Recruitment in Social Network Sites: The Interplay Between Usefulness and Risks in Explaining Jobseekers' Intentions

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The Interplay between Usefulness and Risks in Explaining Jobseekers’ Intentions

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ABSTRACT
Employers are increasingly turning to social networking sites (SNSs) to find candidates for their workforce or to gather intelligence about potential employees. However, apart from assessing the extent to which human resource professionals scan SNSs for information about job candidates, research on online recruitment in the context of SNSs is almost non-existent. In this study, we are investigating predictors of jobseekers’ intentions to apply for jobs in the context of SNSs. We propose a model that integrates classic technology adoption/utilization theories with salient factors such as privacy concerns that have increased in significance with the growing use of SNSs as an online recruitment source. This study will make a methodological and theoretical contribution to information systems research with the validation of the proposed model and associated scales in the online social computing context. It will also have practical implications for SNSs offering recruitment services; recruiters/potential employers; and jobseekers.

KEYWORDS
Online recruitment; social networking sites; privacy; perceived justice/trust; risks, jobseekers’ online behavior

INTRODUCTION
This paper presents a summary of a proposal for PhD dissertation research that will examine jobseekers’ behavioral intentions to apply for a job in the context of social networking sites (SNSs). Research in e-recruitment, although generally sparse, has focused primarily on the context of organizational web sites and job boards. SNSs present jobseekers with advantages and disadvantages that are distinct from those of other online recruitment sources such as job boards and organizational websites. Hence the conclusions of prior studies, in terms of predictors of jobseekers’ behavior in these other sources, may not directly apply to SNSs. It is therefore important to understand the unique salient factors that can influence jobseekers’ reactions in the context of SNSs.

SNSs are becoming increasingly popular as a source of job candidates (NACE, 2008). Recruiters typically use these sites to discover high-quality passive job candidates (FitzGerald, 2004; Kandra, 2004). In the Job Outlook 2008 survey by the National Association of Colleges and Employers (NACE), 17% of responding employers, as compared to 11% of the respondents in a similar survey of the previous year, indicated that they will use SNSs as part of their recruiting efforts. There is also a shift in how employers plan to use SNSs. Many employers who previously used SNSs to check the profiles of potential hires are now planning to advertise job vacancies or network with potential candidates in these sites (NACE, 2008).

SNSs make it easier than ever for job seekers and potential employers to connect to each other. Unlike online sources such as organizational websites and job boards, information about SNSs’ users and their online connections can help jobseekers in determining the online contacts who can introduce them to current employees of an organization or company that might be of interest to them. Jobseekers can therefore improve their chances at securing a desirable job with the assistance of personal contacts within their networks who are directly or indirectly connected to the organization offering the job (Fitzgerald, 2004). In SNSs, however, users tend to reveal personal information about themselves and they have limited control over the information that is posted about them by others. Justifiably, jobseekers are likely to be concerned about this information
being accessed by potential employers. This research will contribute to understanding the interplay between factors that impact perceptions of usefulness and those that influence risks beliefs, as well as their salience in predicting job seekers’ behavioral intention to use SNSs to apply for a job.

The remainder of this paper is organized as follows: a brief description of recruitment services in SNSs is provided. The proposed research question, hypotheses and a theoretical model for explaining jobseekers’ behavioral intentions to use SNSs to apply for a job are presented, followed by a brief description of the methodology that will be used to investigate the research question. A summary of the results of a pilot study is then provided. Finally, the anticipated limitations and implications of the proposed study are discussed.

**ONLINE RECRUITING IN SOCIAL NETWORKING SITES**

Social networking sites (SNSs) are typically described as websites that offer services to support objectives such as the maintenance and expansion of users’ social networks and an increase in access to new opportunities through these expanded networks (boyd and Ellison, 2007; Kandra, 2004). In support of these objectives, SNSs facilitate interaction among their users by providing them with a variety of communication tools including e-mail, instant messaging, video and/or voice chat, blogs and discussion boards. SNSs also offer a number of services including online shopping and recruitment.

