The Benefit of Social Recruiting in the Hawke's Bay Hospitality Industry

A dissertation

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Declaration

Name of student: Muriël Klavers

I declare that the work presented in this Applied Research Dissertation is, to the best of my knowledge and belief, original and my own work, except as acknowledged in the text and reference pages.

Signed: Muriël Klavers

Date: 23 June 2022

Abstract

This dissertation explores the benefits of social recruiting in the Hawke's Bay hospitality industry by examining the social media use of hospitality students, employers, and employees as it relates to promoting job opportunities in the Hawke's Bay hospitality industry. Social recruiting and its increasing importance in recruitment strategies are seen in multiple countries and industries worldwide. Previous research has touched on countries in Europe and Asia, and some studies include a view of hospitality and social recruiting combined. However, limited research has been done on the benefits of social recruiting in New Zealand, including the region Hawke's Bay.

A mixed-methods approach is used to collect data, including a quantitative survey and qualitative semi-structured interviews. The sample of the study consists of hospitality employers, students, and employees located in Hawke's Bay. They are recruited using a mix of purposive, convenience, and snowball sampling. The main questions in both the survey and semi-structured interviews focus on social media usage and current social recruiting practices.

The main findings show that employers use both Facebook and Instagram for social recruiting, but some employers are currently not as active as they used to be on Instagram. Students and current employees would consider applying for a job when advertised on Facebook and Instagram. However, content posted by employers needs to be creative and interesting to attract them. Furthermore, students and employees are using social media to research potential employers. Therefore, they mention that social media content should involve cultural aspects and behind-the-scenes footage of the company. In addition, LinkedIn came back as unimportant for the job search of hospitality students and employees in this study.

The recommendations for Hawke's Bay hospitality employers include further development of an online presence on Facebook and Instagram by implementing consistent content posting and user-generated content (UGC), which would help to increase awareness and create a larger following base. Furthermore, they should consider changing their content to create an online employer brand by posting more content from behind the scenes and how it is to work for the company. Moreover, employers need to keep posting job vacancies as it is considered a useful platform by their target market and is, therefore, a relatively affordable tool compared to other methods. Lastly, it is recommended to do future research on this subject. Future research could include a larger sample, different industries, and other regions in New Zealand.

Nonetheless, regular research on this subject and the different platforms is recommended due to the rapidly changing online atmosphere.

Keywords: social media, recruitment, social recruiting, hospitality industry, Hawke's Bay, hospitality students, employer branding, online presence, Technology Acceptance Model (TAM).

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Lastly, I would like to show my gratitude to my friends and family far away or close by. They had to notice my stressful moments and gave me the complete confidence that "I can do this" made the journey complete.

Author,

Muriël Klavers

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List of abbreviations and acronyms

Ad	Advertisement
Ads	Advertisements
EIT	Eastern Institute of Technology
E-recruitment	Electronic recruitment
FAWC	Food and Wine Culture
HR	Human Resources
HRM	Human Resource Management
IT	Information Technology
PEU	Perceived ease of use
PU	Perceived usefulness
SHRM	Society of Human Resource Management
SMM	Social Media Marketing
SN	Social Networking
TAM	Technology Acceptance Model
UGC	User generated content

Chapter 1. *Introduction*

1.1 Introduction to Social Recruiting

The newspapers and social media platforms are stating it more and more: 'We are hiring!', 'Hawke's Bay staff shortage' and 'Looking for…' (Hamilton-Irvine, 2022). Staff shortage is becoming a big deal in Hawke's Bay, a region known for its sunshine, food, and wine. It is therefore called the food and wine culture of the North Island of New Zealand (FAWC, 2022). The staff shortage in the Hawke's Bay hospitality Industry has unfortunately turned into businesses closing their doors permanently (Hamilton-Irvine, 2022). According to the owner of Restaurant Sazio in Hastings, it is hard to find suitable candidates for the roles they are currently hiring for. "Recruitment has taken a different direction," according to an expert source working in recruitment in Hawke's Bay.

Rothschild (2021) explains in her article for small businesses, "Staff Up On Social Media: Recruiting Strategies For A Socially Distanced Age," that the recruitment strategy in 2021 starts online. Nowadays, most people spend hours on their mobile phones, scrolling through different applications. According to Koetsier (2022), Facebook, Whatsapp Messenger, and Instagram are the top 3 used applications in the first quarter of 2022. The younger generation, therefore, uses TikTok and Snapchat more daily. To understand whether social recruiting would benefit Hawke's Bay hospitality businesses, this dissertation explores using social media as a recruitment strategy for the industry.

Social recruiting is a relatively new trend in Human Resources (HR). The term social recruiting comes from Recruiters using social media platforms to communicate, attract and recruit potential candidates. (Jacobs, 2009). It works similar to social media marketing. Whereas social media marketing practices create awareness and engage potential customers with products, social media recruitment creates awareness and curiosity for future talent for businesses (Martic, 2018).

According to Williams (2019), social media is revolutionizing talent management. It creates the opportunity for businesses to reach staff that is unable to find in traditional ways. It is also a way to reach a group of currently employed people who are not actively seeking a new job (Quinn Votaw, 2021). This last area is essential for employers in the current labour market in New Zealand. According to the government statistics published in February 2022, the unemployment rate in New Zealand has decreased to 3.2 percent. This employment rate is the lowest rate since 1986 (Stats NZ, 2022). However, this low unemployment rate can lead to difficulty finding workers in many industries, including

hospitality. Job advertisements were, compared to 2019, 32 percent up (Dickinson, 2022). Some companies are struggling to find workers. Therefore, the world is talking about an ‘employee market' where employees have many job opportunities to choose from (Lahey, 2016; Quinn Votaw, 2021).

This competitive job market shows that companies must explore different day-to-day recruitment strategies to reach potential candidates. Companies can no longer wait for employees to knock on their doors and must keep their recruiting practices active and engaging. They must act quickly in the current ‘war of talent’ to fill open positions (Lahey, 2016).

1.2 Background New Zealand Hospitality Industry

In December 2021, The Restaurant Association of New Zealand created an online survey for the Hospitality Industry to understand current trends. 74% of the respondents have indicated that finding suitable mid-senior candidates for current roles is extremely difficult. 39% of the respondents experience difficulty recruiting junior positions (Restaurant Association of New Zealand, 2021).

They also asked the respondents to share recruitment strategies that helped them find staff members. The main answer was “pay your staff above the living wage” as well as “train your current staff to retain them” (Restaurant Association of New Zealand, 2021). However, another significant answer was used by multiple respondents: social media and having a social presence as a business.

This research will involve the region Hawke’s Bay. Hawke’s Bay is known as a food and wine country (Hawke’s Bay NZ, n.d.). The region is situated in the middle of orchards and vineyards, with many opportunities to grab a bite in the local cafés and restaurants. The number of restaurants and cafés operating in the region creates competition among each other.

According to the Ministry of Business Innovation and Employment statistics, the Hawkes Bay hospitality industry also sees the difficulty in finding workers. Compared to 2020, the number of vacancies open in 2021 has increased. The figure on the next page demonstrates the trend in open vacancies in New Zealand for the hospitality industry.

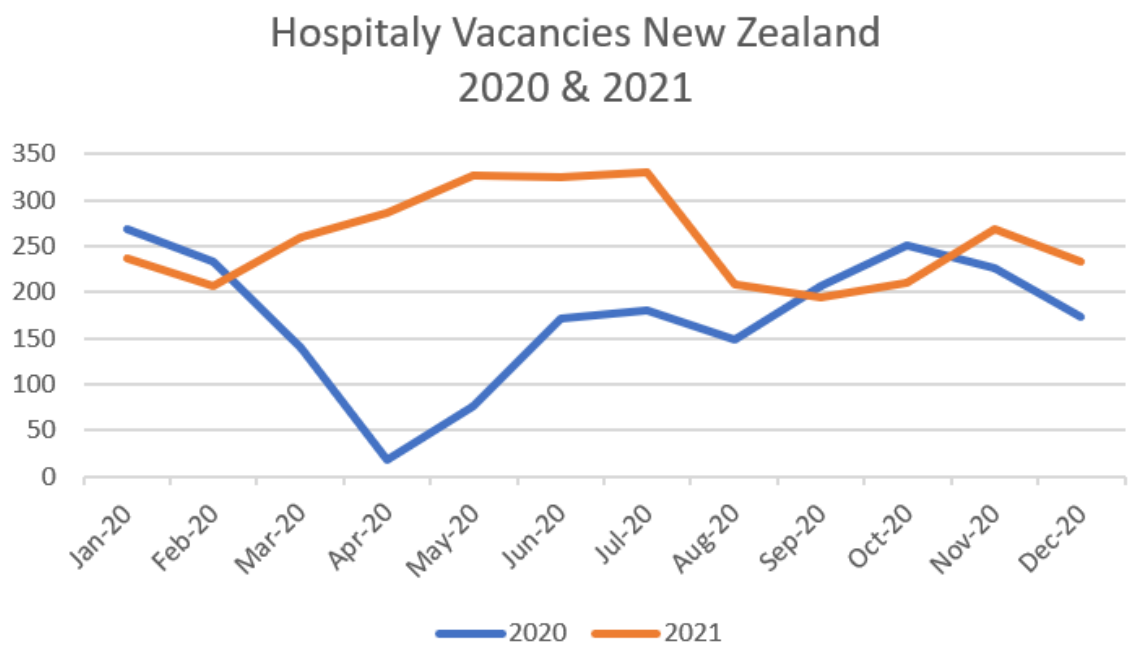


Figure 1: Open vacancies in Hospitality New Zealand

According to a news article in 2021, the region is struggling to find qualified and experienced staff. A restaurant in Hastings mentioned that the current people applying for open positions are either based overseas or do not have the right experience (Schwanecke, 2021).

The Eastern Institute of Technology (EIT), the local institute of Hawke's Bay that provides multiple certificate courses and degrees, is discovering this same phenomenon. The tertiary institution has been working closely with Hawke's Bay businesses to better understand the current employment market. They meet regularly via an initiative called 'Serve the Bay'. The industry has faced difficult years in finding suitable hospitality candidates. Before COVID-19, in 2018/2019, EIT had over 100 students studying a course or program in hospitality. In the same year, they recognized a decline in domestic students – their leading student group existed of international students. At the same time, the unemployment rate kept dropping, but more hospitality jobs became available. While hospitality had a challenging year in 2020 during the first COVID-19 lockdown, the industry was still growing, as seen in the industry's financial results on the graph on the next page.

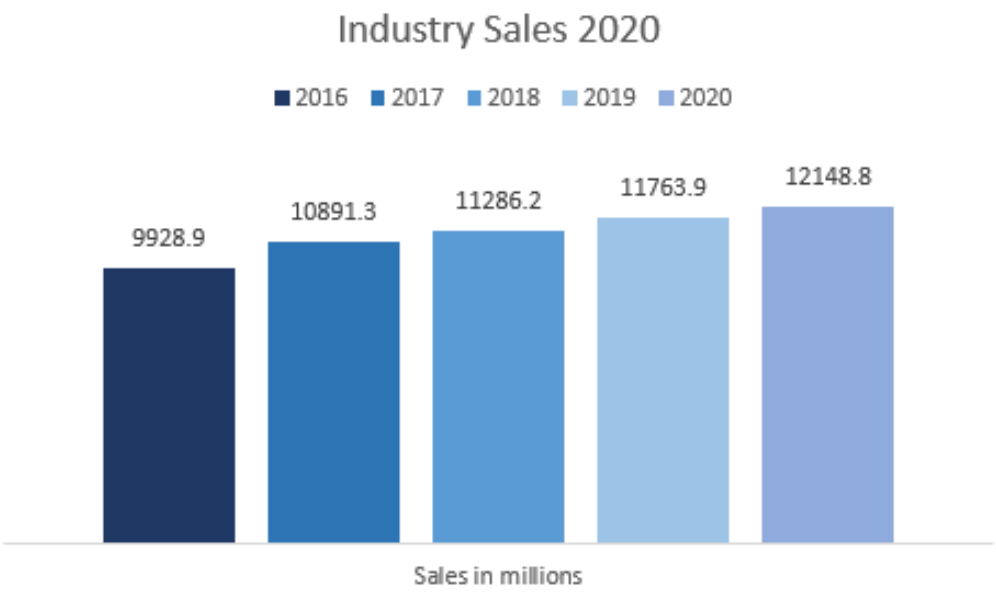


Figure 2: Industry Sales growth in 2020 compared to other years

The Restaurant Association of New Zealand also studied the differences in growth per region in New Zealand. Hawke's Bay as a region realized a sales growth of +$14.3 million in 2020 compared to 2019 (Restaurant Association of New Zealand, 2021).

One of the recruitment agencies in Hawke's Bay that provides temporary staff for all food and beverage-related services also saw the growth. The Hospitality industry is still growing, and even though the competition is challenging, more places are opening their doors. COVID-19, however, has created a switch in people's mindsets. Due to closures, people realized they wanted more stability. These events might have readjusted people's career ambitions in more stable industries. Since COVID-19, the number of businesses the recruitment agency works with has grown.

1.3 Purpose of this study

According to Williams (2019), social media hiring should be on the agenda of businesses. In 2016, the most popular tool for recruitment was Facebook, followed by LinkedIn (Frith, 2016). Social media platforms are used as a recruitment tool overseas. For example, the United Kingdom (UK) has surveyed 280 hiring managers and 896 job candidates regarding using social media in recruitment. They recommended that employers should consider using social media to leverage an online culture and target a specific group of people (The Robert Walters Group, n.d.). Nevertheless, how does it compare to New

Zealand, specifically the hospitality industry in Hawke's Bay? The Robert Walters Group also studied this subject in New Zealand in 2013; however, the landscape has changed with the popularity of new social media platforms (The Robert Walters Group, 2013).

There is, unfortunately, not much data available on the use of social media for recruitment purposes in the more recent years. Therefore, no research has been found regarding Hawke's Bay hospitality businesses. Therefore, this research is seen as an exploratory study where little information is known about this specific area in New Zealand around social recruiting (Sekeran & Bougie, 2013). Nonetheless, social recruiting is becoming essential for businesses to reach the younger generation (Barker et al., 2017; Diggity, 2021; Jones, 2016). With the current staff shortage in Hawke's Bay and the challenge for businesses to find enough skilled employees, Hawke's Bay hospitality businesses need to explore whether social recruiting could be sufficient for their recruitment practices. The following section will explain this study's problem statement and dive further into the research questions.

1.4 Problem Statement

1.4.1 Research questions

The growing industry, decreasing unemployment rate, and rising staff shortage have worried Hawke's Bay hospitality businesses. During the last meetings in 2021 from 'Serve the Bay,' the businesses have realized something needs to change to attract future candidates for a career in Hospitality to keep up with the growing demand for Hospitality in Hawke's Bay and the reopening of the country to the rest of the world (personal communication, 7 April 2022). A few businesses have adopted the trend of social recruiting in New Zealand (The Restaurant Association of New Zealand, 2021). However, the presence online of Hawke's Bay businesses is still upcoming. This study will dive into using social recruiting for Hawke's Bay Hospitality businesses to play a part in the 'war of talent.'

