The Relationship between Employer Branding and Social Networks: Analysis from the Perspective of Young Graduates

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The aim of this paper was to study the relationship between graduates who are seeking employment and social networks. Authors focus on the relationship between employer branding, recruitment and social networks. Only few articles were interested in job seekers, with the majority focusing on the subject from a business perspective. Focus groups have been conducted. It has been discovered that graduates use social networks to look for job opportunities, but they rather apply through corporate websites. Candidates use social networks to be prepared for a recruitment process while companies using social networks are considered more attractive from a candidate's perspective.

INTRODUCTION

Since the launch of Facebook in 2004, social networks have undergone major development. These media have introduced new customs both on a personal and professional level. Thus, companies aware of this growth and change must adapt to and use these networks so as to continue to grow. In addition to using these networks to promote their products or communicate with potential customers, social networks can play an important role in the field of human resources (Heidemann, 2012).

One of the objectives of human resources is to allow companies to attract the most promising candidates and keep their employees the most competent. By doing this, companies can be more efficient and competitive. They must, therefore, work their branding. This study aims to analyse the relationship between employer branding and social networks. In order to carry out this study, two stages were followed. The first covered the theory linking these concepts while the second discovered this relationship through a field study.

The secondary research has been subdivided into three phases. The first phase clarifies the concept of employer branding, the way it develops and which objectives it achieves. The second phase was focused on social networks. In order to define these social networks, a clear line has to be drawn between them and social media. The third phase was focused on the relationship between them. Furthermore, this was studied from two points of view—that of companies and that of job seekers.

The primary research analyses the relationship between students at the end of their studies and young graduates with social networks. The following hypotheses were formulated to guide the study: 1. Social Networks are the most used channel to apply for jobs according to young graduates and students, 2. Just graduated job seekers think information highlighted on social networks by companies is relevant, 3. Job seekers think companies using social networks recruitment tools are more attractive than companies with a traditional recruitment approach. Based on that, the opportunities that social networks represent for companies and job seekers have been explored enabling us to understand how companies should behave on social networks so as to acquire the best talents possible.

THE CONCEPT OF EMPLOYER BRANDING

The term employer branding was introduced for the first time by Barrow and Ambler in the 1990s. Originally intended for marketing branding, the term "branding" has gradually developed into human resources under the term "employer branding" (Edwards, 2010). Since its arrival, many companies have decided to embrace this branding activity and apply it in order to keep their most skilled employees, a source of competitive advantage (Moroko, 2008; Gotls and Wilson, 2001; Elving, 2013). Due to the strong growth of new industries and the emergence of new economies, this phenomenon of finding competent employees is becoming more and more important. In addition, demographic and social factors reinforce this phenomenon (Moroko, 2008). In view of these remarks, the attractiveness of companies is decisive. As a result, employer branding is becoming increasingly relevant to human resources and business (Edwards, 2010).

A brand can be defined as a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of a seller or group of sellers and to differentiate them from those of competitors (Schneider 2003; Backhaus, 2004).The term branding represents the use of a 'brand' and is originally intended to differentiate tangible products. Over time, it has made it possible to differentiate people, places and firms (Schneider, 2003; Backhaus, 2004).

These include product branding, corporate branding and employer branding. Product branding studies how a product is represented by its customers; corporate branding focuses on how an organisation is perceived by different external auditors, while employer branding focuses on how it is perceived as an employer. It also targets its employees and potential candidates (Edwards, 2010).The major difference between these three terms is the audience to which they are addressed. Indeed, 'product' and 'corporate' branding focus on an external audience, while 'employer branding' targets an external audience - potential candidates and internal - employees (Backhaus, 2004). Some authors define employer branding as the sum of a company's efforts to communicate to existing and prospective staff that is desirable to place to work (Lloyd, 2002; Moroko, 2008).Employer branding represents a targeted, long-term strategy to manage the perceptions of employees, potential employees, and related particular firm (Sullivan, 2004). On the one hand, the use of branding must make it possible for an employer to attract potential recruits to their company and to retain and motivate their employees. Thus, the aim of employer branding is to provide both internal and external enterprises a clear view of what makes a firm as an employer different and desirable (Backhaus, 2004). In this context, employer branding is also about managing the image and identity of one's organisation (Edwards, 2010).

Employer brand can be defined as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company (Ambler, 1996). However, it can also represent company's culture, values, or management style (Backhaus, 2004). The role of employer brand is to ensure that all employees understand, respect and act in accordance with the values and objectives of a company (Backhaus, 2004). One of the goals of employer brand is to attract the best candidates to a company. It is, therefore, interesting to analyse why some firms are more attractive than others and what is considered the most interesting among applicants (Berthon, 2005). Organisational identity refer to the feelings, beliefs and perceptions that employees have of their organisation (Hatch, 1997). Organisational image as a concept refers to the way the management of a company would like external people to see their organisation (Whetten, Lexis and Mischel, 1992). Image is not what a

company believes to be but is rather defined by the beliefs and feelings of the external public (Bernstein, 1992). As explained above, the aim of employer branding is to highlight the image of a company as a place of choice for working (Sullivan, 2004). It is, therefore, obvious that organisational image and employer branding are related.

SOCIAL MEDIA AND SOCIAL NETWORK

Social media and social networks are highly important in our society. On these networks, billions of conversations are taking place on a daily basis. As individuals can communicate freely and access information more quickly and efficiently, organisations now have much less control over the information available to them (Kaplan, 2010). It is, therefore, much easier for an individual to form an opinion about a product, service, or even how a company behaves with its employees or recruits. In order to avoid any misunderstanding, it is necessary to differentiate between social networks and social media.

Given that the concept of social media is fairly recent, experts have yet to agree on a single definition (Solis, 2009). Social media can be defined as a group of Internet based applications that is built on the ideology and technological foundations of Web 2.0 and which allows the creation and exchange of user content (Kaplan, 2010). Social media covers a wide range of applications. Besides applications such as Facebook, Twitter, YouTube and Wikipedia, social media envelops far more domains than the latter. These different media belong to the categories of blogs, collaborative projects, content communities, virtual game worlds, virtual social worlds and social networks (Kaplan, 2010). This classification illustrates the difference between social networks and social media and allows us to understand that social media represents much broader concept than social networks. Thus, it can be noticed that social networks belong to the category of social media (Brecht, 2011).

