to evaluate the relationship between six constructs: social media recruitment and selection process as the output variable, perceived cost, perceived risk, perceived benefit

and perceived opportunity as independent variables. And Job satisfaction as mediating variable. The social media recruitment and selection was measured using four (4) items formulated by [48]. Also, perceived cost and perceived opportunity were measured with three (3) items adopted from [35]. Perceived risk and perceived benefit were measured with of (4) items developed by [40]. And Job Satisfaction was measured with a total number of four (4) items, which was adopted from [56]. The items selected were measured on a five-point Likert scale with the scale limits stretching from strongly disagree (1) to strongly agree (5).

Study Area

The study was conducted in the Ga West Municipal Assembly which is one of the municipalities in the Greater Accra Region of Ghana and has a total population of 219788. Thus, (51.0%) of the population are females and (49.0%) of the population represent males (Population and Housing Census, 2010). The population of this research work was made up of sampled banking sectors in the Ga-West Municipality. The sample size for the administration of the questionnaires for the study was 350 respondents from 12 banking sectors. Thus, the human resource managers and some employees in all the 12 banking sectors.

Data Collection procedure and analysis

The study adopted purposive sampling to reach the respondent. Data was collected through a structured questionnaire from 12 banking sectors. In all, 350 respondents fell under the purposive sampling technique. They included the human resources managers and employees of the various banking sectors selected. In other to answer the objectives of the study, the primary data was collected and edited to avoid errors. The edited data was coded and analyzed by the use of SPSS (version 23.0) to generate and interpret the variables. The multiple regression analytical tool was used for proper conclusion to be arrived at. Sobel test was used to test the mediating effect of the mediating variable associated with the study. Structural equational model bootstrapping was also used to test the mediating effect of the mediating variable associated with the study.

IV. RESULTS AND DISCUSSION

Demographic Characteristics of the Respondents

Table 1: Sex distribution of participants

Sex		Frequency	Percent	Valid Percent
Valid	Male	200	57.1	57.1
	Female	150	42.9	42.9
	Total	350	100.0	100.0

Source: Field Survey (2020)

A bar chart showing the sex distribution of respondents

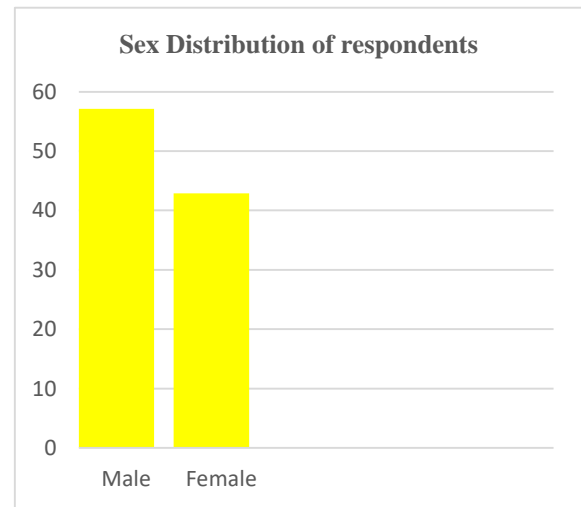


Table .1 displays the sex distributions of the respondents for the study. Out of a total of 350 respondents, 150 were female representing 42.9% and 200 male respondents representing 57.1%. These showed that, even though equal chances were given to both sex, males dominated in the contribution of knowledge in this study

Table 2: Age distribution of participants

Age	Frequency	Percentage
Below 21	0	0
21-30	143	40.8
31-40	125	35.7
41-50	54	15.5
51-60	28	8.0
Total	350	100

Source: Field Survey (2020)

From Table 2, it was revealed that fifty-four (54) respondents representing 15.5% were within the ages of 41-50, hundred and twenty-five (125) respondents representing 35.7% were between 31-40 years, hundred and forty-three (143) respondents representing 40.8% of the respondents were between 21-30, twenty-eight (28) respondents representing 8.0% were between the ages 51-60. From this presentation, it therefore implies that majority of the respondents were youthful and matured. It is evident that the respondents in the Ga-West Municipality are relatively matured and had responded positively in contributing knowledge to this study.