Many SNSs have started operating like conventional online recruitment sources (e.g. job boards and online classified ads sites). In addition to listing job vacancies, SNSs such as LinkedIn.com and Xing.com have differentiated themselves from others by providing jobseekers with the capability of easily identifying “inside connections” - individuals within their online social networks who are directly or indirectly connected with potential employers of interest to them. There are some obvious benefits from making transparent the linkages between jobseekers and potential employers. Individuals identified as having inside connections may provide valuable information to jobseekers or may even provide referrals. Also, in some job vacancy postings in LinkedIn, it is explicitly stipulated that referrals through networks are preferred. This suggests that recruiters value referrals from trusted personal contacts with social network connections to both the jobseeker and the employer. There are, however, some risk implications in terms of the uncertainty of whether or not information about personal contacts will help or hurt the jobseeker’s chances at securing a desired job.

**RESEARCH QUESTION AND HYPOTHESES**

**Research Question**

The main research question that will be investigated in the proposed research is: What salient factors influence job seekers’ behavioral intentions to use social networking sites to apply for jobs?

Behavioral intention, and not the actual behavioral outcome of applying for a job using SNSs, is the dependent variable in our proposed model. A number of prior IS studies (e.g. Davis, Bagozzi, and Warshaw, 1989; Venkatesh, Morris, Davis and Davis, 2003; Venkatesh, Brown, Maruping, and Bala, 2008) have demonstrated the link between behavioral intentions and actual use of technology in a variety of contexts. We thus presume that jobseekers’ intentions will be a good indicator of their actual use of SNSs to apply for jobs.

**Information on Inside Connections, Outcome Expectancy and Perceived Usefulness**

We plan to test the effects of adding an SNS inside connections feature by providing to half of the participants, an illustration of information about the online connections between the jobseeker and the employer/organization that might be of interest. Such an “inside connection” display may assist jobseekers in identifying suitable individuals who can serve as referees or can provide more specific unpublicized details about the advertised job. Unpublicized details may include information about the organization’s culture; the attitude of employees including the supervisor of the vacant position; and, the attributes of job candidates that the potential employer values the most (Granovetter, 1974). Undoubtedly, jobseekers who can access influential referees as well as information that may better prepare them for the job screening process are likely to have or to perceive that they have an edge over competitors with similar credentials in securing an advertised job.

Outcome expectancy is defined by Williamson, Lepak and King (2003) as an individual’s judgment or belief that a desired outcome will result from a specific behavior. The desired outcome for the jobseeker is securing an advertised job and the specific behavior being considered in the proposed model is applying for that job using SNSs. Outcome expectancy can also be viewed as the jobseeker’s perceived probability or level of optimism with respect to securing an advertised job. We
believe that inside connection information will be viewed by jobseekers as extremely valuable in assisting them to achieve their desired outcome, and will in general, have a positive impact on their level of optimism.

Perceived usefulness of information technology was originally defined with respect to one’s performance in an organizational context (Davis et al., 1989). In subsequent studies, this definition has been adapted to refer to the effectiveness of the technology in the performance of any generic task irrespective of whether it is within or outside an organizational setting. For example, Gefen, Karahanna, and Straub (2003, p. 84) define perceived usefulness as “a measure of an individual’s subjective assessment of the utility offered by the new IT in a specific task-related context.” In accordance with this definition, we are considering jobseekers’ evaluative perception of the utility of SNSs in applying for an advertised job. It is our view that jobseekers will develop more positive evaluative affect towards the technology or website that provides “inside connection” information. In Williamson et al. (2003), it was demonstrated that outcome expectancy had a direct positive influence on perceptions of website content usefulness. We therefore hypothesize the following:

H1: Jobseekers who are provided with an illustration of information about inside connections to a target employer are likely to have greater outcome expectancies than those who are not.

H2: Jobseekers who are provided with an illustration of information about inside connections to a target employer are likely to perceive SNSs as being more useful in improving jobseekers’ prospects of securing an advertised job than jobseekers who are not.

H3: There is a positive association between outcome expectancy and perceived usefulness of SNSs in securing an advertised job.

Perceived Justice/Trusting Beliefs, Outcome Expectancy and Perceived Usefulness

In recruitment literature (e.g. Glililand, 1993; Hausknecht, Day and Thomas, 2004), perceived justice/fairness in the job candidate selection process is typically described as the belief that rules pertaining to various aspects of this process will not be violated. We presume that individuals who believe that rules of the job candidate selection processes will not be violated are more likely to view themselves vulnerable to these processes and to the actions of decision-makers in these processes. We therefore contend that the concept of perceived justice is analogous to the notion of trust defined by Mayer, Davis, and Schoorman (1995, p. 712) as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the truster, irrespective of the ability to monitor or control that other party.”