While social networks are a phenomenon born with the advent of Web2.0, there is not yet a concrete definition of the concept. Some authors have done extensive research on this phenomenon and have attempted to describe it (Boyd and Ellison, 2008; Ellison, 2015; Thelwall, 2009). Social networks are specifically dedicated to the constitution or the reconstruction of social connections, their management and or mobilization, for personal or professional purposes (Fondeur and Lhermitte, 2006). Social networking represents the basis for interacting with friends through profiles, contact lists, and applications across a wide range of organisations and activities (Stenger and Coutant, 2010). Although social networks have many features, their primary purpose is to share user profiles. Visibility within social networks is very important, as it allows enlarging its network by browsing through the list of friends of users (Ellison, 2015). Most social networks also allow leaving messages on a user's profile and the profile of his friends. Indeed, if most accounts are of a personal type where friends log in after accepting an invitation, other accounts are used as fan pages, where any individual can follow the news of page owner (Brecht, 2011).The presentation and definition of social networks may not correspond with new applications such as Instagram, Twitter or others. However, following the success of Facebook, these new applications were born and, to be able to make a place in this market, they had to innovate by proposing new services.

It is also important to analyse the reasons why people use these applications. The main reason is that social networks would provide a quick and easy way to meet new people. The second reason is that it would also be a good way to keep in touch with friends. Finally, the third most attractive factor in social networks would seem to be the possibility of socialising (Brandtzaeg, 2009). Furthermore, there is a great importance to the possibility of creating and maintaining a personal profile (Ellison, 2015). First, social networks are useful for finding new ideas for products and services. Users can imagine products, propose and evaluate them. For instance, Lego has appealed to its customers to find new model ideas. This 'open innovation' allows companies to increase their creativity while taking account of user preferences at lower cost (Heidemann, 2012). Second, social networks have an important influence on the marketing and sales of products (Cheung and Lee, 2010). Finally, some companies are setting up internal social networks to facilitate networking within their organisation. To summarise, social networks can be beneficial for several reasons. They generate new ideas, provide social support and boost sales. Taking into account the speed and the mass of data exchanged on these sites, companies can manage costs and

increase revenue (Heidemann, 2012). Two types of social networks can be distinguished: social networks of socialisation and networking. The first are to find and connect with existing friends off the Internet. The second is to expand its professional or personal network. However, social networks also represent opportunities for recruitment and the strategy of employer branding.

THE RELATIONSHIP BETWEEN SOCIAL NETWORKS, EMPLOYER BRANDING AND RECRUITMENT

Although the use of employer branding and social networks is attracting more and more attention from experts, the literature combining both concepts is not widely available(Nikolaou, 2014).Note that not only companies can benefit from social networks; job seekers can also benefit. They can, for example, present themselves as a priority to a firm in relation to a company's usual recruitment process and obtain faster information about their application (Brecht, 2011). Thus, social networks play a significant role for businesses and job seekers. Traditional methods of business promotion include brochures on a company's corporate website. These methods have been applied for years. However, they appear to be insufficient. People would increasingly use the media and social networks to learn and job seekers would increasingly focus on employee perspectives (Laick, 2011). Social media had been increasingly used to promote job vacancies and recruit potential candidates (Laick and Dean, 2011). In addition, companies use social networks as a tool for their employer branding strategy and recruitment (Brecht, 2011).

As explained earlier, social networks and social media seem to be a relevant tool to attract job seekers. The use of social media by a company has a positive correlation with the reputation of a company, thus increasing the intentions to apply (Sivertzen, 2013). Finally, social networks offer companies the opportunity to improve their attractiveness and visibility by targeting and animating a community of potential candidates (Girard, 2011). For example, by creating a fan page, a company allows applicants or potential candidates to communicate more openly and have more information about it, thereby promoting its image and brand (Brecht, 2011). A company's employees are the first ambassadors of the employer brand. They are the first network on which to get an idea about a company. It is therefore very important that the content they publish on social networks is beneficial for the company (Bladier, 2015). In this context, social networks encompass a number of opportunities for businesses. On the one hand, companies can verify that their employees do not carry slanderous messages to the organisation. On the other hand, companies have access to additional information about their employees so that they can find out if, for example, they have participated in illegal or legal activities that could be potentially embarrassing for the company (Darison, 2011).

Previously, employers relied on their employees' networks to find new recruits and convince them to join the company (Kluemper, 2009). With the advent of social networks, recruiters have new ways to attract new candidates and can more easily increase job seekers' interest in their organisation (Ollington, 2013), comparing a recruiter's role on social networks to that of a broker. Social networks allow their users to publish personal information such as photos, videos or comments, which characterize their personal profile. Recruiters, by connecting to social networks, can access these pieces of information that are usually not provided in résumés or cover letters (Brandenburg, 2008). Also, depending on the profile analysed, companies would be able to define whether its owner would be a 'top performer' or 'a bad performer' in the company. Social networks can, thus, provide an overall picture of the candidate (Kluemper, 2009) and help to identify whether applicant would be suitable for employment (Peluchette and Karl, 2010). Indeed, the studies affirming that there is a consistency between the information found in social networks and the performances in a company, were carried out on the basis of a sample of 378 people, where results cannot be generalised (Kluempner and Rosen, 2009). It is therefore preferable to say that social networks make it possible to observe candidates in a context of social relations that will promote the obtaining of information about applicants.

Such a practice is especially useful for analysing young graduates who do not have extensive professional experience (Roulin & Bangerter, 2013). Moreover, many applicants do not activate the confidentiality parameters facilitating the work of recruiters (Brandenburg, 2008). With social networks,

recruiters have access to very private information. For example, it is easy to know the marital status, sexual preferences or religion of the candidate. This characteristic makes it possible to ask whether the use of social networks for selection and recruitment is ethical and whether it is legal. Indeed, if HR managers base their hiring decisions on these aspects of an individual's personality, this would be subject to discrimination (Kluemper and Rosen, 2009). The companies have been advised on establishing a social networking policy so that these sites are used in a socially responsible manner (Clark, 2010). Finally, ease of access to relevant information combined with the minimal costs of doing so would push companies to use social networks as a recruitment and selection tool (Brown and Vaughan, 2001).

