

TRANSFORMING A COMPANY'S STAFFING PROCESS: IMPLEMENTING E-RECRUITMENT

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ABSTRACT

This project discusses the importance of evaluating a company's staffing methods, in order to improve and optimize people recruitment, selection, as well as integration and socialization in the organization. The particular focus is the implementation of Social Media (SM) and e-recruitment in a private sector company, revealing the importance of these digital media to recruit candidates with the desired profile and to support the new collaborators' integration and socialization. A business project is presented, following a scientific-technical approach, in the analysis of functions and in the profiles definitions and on information obtained through semi-structured interviews with human resources specialists who are responsible for recruitment and selection as well as interviews with newly hired workers in the company, demonstrating the effectiveness of these means for jobseekers. At the same time, a project study for the implementation of new digital tools in the company is prepared. This study shows that the development of a new website articulated with SM, for which business pages have been built, in addition to the use of e-recruitment portals, is a real benefit for the organization because they facilitate and increase the performance of the recruitment and selection process at the same time promoting the company's image.

Keywords: E-recruitment, Social Media, Integration, Socialization.

JEL Classification: M55

1. INTRODUCTION

The strategies of today organizations need a strong support of Human Resources Management in order to align employees' interests with the company's objectives and thus foster productivity and competitiveness. As they operate in a changing environment, the organizations must create a consistent internal system adapted to their strategy. Therefore, they have to develop performance standards, indicators and goals able to measure the business evolution as well as the organizational climate, keeping focus on their continuous improvement process and relevant technologies.

This article describes a project developed in an agricultural company (here designated as HV), part of a larger group, operating in the Algarve (southern Portugal), whose objective was to improve and optimize the staffing process, namely recruitment, searching for more adequate means to attract qualified coworkers.

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The number of e-recruitment portals in the world to assist job searchers is growing constantly. Some examples are Indeed.com, CareerBuilder.com and Monster.com.

According to Del Castillo (2016), recruiters are promptly adopting SM to recruit, with 92% using LinkedIn, 54% using Facebook, and 24% using Google+. On the other hand, approximately 25% of job seekers use SM as their primary job search tool and 70% of 18–34-year-olds found their last job through SM.

Recognizing that the social environment has changed, and young people do not use more traditional channels (such as newspapers) as a job search strategy, but basically online recruitment sources, such as e-recruitment portals, the companies' websites and SM, this project was designed to improve HV's recruitment practices and implement digital techniques.

2. LITERATURE REVIEW

2.1 Staffing

Staffing is a critical function for organizations, as they often struggle to attract and retain talents. Staffing is a three step process: firstly, recruiting, described as the activities to attract an adequate number of candidates, advertising the company's needs then selecting, meaning the process of choosing among the recruited candidates, those whose personal characteristics present the best fit with the job profile and thus should work in the organization; and finally, integration, that should be considered as part of the staffing process, as it refers to the activities planned to help the newcomers learn the organizational norms, values and desired behaviors.

The organizations' environment has become extremely competitive due to globalization and the expansion of technology, compelling them to struggle for survival. In this context, companies develop aggressive strategies to attract talents considered essential to foster differentiation, creativity and innovation, thus assuring organizational sustainability (Laimer & Giachini, 2015).

Staffing should be carefully prepared and planned as a strategic means of the company's communication strategy, since the way HR communicates has been found critical in influencing the employees' perceptions (Gomes, Coelho, Correia & Cunha, 2010), thus playing an important role in the way coworkers make sense of their environment. The staffing process includes different activities that should carefully be addressed in order to clarify each step and thus help all potential candidates create a positive image of the company they may wish to apply to.

It begins with the identification of one or more vacancies or new job creation. Peretti (2011) that recommends carrying out a job analysis (or validating existing one) to determine the candidate's profile and help elaborate the recruitment advertising. This is an important step as it will determine the ideal professional's profile for the vacancy (Pires & Guimarães, 2016). Defining inappropriate competencies to select new coworkers wastes valuable time, or even worse, may result in selecting unqualified employees.

The recruitment and selection processes are used to attract candidates and select those who best suit the pre-established ideal profile and organizational culture (Almeri, Martins & Paula, 2013). However, this process involves a reciprocal choice, since the candidates also select the organizations that they wish to work for. The millennium generation has technological and digital skills high above previous generations. They use the internet and other technologies as a part of their daily routines at work and in their personal lives. Therefore, companies need to adapt and change their staffing processes by using online

devices to find and attract skilled and qualified workers (Joss, 2008; Belo, Fernandes & Castela, 2014).