Evaluation of the Measurement Model Regression Analysis

As a way of ascertaining the association of the independent variables and the mediating variable on the output variable, the researcher generated a regression model. The main use of reliability test is to check the reliability of the statistics of the independent and output variables. This study focused on perceived cost, perceived benefit, perceived risk and perceived opportunity as the independent

variables, Job Satisfaction as a mediating variable and social media recruitment and selection (SMRS) as the output variable.

Table 3 Model Summary & Reliability Test

Const- ructs	R	R ²	Adjusted R ²	Cronbach Alpha	N of items
1	0.881	0.777	0.774	0.948	6

Source: Field data analyzed using SPSS (version 23.0), (2021)

Table 4: Regression Analysis & Reliability Statistics

Model	B	Std. Error	Beta	T	Sig.
Constant	.216	.102		5.578	.015
PR	.343	.053	.352	6.434	.000
PO	.093	.042	.105	2.214	.027
JS	.166	.041	.169	4.058	.000
PC	.154	.051	.151	3.019	.003
PB	.178	.038	.203	4.701	.000

a. Output variable: SMRS

Source: Field data analyzed using Spss (version 23.0), (2021)

From the table, it can be realized that, with a confidence interval level of about 95% the model recorded an R-squared of 0.777 with a Cronbach alpha of 0.95, indicating that the model is good and reliable. Thus, the model is capable of providing in-depth relationship between the variables. The model shows that all the variables were significant to the study with $p < 0.05$, and $t > 2.0$. From table, it can be deduced that, PR has a coefficient of .352. This outcome is very significant since it has a P-value of .000. JS and PB are very significant with P- values of .000 and .000 showing a positive association with the output variable. This implies that, JS and PB have a positive impact on SMRS. PC is also highly significant with a P-value of .003 showing a negative association with the independent variable. Finally, PO, is also significant with a P-value of .027 showing a positive association with the output variable. The outcome of this analysis revealed that hypotheses, H1, H2, H3, H4 and H5 can be accepted.

Correlation Analysis

The table below shows the relationship between the output variable, mediating variable and the independent variables. The variables that have been displayed in the table below include social media recruitment and selection (SMRS), perceived cost (PC), perceived benefit (PB), Job satisfaction (JS) (mediator), perceived opportunity and perceived Risk.

Table 5: Correlations

Pearson Correlation	SMRS	PC	PB	JS	PO	PR
SMRS	1000					
PR	-.764	1000				
PO	.767	.767	1000			
JS	.750	.756	.720	1000		
PC	-.792	.716	.747	.714	1000	
PB	.838	.742	.773	.753	.842	1000

a. Output Variable: SMRS

Source: Field data analyzed using SPSS (version 23.0), (2021)

From the above table, it can be deduced that, PB show a positive association with a greater correlation coefficient of 83% with the output variable (SMRS). This revealed that PB is one of the influencing factors of social media recruitment and selection process. With regards to the rest of the variables, they show significant association with the output variable. Thus, all the independent variables and the mediator with their positive correlation coefficient figures above the 0.70 threshold. The mediating variable (JS), indicates a positive correlation coefficient with SMRS. This therefore shows that, Job Satisfaction as a mediator plays a crucial role when it comes to recruitment and selection process using social media.

Collinearity Statistics

Table 6: Multi-Collinearity Test

Constructs	Tolerance	VIF
PR	.352	4.434
PO	.105	2.214
JS	.169	4.058
PC	.151	3.019
PB	.203	4.701

a. Output Variable: SMRS

Source: Field data analyzed using SPSS (version 23.0), (2021)

The Variance Inflation Factor (VIF) and Tolerance usually explain to the presence or absence of multi-collinearity among variables. From the above table, it was seen that, the figures under the VIF for all the items are all lower than the threshold of 5, this reveals that, the collinearity has no problem [31]. Multi-collinearity exists when the VIF is equal to or greater than 5 while other authors have argued that VIF should not be equal or more than 4 [34]. With regards to Tolerance, the researcher explains that, the level of tolerance should be equal or more than 10 because it shows the absence of multi-collinearity [34]. It can be deduced from the above table that, Construct PC, PB, JS, PO and PR recorded 0.352, 0.105, 0.169, 0.151, 0.203.