The media largely contributed to warn applicants that social networks were a hunt for recruiters, so it seems normal that the probability of posting missteps decreases (Dey, Jelvey and Ross, 2012 in Roulin and Bangerter, 2013). On the other hand, people who tend to want to be positively perceived by their friends commit the most missteps. It should be noted, however, that there is no correlation between the time spent on social networks and the publication of missteps; privacy settings play an important role. Social networks can be of different forms. Two types of networks have been identified: social networks of socialization and social networks of professionalization. The first is to increase its professional network such as LinkedIn and the second focuses on communication between friends such as Facebook. Both of them are used by recruiters (Roulin and Bangerter, 2013). Each has a different role. Social networks of socialisation are used to gather information to determine if a candidate will easily adapt to the organisation. Social networking websites would be useful in checking whether applicants have the required skills for a given job. Note that a small proportion of respondents would base their choice on whether or not to invite a candidate based on the information found (Caers, 2010). Moreover, according to the study of "Carreerbulding.com" (Grazs, 14), only 21% of the managers interviewed and using social networks would connect to these sites to find reasons for not inviting a candidate. However, the same study reveals that 48% of those interviewed said they found information that prompted them not to hire a candidate. While 32% of the managers found information that was in favour of the hiring of an applicant.

Unfortunately, these authors do not explain to what extent these networks are used by companies to promote their employer brand. However, some authors have been interested in the relationship between social media and recruitment process and employer branding (Girard, 2011). It emerged that companies would initially use social networking to improve the visibility and attractiveness of an organisation. Subsequently, social networking websites would be used to attract and recruit appropriate candidates. However, this cannot be generalised to all companies. Finally, there are still many issues to be raised about the relevance of social networks in the recruitment and selection stages (Darrison, 2011).

There are many reasons why a company can decide to have a presence on social networks. However, developing its employer branding and its recruitment and selection processes through these media outlets requires taking into account several parameters. A specific strategy needs to be formulated. According to (Brecht, 2011), there are two steps necessary to properly develop its presence on the networks. The first step is to clearly define the goals a company wants to achieve. Which group will be targeted, what social networks will be positioned, what resources will be allocated to them and what responsibilities will be given to employees? Everything needs to be integrated into a company's culture (Bladier, 2015). The second step is to analyse the company's image in other social media outlets. This analysis helps to understand how to reach its target group and facilitate the initiation of a dialogue with it. This process is necessary if a company wants to have an effective and sustainable presence on social networks. Also, the company must put in place some quantitative measures so as to estimate the results of the use of social networks.

However, there are various issues that companies might encounter following the use of social networks. Indeed, (Darison, 2011) raise certain points which have not yet been analysed and which give rise to questions. First, social networking attracts a large number of job seekers. There is a question in regards with quality and characteristics of applicants. Social networks make it possible to have more applicants but how can they be sure that they are qualified and relevant candidates for the job. As these media can be used to target a certain group of people (Darison, 2011), it is reasonable to assume that they can attract 'quality'. In addition, the firms are able to determine, from an individual's online profile,

whether they will be a good part of the business (Kluemper and Rosen, 2009). However, these sites do not reveal the other aspects inherent in employment. They tell nothing about an individual's creativity or their ability to adapt to the organization and other employees. Then, candidates made fewer missteps when they knew that recruiters were using social networks (Roulin, 2014). It is, therefore, reasonable to ask whether it is possible for candidates to customise their accounts according to the expectations of recruiters (Darison, 2011). Finally, let us not forget that the legality in the use of social networks to analyse and select candidates is a point of discussion. Since social networks provide a great amount of information, human resources managers, therefore, face issues of ethics and legality.

Social media, especially social networks, is essential in the process of job search. Indeed, more and more people are connecting to social networks in order to find a job (Nikolau, 2014; Smith, 2017; Stopfer, 2013). Job seekers can take advantage of their online network to facilitate their job search. When an individual changes their status as a job seeker, members of their network can communicate about his situation to potential employers (Stopfer, 2013). In addition, Facebook offers various applications that make it easier to find a job. LinkedIn can be defined as a social network aiming to extend the professional network of its members (Linkedin, 2017). Connecting to other LinkedIn members represents the most effective method of finding a job (Stopfer, 2013).

Thus, a job seeker can become aware of their direct and indirect social relations. This visualisation can make it easier to find a job (Strehlke, 2010). This display of relationships can also comfort an employer about the impression it can make on an applicant. Indeed, to become friends on social networks, each member must accept the invitation in such a way that relationships cannot be deceived (Stopfer, 2013).Employers use social networks to gather information about applicants. Using this data, they can determine the personality and profile of a candidate. Widely conveyed by the media, this selection process is certainly known by job seekers. Aware of this phenomenon, they can try to find recruiters' criteria and modify their profile and information (Kluemper, 2009). Thus, they increase their chances of being spotted and selected by companies. However, job seekers must temper their ardour. Indeed, candidates and recruiters are focused on different elements when analysing a profile (Roulin, 2014). Also, social networks allow job seekers to have more information about business. As they communicate on social networks to attract more people (Brecht, 2011), it is easy to obtain more information. For example, job seekers can communicate with employees, keep up to date with a company, and get quicker information about job offers (Smith, 2017).

Finally, the effects of employee testimonials 'online' and 'online word of mouth' on the attractiveness of a business have been examined (Van Hoye, 2007). They showed that potential candidates were more attracted to an organisation when information about employment was transmitted through word-of-mouth, rather than through online testimonials. In addition, applicants tend to give more credit to information from an independent source to a company than to employee testimonials on the company's website. The use of social networks by job seekers is varying according to age and level of education (Nikolau, 2014). Moreover, people with a higher level of education also seem to favour social networking websites. However, jobseekers are much more committed to both types of social networks than recruiters (Nikolaou, 2014). Also, despite the increase in the use of social networks as a job search tool, more 'conventional' job sites such as 'monster.com' and 'careerbuilding.com' seem to remain the top priority for job seekers. Indeed, they have existed for a long time and their effectiveness is no longer to be demonstrated (Van Hoye, 2007). While they do not view both media as complementary in information retrieval, job seekers are aware that social networking and networking networks have different functions. Job seekers consider that LinkedIn is more effective than Facebook for the job search (Nikolaou, 2014).

There is a need to link employing branding and social networks. While studying employer branding in terms of attracting young talents, it was only normal to mention recruitment. Within this work it has been analysed the relationship between social networks and firms and, subsequently, the link between job seekers and the same media. For companies, they facilitate communication with their targets allowing applicants to have more information about the company, thus promoting the image of the company and its brand. Social networks are also useful for protecting their employer brand. Employers can verify if their employees do not degrade the company and, on the other hand, respond to criticisms on social networks.