The importance of trust in e-commerce is described by Gefen et al. (2003) as helping to “reduce the social complexity a consumer faces in e-commerce by allowing the consumer to subjectively rule out undesirable, yet possible behavior of e-vendors” (p. 60). Social complexity relates to the difficulty in trying to understand “what, when, why and how others behave” (p. 55). We generally expect that jobseekers, like e-commerce consumers, will attempt to reduce the social complexity embedded in their interaction with recruiters/potential employers using SNSs and we posit that this can be achieved by increasing their perceived justice/trust in the job candidate selection. An increase in perceived justice/trust means that the jobseeker is more likely to dismiss the possibility that the rules of the candidate selection process will be violated by recruiters/potential employers using SNSs, and thus, is likely to become more optimistic about the outcome expected from using these sites to apply for a job.

H4: There is a positive relationship between jobseekers’ perceptions of justice in the candidate selection process used by recruiters/potential employers placing job vacancy advertisements on SNSs and jobseekers’ outcome expectancies.

Gefen et al. (2003) classify perceived usefulness/benefits of e-commerce websites into two categories: immediate benefits resulting from current activities (that is, the usefulness of the technology), and future benefits relating to getting the product and services expected. Their study also provides evidences to suggest that trust can increase perceived usefulness of websites, particularly with regard to the effectiveness of human service behind the technology in producing future benefits. Thus, we predict:

H5: There is a positive relationship between jobseekers’ perceptions of justice in the candidate selection process used by recruiters/potential employers placing job vacancy advertisements on SNSs and jobseekers’ perceived usefulness of SNSs in securing an advertised job.

Outcome Expectancy, Perceived Usefulness and Behavioral Intention

Compeau et al. (1999) have demonstrated that individuals with higher personal outcome expectations from using computers are likely to use them more frequently and for longer periods. Davis et al. (1989) and numerous subsequent studies, including those focused on Internet technologies (e.g. Moon and Kim, 2001), have proven the existence of a positive relationship
between perceived usefulness and behavioral intentions with regard to utilization. Based on this abundance of evidence from which we can draw parallels, we predict:

H6: There is a positive association between outcome expectancy and likelihood of using SNSs to apply for a job.
H7: There is a positive association between perceived usefulness of SNSs in securing an advertised job and likelihood of using SNSs to apply for a job.

Information Privacy Concerns, Perceived Risks and Behavioral Intentions

Information privacy concerns are important considerations in SNSs because of the extensive amount of personal details that are shared by the individuals themselves or by third parties (Dwyer, 2008; Rosenblum, 2007). The construct “information privacy concerns” is often conceptualized as being multifaceted, comprising factors such as collection, errors, unauthorized secondary use and improper access (Smith et al., 1996). In the proposed model, we focus primarily on jobseekers’ concerns about the “collection” aspect, which in our context, pertains to concerns about the substantial and sometimes excessive personal data from SNSs that are gathered by recruiters and potential employers. It can safely be presumed that recruiters who use SNSs to advertise job vacancies are likely to examine the content of SNS pages of the individuals who are being considered in the job candidate selection process. For instance, during the selection process, recruiters might review the details of applicants’ profiles, peruse through their social networks and examine closely their activities including their contributions to discussion forums and the groups that they choose to join.

Consumer researchers often define risk in terms of “consumer’s perception of the uncertainty and adverse consequences of buying a product or service” (Dowling and Staelin, 1994, p. 119). Adapting this definition to suit our context, we conceptualize jobseeker’s risk beliefs as their perceptions of the uncertainty and adverse consequences of utilizing the recruitment services offered by SNSs. We are specifically considering uncertainty about whether the information gathered by recruiters might add to or detract from an applicant’s eligibility for the job for which he/she has applied, and the potential adverse consequence of loss of job opportunities.

Unlike criteria such as academic qualifications and extent of experience in a particular field or position, it is unclear how information discovered online might affect a candidate’s chances of landing a job of interest to him/her. For instance, information about the current employees within the hiring organization who are in an applicant’s social network might strengthen or weaken his/her chances at securing the job. Also, information about the values of the professional and social groups with which the applicant is associated, may help recruiters in determining the potential fit or misfit between the applicant and the organization. Further, the number of connections the applicant has within a competing organization might be considered favorably or unfavorably in a selection process.