2.2 E-recruitment

E-recruitment is the most current recruiting method and reflects the constant dynamics and changes resulting from new technologies used in human resource management (Costa, 2003; Almeida, 2012). The internet has revolutionized the organizational practices, including recruitment and selection practices, which are among the most widely used worldwide. A lack of investment in this trend means a competitive disadvantage for any organization (Ivancevich, 2008).

E-recruitment generally encompasses all types of recruitment conducted on the internet. Nowadays, there is a wide variety of e-recruitment methods, such as e-mail; specific forms on the websites of employers' organizations; commercial job boards, in other words, the employment platforms where companies place online ads, whose candidates are automatically notified when they fit the required profile; Social Media (SM), such as LinkedIn, Facebook or Twitter, among other methods (Cardoso, 2010; Almeida, 2012; Kalambi, 2015; Alexander, Mader & Mader, 2019).

E-recruitment allows the introduction of filters that enable the screening of applications by, for e.g. age and qualifications, skill assessment tests in foreign languages, computer skills and behavioral skills, among others, thus approaching e-selection (Sousa, Duarte, Sanches & Gomes, 2006; Cardoso, 2010).

Since new methodologies and refinements emerge every day, it is important for organizations and people to keep up-to-date on the latest e-recruitment techniques. From the companies' point of view, this method is quite inexpensive, reduces hiring time, reaches a greater number and diversity of candidates, discloses the company's brand and image, uses sophisticated management tools and maintains confidentiality. As Palos-Sanchez, Saura and Debasia (2018) found, the use of social networks reveals a positive influence on the company promotion and recruitment actions. The human resources manager gains proactive control of the process and effectiveness in finding qualified candidates, while, from the candidates' perspective, the internet is a wide source for job searching (Ivancevich, 2008; Kalambi, 2015).

SM has come to stay, since more and more companies use it to obtain information on potential candidates. However, beyond its growing importance in the staffing process, it has also revealed itself to be an essential tool for human resource practices (Roth, Bobko, Van Iddekinge & Thatcher, 2016). Table 1 presents some of the advantages and disadvantages of the e-recruitment.

Table 1. Advantages and disadvantages of the e-recruitment

Advantages	Disadvantages
For Organization	
<ul style="list-style-type: none"> ▪ Allows to convey information promptly, namely the dissemination of ads / offers; ▪ Increased flexibility: release information at any time and from anywhere; ▪ Reaching a more qualified target audience; ▪ Access to a greater number of candidates; ▪ Higher speed in the recruitment process: <ul style="list-style-type: none"> ○ Automatic filter of applications, based on the predefined profile; ○ Automated responses to candidates. ▪ Low cost (elimination of administrative costs); ▪ Promotes the company's innovative image; ▪ Method best suited to functions requiring higher qualification; ▪ Spare time 	<ul style="list-style-type: none"> ▪ Inadequate selection of the means of dissemination can hinder or make the recruitment process unfeasible (excessive applications or inappropriate applications); ▪ Requires constant information updating in order to guarantee the reliability of the information and the good image of the company; ▪ May lead to legal proceedings for negligent exclusion in the recruitment process.
For Candidate	
<ul style="list-style-type: none"> ▪ Immediate access to the job offer; ▪ Receives feedback online very quickly; ▪ Spare time; ▪ Avoids or decreases travelling. 	<ul style="list-style-type: none"> ▪ Use of information available on personal SM as a factor of exclusion; ▪ Exclusion for not having access to the internet, being automatically excluded.

Source: Gonçalves (2018)

2.3 Recruitment via Social Media

According to Turban, Outland, King, Lee, Liang and Turban (2018: 17), “the term social media has several definitions. A popular definition is that social media involves user-generated online text, image, audio, and video content that are delivered via Web 2.0 platforms and tools. This media is used primarily for social interactions and conversations such as sharing opinions, experiences, insights, and perceptions and for online collaboration.”. The same authors used the designation “Social Networking Services (SNSs)” as the services that provide and host a web space for communities of people to build their homepages for free. However, the most common terminology is SM instead of SNS, which is the terminology used in this study.