In addition, social networks can be used to attract and recruit potential candidates more easily. Through social networks, contacts are made much easier and the exchange of information is much faster. Finally, companies can learn more about candidates and get more information about their applicants. Employers would seem to use both types of social networks. Networking would help determine whether the potential recruit has the necessary qualifications for the job and the socialisation skills would provide access to additional information about the candidate. Regarding their use for strategies to employ branding, few articles have been interested. However, companies would initially use social networking to improve their visibility and attractiveness, and then use social networking to recruit candidates.

For job seekers, authors were less generous with information. It has been able to discover that social networks could increase the visibility of candidates. They can also provide them with more information about companies. To a lesser extent, they can adapt their profile according to recruiters' expectations, thus increasing their chances of success. Finally, it is important for a company to set up strategies to use social networks. They must define their targets, allocate sufficient resources to manage these networks, and set up systems to measure the impacts of social networking. The integration of the employees of the company is also important. Only by being rigorous and organised, social networks can be effective for companies.

STUDY DATA AND METHODS

The purpose of this study was to clarify the behaviours of candidates on social networks when choosing a company. This is to be considered as an analysis of the relationship between employer branding and social networks in order to understand what relationships job seekers have with the social networks and what characteristics could push candidates to find a company more attractive than others on these networks. Analysing available literature, authors have been discovered that the relationship between social networks and the strategies of employer branding and recruiting a company have not been the subject of many studies. Most articles illustrated the opportunities for companies and candidates to use social networks. For companies, these sites attract candidates, and allow them to learn about their applicants, and promote and protect their employer brand. For candidates, the main opportunities were the opportunity to take advantage of their visibility on these social networks to get in touch with recruiters and have more information about a company.

The views of job seekers on the effectiveness of social networking and networking in job search have been studied recently. Job boards seemed to be used more intensively than social networks by job seekers (Nikolau, 2014). As a result of this observation, it is conceivable to ask what the other media outlets are about. Moreover, this research does not explain the means that are most used by prospectors to apply. Finally, the use of different social networks varied according to age and level of education. However, it does not explain to what extent these are used to seek employment and/or apply. Additionally, the candidate's intentions to apply for a firm decreased when applicants were aware that companies were using social networks as a selection tool (Madera, 2012). However, it is worth asking what information is preferred by young job seekers to choose a company. In regards with this, financial aspects were not very important (Silvertzen, 2013), which represents an opportunity to verify the veracity of this study. The use of social media by companies positively influenced the candidates' view of the company. The same question can be asked but focusing on social networks. Finally, it was analysed the degree of relevance given to social networks by job seekers. The following hypotheses are formulated to guide the study: (H1) Social Networks are the most used channel to apply for jobs among young graduates and students, (H2) Young graduates use social networks to get information about companies before applying and (H3) Job seekers think companies using social networks recruitment tools are more attractive than companies with a traditional recruitment approach.

RESEARCH AND ANALYSIS

The authors have chosen focus group as a quantitative research method to conduct research. The discussion that emerged between participants during the group interview represents the main data analysed later (Morgan, 1997). The method involves recruiting enough groups to ensure that the subject matter is fully covered. A group is generally composed of individuals with similar characteristics. These people are interviewed on a particular topic with questions aiming to encourage open discussion between candidates. The results of focus group depend on group dynamics. As a reminder, authors used three hypotheses. The first concerns the means used by job seekers to find a job and apply. The second concerns the information that is most important to prospectors when choosing a business to apply for. The third was to refine the study by analysing the degree of relevance given to social networks by job seekers. The main objective was to understand the relationship between social networks and young job seekers. The method was based on discussion among the participants. The multitude of personalities within the groups had an impact on group dynamics. Since the aim of this study was to determine how young job seekers use social networks, authors found it more relevant to let candidates express themselves freely without constraints of choice. Finally, our targets were young graduates or end-of-school students seeking employment. Each student had different experiences, opinions and values. The focus groups was able to oppose these students during a constructive discussion where they were free to express their opinions. This technique will assess needs, expectations, satisfactions or better understand opinions, motivations or behaviours. It will also be used to test or bring out unexpected new ideas for the researcher. The "how" and the "why" are approached "without prejudice" (Moreau, 2004).

The targeted individuals were students or recent graduates registered on one or more social networks and who were looking for a job or have recently found one. This type of people has been particularly chosen because their profiles were thought to be the most relevant in terms of studying the relationship between social networks and job search. As for social networks, students or young graduates have grown up using them. They are, therefore, familiar with these media and use them widely. Indeed, the social network Facebook was born in an academic context. It was the basis for students at Harvard University to communicate. Second, let us not forget that the study was also concerned with job search. These students, at the end of education, were soon about to find their way into professional life. Considering these parameters, it seemed appropriate to choose these targets. Being mainly composed of students at the end of their academic years, authors used network of friends to recruit candidates. After having examined school networks and targeted the right people, they have been contacted via the social network 'Facebook' for the less familiar and by telephone for the nearest people. The focus groups consisted of 4 to 5 people, which was the ideal number for good group dynamics. Authors have decided to make four focus groups; the number of participants in each focus group depended on the availability of participants. The four focus groups brought together 19 people. Of these 19 participants, there were 6 people who had already found a job, one of whom had been working for a year, and 13 were still looking for a job or recruiting a business.

The first focus group consisted of 5 people, the second one had 5 people, the third was composed of 4 people, and the fourth consisted of 5 people. Each focus group gathered people who knew one another. This proximity has helped to establish a climate of trust, thus allowing each participant to express themselves more freely. We counted 14 students in their last year of business studies; 3 are management science students; a person who studied computer science and another who studied journalism.