The following research questions will guide this research:

1. To what extent and why is social media used to recruit new hospitality employees in Hawke's Bay?
2. What social media platforms are used by hospitality students and employees compared to employers?
3. What are the benefits for Hawke's Bay hospitality businesses to further develop social media adoption in recruitment?

1.4.2 Structure of the report

The structure of this research is built up into seven chapters in total. Chapter 1 introduces social recruiting and the hospitality industry in Hawke's Bay. The introduction will briefly explain the phenominem social recruiting, an introduction to hospitality in Hawke's Bay, a gap in current research, the purpose of this study, and which research questions will be studied. Chapter 2 is a literature review that includes the following areas, human resource management, resourcing, recruitment and selection, recruitment methods, employer branding, social media, social media in recruitment, and the TAM model explained. Chapter 3 is the research design. The research design will dive into the research methods and the study's sample. The fourth chapter outlines the survey population. Chapter 5 is the analysis and shows the results of both the quantitative and qualitative methods. Chapter 6 creates the discussion between the theory, results, and the research questions of this study. Chapter 7 will have recommendations relevant to this study, followed by the references and appendices of this report.

1.4.3 Reflection

With a Bachelor of Arts (economics) specializing in Human Resource Management and Dutch Labour Law and Industrial Relations, HR has always been a great passion of mine. During the digital courses of the Master in Digital Business, I created another interest in digital marketing and mainly social media marketing. Aside, I have been an employee in hospitality for many years. I have worked behind the bar and in restaurants and carried out multiple roles. From on the floor to eventually supervisor roles. Therefore, the staff shortage in Hawke’s Bay comes very close to my heart as I used to be actively involved in hospitality in Hawke’s Bay. When deciding which areas to study for my dissertation, I knew I wanted to bring my past HR knowledge to the table combined with my new digital background.

During the process of considering the area of research, EIT had mentioned keeping the subject close and also small seen the timeframe of the dissertation project. I, therefore, knew the hospitality industry would be an exciting addition to the topic. It is not only my passion but Hawke’s Bay is known as a food and wine culture and has many different hospitality businesses around. With the recent challenges around staff shortages and skill shortages in the industry, it felt logical to choose this industry.

The process of contacting and selecting my sample was a big challenge itself. Many businesses were too busy to corporate, which I fully understood. I am, therefore, very pleased with the employers willing to use their time to answer questions in an interview. The same for employees. It is a hectic period for all, so I was happy to see that people

were willing to help my research and eventually help the Hawke's Bay hospitality industry.

Unfortunately, I got sick in the last phase of this journey and could not progress for almost two weeks. Luckily, with dedication and support, I am proud of what I was able to put into words after this first semester in 2022.

Chapter 2. *Literature Review*

2.1 Structure of Literature Review

The main subject of this research project is social recruiting. Social recruiting exists of two main components. The first component is social as part of social media, and the second is recruitment as part of human resource management. Both components are described in the literature review below to understand how social recruiting could eventually benefit the hospitality industry in Hawke's Bay.

This research will use the following structure to clarify the different components of human research management and social media and how it ends in social recruiting.

Figure 3: Literature Structure

2.2 Human Resource Management

2.2.1 Definition of Human Resource Management

Human Resource Management is, in other words, people management and is mainly defined as the management of people within a business (Wilton, 2011, p. 5). It can also be seen as a role that carries out a business's human aspects, including recruitment selection, training, and performance appraisals (Dessler, 2007, p.17). According to

Schuler & Jackson (1987), HRM is seen as the process of hiring people, training and rewarding them, and providing strategies to retain them within a business. Whereas HRM used to be a role that mainly processed payroll and arranging company celebrations, the role nowadays has a more strategic approach to contributing to the goals of a company. Nowadays, HRM covers organization development, recruitment and selection, talent management, learning and development, performance and rewards, employee retention and engagement, employee wellbeing, and so on (Armstrong, 2014, p.4). Wilton (2011) explains that HRM plays an essential role in connecting the right people for the right role within organizations. Armstrong (2014) describes this as resourcing. The following sections, therefore, explain more regarding resourcing.

2.2.2 Resourcing

Resourcing is part of attracting and finding people in the labour market. As discussed in chapter 1, the current labour market in Hawke's Bay recognizes a shortage. The labour market has always been a dynamic environment, and businesses must adapt to challenges and changes where possible. An essential function of HRM in a business is ensuring that human capital development, also known as people sourcing, is done effectively (Wilson, 2011, p.153). Armstrong considers this as workforce planning, recruitment and selection, and talent management (Armstrong, 2014, p.4).

Figure 4: People Sourcing Areas

People resourcing is only a part of HRM. According to Armstrong (2014), there are five areas of HRM. The five areas include organization, people resourcing, learning and development, reward management, and employee relations. One of the areas of

resourcing involves recruitment and selection. As this project includes the recruitment area of the HR process, the next paragraphs will dive into the recruitment and selection process.

2.2.3 Recruitment and selection

Recruitment and selection exist in two terms: 'recruitment' and 'selection'. The definition given by Armstrong (2014) of recruitment is "the process of finding and engaging the people the organization needs". According to Macky & Johnson (2005), *"Recruitment is the process of attracting people with the right competencies for the job".*

Selection is seen as a part of the recruitment process. It is considered the decision-making process of which candidates would be suitable for the job (Armstrong, 2014, p.226). Macky & Johnson explain selection as *"the process of distinguishing between candidates in order to hire the employee who best matches the job".*

There are ten stages in the recruitment and selection process. These ten stages are:

1. Defining what is needed
2. Attracting the candidates
3. Going through applications
4. Selecting people for an interview
5. Testing phase
6. Assessing the candidates
7. Reference checking
8. Checking new applications
9. Offering of employment agreement
10. Follow-up stage (Armstrong, 2014, p.226)

In this research stage, attracting the right candidates is needed. Attracting the right candidates involves three different steps. First of all, the recruitment strengths and weaknesses will need to be analysed. This will help develop the right employer brand and an employee value proposition. The second step is to identify the requirements of the person for the role. The last step is to recognize which sources will be used to attract the candidates (Armstrong, 2014, p.228) .

2.2.4 Employer Branding

Employer branding is, according to Rudman (2010), *"the image and reputation of an organization as a good place to work, one where people are appreciated, managed well, given opportunities for development and being an employer choice."* Lievens & Slaughter (2016) separate employer branding into three different components: organizational image, employer image, and employer familiarity and reputation. Organizational image is known as a broader knowledge and vision of a business in the outside world. Most of the time, this is seen as the financial view people have of an organization. Employer image is known as *"an amalgamation of transient mental representations of specific aspects of a company as an employer as held by individual constituents."* (Lievens & Slaughter, 2016, p. 302). Furthermore, the image represents the company as an employer rather than a business. The familiarity and reputation are seen as the awareness others have about a certain employer. It can create a sense of whether job seekers know about the existence of a business or not. This research will use the four components awareness, reputation, image, and identity (Lievens & Slaughter, 2016).

Like products and services or an organization, the employer brand needs to involve more than just a pretty outside face. For organizations, it is important that their employer brand fits within their strategic framework and contributes to the strategy and values of a company (Rudman, 2010). Lievens & Slaughter (2016), therefore, say that an employer brand will exist as an internal and external employer brand. The external brand is the face to anyone outside the business (Rudman, 2010) and is related to the attributes of the employer. The internal brand fits with an organization's values as well as the culture (Rudman, 2010). It corresponds to the internal identity of the business as well as how the business is mentally represented (Lievens & Slaughter, 2016, p.302).

Rudman (2010) describes four steps in creating an employer brand. These four steps are:

1. **Discovery**
   Also known as the generation of data to understand how the current employer brand is.
2. **Analysis, interpretation and created**
   This is the phase of building the image of the company and looking into what the company stands for.
3. **Implementation and communication**
   This is the phase where the brand will be shown to the outside world.
4. **Measurement, maintenance and optimisation**

For this last step, it is important that adjustments are being made where needed.

Having an employer brand is very important to attract the right candidates for a certain role. According to Rudman (2010) it is the reason why people decide to work and stay working for a business. Important is to take into account that different generations might need different things to find an employer attractive to work for.

2.2.5 Recruitment Methods

Recruitment sources can nowadays be split into two areas: traditional and modern sources. Traditionally, businesses would provide job vacancies in newspapers and flyers, also known as traditional recruitment (O'Meara & Petzall, 2013).

According to Macky & Johnson (2005), there is little information available on the recruitment methods used by businesses in New Zealand. According to a survey of New Zealand businesses, internal recruitment, headhunters and consultants, and national newspapers are mostly used as a method to attract new employees. Magazines and word of mouth are following. These methods in 2005 can also be seen as traditional sources (O'Meara & Petzall, 2013). While e-recruitment has been important in many countries as part of the recruitment strategy (Prakash, 2019), Macky & Johnson (2005) explain that the use of e-recruitment in New Zealand has been staggering. This was mainly due to the lack of internet access in certain areas of New Zealand. However, Macky & Johnson do explain the upcoming importance of E-recruitment. A certain labour market segment is more of a digital age and uses the internet more. Therefore, internet advertising costs less effort and actual costs for a business (Macky & Johnson, 2005). Rudman (2010) explains in his book "Getting the right people" that online recruitment (e-recruitment) has the most impact on larger businesses. It gives them larger access to potential candidates and creates easier communication channels. The emergence of Social Networking (SN) has created a different area of recruitment for businesses. Pages such as LinkedIn and Facebook are used to connect businesses with the labour market. However, none of the sources explain more about advertising on social platforms.

A more recent study explains that e-recruitment has entered the HRM world. In the modern web 3.0 area, digital platforms have been more important than ever to reach potential candidates (Aggerholm & Andersen, 2018). According to Armstrong (2014), there are multiple sources used by employers in recruitment. The sources are listed in the table on the next page.

Table 1: Recruitment sources used by employers

Source type	% of respondents using the source
Corporate Websites	62% of the respondents
Recruitment Agencies	49% of the respondents
Employee Referrals	33% of the respondents
Professional Networking	32% of the respondents
Commercial Job boards	32% of the respondents
Local Newspapers	29% of the respondents
Specialist Journals	24% of the respondents
Links with educational institutions	14% of the respondents
Social Networking sites	9% of the respondents

Therefore, a recruitment method depends on the target market a company tries to reach. In HR terms, there are two target markets, passive candidates and active candidates. Active candidates are people searching actively for a new job. They will try all resources to see what opportunities are available. Passive job seekers are people that are currently happy in their role but could be reached in some way to make them curious about other opportunities. It is important for businesses to engage with them, which could take time. Engaging could happen via email, blogs, or personal messages (Society of Human Resource Management, 2022).

However, web 3.0 has changed the exposure of businesses to candidates differently. From using the traditional methods, more employers have decided to use the internet (Nigel Wright Recruitment, 2011) and, even more recently, social media. According to Joos (2008), social media tools can be used as a supplement to the traditional recruitment methods. Furthermore, Maurer (2018) explains that social media platforms, such as Facebook, can be a cost-effective alternative to traditional platforms.

2.3 Social Recruiting

2.3.1 Social Media

As mentioned in the previous paragraph, social networking and E-recruitment have been used as tools to attract candidates. In the past years, social media and online sources have become a part of the daily life of people. Multiple social networks are available online to connect with people from all over the globe. As soon as people wake up in the morning, they scroll quickly through their timelines on Facebook and Instagram. On

Saturday nights, social interactions are taking most of the time place on TikTok and Instagram Reels. The ‘always online’ phenomenon has created an impact on multiple areas of our lifestyle, including work (Headworth, 2015).

Social media has revolutionized over the past decades. In the early 1990s, social networking platforms had already come up. The existing platforms, including Six Degrees and MoveOn, were niche and only used by some people globally. Blogging websites were developed not long after. People mostly used them to read reviews of products and services of businesses (Edosomwan, 2011).

At the start of 2000, technologies changed drastically, and the online world received a boost. Social networking sites were developed in short periods after each other. The reason for this transition was related to in interaction of people with each other. People's common interests were related to music, movies, and education. Wikipedia was one of the first social networking sites to be launched where people could share their knowledge. In 2003, LinkedIn and MySpace entered the social network. The popular sites we know in 2022, including Facebook and YouTube, were launched in 2004 (Edosomwan, 2011; Junco et al., 2011).

Social media has been used in Marketing lately. Social Media Marketing (SMM) is the process of getting attention from people through social media platforms (Barker et al., 2017). There are multiple important aspects of SMM in Marketing, and the main one is building a way or image that enables followers to see and follow that brand. By using social media platforms, businesses can reach a larger audience. Creating this awareness and brand image and attracting an audience is similar to employer branding. According to Lievens & Slaughter (2016), the components of awareness, reputation, image, and identity are closely related to marketing and SMM.

Table 2: Similarity HR and Marketing

HR wording	Marketing wording
Awareness	Brand Awareness
Reputation	External Branding
Image	External Branding
Identity	Internal Branding

Many people think using social media is only to reach the younger generation. Research has shown that this is untrue. Older users are currently the fastest-growing users of multiple Social Media platforms. Whereas the younger generation uses Social Media

mostly on their mobile phones, the older generations are Social Media users on tablets and iPads (Barker et al., 2017).

Social Media also has a lot of power for organizations. According to the Social Media Examiner Report (2015), businesses using social media as their marketing tool have experienced a 90% increased exposure, 77% more traffic to their website and have developed 69% more followers of their business than before.

2.3.2 Social Media in Recruitment

Social media has been a significant part of the communication strategy of companies in the past years (Aggerholm & Andersen, 2018). The upcoming importance of social media in HRM started in the early stages two decades ago. Doherty (2010) explains in his article "Getting social with recruitment" that social networking technologies have been crucial for businesses to interact with candidates, especially passive candidates. Passive candidates are currently employed and not actively searching for another job opportunity. However, social networking technologies have made it easier for employers to connect with this specific market. According to Sivertsen et al. (2013) and Carrilla et al. (2014), a business's social media presence can positively affect the employer's attractiveness to potential candidates. Armstrong (2014) explains that potential staff members would use online sources to find jobs. Compared to Whitaker et al. (2017), social media has already shown that it has been an effective recruitment tool for companies. Not only LinkedIn came back effective, but also Facebook. Therefore, social media is not only a cost-effective way (Maurer, 2018), but social media platforms claim to have a high representation of the population, which can reach a larger number of potential candidates.

However, social recruiting does not only attract potential candidates to a company. Dohorty (2010) explains that social recruiting can help companies to create a modern brand and enhance recruitment branding. Oncioiu et al. (2022) recently published a study on the tourism sector around the influence that social media networks have on the digital side of HR. The industry has a high skill shortage and is currently a growing industry. The study's results aim that*: "It is crucial to develop a digital recruitment strategy and communicate a good employer brand, supported by targeted digital advertising."* (Oncioiu et al., 2022).