This result shows the absence of multi-collinearity in the study Constructs.

Mediation Analysis

Mediation analysis is employed to find out the relationship between an output variable and an independent variable by the inclusion of a mediating variable [34]. In this regard, an analysis was carried out to test the mediating effect of Job satisfaction on the independent variables and output variable. [22] hold the view that, there are many ways for examining the mediating effect. Thus, there should be a significant association between the independent and the output variable.

Measuring the relationship between the independent variables (X) with the output variable (Y) to find path ‘C’

Table 7: Shows the relationship between the independent variables with the output variable

Model	B	Std. Error	Beta	T	Sig.
Constant	.328	.101		3.266	.001
PR	-.401	.052	.413	7.663	.000
PO	.134	.042	.150	3.521	.000
PC	-.182	.052	.179	3.205	.001
PB	.187	.039	.214	4.856	.000

a. Output Variable: SMRS

Source: Field data analyzed using Spss (version 23.0), (2021)

The mediating analysis starts with the direct effect of the independent variables to the dependent variable. This indicated that, there is an effect between the independent variables and dependent variable that must be mediated. From this first regression, it can be deduced that, there is a positive correlation between independent variables and the dependent variable. The following results were recorded from the analysis; PR (B=-.401, β =.413, t = 7.663, p <0.05), PO (B=.134, β =.150, t =3.521, p <0.05), PC (B= -.182, β =.179, t =3.205, p <0.05) and PB (B=.187, β =.214, t =4.856, p <0.05).

Measuring the independent variable with the mediator to find path (a)

Table 8: Shows the Regression Analysis between independent variables and mediating variable

Model	B	Std. Error	Beta	T	Sig.
Constant	.676	.129		5.230	.000
PR	.354	.067	.359	5.251	.000
PO	.244	.054	.271	4.559	.000
PC	.167	.066	.633	2.524	.012
PB	.058	.050	.165	1.161	.046

a. Output Variable: SMRS

Source: Field data analyzed using Spss (version 23.0), (2021)

The table above shows the correlation between the independent variables and the mediator. Here, the mediator was used as the criterion variable as if it were an outcome and x as the predictor. The following outcomes were recorded from the analysis PR (B=.354, Std=.067, β =.359, t =5.251, p <0.05), PO (B=.244, std=.054, β =.271, t =4.559, p <0.05), PC (B=.167, std=.066, β =.633, t =2.524, p <0.05) and PB (B=.058, std=.050, β =.165, t =1.161, p <0.05). From the analysis, it was realized that, the independent variables had a positive association with the mediator with highly significant values.

Measuring the Mediator(M) with the output variable(Y) to find path (b)

Table 9: Shows the relationship between the mediator and the output variable

Model	B	Std. Error	Beta	T	Sig.
Constant	.216	.102		5.578	.015
PR	.343	.053	.352	6.434	.000
PO	.093	.042	.105	2.214	.027
JS	.166	.041	.169	4.058	.000
PC	.154	.051	.151	3.019	.003
PB	.178	.038	.203	4.701	.000

a. Output Variable: SMRS

Source: Field data analyzed using Spss (version 23.0), (2021)

From the table above, it can be realized that, the independent variable (Y) was used as the criterion variable in the regression equation while X and M became the predictors to estimate and test path b. The outcomes were as follows: PR (B= .343, std=.053, β =.352, t =6.434, p <.05), PO (B=.093, std=.042, β =.105, t =2.214, p <.05), JS (B=.166, std=.041, β =.169, t =4.058, p <.05), PC (B= .154, std=.051, β =.151, t =3.019, p <.05) and PB (B=.178, std=.038, β =.203, t =4.701, p <.05). The result shows that, the mediator (JS) shows a positive association with the output variable with a strong significant figure.