TABLE 1
THE STRUCTURE OF FOCUS GROUPS

4 FOCUS GROUPS – 19 PEOPLE FROM 22 TO 26 YEARS OLD				
Business Engineering (14 people)		Management Science (3 people)	Computer Science (1person)	Journalism (1person)
9 are looking for a job	5 found a job (Finance and Audit)	Are all looking for a job	Has been working for a year	Is looking for a job

All of them knew many social networks, the most frequent being Facebook, LinkedIn, Twitter or Google+. Thus, the participants have been reminded, at the end of the session, that they should not confuse social networks and social media— the second being much broader and encompassing social networks. Following this remark, one participant pointed out that YouTube was increasingly considered as a social network. Moreover, it has been added that the use of this medium by companies to attract young talents was growing steadily. With people increasingly annoyed by traditional mails or messages, recruiters would focus on publishing videos to promote their businesses. Finally, of the 19 participants, all had a Facebook account and only one person was not active on LinkedIn social network. Some had a Twitter account but did not use it widely and another was active on Google + but was not convinced by Google. To analyse the data, several steps have been performed. First, the authors have transcribed the discussions. Thus, for each focus group, authors had the responses of each participant on each of the themes raised. Then, in order to raise the similarities and divergences of the points of view, the answers of all the participants have been gathered according to each hypothesis for each focus group. Subsequently, the different focus groups have been compared. Thus, it was possible to compare opinions and reactions in each focus group and between focus groups.

The next step was to determine the general trends emerging from this comparison. In order to do this, authors have arranged the various remarks of the participants in order of appearance. At most, one answer appeared. At the most, this one had weight in our classification. By following this technique, we were able to determine the major trends for each subject while not neglecting any information. The problem with this method was that it does not make it possible to represent the preferences of each individual. Indeed, a parameter could be cited by many individuals but be only the second or third choice of it. If we were to take these preferences into account, the analysis would become very complicated. For this reason, authors have attempted to identify the trends emerging from the focus groups. In addition, for the sake of transparency, the participants' answers have been illustrated by using tables.

The first hypothesis: "Social Networks are the most used channel to apply for jobs among young graduates and students." was verified by asking following three questions to the job seekers/graduates: What are the means used by young prospects to seek employment? How do they apply for these jobs? What do they think about the usefulness of social networks to search for and apply for a job?

When asked different focus groups how they preferred to hear about job offers, authors were able to find in each group: social networks, university, word of mouth, company site and websites for job search. However, some trends seem to appear. Indeed, the majority of participants responded that the social networks and opportunities offered by the university were their favourite methods. The majority of students, citing social networks, mentioned LinkedIn as the most effective social network to find a job. It should also be noted that LinkedIn was the most frequently cited method among the four focus groups. However, several students have noticed that Facebook, through the creation of groups, could have a notable influence. For clarity and transparency, Table 2 summarises the participants' responses.

TABLE 2
THE RANKING OF PARTICIPANTS RESPONSES IN REGARDS WITH
HOW THEY PREFERRED TO HEAR ABOUT JOB OFFERS

JOB SEARCH	FOCUS GROUP 1	FOCUS GROUP 2	FOCUS GROUP 3	FOCUS GROUP 4
Social networks				
LinkedIn	Pierre (1), Alexandre (1), Matt(1)	Denis (1)	Martin (2) Adrien (1)	
Facebook		Sebastien (1) Denis (2)	Philippe (2), Adrien (1)	
University				
Events	Matt(2)	Jimmy (1) Sebastien (1)	Anthony	Laurent Nicolas
Plaforms /job board		Jimmy (2) Sebastien (2)		Philippe (1)
Contacts				Céline Laurent
Corporate Website	Maxime (2) James (2)	Jimmy (3)	Philippe (1)	Nicolas
Job search websites	Maxime (1)	Denis (3)	Martin (1)	Adrien
Word of Mouth		Charles, Geoffrey	Philippe (3)	

After researching companies and job offers, participants were asked what channel they used to apply for a job. The majority of participants agreed that applying via the company website represents the most effective method. Two other methods were then discussed: "via social networks" and "getting in touch with an employee". Indeed, not all companies offer the possibility to apply online, so it is appropriate in some cases to use another method. In addition, some candidates said that although they prefer to apply via a company's website, getting in touch with one of the company's members could also be interesting. To conclude, the main method used by students to apply was a company's website. Nevertheless, it should not be forgotten that getting in touch (for example, via social networks) with a company employee remains an interesting option for candidates and for employees.

TABLE 3
THE RANKING OF PARTICIPANTS RESPONSES IN REGARDS WITH
CHANNEL THEY USE TO APPLY FOR JOB

Applications Channels	FOCUS GROUP 1	FOCUS GROUP 2	FOCUS GROUP 3	FOCUS GROUP 4
Corporate Website	Maxime Matt James Alexandre	Geoffrey Sebastien Jimmy	Philippe Martin Anthony	Laurent (1) Céline Adrien Philippe
Internal contact	Pierre (1) Maxime (2)	Charles (1) Denis (2)		Laurent (2) Nicolas (2)
Social Networks	Thomas (2) Maxime (1)	Charles (2) Denis (1)	Adrien	Nicolas (1)

In regards with the usefulness of social networks to search for and apply for a job, LinkedIn is more relevant than Facebook in terms of looking for a job. However, some criticisms with regard to LinkedIn have been issued.

The second hypothesis: "Young graduates use social networks to get information about companies before applying." was verified by asking following three questions to the job seekers/graduates: What information matter the most to young candidates in their company choices? What means do they use to get this information? Why job seekers are/are not using personal social networks and/or professional social networks to find this information? After analysing the answers, authors were able to determine which information was the most popular among young job seekers when choosing a company. This information can be found in Table 4.

TABLE 4
THE CRITERIA OF CHOICE

	FOCUS GROUP 1	FOCUS GROUP 2	FOCUS GROUP 3	FOCUS GROUP 4
Corporate atmosphere	Maxime (2) Alexandre (2)	Jimmy (2) Sebastien (2) Denis (2) Geoffrey (2)	Philippe (1) Martin (2)	Céline (1) Philippe (1)
Job Contents				
Attractive	Maxime (2) Alexandre (2) James (2)	Charles (2) Jimmy (1) Sebastien (1) Geoffrey (1)	Philippe (1) Adrien (2) Martin (2) Anthony (1)	Laurent (1) Adrien (1) Nicolas (1)
Training				
Springboard	Pierre (1)		Anthony (1)	Adrien (1)
Freedom and development	Matt (1)			Nicolas (1)
Enterprise		Charles (1)		
Prestige	James (3)	Charles (1) Jimmy (3)		
Type / Size		Denis (1)	Adrien (1)	
Ethics	Valentin (1) Alexandre (1)			
Industry	Maxime (1)	Denis (1)		
International Mobility	Pierre (2)	Sebastien (3)		
Evolution		Sebastien (3)		Laurent (5)