A belief that personal information about job candidates is more likely to be gathered from SNSs if one applies for a job through an SNS, coupled with uncertainty about exactly how this information will be used in the candidate selection decision making process, is likely to evoke perceptions of risks. Based on the reasoning and the findings of Malhotra, Kim and Agarwal (2004), we believe that an individual’s disposition with respect to concerns about online information privacy will influence his/her level of uncertainty of the outcome that will result from the presumed extensive gathering of personal details by recruiters and potential employers if they apply through an SNS. Accordingly, we posit:

H8: There is a positive relationship between jobseekers’ online information privacy concerns and their risk beliefs (in terms of the uncertainty and adverse consequences of using SNSs to apply for a job).

Refusal/willingness to reveal personal information is one of the main information privacy-protective responses or IPPR (Son and Kim, 2008) typically considered in IS research focused on Internet users’ privacy concerns and threats. Recruitment literature has identified the following as jobseekers’ ultimate reactions to perceptions of intrusiveness of candidate selection procedures: application intentions, applicant withdrawal, offer acceptance intentions and organizational attraction (Bauer, Truxillo, Tucker, Weathers, Bertolino, Erdogan and Campion, 2006; Hausknecht et al., 2004). In the proposed model, we are considering the behavioral intention, “likelihood of using SNSs to apply for a job,” which is different from any of the aforementioned reactions. It is argued here that given the likelihood that the same vacant position might be advertised by more than one recruiter in more than one online location, rather than not considering the vacant position altogether or judging the organization as an unattractive potential employer, jobseekers may choose to apply for the position using an alternative type of website or method. Risk beliefs have been found to have a negative effect on Internet users’ behavioral intentions to reveal personal information (Jarvenpaa and Tractinsky, 1999; Malhotra et al., 2004). We posit that these beliefs may have a similar impact on another possible reaction by jobseekers to preserve their privacy, which is, not using SNSs to apply for a job. We therefore propose:
H9: There is a negative relationship between jobseekers’ risk beliefs (in terms of the uncertainty and adverse consequences of using SNSs to apply for a job) and the likelihood that they will use SNSs to apply for a job.

The Proposed Theoretical Model

The integrated theoretical model derived from the previously stated hypotheses is shown in Figure 1. This model takes into consideration the proposed positive motivators of behavioral intentions to apply for job as well as the negative influences of perceived privacy concerns and risks.

![Figure 1: The Proposed Theoretical Model](image)

PROPOSED METHODOLOGY

The proposed model will be empirically tested using data gathered from jobseekers in an online survey-based study. Half of the participants will be randomly selected to receive information on a feature that makes transparent “jobseeker/potential employer connections.” The sampling frame that will be used for the proposed study is the alumni database of at least one university in the northeastern region of the US. Participants may choose to complete the questionnaire anonymously except if they want to be entered in a raffle in which six prizes will be awarded: one $100.00 gift card; two $50.00 gift cards; and three $25.00 gift cards.

In this study, previously validated scales will be used or adapted to measure many of the variables in the model. Table 1 briefly describes the proposed scales for variables in the model. Respondents will also be asked about factors that could affect their perceptions and behavior in the context of SNSs. These factors include:

- demographic characteristics - age, gender, ethnicity, education, occupation and employment status
- personal experiences (as suggested in Malhotra, et al. 2004) – frequency with which requested information is falsified by the respondent; frequency with which respondent has been a victim of invasion of online privacy; and extent of exposure to media reports on Internet privacy issues
- expertise with respect to Internet use
- experience specific to use of SNS - membership in SNSs, estimates of the number of individuals with whom they are connected, frequency of use of these sites, prior use of SNS to (a) search for a job vacancy and (b) apply for a job, and
- recent job search behavior (Blau, 1994).
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Malhotra, Kim and Patil (2006, p. 1865) describes common method variance (CMV) as “the amount of spurious covariance shared among variables because of the common method used in collecting data.” Since only one method (an online survey administered to subjects at a single point in time) will be used to collect the data for this study, the Marker-Variable Technique, as described in Lindell and Whitney (2001) and Malhotra et al. (2006), will be used to assess CMV. This technique requires that the questionnaire include a measure for a marker variable that is not theoretically related to any of the variables in the research model. If the variables in the model are not significantly correlated with this marker variable, then CMV is proven to be minimal. The marker variable proposed for this study is “the frequency with which the subjects read non-professional magazines.” Harman’s one factor test will also be used to check for common method bias. Based on Podsakoff and Organ’s (1986) description of Harman’s one factor test, all the variables will be entered into a factor analysis. The un-rotated factor solution will then be examined in order to determine (a) whether a single factor emerges; and (b) even if more than one factor emerges, is there a general factor that accounts for the majority of the covariance in the independent and dependent (criterion) variables.