In recent years, more studies have been published regarding social recruiting in different industries. The Robert Walters Group (2013) surveyed 896 job seekers and 280 companies and hiring managers regarding social media as a recruitment tool. The working professionals were asked their thoughts on using specific social media platforms

in their job search. LinkedIn and Facebook were used most by job seekers, and their companies were most active on LinkedIn. However, one-fifth of the employers have no social media presence. Job seekers were also asked why they would check a corporate's social media profile when applying for a job. The responses were to get information about the company, an insight into the company culture, and career opportunities. The key findings were that social media platforms are widely accepted as a recruitment channel, and social media is increasingly important for researching the market. The same study was done at an earlier stage in India. Lal & Aggarwal (2013) have analysed the effect of social media on recruitment in IT within descriptive research. The most preferred platforms for employment were LinkedIn, followed by Facebook. In 2019, a study was published on the healthcare industry and the use of different recruitment methods and their effectiveness from an employer perspective. One of the main recruitment methods studied is social recruiting. The main findings suggested that social recruiting might be more effective than traditional methods for this particular market (Benedict et al., 2019).

Petre et al. (2017) have studied the applicants' perception of using social media in recruitment. Their study mentioned that social recruitment has advantages for employers. It offers a company to develop a recruitment strategy in collaboration with other departments in the organization, such as Marketing and internal communications (Petre et al., (2017; Madia, 2010). As mentioned by The Walters Group (2013), Petre et al. (2017) say it is a cost-effective tool. Furthermore, social media in recruitment can facilitate a wider reach and easier access to the younger generation and works as a driver to attract potential candidates. The study tested three hypotheses based on the Technology Acceptance Model (TAM). Via an online survey, bachelor's and master's business students were asked about their perceptions of social media in recruitment. The study found that students have a favourable attitude towards social media in recruitment, and the researchers recommended considering social media as a recruitment method. Moreover, the researchers recommended doing further research and focusing on different industries.

The literature review with secondary sources by Ladkin & Buhalis (2015) explains online and social media recruitment for the hospitality industry worldwide. In their study, they explain that the hospitality industry has not been a subject prior to recruitment and successful recruitment tools. Their research asks what they can learn from the wider body of research related to the hospitality industry and the emerging tools of recruitment. They conclude that the benefits of social media are only recently being understood by hospitality businesses. According to Ladkin & Buhalis (2015), the main benefit of

hospitality is starting a dialogue between employers, current employees, and prospective employees. However, further research was recommended.

According to Rahman et al., (2014), social recruiting is rapidly growing in New Zealand. New Zealand businesses seem to use social recruiting on a larger scale than other companies worldwide. The reason for this is the number of small and medium-sized businesses in the country. The study shows that most companies use social media to evaluate candidates. Therefore, LinkedIn is used as the most popular platform for social recruiting.

Based on the above, there is still a gap between literature in combination with actual quantitative or qualitative research and the use of newer social media platforms such as Instagram. As a consequence, there is limited research and literature available regarding the effectiveness of social media as a recruitment tool for the hospitality industry in New Zealand. Furthermore, limited research is available researching both businesses and employees in the hospitality sector as well as focused on New Zealand. This study will therefore research whether the use of social recruiting is beneficial for hospitality businesses in the region Hawke's Bay in New Zealand, studying multiple samples.

2.4 TAM Model

Heser (2008) explained that social media platforms and their influence on our lives are both socially and work-related. This is why different researchers have studied the acceptance of these technologies. In this study, the acceptance of social media in recruitment is studied. The attitude and behaviour of students and employees will be examined as to their thoughts on using social media in their job search. Therefore, employers will be interviewed to understand their current use of social recruiting and how valuable the methods are for the company to attract future employees.

Davis developed a model to address the acceptance of technologies by people (Davis, 1986; Al-Qaysi et al., 2020). The technology acceptance model (TAM) describes and specifies the acceptance of computer technology in a specific population (Davis, 1986). According to Al-Qaysi et al., the acceptance of a certain technology is crucial for implementing the technology. But to understand where the acceptance of technology is coming from, Davis (1989) explains that there are two variables to consider. In his earlier article in 1986, he explains that the technology adaption will be considered after the perceived usefulness (PU) of technology and the perceived ease of use (PEU). Both areas combined explain the behaviour and attitude towards technology (Rauniar et al., 2013).

The perceived usefulness is described as a certain level to which someone believes that using the technology is helpful in their performance. It comes with capability and user experience (Davis, 1986). in his later article, Davis suggests that, at the same time, people should not only find the technology useful. They also should consider their capabilities in using technology. Therefore, the perceived ease of use refers to the level at which someone believes that using the technology will come together with being effortlessly accessible. Both areas significantly impact the user behaviour toward technology and, eventually, the intention to use the technology (Davis, 1989; Davis, 1986). The original TAM model is seen in the figure below.

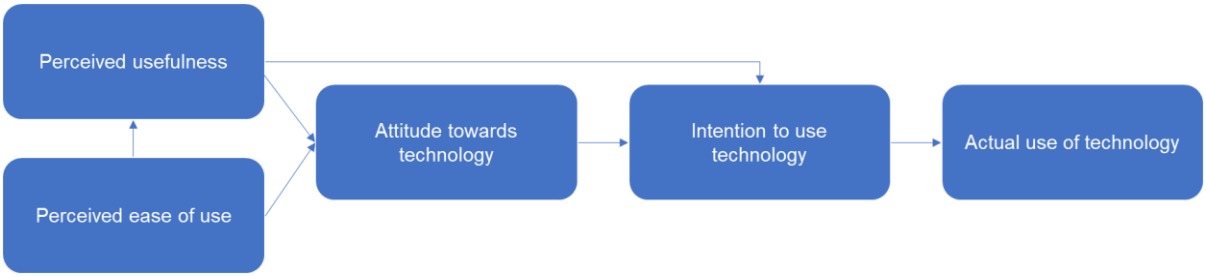


Figure 5: TAM-Model

Source: Davis (1986)

In 1996, Ventakesh and Davis (1996) finalized the TAM model, where they considered that the perceived usefulness and perceived ease of ease are directly related to the behaviour towards the intention to use certain technologies. Ventakesh & Davis created, therefore, in 2000, the TAM2 model that explains the acceptance model's influence process. The model builds around technology in a work-related context; however, some components are relevant for this study. For example, experience with a particular technology might influence the perceived usefulness and intention to use it. Furthermore, the technology's relevance in the specific area of interest (Ventakesh & Davis, 2000).

In order to successfully implement social media in daily factors, the acceptance and attitude toward this technology were previously studied by Al-Qaysi et al. (2020) based on the TAM model. Their study concluded that TAM had been used as a primary model in multiple studies around social media acceptance. However, further social media context research is needed to understand other factors, such as industries, people, and different platforms. This study will use the TAM model as a guideline to explain the behaviour of students as well as employers and employees regarding social media in

recruitment, their intention to use social media as part of the recruitment process, and their current usage of social media. The model is imaged in the following figure.

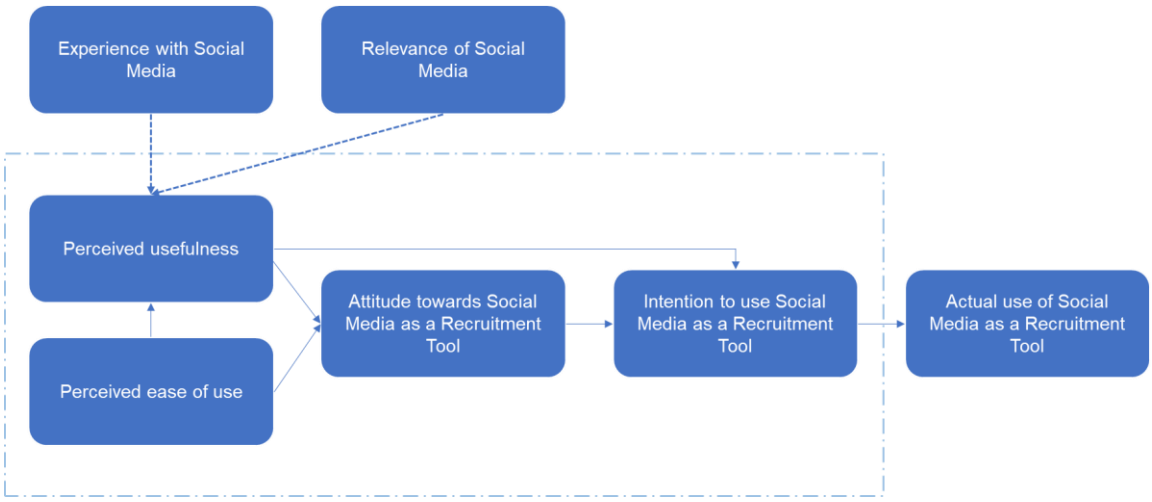


Figure 6: TAM-Model representing this study

In 2000, Ventakesh & Davis created a TAM2 model that explains the acceptance model's influence process. The model builds around technology in a work-related context; however, some components are relevant for this study. For example, experience with a particular technology might influence the perceived usefulness and intention to use it. Furthermore, the technology's relevance in the specific area of interest (Ventakesh & Davis, 2000).

The theory of the TAM model will be used as a guideline for this study to explain the behaviour of students as well as employers and employees regarding social media in recruitment, their intention to use social media as part of the recruitment process, and their current usage of social media. The model is imaged in the following figure.

Chapter 3. *Research Design*

3.1 Method

This research is a mixed-method study, using qualitative interviews and quantitative surveys. The purpose of this study is to explore the benefits as well as challenges of using social media for recruitment in Hawke's Bay. It is therefore considered important to include different stakeholders' views. Hence, this study explored the perspective of three different study groups, including current hospitality students, current employees in the Hawke's Bay Hospitality sector, and hospitality employers. Using the viewpoint of both employers and employees/students is a form of data triangulation. Data triangulation is known as the use of different sources, which could include samples (Wilton, 2010; Sekaran & Bougie, 2013). The data triangulation has helped this research to understand the views of why employers are using social media in recruitment and what the employees' and students' thoughts are regarding social recruiting. Furthermore, triangulation in the methodology is used by mixing the survey results and the semi-structured interviews, which complemented each other in this study.

In the sections below, the data collection methods are further discussed, followed by the study's sampling.

3.1.1 Mixed-methods

A mixed-method methodology is used to administer this study's data collection, using quantitative and qualitative methods, known as primary data collection tools (Wilson, 2010). Personally administered questionnaires are used to collect the quantitative data, and semi-structured interviews are held to explore a qualitative approach. The methods of the study are based on how to collect the data to answer the research questions. This research is answering three different research questions as mentioned in section 1.4.1. The research questions are:

1. To what extent and why is social media used to recruit new hospitality employees in Hawke's Bay?
2. What social media platforms are used by hospitality students and employees compared to employers?
3. What are the benefits for Hawke's Bay businesses to further develop social media adoption in recruitment?

Firstly, the quantitative method will be further explained, followed by the qualitative methods.

Quantitative research is used to collect the data from EIT students. It gives the researcher the opportunity to understand the behaviour of students towards using social media in their job search and to what extent they use social media. Quantitative methods have little bias due to their scientific approach. The approach is focused, and the results are more objective than qualitative research, creating higher reliability. The findings of quantitative research consist of objective data that can be used to clarify answers through statistics (Sekeran & Bougie, 2013). In addition, by Wilson (2010), quantitative research can measure people's behaviour and characteristics. This study uses personally administered questionnaires, from now on the survey, as part of the quantitative data collection. A survey is a questionnaire where the researcher can collect data from people to describe, compare and explain attitudes and behaviour towards a certain subject (Fink, 2003). Surveys can be conducted online as well as on paper. The students of the Eastern Institute of Technology (EIT) have received a paper-based questionnaire from the researcher in person. The student cohort of hospitality currently exists of 22 people divided over four certificate programs. The advantage of conducting the surveys in person is that the data are less expensive. In this case, EIT students are divided into four certificate programs, thus, four cohort groups (Sekeran & Bougie, 2013; Wilson, 2010). It is therefore easy to reach multiple respondents at the same time. Moreover, online surveys are known to have a lower response rate than paper-based surveys. In some studies, the response rate of paper-based studies can reach 100% (Sekeran & Bougie, 2013). Another important aspect is the timeframe of this research. This dissertation has a timeframe of four months, one semester, and therefore a smaller amount of time available to collect data. Therefore, paper-based surveys are used to collect as much data as possible simultaneously.

Interviews are conducted to collect qualitative data. This research has used semi-structured interviews to understand the perception of two groups: hospitality employers and hospitality employees. Firstly, hospitality employers are interviewed to understand to what extent they currently use social media in recruitment, their experiences with social recruiting, and their perception of future recruitment practices. Secondly, hospitality employees are interviewed to explore what social media platforms they use and to what extent they use social media in their job search. The interviews for both employers and employees were semi-structured. Semi-structured interviews have a set of topics and questions that creates the structure of the interview. However, the researcher has the great flexibility to introduce new questions or dive further into the

answers of the respondent (Wilson, 2010). Therefore, the data is open-ended and explores the thoughts and feelings of respondents.

This approach is, therefore, mostly used in explorative studies that explore attitudes and behaviours (Sekran & Bougie, 2013). The semi-structured interviews with employers are held face-to-face. This allows the researcher to control the interaction with the respondent. Furthermore, the researcher can explore topics that occur during the interview (Wilson, 2010). Especially in this study, it is important to gather rich data due to the number of participants (Sekaran & Bougie, 2013). The semi-structured interviews with employees are both held online and face-to-face. Online was used for employees that did not have the resources to drive to a public place.

Aside from primary research collection, this study also includes secondary research data, including desk research, online research, and a literature review (outlined in chapter 2). Online research and desk research is used to identify the problem statement of this study and to understand whether the subject of this study has been done previously. In contrast, the literature review evaluates the subject of the study and provides theoretical guidelines for the design and collection of the study (Sekaran & Bougie, 2013).

3.1.2 Design of mixed-methods

The surveys and semi-structured interviews are designed before collecting the data. The paragraphs below explain both the survey design and the semi-structured interview questions.

Firstly, the surveys are designed to understand students' current job positions, their social media usage, how they would normally search for jobs, and their attitude towards social media as a tool for recruitment. These questions were closed and explored the characteristics of the students. The development of the questions is partly based on the TAM model. Both the perceived usefulness of different social media platforms and the attitude of the student towards social media were asked. Open questions were included to allow respondents to provide a more detailed answer. The answers help understand the researcher what their behaviour and intentions are. The survey designed for students is attached in appendix 5.

The last pages of the survey included likert scale questions to understand more of the behaviour of students. Questions include how likely or unlikely they would use certain social media platforms in their job search (Wilson, 2010). According to Sekeran & Bougie

(2013), Likert-scale questions help a researcher to study a popular opinion and indicate how much respondents agree or disagree with the survey question.
Secondly, the semi-structured interview questions are created based on topics of the research area and the TAM model. The interview with hospitality employees started with open questions to create a level of trust between the interviewer and the respondent. The questions that followed were semi-structured with the following subjects:

- current job,
- current social media usage,
- the usefulness of social media for hospitality businesses,
- and their intention to use social media in their job search.