Concerning the contents of a job, opinions were divided. Among respondents who cited this characteristic, authors were able to detect two trends. The first major trend, evoked by all the focus groups, could be summarised as "employment must be attractive". This is the opportunity for the candidate to have an exciting job and want to work in the company. Authors have called the second trend "employment must be able to train you". In regards with work atmosphere, most participants do not describe in depth what a 'good' corporate environment represents for them. However, the responses and dynamics of the discussion allowed authors to identify two major factors. First, the company must allow the new recruit to integrate easily and quickly in a team and in the company. Second, there must be a good atmosphere among the employees. It is interesting to note that the majority of people who favour an attractive job have also attached importance to the atmosphere in the company. It would, therefore, be reasonable to think that for a young job seeker, an attractive and motivating job requires a pleasant working environment. Only the first three focus groups gave importance to the characteristics of the

company. Participants do not all share the same point of view when discussing the characteristics of a company. Some were interested in the size of a company, whereas others are interested in the reputation of a company. Several participants highlighted the ethical character of the industry in the choice of their company. It should be noted that very few people attach importance to international mobility and opportunities for change in the company. Only the third and fourth focus groups mentioned wage packaging.

TABLE 5
THE MOST USED CHANNELS FOR GETTING INFORMATION ON COMPANIES

	FOCUS GROUP 1	FOCUS GROUP 2	FOCUS GROUP 3	FOCUS GROUP 4
Contact employee	Maxime (1) Alexandre, Pierre	Geoffrey Denis	Philippe Martin	Céline Laurent
Corporate Website	James Maxime	Jimmy (1) Charles	Anthony	Adrien Philippe
Event organised by University	Matt	Sebastien Jimmy (2)		Nicolas
Social Networks			Adrien	

The favourite method of the focus groups and the participants was the dialogue with an employee of the company. Business websites are also a popular methodology for respondents. Although these media do not give any information about the atmosphere of a company, and many participants question the objectivity of the information, the majority of the candidates explained that was sufficient to make a decision. Finally, only one person favours social networks in terms of learning about a company. In the end, 11 out of 19 respondents used social networks to find out about a company.

First of all, it is important to note that the majority of people who did not use social networks focused on 'socialisation social networks such as Facebook. There are many reasons why participants did not use social networks to learn. Three focus groups argued that they were not going on social networks to find information because they simply had not thought of it. According to them, Facebook is not intended for the professional sphere. At least, it is not yet in the manners of candidates to connect to Facebook to learn about companies. They connect to Facebook to keep themselves entertained and stay in touch with their friends. The second major reason is that the participants prefer to go to a company's website for information on jobs. These sites describe, in their opinion, fairly precisely the positions to be filled. Focus groups 1, 3 and 4 are the only ones who have used social networks to learn about a company. Groups 3 and 4 have mainly used them to get in touch with a person in order to have more information about the company.

The respondents have been asked about the points on which companies should insist if they wanted to attract candidates to apply for their company. According to their answers, they should, first of all, improve their visibility on social networks by communicating more on the fact that they share information on social networks. Indeed, as we have seen most people, not going on social networks, had simply not had the idea to connect to social networks. By communicating more, this problem could be solved. Subsequently, businesses must be able to keep their subscribers' attention. To achieve this, all the focus groups are unanimous. Participants of focus groups have also stressed the importance of having information on recruitment processes. Finally, the four focus groups also agreed that LinkedIn is preferable to contact people from a professional point of view.

The third hypothesis: "Job seekers think companies using social networks recruitment tools are more attractive than companies with a traditional recruitment approach." was verified by asking following three questions to the job seekers/graduates: How do job seekers think companies use social networks? How relevant are the information found on these networks to job seekers? What do job seekers think of a

company using social networks to get in touch with potential candidates? These questions allowed authors to obtain respondents opinions on the use of social networks by companies and, on the other hand, to understand how much importance respondents place on the information found on social networks.

According to the participants, companies mainly use social networks to communicate quickly about their products, promotions or any information relating to the business of the company. Two focus groups think that social networks are used by companies as a (complementary) selection tool. According to them, companies would use Facebook and LinkedIn to assess candidates' profiles. The last two questions dealt with the importance given to social networks by candidates. The first was on the information (positive or negative) shared on these networks. The second was to see if candidates would be more likely to apply for a company using social networks. For both questions, the participants were unanimous. In case they find positive information about a company, these data will comfort their position on the company. On the other hand, if they discover negative information, they will have more doubts. It would seem that the information shared on social networks is important; the positive ones confirming the choices of the candidates, the negative ones arousing more doubts and checks. Note also that several participants explained that they could not trust the social networks because the latter are too controlled by the company. Even if they post information on the company's atmosphere, the content of a job, the typical day of an employee, they think that companies will tend to give less importance to the negative aspects and put more focus on the positive aspects. Focus Group 4 also made a quick comparison between 'word of mouth' and social networks. Finally, all the participants agreed that a company using social networks is more attractive than not using them. However, they would not base their decisions to apply for a business solely on this feature.

RESULTS AND DISCUSSION

The purpose of this research was to understand the relationship between young graduates seeking employment with social networks. In order to do this, authors studied three subjects in particular: job search, relevant information for the choice of a company and the degree of relevance given to social networks. However, the purpose of this discussion is to highlight candidates' responses regarding social networks. Authors aim to synthesise the results obtained and the main ideas emerging from the focus groups, trying to compare certain elements of the theory with the results obtained and make some recommendations to the companies based on the information gathered.

In regards with hypothesis validation, the results are as follows:

(H1) Social networks are the most used channel to apply for jobs among young graduates and students is partly confirmed. Social networks are most used channel to look for opportunities but corporate websites are considered more straightforward. As a result, candidates look for opportunities on the social networks but they apply on the corporate website.

(H2) Young graduates use social networks to get information about companies the recruitment process is confirmed. 11 participants out of 19 declared that they check information on social networks before applying in order to be better prepared for the recruitment process

(H3) Job seekers think companies using social networks recruitment tools are more attractive than companies with a traditional recruitment approach is confirmed. All participants agreed that companies using social networks through their recruitment strategy are more attractive than companies using traditional approach. However, it is necessary to mention that the use of social networks is considered positive but not decisive.

The study showed that young job seekers use mainly two sources to find a job: social networks and university resources. Social networks have a great role to play in the search for jobs for the candidates interviewed. LinkedIn, however, was more successful. As explained in the theory, social networks allow job seekers to increase their visibility and find a job more easily. Some authors explained that using LinkedIn to connect with other people was the most effective way to find a job (Virelli, 2010; Stopfer and

Gosling, 2013). Although LinkedIn was also the most popular method for focus groups participants, it was not for the same reasons. According to them, by customising their profile or adapting them according to the positions sought, numerous job offers are proposed.