Pilot Study

A pilot study was conducted with the following main objectives in mind:

- To determine the approximate length of time it would take respondents to complete the survey questionnaire;
- To identify ambiguous questions and instructions;
- To do a preliminary test of the psychometric properties of the scales designed to measure some of the constructs in the model, and
- To perform preliminary tests of the proposed hypotheses

Methodology

A convenience sampling technique was used to recruit subjects for this pilot study. An announcement requesting the names and email addresses of volunteers who wished to participate in the pilot study was made at three undergraduate and one graduate class at a US northeastern university. Also, seven individuals from the researcher’s social network volunteered to be part of this pilot study. Of the 65 students who volunteered, 44 usable responses were received.

Table 1: Description of Proposed Scales

<table>
<thead>
<tr>
<th>Variable</th>
<th>Type of Scale/ Source</th>
<th>Sample Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information about inside connection to target employer</td>
<td>Experimentally manipulated</td>
<td>0-absent; 1- present</td>
</tr>
<tr>
<td>Outcome expectancy</td>
<td>Six item/seven point semantic differential scale (newly developed)</td>
<td>I am optimistic that the use of SNSs in my job search would help me find a job that I would like to accept. (1=Strongly disagree; 7=Strongly agree)</td>
</tr>
<tr>
<td>Personal information privacy concerns</td>
<td>Four item/seven point semantic differential scale adapted from the Collection dimension of Smith et al.’s (1996) information privacy scale</td>
<td>I am concerned that recruiters and potential employers practicing online recruitment are collecting too much personal information about me. (1=Strongly disagree; 7=Strongly agree)</td>
</tr>
<tr>
<td>Perceived justice/Trusting beliefs</td>
<td>Nine item/seven point semantic differential scale (Five items - newly developed; remaining items adapted from Malhotra et al.(2004))</td>
<td>I believe that only information about me on SNSs that is relevant to the prospective job will be used by job candidate selectors. (1=Strongly disagree; 7=Strongly agree)</td>
</tr>
<tr>
<td>Risks Beliefs</td>
<td>Five item/seven point semantic differential scale (adapted from Malhotra et al.(2004))</td>
<td>There would be too much uncertainty associated with giving recruiters and potential employers, access to information about me on SNSs. (1=Strongly disagree; 7=Strongly agree)</td>
</tr>
<tr>
<td>Behavioral Intention</td>
<td>Three item/seven point semantic differential scale (adapted from various sources e.g. Gefen et al. (2003; Jarvenpa and Tractinsky (1999)</td>
<td>How likely are you to apply for a job through social networking sites? (1= Very unlikely; 7=Very likely)</td>
</tr>
</tbody>
</table>
Construct Validity and Reliability

Each variable in the model was conceptualized as a uni-dimensional construct. The results of factor analyses done on each multivariate scale individually suggested that, for each construct listed below, the items in their respective scales can be grouped into a single factor.

- Outcome Expectancy
- Perceived Usefulness of SNSs
- Information Privacy Concerns – Collection
- Behavioral Intentions – Willingness to apply for a job using SNSs

For the “perceived justice/trusting beliefs” and “risk beliefs” scales, however, the results of the factor analysis suggested that more than one factor be retained. The criterion used for extracting factors was eigenvalues greater than one. The positively worded items of the “perceived justice/trusting beliefs” scale loaded onto the first factor. However, the two negatively worded items loaded significantly onto the second factor. A similar factor pattern resulted with the risk beliefs scale. The only positively worded item loaded onto a second factor. The two items of the “perceived justice/trusting beliefs” scale and the one item of the risk beliefs scale that loaded on the second factor of their respective scales did not appear to be conceptually distinct from the other items in their scales. It is therefore believed that in order to achieve uni-dimensionality in the main study, these items should be rephrased and worded consistently with the other items in their respective scales. For the purposes of further exploratory analyses in the pretest, a decision was made to use only the items that loaded onto the first factor.