Sobel test

The research work made use of Sobel test analytical tool to ascertain the mediating effect and to find out whether indirect effects were highly important or not. This focus on the standard error of the complete path between the independent variable and the output variable and the standard error of the complete path from the mediating variable to the output variable as shown in the equation below: $z\text{-value} = a*b/\text{SQRT}(b^2*sa^2 + a^2*sb^2)$, from the equation, b represents the path from the mediator to the output variable, a represents the path from the independent variable to the mediator. Again, Sa is the standard error for

the path between the independent variable and the mediator and Sb is the standard error between the mediator and the output variable.

Table 10: Shows the result from the Sobel test in ascertaining the mediating effect

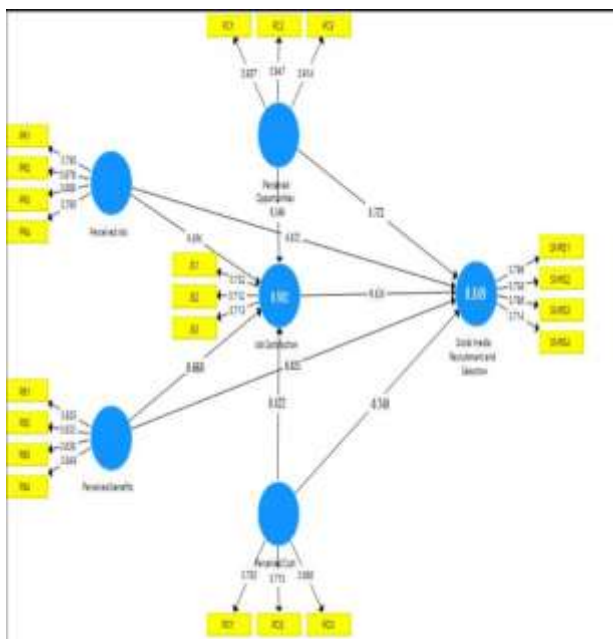
Independent variables	Test Statistics (z)	Std. Error	P-values
PR	4.170	0.030	0.001
PO	2.237	0.012	0.025
PC	2.829	0.033	0.004
PB	3.041	0.012	0.002

Source: Field data analyzed using Spss (version 23.0), (2021)

From the online Sobel Test calculation, it was realized that, the complete pathway from the independent variable (PR) to the mediating variable (JS) to the output variable (SMRS) was highly significant ($z = 4.170, p \leq 0.000$). The complete pathway from the independent variable (PB) to the mediating variable (JS) to the out variable (SMRS) was highly significant ($z = 3.041, p \leq 0.002$). (PC) pathway to JS recorded a significant value of ($z=2.829, p \leq 0.004$) and PO ($z=2.237, p \leq 0.025$). This shows that JS mediates the association of both the independent variables and the output variable. With regards to the results from the Sobel test, its therefore clear that, H6 which is the last hypothesis of this research is relevant and supports the research.

The Structural Equational model

The study also employed covariance-based structural equation modelling (SEM) to ascertain the direct relationship and indirect relationship of this study. In this regard, Bootstrapping was employed because it is more preferred and accurate technique for testing the mediating effects of variables.