Facebook also offers the possibility to easily find job offers. There are many academic groups where members can post job offers with the profile sought. As explained in the theory, the applications offered by Facebook would make it possible to find a job. For example, a participant found a job with one of these groups. In addition, the study was able to highlight some remarks concerning LinkedIn and Facebook. On Facebook, job seekers have to search by themselves to find a job; it's up to students to be proactive to get the job in the first place. On LinkedIn, the opposite is true. Job offers come to you. Social networks would not be used in the same way.

A major criticism of LinkedIn was that it was not suitable for students. Indeed, many recruiters focus on recommendations or skills, but as a student, it is rare to receive recommendations from employers. In France, social networks such as Yupeek (created in 2011) were created to solve these problems. Their objective is to connect recruiters and young candidates seeking an internship or a first job. Entries can be made via Facebook, LinkedIn or other large social network (Bladier, 2015).

Universities offer several opportunities for job seekers: the first being the events organised to present companies, the second is the platforms made available by the university to get in touch with companies and the third represents the possibility of creating contacts during its course. These methods allow students to get in touch directly with the companies and get an idea of the type of company it is and the employees working for it. Comparing the study of Nikolaou (2014), with this work, authors realised that there is a major divergence. If Nikolaou had shown that 'job boards' received more credit than social networks to find a job, it would seem that for young graduates or students about to graduate that is not the case. Despite being cited by our participants on several occasions, 'jobs boards' are only a secondary means of finding a job. Moreover, the opportunities offered by the university were not cited by Nikolaou (2014). However, it is important to note that his work was about older people than participants in this research; it is normal to find discrepancies. These differences could be the subject of future research. However, studies have one thing in common. They have shown that social networking networks have, according to candidates, more relevance than social networks of socialisation in the search for employment. To apply, corporate sites are most successful because they are more direct and more relevant. However, social networks would remain an interesting way to get in touch with the company's employees and speed up the recruitment process.

The two most important criteria when choosing a job are: job contents and work atmosphere. However, according to the respondents, companies lack clarity in the expression of these two aspects when communicating. Social networks appear to be a relevant channel to disclose this type of information. The research results showed that students attach the greatest importance to the content of the job and to the atmosphere within a company. Ethics, company characteristics (renown and size) and opportunities for development in the company were also mentioned but to a lesser extent. To get this information, our participants focused on company sites and discussions with company employees. Social networks seem to be a privileged channel for obtaining this information.

Authors tried to understand what relationships they had with social networks and asked them if they had used them to get information. It turned out that social networks seem to be mainly used by young job seekers after applying for a company. They would connect to these media outlets in order to be better prepared for their interviews, for example, by viewing the profile of their interviewer or by trying to get in touch with employees for tips on pitfalls to avoid. Therefore, these examples cannot be considered to be an illustration of the use of social networks to choose a business. However, these data could be taken into account by companies to feed their Facebook or LinkedIn page.

Two reasons may explain this non-use of social networks. First, Facebook is not intended to search for professional information. As explained in the theory, Facebook is used to keep in touch with friends or have fun (Lin and Lu, 2011; Brandtzaeg and Heim, 2009). Job seekers do not think about using social networks to search for information about companies. Secondly, corporate websites would describe jobs fairly accurately. The majority of participants focus on the content of employment, which seems justified.

In addition, discussions with employees would allow them to obtain additional information (events organised by the university). Note, however, that participants could use social networks to get in touch with these employees.

Finally, the study also linked the different branding policies of a company (product, corporate and employer branding). Indeed, some students seem to consult the pages of the firm to learn about the events that it organises or to obtain information about the products that the company sells. This shows that the content of the employer brand must be consistent with all the branding efforts of the company (Sullivan, 1999, cited in Backhaus and Tikoo, 2004).

In regards with social networks relevance, authors asked the participants three questions focusing on the use of social networks by firms, the degree of relevance given to social networking information, and the influence that a company's use of social networks has on a candidate's intentions to apply. Even though recruiters use social networks as a complementary selection tool (Grazs, 2015; Caers and Castelyns, 2011; Nikolaou, 201; Roulin and Bangerter, 2013), the majority of young job seekers do not seem to be convinced of this. According to them, companies would use social networks to quickly post information about their products, employees or promotions. Nevertheless, young prospectors find it legitimate that companies use social networks to view the profile of candidates and this behaviour does not influence their intentions to apply. This discovery therefore contradicts the results of Madera (2012). Authors believe that these results can be explained by the fact that young graduates monitor their publications on social networks. If their LinkedIn profile is to be faultless, candidates control their Facebook accounts less. However, inappropriate photos or comments appearing on their profile are often deleted.

Some research showed that applicants tend to believe an independent source rather than an online testimonial on the company's website (Lievens and Van Hove, 2007). This seems to be confirmed by this study. Finally, authors questioned whether the use of social networks by companies to communicate with candidates had a positive or negative influence on their intentions to apply. The results show that this has a positive but not a decisive effect

RECOMMENDATIONS FOR FUTURE STUDIES

Based on the information gathered, authors were able to understand that students and recent graduates had some preferences as to how companies should use social networks. To encourage the use of social networks, companies should, first of all, improve their visibility on these media by communicating more about their presence on these networks. Thereafter, social networks must be able to continue attracting job seekers. To do this, the information gathered enables us to affirm that companies must be both pragmatic and practical. The majority of candidates want to know what awaits them in a company, with the content of the job, and the atmosphere of the company being the privileged factors. It would also be advisable to enrich the page of the company with testimonials, videos or images describing the typical day of a candidate or the overall atmosphere of the company. However, there must be a balance between professional and non-professional information. The company that only publishes 'fun' content will not be taken seriously. In addition, it will be necessary to integrate employees into its strategy. These are the first representatives of the company. The participants explained that they liked to get in touch with the employees of the company for more information. It is, therefore, very important that employees are trained and kept informed of their responsibilities.