This questionnaire is outlined in Appendix 4. The semi-structured questions for hospitality employers started with open questions about their business and how they currently cope with the staff shortage in Hawke's Bay. The questions followed were topics based on the literature on recruitment and the TAM model. They included their actual use of social media for recruitment, their attitude towards using social media, the ease of use of social media, and how useful they find social media as a recruitment tool (Davis, 1989; Wilson, 2010; Sekaran & Bougie, 2013). The semi-structured interview questions for employers are included in Appendix 3 of this study.

3.2 Sample

As mentioned in the previous section, this study has three sample cohorts, the hospitality students, hospitality employers and current employees in the hospitality sector. Different sampling methods have been administered for each cohort to recruit the respondents for this study. The next sections explain the different sample methods for each sample cohort.

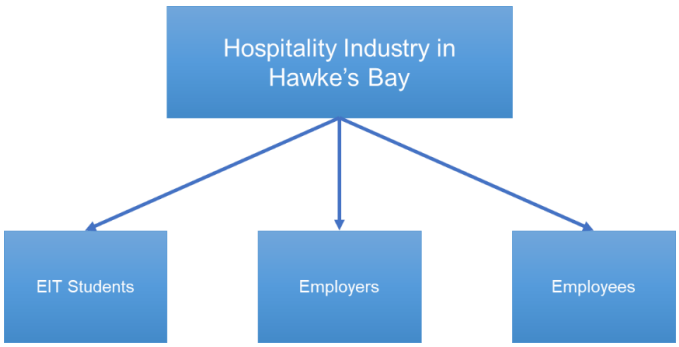


Figure 7: Sample groups

3.2.1 Hospitality students

The hospitality students are respondents from the only tertiary educational institution in Hawke's Bay, EIT. The courses involved in selecting the sample are Level 4 Cookery, Level 3 and 4 Food & Beverage, Level 4 Cookery Apprenticeship, and Level 5 Patisserie.

Purposive sampling is used to recruit hospitality students of EIT for this research. The sample selection is based on multiple criteria related to this study. Purposive sampling is a form of sampling where the selection of the respondents is based on specific characteristics (Sekeran & Bougie, 2013). To be part of this sample, the students had to follow a course in hospitality. The courses are outlined above. Furthermore, the students had to study at EIT in Hawke's Bay. The advantages of this sampling method are that it is low-cost and convenient to use (Wilson, 2010). Furthermore, it helps a researcher to gather as much information as possible from a small population of interest (Sekeran & Bougie, 2013). This research does not cover New Zealand students widely, and the findings from this study can therefore not be generalized to a wider population.

3.2.2 Hospitality employers

The hospitality employers in Hawke's Bay are selected in three different ways. First of all, personal contacts are recommended and shared by an expert in Hawke's Bay hospitality. This is known as snowball sampling. According to Sekeran & Bougie (2013), Snowball sampling is a method where someone refers to the samples required for the data collection. This sampling technique is cost-effective, easy to use, and can reach populations that are difficult to connect with. In the current situation, the researcher realized that businesses were really busy and not responding to the invitation to help with the research (Wilson, 2010). The personal contacts made it easier to connect with employers willing to help. Secondarily, the researcher reached out to hospitality employers in her personal network. This is seen as convenience sampling. Convenience sampling is the collection of respondents within the population who are conveniently available and easily accessible (Sekeran & Bougie, 2013; Wilson, 2010). The advantages of using convenience sampling for this study are that it is the least expensive, easily accessible, most convenient, and least time-consuming to find (Sekeran & Bougie, 2013; Wilson, 2010). However, hospitality employers are also in need of a few aspects in order to be considered in the sample selection. The businesses need to have a current social media presence (both on Facebook and Instagram), they need to use social media occasionally to advertise job opportunities, and the employers interviewed need to be somewhat involved in the recruitment process. This is known as purposive sampling, as mentioned in the previous section.

The total size of the sample is four and includes the following Food & Beverage areas:

1. One pub
2. One restaurant and bar

3. One café and restaurant
4. One cafe

The separation of the different Food and Beverage areas creates a wider insight into the different vacancies employers are recruiting for and fits within the different study courses that the student sample is following. The next section will discuss the employee sample of the study.

3.3.3 Hospitality employees

Employees in hospitality are recruited by using purposive sampling as well as convenience sampling. First of all, the employees must work in the hospitality industry in Hawke's Bay and be active users of multiple social media platforms to be considered in the sample. This is a selection criterion known as purposive sampling. Furthermore, the employees were contacted by the researcher via her personal network. This is a form of convenience sampling where the sample is easily accessible (Sekeran & Bougie, 2013). The total sample size of the employees exists of four hospitality employees.

3.3 Ethical considerations

Before this dissertation was developed, documentation was provided to the research commission of EIT for ethics approval. The documents provided included an introduction to the subject, the research questions of the study, and information regarding the respondents that were planned to be used for the data collection. The ethics approval application included details about the different respondents, how the data would be processed, and how secure the respondents would stay anonymous throughout the data collection and analysis. After a week of applying for the permission of the ethics, EIT approved the application. A letter is provided in appendix 7 of this study. This approval came through prior to the collection of the data.

During the process after the application, ethics were constantly considered. Below is explained how the process went for both the quantitative surveys and the qualitative interviews.

When approaching the respondents for the interviews, they were handed an ethics approval form. This form was signed to receive the consent of the respondents to use their data anonymously throughout the analysis and development of this research. Furthermore, all participants were told that taking part in the study was voluntary, and they had the right to evoke their participation. Prior to starting the interviews, the respondents were asked if recordings were allowed to be made for transcription

purposes. To ensure that the data was stored securely, the recordings were saved on the researcher's phone and in a separate folder on the researcher's laptop. Both electronic devices were password secured. While transcribing the interviews, the data of the interview answers were made anonymous where possible. No names of any respondents were used. Email addresses were only used to send the research consent forms and were not shared with anyone else. As most of the respondents had mentioned that they would like to see the final dissertation, the last email will be sent after this dissertation has been finished and graded by EIT and the external examiner. The recordings will stay on the laptop of the researcher for one year before being destroyed. This has been approved by the ethics commission of EIT.

When handing out the surveys to the hospitality students, they also received a research consent form. After receiving both documents back, the survey answers per respondent were mixed to ensure the researcher could not trace which survey belonged to who. The same anonymous approach was used when entering the data in excel. The researcher was not able to connect the answers of the survey to a specific respondent. After finishing the dissertation, the teachers of the students will be approached with a short summary of the dissertation as most students have said that they would like to see the final result.

3.4 Data Analysis

3.4.1 Quantitative analysis

The first step in analysing the data of the students' survey was to move the paper-based results to Excel. The open questions and answers were moved to a separate workbook from the closed questions and answers due to the differentiation in analysing both data sets. The discussion of how both data sets were analysed will follow below.

The dataset with closed questions was analysed with descriptive statistics. Descriptive statistics describe the first results of a specific dataset and show a summary of the main findings of the dataset (Sekeran & Bougie, 2013; Wilson, 2010). Some closed questions were answered with either a yes or no. These answers were numbered with either one or two, with one being yes and two being no. An example is shown in appendix 9. The likert-scale questions were given the numbers one to five or, in some cases, one to ten, depending on the number of answers possible for that question.

After moving the data to two different worksheets, the first step involved analysing the demographic data. This data created clarification on the number of students, their genders, age category, and their current job status. The data was moved to a separate worksheet where graphs were created to show the differences between the students.

The next step included analysing the closed questions by using formulas to calculate the median, mode, and modus for the likert-scale questions. The results were moved to a different Excel document to create clarity in the different datasets for the researcher. The third step involved pivot tables. Appendix 6 shows an example of a pivot table used. The gender and age categories were used as the filter rows with the age count entered as a value. Furthermore, all questions were separately moved to the column area to spot any interesting results. When finding a result that would potentially suit the research questions and/or the aim of this research, the pivot table results were moved to a separate worksheet for further analysis. An example of a pivot table is shown below. The data is included for clarity purposes; however, further results are described in the findings chapter of this dissertation.

Table 3: Example of a pivot table

When Hospitality Businesses post interesting content on Facebook, I follow their Facebook Business Page

	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**	**Grand Total**
18-22 years	**1**	**2**	**2**	**5**	**2**	**12**
Female		1	2	3	1	7
Male	1	1		1	1	4
Other				1		1
23-27 years		**2**		**3**		**5**
Female		1		2		3
Male		1				1
Other				1		1
28-32 years	**1**			**1**	**1**	**3**
Female				1	1	2
Male	1					1
33+ years			**1**	**1**		**2**
Female				1		1
Male			1			1
Grand Total	**2**	**4**	**3**	**10**	**3**	**22**

After creating all pivot tables and setting aside data that could be useful for the research, comparisons between different pivot table results were made. The comparison first involved students' social media usage and how many hours per week they answered to be active on all platforms. This is to understand if students are generally active on the platforms studied in this dissertation. Therefore, the next step involved analysing the differences between Instagram, Facebook, and LinkedIn platforms. Graphs were created to show the differences between platforms for the findings chapter. The researcher also analysed the differences between the different areas of an advertisement possibility on each social media platform. These results were therefore uploaded in graphs. Moreover, comparisons were analysed of the descriptive data median, mode, and modus. The results of the analysis were created into tables.

After the closed questions, the open questions of the second worksheet were analysed. The researcher read through all respondents and connected the answers that involved the same content. From there, the answers were connected to a generic code.

Before writing the findings, the graphs were stored in a separate word document and printed. By doing this, the researcher could find the most important findings first, followed by other findings that would value the study.

3.4.2 Qualitative analysis

Deductive and inductive analysis was used to analyse the qualitative interviews. The term deductive analysis is when the researcher has been collecting data to test hypotheses or models (Elo & Kyngäs, 2008). According to Sekeran & Bougie (2013), inductive analysis is an approach to using raw data to create themes or models by the researcher. In this study, no hypothesis or models were tested. However, some of the themes of the TAM model were derived, which is seen as a deductive analysis. Other themes have inductively emerged when analysing the data of the interviews.

The first step in the process of analysing the interviews of the hospitality employers was transcribing all the recordings. The transcriptions were made within a few days after the actual interviews. The transcription method used in the first two interviews was word-by-word. (Sekeran & Bougie, 2013; Wilson, 2010). Afterward, the interviews were transcribed without fillers due to the number of interviews at the same time. Appendix 8 shows an example of the two different transcriptions where only the fillers were removed.

After transcribing the interviews, all pages were printed and read on paper. Highlighting colors were used to mark any themes or statements that came up. Generic codes are themes that emerge after analysing all the interviews and the raw data. This includes

statements made by respondents with the same theme but worded differently. The main codes were therefore created. They summarize in a few words what all the generic codes with the same theme mean.

The codes of the employers were based on the answers to the interview questions. However, the TAM model was taken into account and used for codes that where relative to the themes of the TAM model. The main codes and generic codes are listed on the next page.

Table 4: Coding interviews of employers

Main Codes	Generic Codes	
Recruitment	Current Recruitment Tools	Seek & TradeMe
		Work & Income
		Recruitment Agency
		Social Media
	Recruitment Challenges	Lack of skills in the market
		Open vacancies to fill
		Competition between businesses
Perceived ease of use	User experience	Knowledgeable user
		Less knowledgeable user
	Limited resources	Outsourced to third party
		Less current presence due to business
Perceived usefulness	Successful Recruitment Method	
	Low-cost Recruitment Method	
	Employer Branding	Image
		Awareness
	Word-of-mouth	
	Not successful recruitment method	
Actual use of Social Recruiting	Sponsored Ads	
	Facebook	
	Instagram	

As seen in the table above, the main codes of the employer interviews consisted of recruitment, perceived ease of use, perceived usefulness, and actual use of social

recruiting. The main code of recruitment evolved after answers from employers similar to recruitment challenges and current recruitment tools used by the business. This is an example of inductive analysis. An inductive approach led to the existence of the generic codes aligned with perceived ease of use, perceived usefulness, and actual use of social media in recruitment. The codes were similar to the themes TAM model and are therefore an example of deductive and inductive analysis. Below is an example of how the analysis went for an employer that responded during the interview regarding the importance for a business to use social media. Appendix 1 of this study includes the complete example of this coding table.

Table 5: Example analysis of interview data of employers

Main code	Generic code	Theme	Summary	Transcript
Perceived usefulness	Employer Branding	Image and awareness	Employer 3 explains that it is important for their business to be active on social media. The employer finds it important to have good content on social media first, as this creates the initial image or brand of the business. Therefore, the employer explains that, for example, Instagram is a great social media platform that can help them market their business not only on a personal level, but also professionally. As part of being an employer, they like to show on social media how fun it is to work for the company.	"I think Instagram is a way to market either yourself personally or yourself as a business. And I think, cause we, we have a lot of fun here. Like we get, we do the job that we also have a lot of fun in there" – Employer 3

To ensure clarity in coding, the main codes were given a definition. The definition of the codes are written below.

- **Recruitment**

  Recruitment is seen as the process of identifying candidates in the market as well as attracting them to an organization for future employment (Ekwoaba et al., 2015). Two generic codes created the main code recruitment, recruitment challenges, and current recruitment tools. A recruitment challenge can be seen as a challenging time to attract a candidate to an organization. According to the dictionary, a challenge is a synonym to issue or concern. Recruitment methods are tools used to attract candidates. (O'Meara & Petzall, 2013). A more detailed description is given in section 2.2 of this dissertation.

- **Perceived ease of use**

  According to Davis (1989) the perceived ease of use is how easy a person can use a certain technology, without causing too much effort.

- **Perceived usefulness**

  The perceived usefulness is, according to Davis (1989), the perception people have towards a certain technology and whether it would improve their current work or daily lives. The two generic codes that require more details are employer branding and word-of-mouth. Employer branding has both the personality of a company and the positioning involved (Berthon, Ewang & Hah, 2005). It, therefore, shows how it is to work for a certain company and how it positions itself toward the outside world (Ahmad & Daud, 2015). This study will dive into the image and awareness as part of the employer brand (Rudman, 2010). According to the dictionary, word-of-mouth is communicating something verbally.

- **Actual use of social recruiting**

  The actual use of a technology (in this case social media) is whether someone would actually use it after their attitude towards it (Davis 1986; Davis 1989).

The interviews of the employees were analysed the same as the employers. However, the category matrix was slightly different from the category matrix of the employers. Where employer branding with the employers was part of the perceived usefulness of social recruiting, the employees explained in their interviews different themes that all led to employer branding. Furthermore, the attitude towards social media has been outlined

specifically due to the answers given by the employees. This theme is also part of the TAM model, as outlined in section 2.4 of this study. The table below shows the complete codes used for the employee analysis, including main codes and generic codes.