The Structural Equational Model
Source: Field Survey (2021)

Table 11: Shows the direct Effects

Hypothe	Path Coefficient	t-statistics	p-values	Decision
H1: PR >> SMRS	-0.672	3.469	0.001	Supported
H2: PB >> SMRS	0.825	5.036	0.002	Supported
H3: PO >> SMRS	0.546	7.543	0.001	Supported
H4: PC >> SMRS	-0.740	3.258	0.001	Supported

Table 12: Shows the Indirect Effects

Hypotheses	Path Coefficient	T-statistics	P-values	Decision
H1: PR >> JS >> SMRS	0.262	7.468	0.001	Supported
H2: PB >> JS >> SMRS	0.445	7.034	0.001	Supported
H3: PO >> JS >> SMRS	0.467	5.343	0.001	Supported
H4: PC >> JS >> SMRS	0.345	4.353	0.004	Supported

Note: Critical t-statistics, *1.96 (P ≤ 0.05)

The researchers employed covariance-based structural equation modeling (SEM) to ascertain the direct effect (Table 11) of this study. Table 11 shows that H1 [PR >> SMRS]; is supported ($\beta = -0.672; t = 3.469, p \leq 0.001$). It revealed that, perceived risk has negative and significant effect on social media recruitment and selection process. Again, H2 [PB >> SMRS]; is supported ($\beta = 0.825; t = 5.036, p \leq 0.002$). It shows that Perceived benefit has positive and significant effect on Social media recruitment and selection process (SMRS). H3 [PO >> SMRS]; is supported ($\beta = 0.546; t = 7.543, p \leq 0.001$). This indicated that perceived opportunity has positive and significant relationship on social media recruitment and selection process.

Finally, H4 [PC >> SMRS]; is supported ($\beta = -0.740; t = 3.258, p \leq 0.001$). This also indicated that, perceived Cost has significant and negative association with social media recruitment and selection process. In testing for the indirect effect, the researchers utilized covariance-based SEM to appraise for the mediation related hypotheses in this study, this is in line with the research work by [46]. The results in the Table 12 shows that H1 [PR >> JS >> SMRS], H2 [PB >> JS >> SMRS], H3 [PO >> JS >> SMRS] and H4 [PC >> JS >> SMRS] are accepted. The analysis shows that, Job satisfaction positively and significantly mediates the relationship between perceived benefit (PB), perceived opportunity (PO) and social media recruitment and selection (SMRS). Similarly, the findings indicate that, Job satisfaction partially mediates the relationship between perceived Risk (PR), perceived Cost (PC) and social media recruitment and selection (SMRS).

Discussion of finding

The study seeks to find out the influencing factors of social media use in recruitment and selection process of employees: A case of the banking sector in the Ga-West Municipality. After examining the hypothesis, all the hypotheses were confirmed and the R-Square was 0.777. Overall, the outcome of the study suggests that influencing factors such perceived cost, perceived benefit, perceived risk and perceived opportunity associated with social media have a major effect on the recruitment and selection process of employees. To be specific on how each element of the model affect social media recruitment and selection process, the study produced five important results:

Firstly, concerning the first hypothesis of the study (H1), perceived cost has negative relationship with social media usage in recruitment and selection of employees. The outcome of the study revealed that, perceived cost has a negative relationship with social media recruitment and selection process. This result is in line with the findings of [51]. Their study established a negative association between perceived cost and social media recruitment and selection process. This means that, banking sectors who perceive that, there is high saved on marketing cost and low cost when using social media for recruitments and selection employees will be willing to use the tool for a long time in their recruitment and selection process of employees.

Moreover, with regards to the second hypothesis of the study (H2), perceived benefit was seen to have a positive influence on social media recruitment and selection process. The finding is consistent with [35], [52] whose research established that there exist a positive association between perceived benefit and social media recruitment and selection process. This implies that organization will be committed in using social media tool for their recruitment and selection of employees because of the benefits attached to the tool. [30] highlighted that, the use of social media provides employers quick and easy posting of vacancies in order to allow applicants the chance to apply and helps in easy attainment of information from all applicants.

Thirdly, throwing light on the third hypothesis of this research (H3), perceived risk shown a significant negative influence on social media recruitment and selection process. This corroborates the findings of previous studies [42].

[9] submitted that, there is a significant negative link between perceived risk and social media recruitment and selection process. They sort to explain that, risks are high when institution recruit and select employees using social media. This is because, the information which are shared in social media by applicants becomes public, and as result, it exposes them to feasible assault through terrible remarks from some employers.