Finally, companies must be able to humanise their relationships with people visiting their pages (Bladier, 2015). Highlighting their employees' profile or giving more information about who is responsible for the page could be interesting. Note that being active and reacting quickly to information posted on social networks is very important. These recommendations mainly concern social networks of socialization. As social networking networks were targeted to the professional sphere, participants explained that they found it more interesting to find a job or to get in touch with employees. For recruiters and companies, therefore, it seems appropriate to continue in this perspective. Having a large network will allow to cover more potential candidates and the job offers will reach more people. Based on these

recommendations, authors believe that social networking should be used for different purposes. It must be able to attract candidates by sharing content related to a company's atmosphere and employees. Social networking websites should be used to recruit candidates; job offers and the ability to get in touch with the employees of the company would be appropriate methods.

RESEARCH LIMITATIONS

The results should be read in the light of the discussions of four focus groups with 19 participants. The ideas and/or opinions cannot be generalised to all students and companies. Indeed, most of the respondents have done management studies and all aim at the same type of employment. This study links social networks and employer branding from a candidate's point of view. However, a company's branding policies also target their employees. Authors cannot say that observations and conclusions are effective for all of these targets. The data was gathered using focus group methodology, which is very efficient because it makes it possible to gather a lot of information in a short time. However, some complications may occur. The first concerns the organisation of these focus groups. We had to gather several participants the same day and at the same time, the hindrances of some people and the difficulties of others did not allow us to gather as many people as we wanted. In addition, the focus group method relies on group dynamics. The latter, which was very useful for comparing opinions, could also distance the conversation from its original purpose. For example, several groups addressed issues that were not discussed in the other teams. There is no evidence that a group focus would have refuted or accepted certain statements if these had also been addressed in their discussion. Therefore, it is appropriate to recall that this work does not cover all the subjects and opinions expressed in all focus groups.

RECOMMENDATION FOR FUTURE RESEARCH

Based on the information gathered during these focus groups, additional research ideas can be proposed. Authors believe that it would be interesting to analyse in what ways small businesses can benefit from social networks and, on the other hand, to compare this use with large firms, with the latter having more resources to manage them. Future research may also consider analysing the relationships that more senior job seekers have with social networks. However, social networks affect the entire population. Moreover, in France, the majority of Facebook users are older than at the world level (Degraux, 2016). It would be interesting to carry out the same type of studies on older job seekers in order to be able to compare the different groups of individuals. Next, future studies could analyse the relationship a company's employees have with social networks. It would be interesting, on the one hand, to know to what extent employees consider this idea and, on the other hand, to study their relationship with social networks. Finally, this work reviews the relationships between social networks, companies and job seekers, but does not illustrate the long-term impacts that these media may have. The question can be raised, for example, whether social networks or, more broadly, social media would not become the dominant tool for recruitment and selection processes.

CONCLUSION

The articles analysing the relationship between social networks and the policies of employer branding companies are not numerous. At first, it has been discovered that employer branding represents a long-term strategy which demonstrates that their business is a good place to work, with their targets being their employees and potential candidates. It is a three-step process. The development of 'its value proposition' is the first step, which involves defining its employer brand. The latter corresponds to what a company has to offer. The second step, external marketing, is to communicate employer brand outside the company, so it targets potential candidates. And finally, internal marketing is aimed at the employees of its own organization. This last step is very important because it creates a corporate culture, shared by all employees, and shaped around the objectives of the company. In a second step, authors studied social

networks. There are several types of social networks. It can be distinguished social networks from socialisation and networking. The former are intended to connect with existing friends outside the Internet sphere, while the second ones allow extending its professional network. Some authors have also put forward a third type of social networking, social networks of navigation. These allow to create a list of contacts allowing access to the associated content. However, because their essence is not to interact with other individuals, authors decided not to consider them as social networks but rather as 'content communities'. It is in this perspective that authors wanted to define social media. These include several types of media such as social networks, blogs or content communities. This clarification makes it possible not to confuse social networks with social media. The last part of the theoretical part aimed at analysing the relationship between firms and social networks on the one hand and job seekers and social networks on the other hand. For companies, social networks allow to promote its employer brand by providing more information and facilitating discussion with potential candidates. These platforms are also used to protect their image from potentially harmful content and to respond to criticism from visitors. Companies can still use social networks to attract, by expanding their network of 'friends', more potential candidates. Finally, it would seem that companies are using social networks for their selection process. It should be noted, however, that this practice must be used cautiously because charters of good conduct and laws protect private data from individuals. For job seekers, there were fewer articles. Authors have, nevertheless, observed that social networks also offered them several opportunities. They increase the visibility of job seekers and provide more information about companies. To a lesser extent, the candidates can also adapt their profile according to the expectations of the recruiters. Due to the lack of information about job seekers, authors decided to base primary research on their relationship with social networks and the three hypotheses were raised. It has been discovered that social networking networks are highly valued by young job seekers to find a job, with the latter giving offers very quickly. Private groups of social networks of socialisation also represent a certain attraction. However, both social networks would appear to be used differently. On social networking, person need to be proactive to find a job, while on networking candidates need to make less effort. Note that universities offer several opportunities for contact with companies that are also privileged by young people. Second, the study showed that young job seekers pay little attention to wage packaging. Elements such as the content of the job and the atmosphere within the company would be more important. Authors also noticed that most social networks are favoured by job seekers to obtain this information, with the sites of companies and the contact with the employees of a company being also redundant. Indeed, authors believe that social networks have a huge role to play. The main reason why young prospectors do not use social networks to learn is that they do not think about using them professionally. Authors believe that by communicating more intensely on their presence on these media, companies could reverse this trend. Thereafter, social networking networks must be used for different purposes. Social networks of socialisation should make it possible to increase the visibility of the company and its attractiveness by publishing professional and extra-professional content. Social networking networks, for their part, should be used to recruit and communicate with candidates. It should also be noted that the company's employees play a predominant role. Finally, although young job seekers believe that any media controlled by a company is not representative of reality, they seem to attach importance to data found on social networks. If the information is positive, it will reinforce their ideas about the company. If the information is negative, they will do more research to verify whether this information is real and shared by the majority. Moreover, the fact that employers use social networks to obtain information about candidates does not affect the intentions to apply for participants for this company. Also, a company using social networks to communicate will be more attractive than a company not using them. The findings support information about job seekers and social networks, but they also raise questions. For example, it would be wise to analyse the relationship that employees have with social networks. Another study could compare the use of social networks by large and small businesses. Being a fairly recent subject and given the results obtained, social networks appear to be able to play an important role for recruitment and policies of employing branding companies. However, the future prospects of these media in the field of human resources remain uncertain and should also be analysed in depth.

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