Table 6: Coding interviews of employees

Main code	Generic codes	
Perceived ease of use	Experienced user	Facebook
		Instagram
Perceived usefulness	Useful recruitment method	
	Word-of-mouth	Sharing posts
		Referring others
Attitude towards Social Media	Trustworthy	
	Business platform	Facebook
Actual use of Social Media in job search	Applied via a social media platform	Facebook sponsored ads
Employer Branding	Image	
	Research	
	Awareness	

The main codes based on the TAM model are seen as a combination of deductive and inductive analysis. The code employer branding is inductive as it came up throughout the analysis of the raw data. The next page includes an example of how the analysis went for an employee that responded during the interview regarding the importance for a business to use social media. Appendix 2 of this study includes the complete example of this coding area.

Table 7: Example analysis of interview data of employees

Main code	Generic code	Summary	Transcript
Employer Branding	Image	Respondent 2 explains to see on social media more of the image of an employer and how it is to work for them. The respondent also mentions that the businesses should post things that interest people which or they would read a little blurb. The following will start when that is all interesting.	*"Um, I don't know. Cause I feel like for young people it kind of depends on like what you want to follow. Yep. Like people like something they look at. So I guess making your post kind of pleasing if you know what I mean and like interesting. But then there are other people who would be more like intrigued by, like you saying a story about like, I don't know if it's coffee place, like where your coffee beans actually come from."*

3.5 Limitations of this study

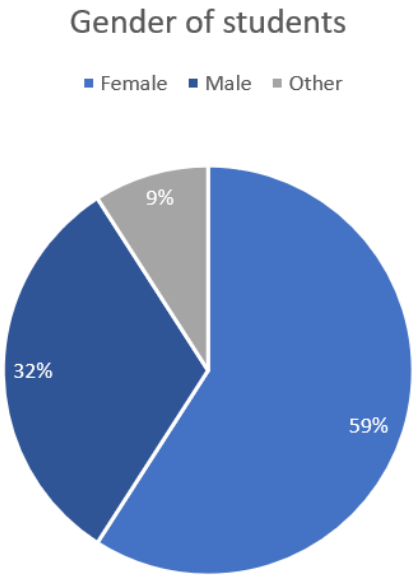
There are certain limitations in this research. First of all, this research is seen as an explorative study. The research is focusing on the hospitality industry in Hawke's Bay. Furthermore, the samples hospitality employees, students and employers are based in Hawke's Bay. The location and the specific industry studied make it hard to generalize for other industries, other people and places outside of the region Hawke's Bay (Sekeran & Bougie, 2013).

One of the methods used is qualitative semi-structured interviews. Qualitative interviews are in this study consisting of a small sample. This can possibly limit the generalization for more people that would fit within the sample but were not interviewed. Another limitation considered is the self-selection bias as part of the sampling methods used in this study (Sekeran & Bougie, 2013).

Furthermore, surveys that were handed out in person can create a bias. The respondents have the opportunity to ask questions and the researcher can explain the answer of the questions differently to each student cohort (Wilton, 2010). During the collection of the data from one of the student cohorts, a respondent asked a question regarding the recruitment tool ‘Serve the Bay’. The other cohorts were not able to receive the same information that was given.

Chapter 4. *Population of the Survey*

Twenty-two students responded to the survey. The students were divided into four cohorts, studying the programs as mentioned in paragraph 3.2.1 of the study. 59% of the students claimed to be female, 32% of the students were male, and 9% classified themselves as other. The pie graph below shows the three types of genders divided by the total number of students.



N=22

Figure 8: Gender of the students

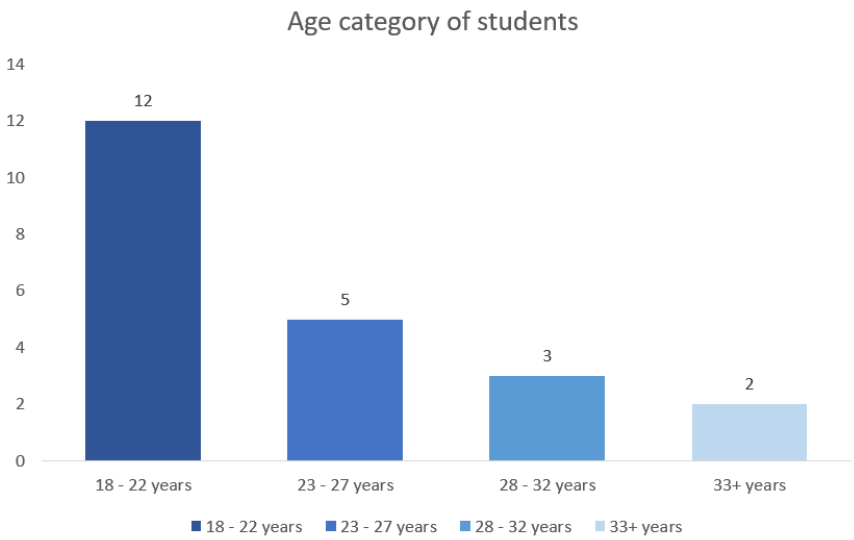


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Figure 9: Age category of the students

The age categories of the participants were split into four separate categories. The graph on the left side of the page outlines the total number of students per age category. More than half of

the students were in the age category 18 to 22 years old. The least number of students were in the age category 33 years or above.

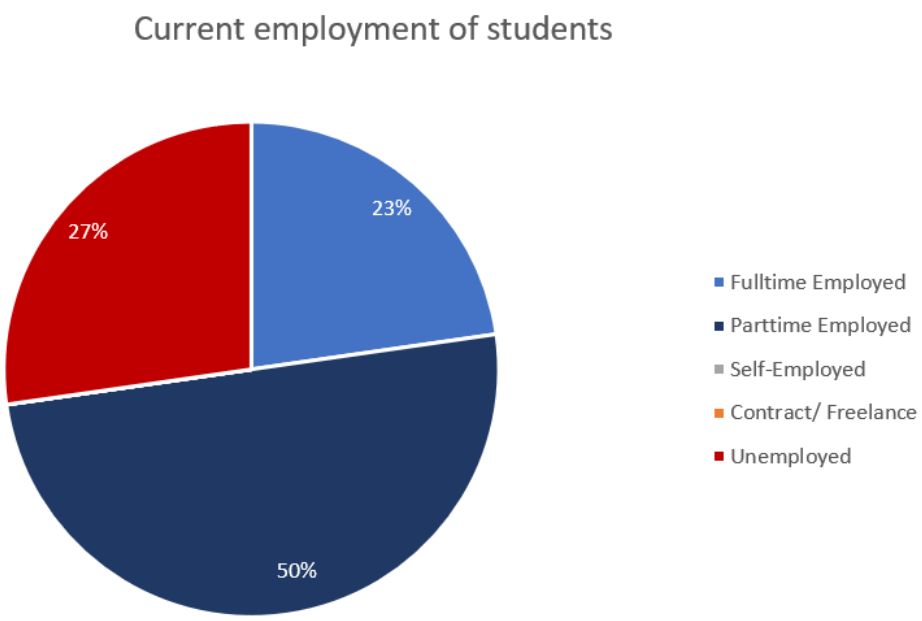

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Figure 10: Current employment status of students

The third question of the survey asked students whether they are employed and what type of employment they currently hold. 27% of the answers are unemployed, 50% are full-time employed, and 23% are part-time employed. There are currently no students employed as a freelancer, contractors, or other self-employment opportunities.

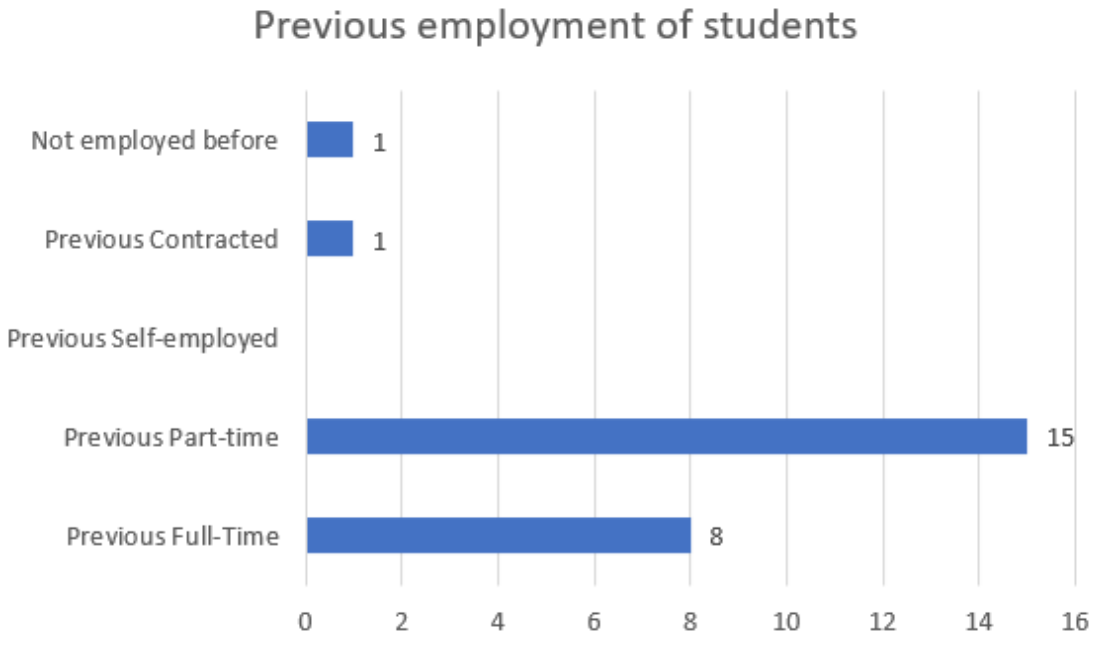

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Figure 11: Previous employment status of students

21 out of 22 students have been employed in the past in hospitality. Most of the students have carried out a part-time role before in hospitality, as seen in the graph on the previous page. 8 out of 22 students have worked full-time, one student has worked on a contract base, and another student has not been employed before in hospitality.

To understand what type of roles the students have carried out in the past, they were asked in the survey what jobs they previously worked in within hospitality. The jobs of waitress/waiter, Front of house (FOH) are carried out the most. Five students have worked as a barista before, and six students as a bartender. Three students answered that they carried out other roles within hospitality. They specified the roles as an assistant baker, larder, and assistant manager. All the results are shown in the graph below.

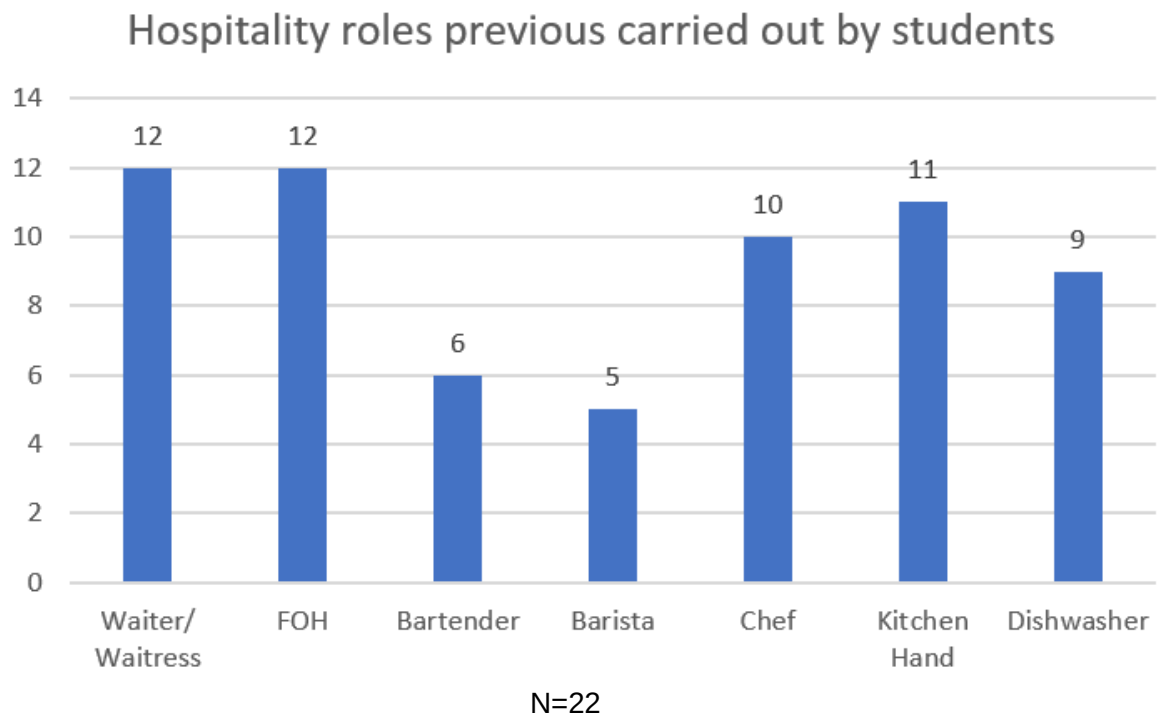


Figure 12: Hospitality roles carried out previously by students

Chapter 5. *Analysis*

5.1 Introduction of analysis

As explained in the section sample of this dissertation, the fieldwork was carried out between three different samples. This chapter will therefore describe the results and findings of each sample separately, starting with the students' survey findings in the second section, followed by the qualitative findings of the employers and the qualitative findings of the employees. The qualitative results will be explained by using the themes of the TAM model that are related to this study, including perceived usefulness and perceived ease of use.