The use of SM has reached organizations and their use for the purpose of recruitment is a fact already proven by several authors (Costa & Caregnatto, 2013; Belo, Fernandes & Castela, 2014). The need to look for the candidate's profile that best suits the needs of companies and organizations has motivated the development of online platforms which enhance the match between job opportunities and candidates, using tools, such as serious games, to evaluate competencies (Ferreira, 2016; Aggerholm & Andersen, 2018).

The human resource professional, who has an increasingly critical role as an organizational change agent, must master the use of SM to observe and evaluate thoroughly the candidates' behaviour, searching for the best fit with the desired profile, thus using the same resources as the candidates (Laimer *et al.*, 2015). Therefore, the human resource professional should actively seek information online about the candidates or potential candidates. This search for information on SM by the companies is also known as cybervetting and occurs several times during the recruitment and selection process (Almeri *et al.*, 2013; Broughton, Foley, Ledermaier & Cox, 2013; Machado, 2016).

Although cybervetting has been seen to have a negative influence (Machado, 2016), other studies (Gibbs, MacDonald & MacKay, 2015; Din, Anuar, Omar, Omar & Dahlan, 2015) show a strong use of SM. It was also interesting to note the fact that most companies use LinkedIn, Facebook and Twitter to attract candidates and promote the organization but not for hiring decisions. Furthermost, human resource managers consider this practice a valuable asset to the organization in search for the ideal candidate, given the profusion of information existing today in the different social profiles created by potential candidates, where, among other aspects, the person’s personality traits can be identified (Birrer, Ferreira, Real, Salbego & Noro, 2011; Machado, 2016). Table 2 presents some of the advantages and disadvantages of the e-recruitment using SM.

Table 2. Advantages and disadvantages of the e-recruitment using SM

Advantages	Disadvantages
For Organization	
<ul style="list-style-type: none"> ▪ Allows to convey the information immediately, namely the dissemination of announcements / job offers; ▪ Increases the visibility of the company or brand and promotes a modern and innovative image of the company; ▪ Allows expansion via other SM; ▪ Reaches a broad target audience – access to a larger number of candidates; ▪ Quick access to candidates’ personal and professional information; ▪ Spare time – Information available quickly; ▪ Low cost. 	<ul style="list-style-type: none"> ▪ Difficulty in conceiving strategy and positioning – it covers very different audiences; ▪ Consequently, it is difficult to direct information to the desired profile; ▪ The message is not fully controlled by the company (allows comments that may be malicious); ▪ Requires a reinforced caution in its use; (not invading the personal space of the members that interact with the company); ▪ Absence in SM.
For Candidate	
<ul style="list-style-type: none"> ▪ Increases the visibility of the candidate who turns available his professional and personal profile; ▪ Promotes information and opinion sharing through online chat rooms and forums; ▪ Receives feedback online very quickly; ▪ Spare time; ▪ Avoids or decreases travelling. 	<ul style="list-style-type: none"> ▪ Use of information available on personal social networks as a factor of exclusion, by employers; ▪ The information available in SM can be used with malicious intent; ▪ Exclusion for not having access to the internet.

Source: Gonçalves (2018)

According to the literature, SM and web job portals have dramatically changed the way people find jobs and the way employers look for new recruits. In the fourth quarter of 2016, 67% of unemployed and 61% of employed internet users between the ages of 16 and 24 had visited a job or recruitment website in the past month (Statista, 2019).

Many organizations are experimenting with the use of SM, such as Facebook, Twitter, and LinkedIn, to recruit applicants. One of the primary goals of these organizations is to engage and connect with members of the Millennial or Net generation and others who spend a considerable amount of time using SM websites. The potential payoff to organizations is to attract the best candidates from the potentially largest applicant pools in the world (Ivancevich & Konopaske, 2012).

According to human resources professionals, LinkedIn is currently the most frequently used SM website for recruiting, making it the platform with the highest successful hiring rate, more than Facebook or Twitter. A 2016 study conducted by LinkedIn, showed the use

of big data to be one of the top trends in recruiting for professional roles worldwide (Statista, 2019).

A study on the role of SM during the online recruitment process was conducted by Melanthiou, Pavlou and Constatinou (2015) in Cyprus where 117 companies were used. The conclusions were that most of them (73.5%) maintained SM accounts with the most popular answers being Facebook (65.0%), LinkedIn (40.2%), and Twitter (20.1%). A number of companies (10.3%) reported their involvement in other SM like Instagram, Pinterest, and Google+. Finally, 86.0% of the companies stated that they consider it legal and ethically correct to use SM to investigate and evaluate candidates, as long as there is no violation of the candidates' privacy rights. It is important to remember that on May 4th, 2016, the new General Regulation on Data Protection (GRDP) - Regulation (EU) 2016/67 - applicable in all Member States of the European Union, was published by the European Union, giving the companies, and those responsible for the processing of personal data, the responsibility to apply the regulations until May 25, 2018.