Cronbach’s alpha coefficient was calculated for each multi-item scale in order to assess internal consistency reliability. The computed coefficients are shown in Table 2. These values suggest that all the scales exhibit good internal consistency. For exploratory studies, a minimum value of 0.7 for Cronbach’s alpha is generally considered to be acceptable reliability (Robinson, Shaver and Wrightman, 1991).

<table>
<thead>
<tr>
<th>Scale</th>
<th>Standardized variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome Expectancy</td>
<td>0.902</td>
</tr>
<tr>
<td>Perceived Usefulness of SNSs</td>
<td>0.853</td>
</tr>
<tr>
<td>Information Privacy Concerns – Collection</td>
<td>0.898</td>
</tr>
<tr>
<td>Perceived Justice/ Trusting Beliefs</td>
<td>0.872</td>
</tr>
<tr>
<td>Risk Beliefs</td>
<td>0.797</td>
</tr>
<tr>
<td>Behavioral Intentions – Willingness to apply for a job using SNSs</td>
<td>0.777</td>
</tr>
</tbody>
</table>

Preliminary Tests of Propositions

Bivariate correlation analyses between pairs of variables of the research model were performed in order to determine the hypotheses that are supported by the pilot study data and are therefore likely to be supported in the larger survey. The results of these analyses, shown in Table 3, suggest that all of the hypotheses except H9 were supported. Statistically significant positive correlations between the following pairs of variables were found but not predicted.

- Display of inside connection information and behavioral intention to use SNSs to apply for a job
- Perceived justice/trusting beliefs and risks beliefs
- Perceived justice/trusting beliefs and behavioral intention to use SNSs to apply for a job

The mismatch between predicted propositions and supported ones suggests that the initial research model should be redesigned to include theoretical considerations that could explain the significant relationships that were not originally hypothesized.
ANTICIPATED CONTRIBUTIONS AND LIMITATIONS

Contributions

The proposed study will produce a validated research model that integrates some aspects of classic technology adoption/utilization theories with salient factors such as privacy concerns that have been receiving significant attention with the increase in use of SNSs and other “online social computing” sites. As noted in Dwyer (2008), IS theories in adoption/utilization that are applicable in an organizational context may not have the same predictive power in explaining use of these “online social computing” types of systems. The results of the proposed study are therefore expected to contribute to the understanding of and the building of an integrated theory about the interplay of privacy concerns with usefulness in the decisions of people about whether and how to use online “social computing” types of services and sites.

SNSs are beginning to play a more significant role in the recruitment industry (Beyond.com, 2008). These sites are becoming ever more appealing to recruiters because they do not only have a large pool of members, but also, increasingly these members are using them for job searching and professional networking. Like many online services, including job boards, SNSs are therefore expected to evolve to meet the needs of their members; some of whom are using the sites’ services expressly with the aim of advancing their careers. Thus, with respect to practical implications, the results of the proposed study can inform designers on issues that are to be considered in further personalizing and enhancing the services that they provide to both job seekers and recruiters in their community.

Limitations

It is anticipated that the proposed research will have at least four main limitations, despite its potential to make contributions to practitioners and researchers in the area of online social computing. The first potential limitation pertains to the use of a single method, a survey questionnaire, to measure all the constructs of interest in the proposed study. This raises the issue of whether findings suggesting significant relationship between variables are due to common method variance (CMV). As noted earlier, the marker variable technique and Harman’s one factor test will used to assess bias due to CMV.

The second potential limitation is the absence of an actual behavioral outcome in the research model. A measure of actual use of SNSs to apply for a job would add richness to the results of the study. However, with the use of the survey method and the inclusion of job seekers who, at the time of completing the questionnaire, may not necessarily be prepared to apply for a job, it is not feasible to measure actual behavioral outcomes. A number of prior studies (e.g., Davis, et al. 1989; Venkatesh, et al. 2003; Venkatesh, et al. 2008) have demonstrated the link between behavioral intentions and actual use of technology in a variety of contexts.

In addition, participants will see a hypothetical diagram to illustrate “inside connections.” This might not be as meaningful to them as one that showed the actual names of their contacts within a specific SNS. The fourth foreseeable limitation relates to the generalizability of the findings of the proposed study, because the targeted sample may not adequately represent the
population of job seekers. For instance, the main source of survey participants is a database of alumni from one university. The sample is therefore likely to comprise a disproportionately large percentage of college graduates, which is not reflective of the total population of job seekers.

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