5.2 Students

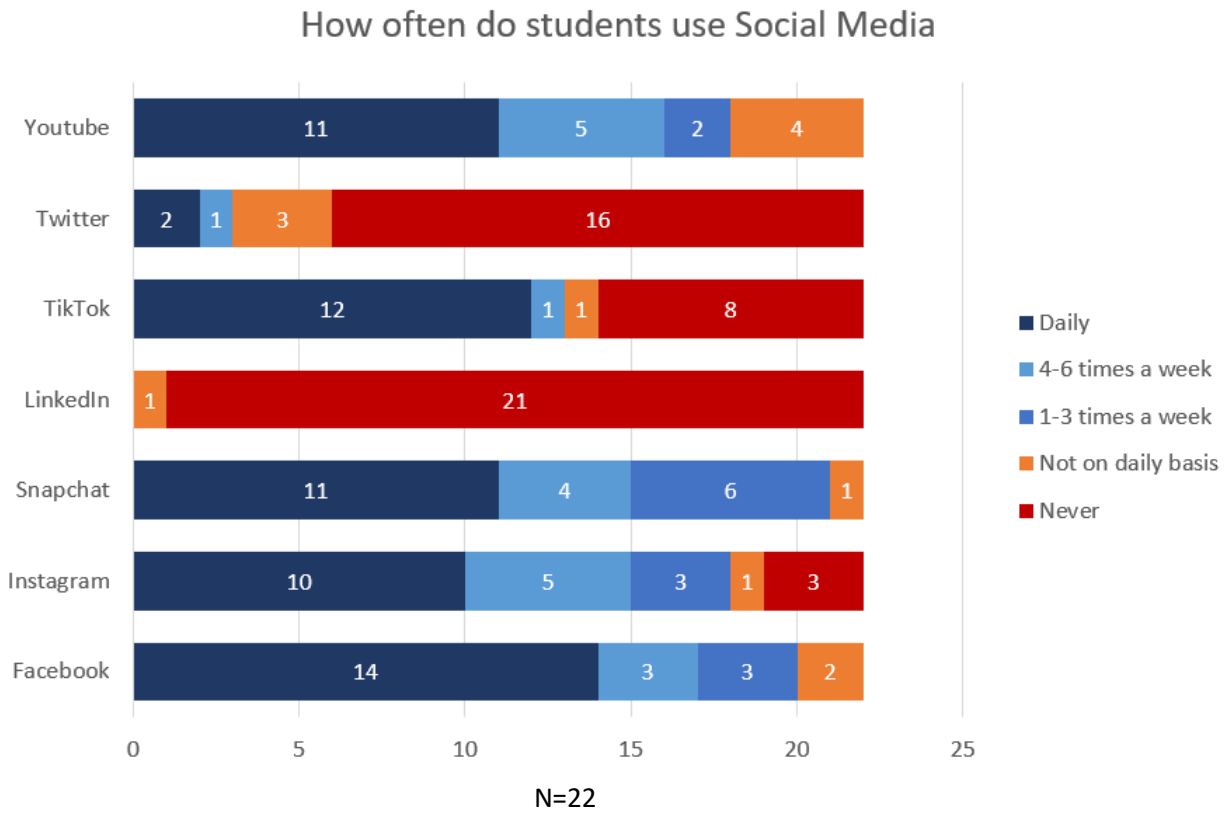
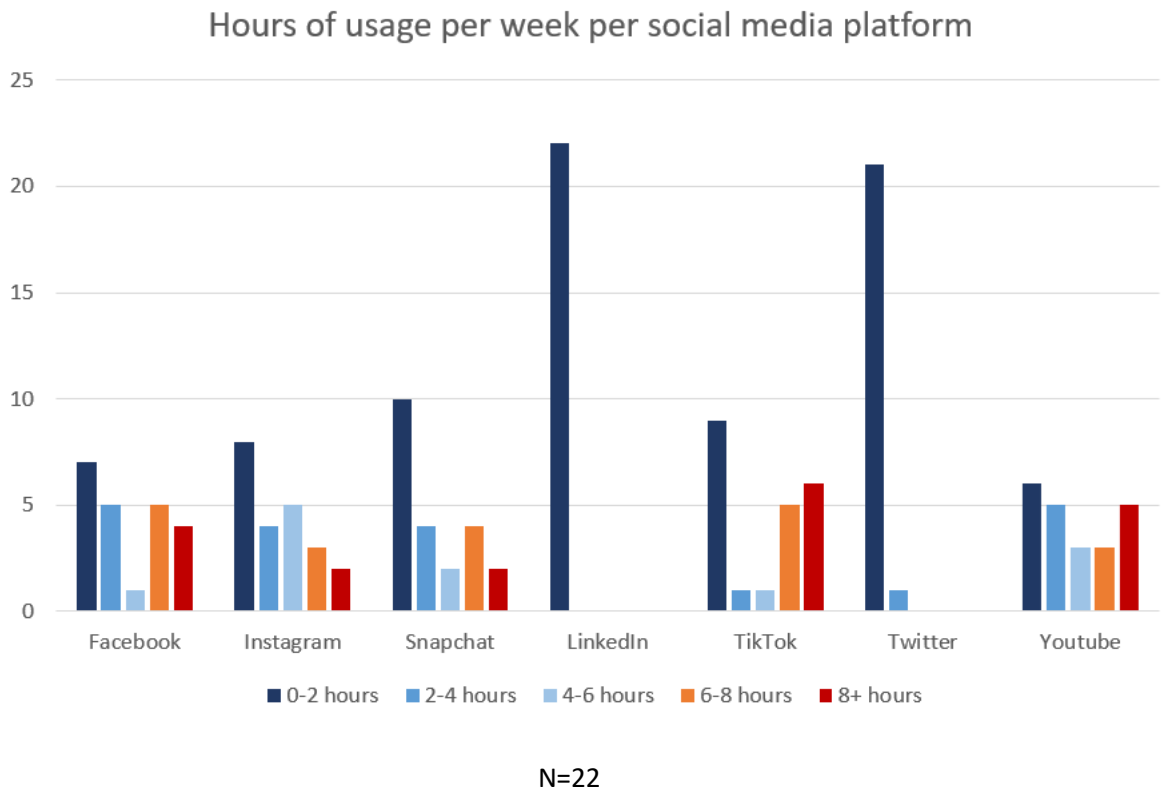


Figure 13: Social media usage of students in hospitality per platform

The graph above shows how often the students use different types of social media platforms. As it is important to know whether hospitality students are active on social media, these results will be shown first.

All of the hospitality students at EIT are at least active on one social media platform. No students have mentioned to not be active on social media at all.

Almost all of the students have reported that they never use LinkedIn. One of the students responded to use LinkedIn, however, not on a daily basis. Twitter is used more often than LinkdIn. The platform is used daily by two students, however, more than half of the students have mentioned to never use Twitter. TikTok is used by fourteen of the students. Twelve of them use the platform on daily basis. Eight students have reported to never use the platform TikTok. Three students have said to never use Instagram compared to nineteen responses including they do use Instagram on a regular basis.



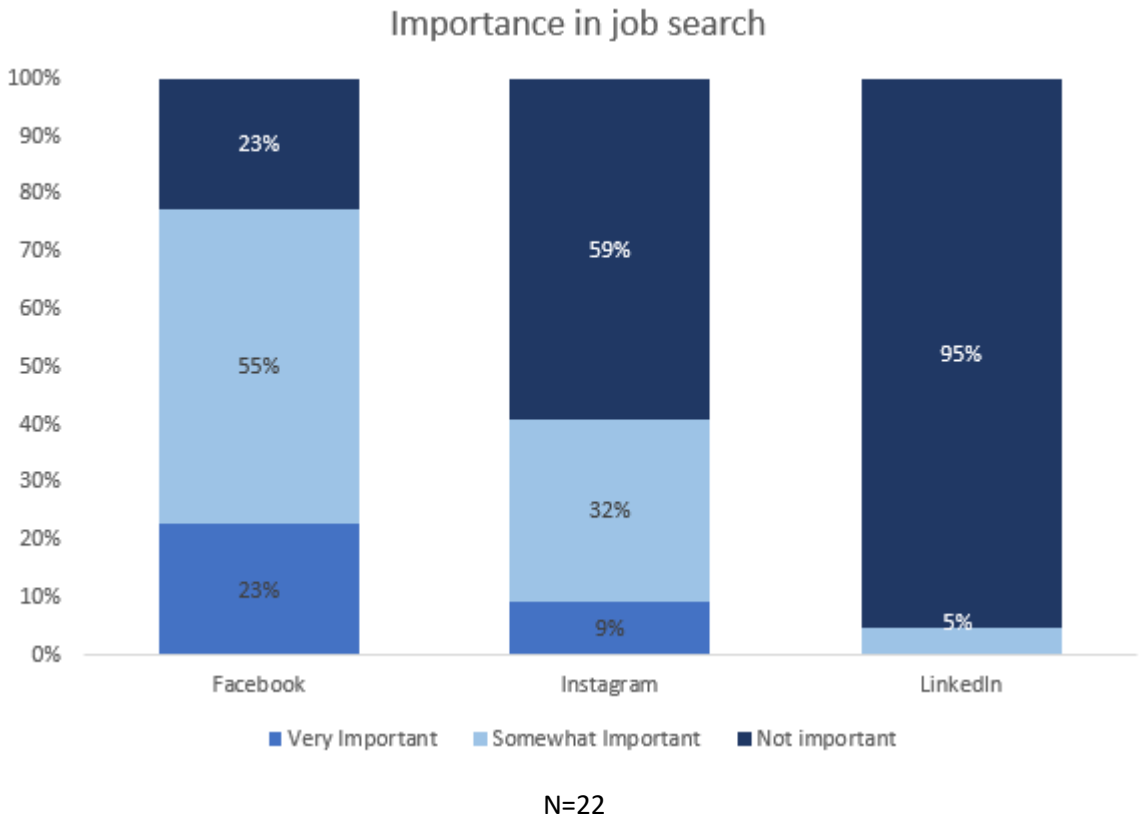
N=22

Figure 14: Hours of social media usage per week divided by different platforms

On average, the platforms Facebook, TikTok and Youtube are used the most hours by students per week, followed by Instagram and Snapchat. LinkedIn and Twitter are used the least which aligns with the results of the previous graph where students had mentioned to never use LinkedIn and Twitter.

For recruitment purposes, the platforms Facebook, Instagram, and LinkedIn were being investigated in more detail. Recent studies have shown that these platforms can be

beneficial for companies to use within their recruitment strategy, which is why they are relative for this particular research. Questions were asked about all three platforms and whether they would be beneficial for Hawke's Bay Businesses in recruitment. One of the questions included the importance of Facebook, Instagram, and/or LinkedIn in the job search of students. The figure below shows that LinkedIn is seen as the least important platform for the job search of hospitality students. 23% of the students find Facebook important in their job search, and 55% somewhat important. Compared to Instagram, Facebook is the most chosen platform. The students see Instagram as less important than both LinkedIn and Instagram. 50% of students have answered that Instagram is important or somewhat important in their job search. The results ae shown below.



N=22

Figure 15: importance of Facebook, Instagram and LinkedIn in the job search of students

As LinkedIn has been a popular recruitment channel for certain roles in the past years and less research has been done on other social media platforms (Society of Human Resource Management, 2016), there were more questions asked related to Facebook and Instagram. The students were asked if Facebook and Instagram had been useful in informing them about job opportunities in Hawke's Bay. The results of these survey questions are shown in the table on the next page. The first table explains more about sponsored ads for both Facebook and Instagram. The most chosen answers were for

both platforms neither disagree nor agree. The average of the answers was 3.1 out of 5 for Facebook sponsored ads compared to 2.6 out of 5 for Instagram sponsored ads.

Table 8: Results of the usefulness of sponsored advertisement on Facebook and Instagram

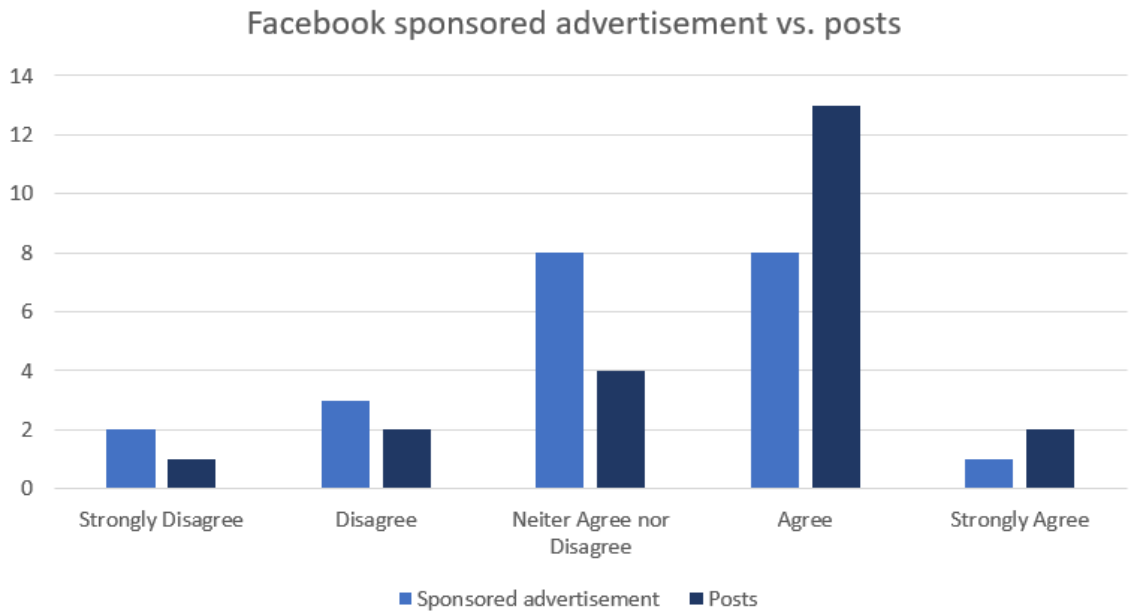
	Median	Average	Range
Sponsored Facebook Advertisements have been useful in informing me about job opportunities in Hawke's Bay	3	3.1	1 to 5
Instagram sponsored advertisements have been useful in informing me about job opportunities in Hawke's Bay	3	2.6	1 to 5

The same comparison has been made between Facebook posts and Instagram posts. The most chosen answer was 'agree' for both platforms. The average for Facebook came down to 3.5 out of 5 and Instagram had an average of 3.0 out of 5. The results are shown in the table below.

Table 9: Results of the usefulness of Facebook and Instagram posts

	Median	Average	Range
Facebook Posts made by Hospitality Businesses have been useful in informing me about job opportunities in Hawke's Bay	**4**	**3.6**	1 to 5
Instagram posts made by Hospitality Businesses have been useful in informing me about job opportunities in Hawke's Bay	**3**	**3.0**	1 to 5

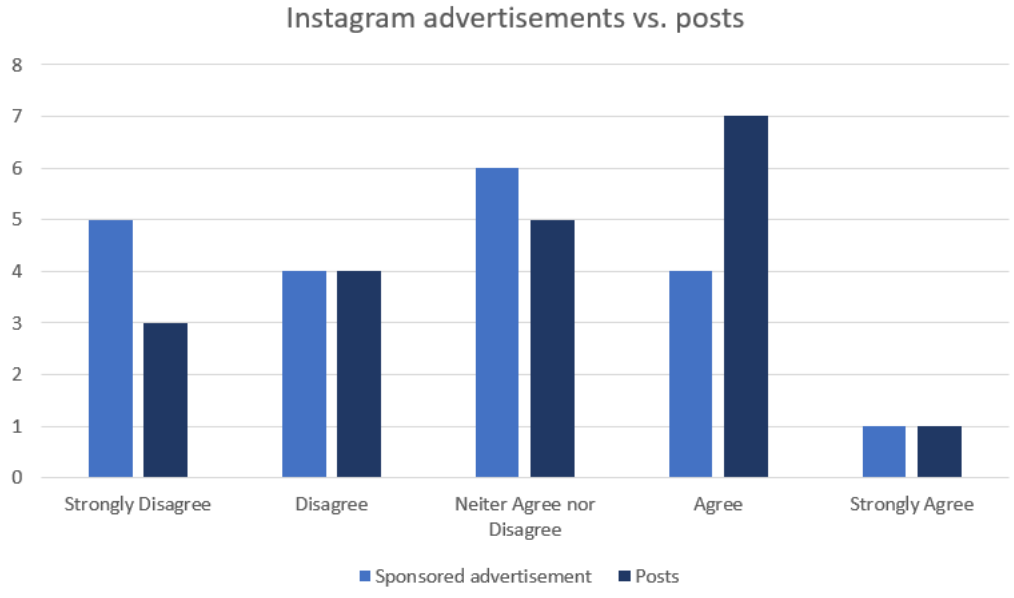
To create a better understanding of which advertisement method on the different social media platforms works best, the students were asked how likely they would apply for a role. The most important categories for Facebook were Facebook posts or Facebook sponsored ads. Facebook community posts, as well as stories, were seen as the least important for the job posting. Most of the students have chosen Facebook posts over Facebook sponsored ads. The results are shown in the graph on the next page.