In Brazil, another study was carried out by Almeri *et al.* (2013) that aimed to know the opinion of fifteen employment agencies on the use of SM in the process of candidate selection. It was found that most employment agencies (86.67%) started to use SM as a support tool in the recruitment and selection processes during the years 2011 and 2012. Table 3 shows some examples of representative SM in performing different activities and allowing suppliers to make available applications.

Table 3. Services available by SM

• Facebook.com	The most visited SM;
• LinkedIn.com	The major enterprise-oriented SM;
• Flickr.com	Users share and comment on photos;
• Google + (plus.google.com)	A business-oriented social network;
• Habbo.com	Entertaining country-specific sites for kids and adults;
• Instagram.com	Provides a platform for sharing photos and videos;
• MySpace.com	Facilitates socialization and entertainment for people of all ages;
• Pinterest.com	Provides a platform for organizing and sharing images;
• YouTube.com	Users can upload and view video clips.

Source: Adapted from Turban, Outland, King, Lee, Liang and Turban (2018)

Therefore, even though SM is people-oriented, it is increasingly being used for business purposes. Today, organizations have a strong interest in the business aspects of SM, highlighting the examples of LinkedIn that is most used for recruitment, while Facebook is more directed to advertising.

Facebook is undoubtedly the most referenced SM in the domain of recruitment, using the numerous options this social network allows. Creating a page enables you to choose categories that fit the business and business purpose. It also permits to configure differentiated profile features for better interaction and audience experience.

In a more targeted perspective for recruitment and selection, Facebook has created *Workplace by Facebook* (<https://www.facebook.com/workplace>), which is based on the Facebook SM and allows immediate connection to all employees of an organization.

LinkedIn (<https://www.linkedin.com>), considered the world's largest professional network, has more than 500 million users in 200 countries and its main goal is to connect professionals at the global level, making them more productive and successful. The platform

was launched in 2003 and the company's management is comprised of executives from the world's largest computer companies. It is a public company where revenues are provided not only from the users, but also from publicity and talent solutions. It was acquired by Microsoft in 2016.

LinkedIn can be used by professionals through the creation of a profile presenting their academic training, skills and professional experience, helping them to get access to job opportunities. The profile can be improved by other complementary information, since the more complete the profile, the greater the possibility of arousing the interest of the employers.

It can also be used by organizations for their own promotion and dissemination, using the so-called company pages. Information can be published about the company itself, its brand, products, services and employment opportunities. It allows companies to search by keyword, to post jobs, send private messages to users about job openings, and manage profiles of job prospects (Ivancevich & Konopaske, 2012).

LinkedIn is governed by a number of guidelines suggested to the platform's users or visitors, namely honesty, professionalism, kindness and respect. Since its mission is to connect professionals globally, making them more productive and successful, it relies on the transparency of personal data. For Facebook, according to Marques (2016), if for an individual it is important to create a profile, for a company it is advisable to have a page and not a profile. Companies must create pages and subpages (Showcase) for products and services. This practice grants the access to statistics providing more adequate information to users.

According to Tavares (2017), Portuguese Y generation use SM publications (particularly information about personal life, hobbies and other interests) can influence the perception of recruiters, allowing them to select people more effectively.

SM stands out as having very positive factors in the selection of a candidate. Based on the information available, such as a good image and communicational characteristics, helping to create a favorable first impression, as well as a well-defined professional profile, are factors that influence the decision positively. On the other hand, bad communication skills, false information about professional qualifications, sharing confidential information of the company to which they had previously worked, and the publication of negative comments about a previous employer, lead to immediate candidate rejection (Tomaél, Alcará & Chiara, 2005; Birrer *et al.*, 2011; Pinho, 2015; Sameen & Cornelius, 2013).

Nowadays, the optimization of the computer media is central to a company's success, namely with the use of an ERP (Enterprise Resource Planning), which allows the efficient use and management of information in a human resources department. Therefore, it is important to articulate all the computer resources used in an organization/company, in which the ideal solution involves the interaction and connection between them: ERP or other type of management software, the company website, employee portal and SM, without neglecting the protection of personal data.