Also, given the study's hypothesis four (H4), perceived opportunity shows a positive influence on social media

recruitment and selection process. The finding is consistent with [2], [3], [8] whose research established that, there exist a positive link between perceived opportunity and social media recruitment and selection process. The research work carried out by [11] also shows that, there is a significant link between perceived opportunity and social media recruitment and selection.

Finally, given the study's hypothesis five and six (H5), the out-turn of the mediating analysis show that, Job Satisfaction partially mediates the independent variables (Perceived cost, perceived opportunity, perceived benefit and perceived risk) and the output variable (social media recruitment and selection). This result from the Mediation Analysis using Bootstrapping Approach and the Sobel test calculation proves that, the mediating variable JS has a significant effect on both the independent variables and the output variable. This outcome is consistent with research work carried out [12], [40] which indicated that, there is a significant relationship between the job satisfaction as a mediating variable with that of the independent variables and the output variables.

V. CONCLUSION AND FUTURE SCOPE

To sum up, this study revisited the main research objective: a study on the influencing factors of social media use in recruitment and selection process of employees in banking sectors in the Ga West Municipality. This was achieved by assessing the perceived cost, the perceived benefit, the perceived risk and the perceived opportunity associated with social media use in recruitment and selection process of employees in banking sectors in the Ga West Municipality. In assessing the perceived cost of social media use in recruitment and selection of employees, the study revealed that, affordability in using social media in recruitment and selection process is high for the banks, there is high saved on marketing cost, high-cost saving. Also, in assessing the perceived benefit of social media use in recruitment and selection of employees, the study discovered that social media tools like Facebook, LinkedIn, and Twitter etc. plays an important role in recruitment and selection process, firms foster positive company image among the wider public, there is easy attainment of information and there was uncertainty on whether firms set up equal opportunity and diversity policies for applicants during the recruitment process.

With the assessment of the perceived risk of social media use in recruitment and selection of employees, the study revealed that, there was uncertainty as to whether the attributes such as political affiliations or physical appearance are high, privacy legislation and protection of individual information are low, there is high information reliability risk.

Again, the study revealed that, social media is dominating the recruitment and selection of employees in the banking sectors, firms clearly define the position objectives, requirements and candidate specifications and there was

uncertainty as to whether Human resource department in the various banking sectors have accesses to pool of qualified applicants from social media.

Finally, the result of the data analysis revealed that: perceived benefit and perceived opportunity have significant effect on social media recruitment and selection process. Again, perceived risk and perceived cost also have significant negative influence on social media recruitment and selection process. Finally, the result from the mediation analysis showed that, Job satisfaction partially mediates the relationship between the independent variables and the output variable. This study has some drawbacks that will provide opportunities for future studies. For example, Generalization of the study outcome, may be limited since the survey focused on social media use in only 12 public banking sectors within the Municipality. This limitation was derived from the quantitative kind of findings. This is because the study did not provide enough qualitative information to understand the impressions of the employees toward social media use. Future research should go beyond this study by using more research instruments to cover a wide sample size across public and private sector banks within the Municipality.

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AUTHORS PROFILE

Samuel Dartey completed his Bachelor of Art Degree from the University for Development studies, Ghana in 2018. He is currently studying Masters in Management Science and Engineering in Jiangu University, China. He has published several researches works in reputed international journals.

Feng Ying is currently working as a Lecturer in Department of Management, Jiangu University. She has published several researches works in reputed international journals, SCI papers and conferences.

Sonia Amoabeng Missah completed her Bachelor of Science degree from the University of Cape Coast, Ghana in 2018. She is an initial researcher. She has research interest in Environment and Sustainability.

Isaac Ahakwa completed his Bachelor of Art Degree from the University of Cape Coast, Ghana in 2017. He is currently studying Masters in Management Science and Engineering in Jiangu University, China. He has published several researches works in reputed international journals.

Leslie Afotey Odai is currently studying Masters in Management Science and Engineering in Jiangu University, China. He has published several researches works in well-known international journals.