N=22

Figure 16: Preference of students between Facebook sponsored ads vs. Facebook posts

The same comparison was made for Instagram. 20 out of 22 students answered the question of how likely they would either apply for a job when seeing an Instagram post or an Instagram sponsored ad. Both Instagram sponsored ads and Instagram posts had equal answers. The results in the graph on the next page show a slight preference for Instagram posts.



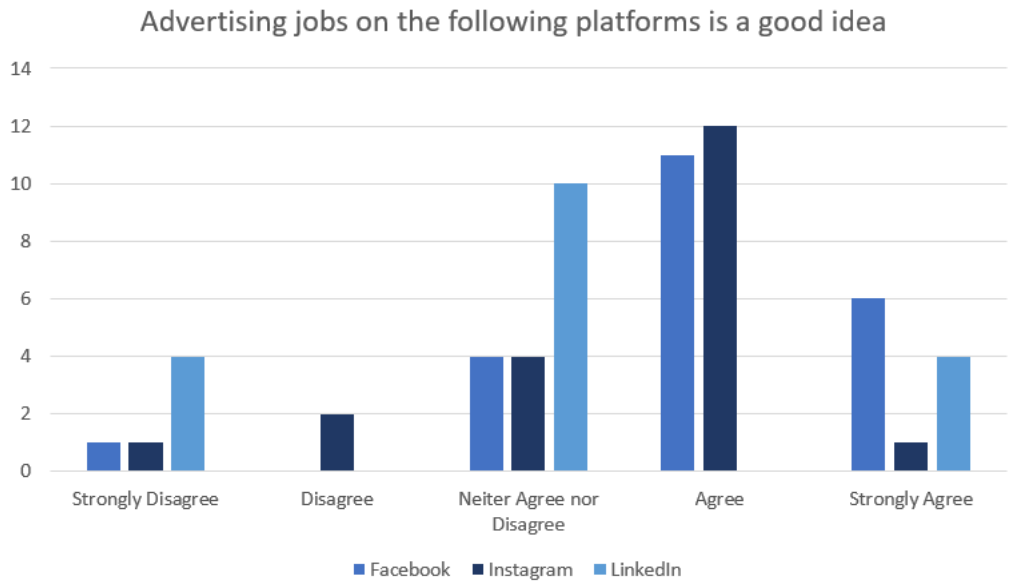
N=20

Figure 17: Preference of students between Instagram sponsored ads vs. Instagram posts

The survey had a few qualitative questions to understand what students want to see on social media and what triggers them to follow a Hawke's Bay business. Out of the total number of students, five did not answer the question, leaving 17 respondents. Out of the 17 answers, three students included employment opportunities as a reason to follow a Hawke's Bay business. More than half of the students reacted with interesting content or interesting posts. One of the students mentioned something about video content:

> *"I think it would be cool to see videos from what they make in a day or do in a day"* – Student 2

Another survey question asked students whether advertising jobs on the social media platforms LinkedIn, Facebook, and Instagram would be a good idea for employers in Hawke's Bay. LinkedIn was chosen as the least popular platform. Most of the answers were neither agree nor disagree. According to the students, Facebook and Instagram were good ideas to use for job posting. The results are shown in the graph on the next page.



N=20

Figure 18: The usefulness for advertising jobs on Facebook, Instagram and LinkedIn

As shown above, both Instagram and Facebook have a high result on whether it is a good idea according to the students to post a job on those platforms. The most chosen answer for both categories is agreed.

Table 10: Results of the usefulness of advertising jobs via Facebook and Instagram posts

	Median	Average	Range
Facebook	4	4.0	1 to 5
Instagram	4	3.5	1 to 5
LinkedIn	3	2.8	1 to 4

The range in the above table for Facebook ad Instagram is one to five compared to one to four for LinkedIn. One being the category strongly disagree and five being the category strongly agree. When looking into the most chosen answers on what platform is the most useful for advertising jobs according to students, the average score of Facebook is the highest with 4 out of 5. Instagram scored a 3.5 out of 5 and LinkedIn a 2.8 out of 5.

To understand whether students would have the intention to use social media in their job search, the survey included questions regarding the likelihood of applying for roles on Instagram, Facebook, and LinkedIn related to the different ways to show an advertisement on all platforms. The scale of the question was from one to ten, with one being least likely to apply for a job and ten most likely to apply for a job.

For the platform Instagram, Instagram Messenger scored the highest with 5.1 on average, followed by Instagram posts and Instagram sponsored ads. Instagram stories had an average of 3.8, which was the lowest score out of all four options.

Table 11: Likelihood to apply via the different advertising options on Instagram

	Median	Average	Range
Instagram sponsored advertisement	5	4.6	1 to 8
Instagram posts	6	4.7	1 to 8
Instagram stories	4	3.8	1 to 7
Instagram Messenger	6	5.1	1 to 9

Besides the four options above, Facebook also included Facebook Community pages. Facebook messenger was scored the highest with an average of 7.1 out of 10, followed by 6.5 for Facebook posts and 6.2 for Facebook sponsored ads. The least popular were Facebook stories, with an average of 5.5, followed by community pages with 5.9. The Facebook advertisement and Facebook messenger received multiple high-end answers from the students, with 8 out of 10 as the most chosen answer.

Table 12: Likelihood to apply via the different advertising options on Facebook

	Median	Average	Mode	Range
Facebook sponsored advertisement	6.5	6.2	8	1 to 10
Facebook posts	7	6.5	7	1 to 10
Facebook community page	6	5.9	7	1 to 10
Facebook stories	5.5	5.5	6	1 to 10
Facebook messenger	8	7.1	8	1 to 10

16 out of 22 students answered the question regarding the recruitment tool they used to find their current job. The other six students who did not answer the question already mentioned previously that they were not under any employment. Personal contacts were the most chosen answer by 81% of the students. 13% of the students used social media to find their current job, and 6% of the students used either Seek or TradeMe as a recruitment platform. No results came up for flyers and posters. The results are shown in the graph on the next page.

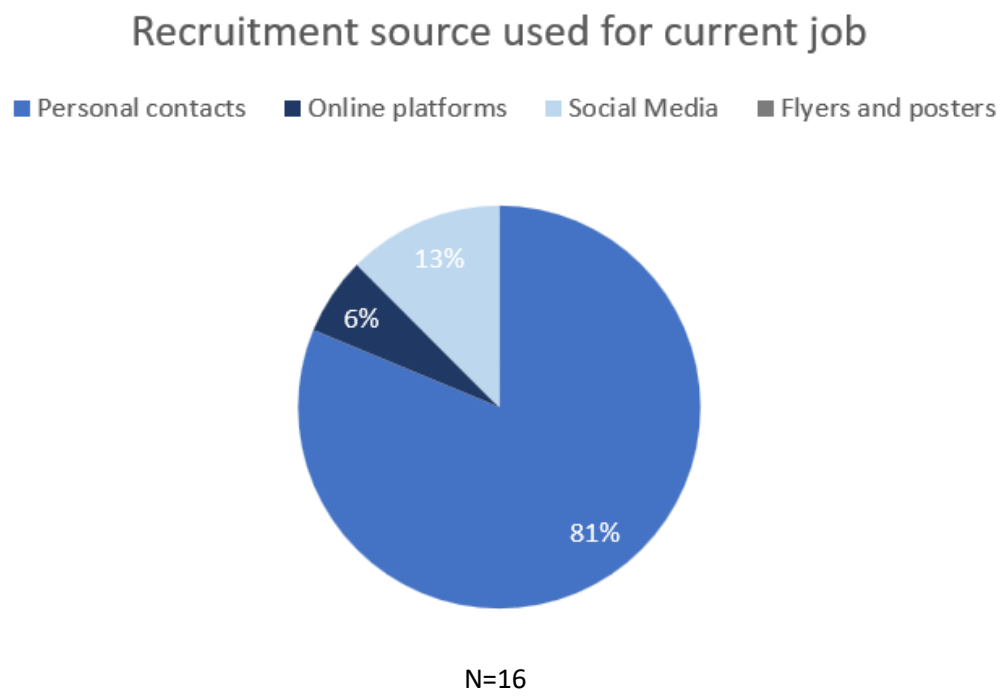


Figure 19: Recruitment source used for current job of student

The students were asked if they were aware of any sponsored ads that recently came across on both their Instagram and Facebook. Half of the students mentioned having seen sponsored ads recently on Instagram, and most of them have also seen them on Facebook. One student responded that sponsored ads were a new term for this particular student and had never seen one intentionally before.

Another qualitative question in the survey was related to what Hawke's Bay businesses need to do to attract and trigger the respondents to start following them on social media. One of the students mentioned the following when was asked what would trigger them to follow a Hawke's Bay Hospitality Business.

> *"If employers posted more about the work environment itself, then potential workers can have a better understanding of the job and what they get themselves into"* – Respondent 21

5.3 Employers

5.3.1 Theme 1. Recruitment

The qualitative interviews dived into the current recruitment practices of the hospitality employees and what challenges they might or might not face in the industry related to their business. Overall, all employers have mentioned that they still have open vacancies and are looking into hiring more people in the foreseen future to fill these roles. Two out of four employers have mentioned that they have chef vacancies open. Employers have mentioned that they could use more help in Front of House. Multiple employers have mentioned that it is currently hard to find people and have explained that they have seen many vacancies from other businesses around. Employer 1 explained the following:

> *"Everyone seems to be looking for the same roles at the same time." – Employer 1*

One of the employers mentioned they have to close down certain days a week as they currently do not have enough staff to open all days. Another employer mentioned that they also have difficulties filling up roster gaps.

Staff shortage is not only seen in quantity. One of the employers found it hard to find suitable and experienced staff. Two out of four employers explain that it is hard for them to find experienced and qualified chefs.

> *"There is an absolute lack of chefs, and impossible to hire chefs." – Employer 3*

All employers have mentioned that they use different recruitment methods. The platforms mentioned by the employers were Seek, TradeMe, Facebook, Instagram, Work and Income, Headhunting and Recruitment Agencies. Three out of four employers have mentioned using Seek and TradeMe the most for advertising. The roles mostly advertised on these platforms are chefs and kitchen hand roles. Social media is also

used by all employers but on different platforms. All employers have mentioned that they have used Facebook for advertising, but not all employers have said to use Instagram for advertising. One of the employers has said that they currently use Work and Income to fill vacancies. The employer explained that it was hard to find suitable people, and they, therefore, started training people from Work and Income.

5.3.2 Theme 2. Perceived usefulness

Three out of four employers are currently actively using social media to advertise open vacancies. According to one of the employers, they said that social media pays off once they had built up a decent number of followers to reach. One of the employers explained that they do use Facebook to advertise jobs, but they are currently not actively recruiting any roles that they find useful to advertise on social media. This employer had said that they hire chefs roles mostly via the platform Seek. The fourth employer explained, therefore, that they had used Facebook before for advertising. However, they are not sure how successful it is in advertising on other platforms, such as Instagram.

> *"But I see a lot of other people are advertising on Instagram, and I'm interested to know whether it is working for them." – Employer 4*

The same employer has mentioned that she used Instagram before to contact people directly via Instagram message. One of the contacts is starting shortly with the business.

> *“I have contract coming up to Indian pastry chef. Well, from Indian pastry. Yeah. I was going to show you, I used Instagram with him, because he runs a really active Instagram account. And his works beautiful.” – Employer 4*

The employers have explained that they have used Facebook more than Instagram. Most employers have tried boosting posts to reach a larger scale of the target market.

To clarify the attitude of employers towards investing in social media, the employers were asked whether they would consider using paid advertising on social media and if they would decide to use it more often in their recruitment practices. Aside, they were asked to clarify whether they would use social media more often in general. One of the employers explained that the company had talked about starting a campaign to show more on social media how it is to work behind the scenes to “lure people in”. Another employer explained that online visibility helped them to create a wider online word of mouth. They consider social media an online way of spreading the word about their business.

> *“I think Instagram is a way to market either yourself personally or yourself as a business. And I think, because we, we have a lot of fun here. Like we get, we do the job that we also have a lot of fun in there” – Employer 3*

Another employer also explained that they see social media as a way to create awareness. The employer found social media helpful as someone might see their post and that they are looking for people and might share it with potential candidates. Furthermore, all employers have mentioned that platforms such as Seek and TradeMe are getting to expensive for small businesses. Moreover, most employers mentioned to see social media as a relatively cheap and effective alternative.

5.3.3 Theme 3. Perceived ease of use

The employers were asked to provide more detail regarding their usage of social media and whether their social media was outsourced or kept in-house. Furthermore, questions were asked as to why they decided to keep it in-house or source it from an external party.

Half of the employers interviewed have an external person taking over their social media activities. One employer is looking into handing social media over to a staff member. This employer is currently doing the social media activities themselves but has explained it takes a lot of time to keep the activity up, time they do not have.

> *"I totally get Instagram and all that. It's just can be another extra expensive. It's incredibly draining to keep up." – Employer 4*

The employer that mentioned to source social media out has explained that they found that others are more experienced in the platforms and keeping up with the changes. They also explained that social media is almost an extra job on top of their own.

Another employer explained they keep their social media in-house as the employer seemed to have a Marketing background. The employer explained that they found it easy and fun to keep the social media in-house. However, they are searching for an extra person to take some of the other job-related activities away.

5.4 Employees

5.4.1 Theme 1. Social media usage

The employees working in hospitality were asked questions regarding their current social media usage on different platforms. Two employees explained they spend over four hours each day on social media platforms. All employees have said that they are most active on Facebook, Instagram, and Snapchat. Snapchat received the highest preference to stay in contact with friends, and Instagram has been mentioned most for fun and for watching what people and businesses post. Instagram and Facebook were both mentioned by the employees to keep up-to-date with the latest news. Two employees mentioned they use Facebook and Instagram to follow Hawke's Bay businesses. However, other employees have mentioned that they prefer to keep their social media private.

5.4.2 Theme 2. Perceived usefulness

The employees were asked if they had noticed any sponsored ads on social media. None of the answers were related to employment opportunities or Hawke's Bay businesses. One of the employees mentioned that the ads placed on Instagram are more for retail, and Facebook showed more business-related sponsored ads.