2.4 Integration and socialization

Once the candidate is selected and the hiring decision have been made, it is fundamental to organize the integration process to guarantee the newcomer feels welcomed. The integration process is a key process for the future relationship (company-new employee) success (Almeida, 2012).

An adequate integration process design helps the new coworker's socialization, as he or she will acknowledge the company's values, norms and beliefs facilitating his or her adaptation to the organizational culture (Florea, 2014), and assume the expected behaviors

(Van Maanen, 1978). As he or she learns the assigned roles, he or she learns to relate with the organizational members. The socialization process has three distinct phases.

The first phase, with two distinct periods, sequential or not, initiates when a company creates an impact on the individual who develops an image about that organization (Porter, Lawler & Hackman, 1975). The second period, during the recruitment and selection phase, the candidates receives information regarding the organization, the role, the working conditions and career development (Cunha, Rego, Cunha & Cabral-Cardoso, 2007; Almeida, 2012; Mosquera, 2012). This is an expectation creation phase and the company should be careful not to induce unrealistic expectations that could lead to feelings of dissatisfaction, distrust and violation of the psychological contract (Mosquera, 2012).

The second phase begins when the new employee enters the company and usually ends with the trial period conclusion. This phase involves the first contacts with managers, colleagues and clients and may be helped by a formal program alongside with the informal processes occurring as the individual adapts to the organization, the department and the job. The first contact should be carefully planned (Almeida, 2012; Mosquera, 2012).

The third phase – knowledge and adaptability – represents the previous phases result, as the organization considers the new employee as an effective member. Formal procedures may include a ceremony, change of status or category, among other possible situations (Cunha *et al.*, 2007; Almeida, 2012). When this phase is finally completed, the new member's behavior and attitudes align with the organization's objectives (Cunha *et al.*, 2007; Almeida, 2012).

Furthermore, the whole socialization process assumes a great importance for the new organization's member. It was found to be an antecedent variable of job satisfaction, as Borralha, Jesus, Pinto and Viseu (2016) discovered in their metanalysis and plays an important role on job adaptation (Judge & Hullin, 1991) and on organizational financial results (Borralha *et al.*, 2016).

The newcomer's first day is an anxious moment which may be supported by the organization with a formal welcoming program with a formal welcoming program where an employee handbook is provided. The organization has to plan the experimental period, promoting training, orientation sessions or designating a mentor (according to the company's need).

The experimental period ends with the employee's performance appraisal and the decision to hire. Simultaneously, the integration program's effectiveness will be evaluated in a formal interview.

3. METHOD

The purpose of this study was to improve the staffing procedures in the company, namely the need to adapt the recruitment practices to the millennium generation choosing the more relevant SM and portals for the organization's sector. The interview appeared as a suitable method to gather information in areas where previous knowledge and experience is scarce. Through dialogue, it is easier to clarify the questions and grant a common ground so that the access to the interviewees' attitudes and opinions can be easily accessed and verified.

Five face-to-face semi structured interviews were conducted with managers assuming recruitment responsibilities in organizations working in the same agricultural and commercial sectors. The interviews focused on the advantages/disadvantages of e-recruitment in terms of results, costs and time consuming and the most popular websites for the company's activity sector.

The interviews were subjected to a thematic content analysis (Bardin, 1977). The software Wordle was used to create a word cloud.

The second goal was to analyze and understand how to improve the integration process for the newcomers. Six employees, having joined the company less than six months ago, were interviewed in order to understand their perceptions, attitudes and opinions about their integration procedure. The interview aimed at understanding how these employees have been integrated and socialized, the knowledge they have about the organization, the department and the job, the relationships they developed with their peers, teams and managers, and the work conditions they found in terms of resources (means and tools).

The interviews were conducted as follow meetings to promote the reflection of the company's integration process and help to improve its procedures.

4. RESULTS

Having transcribed the five interviews conducted with experts and managers assuming recruitment and selection in companies, the text was prepared for content analysis, following the method proposed by Bardin (1977), which allows the transformation of the interviewees' discourse into eight categories considered relevant for this project and presented in Table 4.

Table 4. Content analysis summary showing categories and its frequencies

Categories	Frequency
Disclosure	17
Image	11
Time	10
Cost	10
E-recruitment vs traditional recruitment	16
Recruitment agencies	9
Precautions to address with e-recruitment	9
Problems with e-recruitment	6

Source: Own Elaboration

The interviews showed that managers and experts in recruitment and selection have very positive opinions regarding the vacancy disclosure, the company's image, and the time and cost reduction allowed by e-recruitment. They also express their preferences for e-recruitment, vis-à-vis the traditional method, although manifesting some reluctance and doubts about some operational aspects.

The category *Disclosure* was largely addressed by all the interviews in both positive and negative senses and will be illustrated as follows:

- “Excellent way of dissemination; It reaches a greater number of candidates” (interviewee 1);
- “Allows to convey information immediately” (interviewee 2);
- “The use of these digital media is the most current and practical way to convey information” (interviewee 4).

However, not everything is positive:

Facebook. None of them used more traditional sources to search for a job and they all agree that job vacancies should all be advertised via SM or e-recruitment portals.

As a practical result of this project, the company HV decided to launch a new website, including a recruitment area that allows spontaneous online applications as well as the answer to job advertising. The website includes a complete form where the items identified for the function which helps the candidate select the items valued by the function are listed. In order to support the initial assumption of connecting HV website with SM, instead of publishing mere job profiles, business pages were created on Facebook and LinkedIn. The use of online advertising and the statistical data provided by its analytics revealed the dissemination range by job advertising or according to defined criteria placed in the publication.

As for the integration procedures, it was decided to improve the welcome manual and the new employees' first day formal program following Almeida's (2012) and Mosquera's (2012) advice, helping individual's adaptation to the organization, the department and the job.

5. CONCLUSION

This study was developed in HV, an agricultural company that is part of a private sector larger group operating in the Algarve. HV aims at executing new strategies to develop human resources management, implementing an integrated recruitment, selection and reception process and improving existing procedures. The focus was on the staffing process optimization using digital recruitment approaches, specifically SM and e-recruitment portals to help recruitment and selection. A carefully planned integration, reception and socialization of future coworkers was also considered, acknowledging these features as playing an important role on job adaptation, job satisfaction and organizational results (Judge & Hullin, 1991; Borralha, *et al.*, 2016).

In order to articulate the entire recruitment and selection process using digital media, with a particular focus on the company's website, the SM and e-recruitment portals most appropriate for the activity sector were studied. In this sequence, following Marques (2016), business pages were created, in LinkedIn and Facebook. This decision was supported by a literature review where it was found that the authors are unanimous in defending the use of SM as an essential tool for recruitment, particularly in attracting candidates (Melanthiou *et al.*, 2015), and as a positive tool to share information and publicize vacancies (Almeri *et al.*, 2013; Belo, Fernandes & Castela, 2014).

Likewise, the empirical study conducted through interviews with human resource specialists demonstrated the relevance of new technologies in human resource management. The results showed that the companies analyzed tend to have similar behaviors in the recruitment and selection approach. All of them evolved to a more accentuated use of digital tools, such as SM and e-recruitment portals, although the more traditional practices still continue, particularly in the final phases of the process. Respondents considered SM and e-recruitment portals to be an important mean of advertising the company. Facebook, LinkedIn, Net-Empregos and Netemprego/IEFP were indicated as the most used.

Regarding SM, Facebook was considered the SM with the greatest impact worldwide, benefiting from the general knowledge of users, thus excluding the need for training. Results showed it is mostly used to share information in the organization, such as profiles and business solution pages completely independent of the social solution. On the other hand, LinkedIn was considered adequate for the job market by promoting the dissemination of opportunities, careers, both by people and organizations. Professionals seek mainly their

skills dissemination in order to find companies interested in hiring. Organizations have different needs, such as searching for potential employees, developing talent campaigns to boost recruitment and turn it faster and more effective, alongside with other strategic disclosure needs.

People integration in the company was addressed in order to observe how newcomers have become involved in the organization and the team. The interviews carried out with the new employees made it possible to conclude that the use of SM and e-recruitment portals is increasingly present, since they increase the visibility of the offer and, consequently, company by promoting an innovative image of it.

As a complement to this project, it may be enriching for the company to develop a quantitative study by inquiring a greater number of entities, even from other sectors of activity, in order to obtain information, statistical data and more comprehensive conclusions regarding the use of SM and e-recruitment portals by organizations.

The main conclusions drawn in this paper have some limitations, since they were drawn on a single company case, which limits the contribution on the use of social media in staff recruitment. Although the project has already been implemented in HV company, more time is needed to assess its results and prove its consequences on the company communication management.

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