> *"I feel like Facebook shows more companies and Instagram more the clothing and products. Facebook is more business, I would say." – Employee 4*

However, later in the interviews, the employees were asked further about a paid advertisement, and more answers were given. According to half of the respondents, paid advertisement on Social Media has made them more aware of local businesses, their services, and job opportunities. One of the respondents explains that sponsored advertisements, if interesting and attractive, people would most likely click through to get more information. It is a way for a business to reach more people. Another respondent mentioned paid advertisement is helpful for businesses when they are hiring new employees. The respondent was asked if actively searching for a job, a paid advertisement would be beneficial for a business to use as an advertising method on social media. The answer of the respondent was:

> *"a hundred percent" – Employee 3*

Another employee currently employed as an all-round hospitality employee explains she already applied for a job via a paid advertisement on Facebook.

"That's how I discovered my other job, through paid advertisement on Facebook, I believe." – Employee 4

The respondents' opinions about platforms businesses should use to advertise jobs were answered varied. One of the respondents explained that for senior jobs, people would most likely use platforms like Seek and TradeMe to apply for jobs. Entry-level jobs are most likely to be beneficial via social media. Half of the respondents have mentioned that there is no preference between Facebook or Instagram, as long as the content is appealing. Some of the respondents have a preference for Facebook over Instagram. A Front of House employee explains that there might be more information on Facebook than on Instagram. Another employee says that she rather not uses Instagram to apply for jobs.

"Instagram, I feel like it could get more scams. Facebook feels like it's more trusted." – Employee 1

Half of the respondents have mentioned that they use social media to research a company prior to applying for a job. Both Instagram, Facebook, and Google were mentioned to research what type of company it is and how it could be to work for the business. This is specifically mentioned by one of the respondents explaining if she were looking for a job, she would want to see whilst background checking what type of business it is and how they work as a business behind the scenes. Another respondent mentioned that she prefers to see how it would be as an employee working for that business. This can be done with interesting photos and video content.

5.4.3 Theme 3. Employer branding

Overall, all respondents have mentioned that businesses should post interesting and creative

content to attract people. All respondents have said that by posting interesting content, they will most likely start following a business on social media. It is, according to a bar staff employee, important to create content that is appealing to the younger generation. A Front of House employee explains that deals and eye-catching posts are a great way to attract people and a way to gain more followers. Another respondent says that blurbs and posts that look appealing help. A business will then gather followers when posting interesting and creative content. According to most respondents, social media is a great way for a business to get its name out. Respondent 3 says the following:

"I think businesses should definitely use social media of some form… It is a way to get your business out there and able to show on Social Media what your company does." – Employee 3

5.4.4 Theme 4. Word-of-mouth

Lastly, one of the respondents mentioned that it is smart for businesses to use social media and posts to not only create awareness but also to give people the opportunity to reshare their posts. In this way, the community will help to spread the word. Another respondent mentioned the following regarding the creation of awareness for a business:

"Some people share what they like about that business, and it makes it more appealing to want to work for them." – Employee 4

Chapter 6. *Discussion*

6.1 The use of social recruiting by hospitality employers in Hawke's Bay

In this section, the use of social media in recruitment in hospitality will be discussed and connected to the first research question of this study. The first research question of this study was:

> *To what extent and why is social media used to recruit new hospitality employees in Hawke's Bay?*

Social recruiting is an upcoming tool for businesses to advertise vacancies and attract potential candidates to their company via social media exposure. It has been adopted in many communication strategies for today's businesses (Aggerholm & Andersen, 2018). In general, using social media is recommended by Barker et al. (2017) to reach the new generation using many online platforms and tools. Social media can benefit companies to put their names out and create engagement and loyalty with potential and current followers. This directly refers to the brand image of a company. According to Tien (2022), Facebook is an effective platform for employers to use for employer branding strategy. Facebook has created separate guides for employers to use for employment and business-related related content. Furthermore, the sponsored Facebook ads and Facebook campaign options have created an affordable way for employers to advertise their company and job vacancies.

Previous literature and journals have done research regarding the benefit of social recruiting in different countries, such as the UK, Vietnam, and India. Furthermore, multiple sectors have been studied, including healthcare, hospitality, Information Technology (IT), and retail. Most of the research articles study either social recruiting benefits from an employer perspective or an employee perspective. Limited research combines both employers and employees and the benefit of social media as a recruitment tool (Ladkin & Bulhalis, 2015; Madia, 2010; Petre et al., 2017; Lal & Aggerwal, 2013; Tien, 2022).

In the literature, the TAM model is used to understand how likely technology can be accepted by people. The perceived ease of use states how effortless people find it to use technology. In this study, the technology is social media. The perceived usefulness

states whether people find it useful to use, in this case, social media (Davis, 1986; Davis, 1989). Although the TAM model is not tested in this study, the themes of TAM are used as support throughout the study.

But to what extent is social media used to recruit new hospitality employees in Hawke's Bay by hospitality employers? Current employers using social recruiting were important in exploring the experiences of the businesses as well as the platforms that are helpful for them so far. The results show that not all employers find it easy to use social media. Some employers have outsourced the main social media practices due to a lack of time and due to the fact that other people are more experienced in social media platforms. The results of the interviews also show that employers are implementing multiple social media platforms as a recruitment tools, including Facebook and Instagram. All interviewed hospitality employers are using Facebook, but Instagram is not widely accepted as a recruitment tool by all hospitality employers interviewed. Some employers are using sponsored ads on both Instagram and Facebook to reach a wider audience in Hawke's Bay. Others are using Facebook community pages, Instagram Messenger, and general Facebook and Instagram posts.

And why is social media used to recruit new hospitality employees in Hawke's Bay by hospitality employers? Some employers explain that they started with social media to build up an online presence to create awareness, hoping that people would eventually share their posts on their personal Facebook and Instagram. Both Facebook and Instagram are considered affordable alternatives to Seek and TradeMe for posting job vacancies by the interviewed hospitality employers. Therefore, some employers say they see social media as a new way to reach the younger generation. They consider social media as a successful tool to attract future candidates for junior positions within the company.

When comparing the literature to the findings of this study, hospitality employers in Hawke's Bay are indeed using Facebook and Instagram to create more awareness of future candidates by posting content and job vacancies. However, some employers interviewed are not posting work-related and culture-related content on Facebook or Instagram. According to Tien (2022), work-culture content is helpful in creating an online employer brand. The second research question of this study is to understand the differences between what employers use for social recruiting and where future candidates are active.

6.2 Comparison of social media channels used by hospitality students, employees and employers.

The second research question involves the social media channels used by hospitality students, hospitality employees, and hospitality employers. Furthermore, the second research question includes the results of the different samples to find out whether employers are using the right platforms to target future employees. The research question that is answered in this section is:

> *What social media platforms are used by hospitality students and employees compared to employers?*

The findings show that hospitality students are most active on Facebook, Instagram, and Snapchat. Snapchat is not considered a potential social recruiting tool for this study. Therefore, Snapchat will be left aside for further discussion. Previous studies considered LinkedIn an effective tool for posting job vacancies. Rahman et al (2014) have stated in their study that LinkedIn is the most used social recruiting tool by New Zealand businesses. However, the students have responded that almost all of them never use LinkedIn. They, therefore, find LinkedIn the least useful for advertising jobs. Although previous studies say that LinkedIn is beneficial for businesses to use for social recruiting, it seems not to work the same for the hospitality industry in Hawke's Bay. According to students, Facebook is considered the most useful platform for advertising job opportunities, followed by Instagram. Students say that they have the intention to apply for jobs on both Facebook and Instagram. For Facebook, Facebook posts have a preference above Facebook sponsored ads. For Instagram, students have a slight preference for Instagram posts than Instagram sponsored ads.

The hospitality employees are active on both Facebook and Instagram. Some of them mention that Facebook is more business-related than Instagram. However, both platforms are used to follow Hawke's Bay hospitality businesses. Even though Facebook seems to be more business-related, some of the employees mention that they are more active on Instagram than on Facebook. They like to scroll through their Instagram feed to see what posts are new. Most of the employees also use the story option on Instagram to see what other people they follow are up to.

Hospitality employers are currently mostly using Facebook to advertise job vacancies, followed by Instagram. Some employers use sponsored ads on both platforms. During the interview, Facebook and Instagram stories did not come up.
When comparing the three samples, the Hawke's Bay hospitality employers are active on the platforms used most by hospitality students and hospitality employees: Facebook and Instagram. Hospitality students are the most active on Facebook and the hospitality employees interviewed are more active on Instagram. According to some hospitality employers, they are more active on Facebook than on Instagram. The next section will explain the last research question of this study.

6.3 Benefits for further adoption of social recruiting by Hawke's Bay hospitality businesses

The last research question of this study dives into the benefits of further development and adoption of social media in recruitment for Hawke's Bay hospitality businesses.

> *What are the benefits for Hawke's Bay hospitality businesses to further develop social media adoption in recruitment?*

It seems that hospitality students like a direct approach on Facebook. They consider applying for a job when approached via Facebook Messenger. However, Facebook posts are also seen as a successful tool as students are likely to apply for a job that is posted via a Facebook post. Instagram is less popular with students, and the likelihood they will apply for a job when posted on Instagram is not considered as high. However, students do mention they use both Facebook and Instagram to get familiar with a company and its brand and to search for potential employment opportunities. In addition, the survey shows that 13% of the students already have used social media to apply for their current hospitality job.

Hospitality employees say they would consider applying for jobs posted on Facebook and Instagram. No specific differences are mentioned between sponsored ads and posts. Also, some employees consider social media as a research tool when doing a background check for a potential employer. They would like to see content on both Facebook and Instagram that relates to the company culture and interesting content from behind the scenes to see how the business works. One hospitality employee has previously applied for a job after finding a sponsored ad on Facebook.

The hospitality employers interviewed mention that they use social recruiting to post vacancies online. Therefore, the employers mentioned mostly use Instagram and Facebook to advertise junior positions. Literature and previous studies mention that the cliché that social media only reaches the younger generation is untrue. Research has shown that the older generation is the fast-growing user of social media platforms (Barker et al., 2017). Some have reached out via Messenger and Facebook community pages to potential candidates. However, the results show that they do not use Instagram and Facebook as a way to advertise their employer's brand. Multiple sources have stated that using social media as an employer brand can create awareness and attract potential candidates to the company (The Robert Walter Group, 2013; Tien, 2022).

After connecting the results of the literature and the fieldwork findings, hospitality employers in Hawke's Bay can use social media not only to post open vacancies but also to attract and engage with potential hospitality workers. Nonetheless, research shows otherwise when hospitality employers consider social media to be the most useful for the younger generation. The next chapter will therefore provide recommendations to further adopt social media practices in the recruitment strategy of hospitality employers in Hawke's Bay.

6.4 Summary and conclusion

The three sections above answer the three research questions of this study by using literature, the findings of the hospitality student survey, and the results of the interviews with hospitality employees and employers. This section briefly summarizes the main findings of the research questions.

The first research question is: *To what extent and why is social media used to recruit new hospitality employees in Hawke's Bay?* Hawke's Bay hospitality employers use both Facebook and Instagram. Facebook is used more than Instagram. Some use sponsored ads, and others do not use them currently. The employers mention that they have found the platforms useful for recruiting junior positions and the get their name out as a business in Hawke's Bay. This aligns with the theory of the TAM model, where Davis (1989) that the actual use of a technology depends on whether people see the perceived usefulness of it. Lastly, social media is in use by employers as it is an affordable alternative to online platforms like Seek and TradeMe.

The second research question is: *What social media platforms are used by hospitality students and employees compared to employers?* Hospitality employers in Hawke's Bay are active on the same channels that students and employees mention. The main difference is that not all hospitality employers are currently active on Instagram, which is seen as one of the most popular platforms by hospitality employees and students. Some hospitality employers use sponsored ads. The hospitality employees are saying they would consider applying when seeing a sponsored ad, and one employee already applied via a sponsored ad for a job. The hospitality students have a slight preference for posts compared to sponsored as. Thus, Marketing articles, therefore, show that sponsored ads do help a business to create more awareness, reach more people and widen the followers of the accounts and can eventually lead to applications for the job (HubSpot, 2017; Tien, 2022).

The last research question answered is: *What are the benefits for Hawke's Bay hospitality businesses to further develop social media adoption in recruitment?* Currently, social media platforms are used by hospitality employers to advertise job openings. According to previous research, social recruiting can also benefit an online employer brand (Tien, 2022; The Robert Walter Group, 2013). Furthermore, hospitality employers use social media to post junior positions as they think social media helps to reach the younger generation. However, research shows otherwise. The older generation is the fastest-growing group on social media (Barker et al., 2017). There are, therefore, practices Hawke's Bay hospitality employers can implement for further use of social recruiting.

Chapter 7. *Recommendations*

This study indicates that social recruiting could be a promising HR tool for businesses to attract future employees to their business. This study makes a contribution as there has been limited prior research on the hospitality industry in Hawke's Bay and whether it is beneficial for Hawke's Bay businesses in that industry to adopt social recruiting. The current hospitality industry in Hawke's Bay is finding it difficult to attract staff members. Since the COVID-19 border closure between 2020 and 2022, the businesses have seen a challenge in finding the right fit and skilled candidates for their open vacancies. Even with the reopening of the borders in mid-2022, hospitality businesses claim that the staff shortage will take a long time to recover. This study is, therefore, valuable for hospitality industries in this region to understand what their future talent pool activates and what further adaption of social media in recruitment could be beneficial. It answers the question to what extent social media is used by future hospitality employees, students, and current employees and how this aligns with current practices.

The previous chapters have already mentioned that current hospitality employees and hospitality students are active users of social media, mostly on Facebook and Instagram. LinkedIn is not preferable to the specific target market, which has been different from previous research in other industries that have mentioned LinkedIn as an effective social media recruitment tool. Furthermore, both employees and students have mentioned that they intend to apply for jobs when posted on both Instagram and Facebook. The Messenger tool has been the most popular, followed by posts and sponsored ads. Moreover, they consider using social media as a research method before applying for a job and look for content that aligns with the company culture and atmosphere. As long as employers post interesting and creative content, future candidates are most likely attracted to the content. Employers have used social media actively to post vacancies for roles, mostly junior positions. Facebook has been used the most, and some employers have used Instagram.

The following recommendations are therefore given to hospitality businesses in Hawke's Bay for further adoption of social recruiting:

1. **Online presence on Facebook and Instagram**

   This study has focused on employers with a social media presence on both Instagram and Facebook. When identifying suitable hospitality businesses to

participate in this research, it became clear after researching businesses' social media accounts in Hawke's Bay that many hospitality employers did not seem to have an online presence. The findings of this study indicate that there are benefits from the implementation of social media practices, including attracting future hospitality candidates and generating more followers and engagement with their business. It is therefore recommended that employers should consider building up their online presence further on Facebook and Instagram to generate more followers, engage with current followers, and reach potential candidates. The online presence should include photos of the company, products and services, the atmosphere, and snapshots behind the scenes. Reposting of content from others is also recommended. This is also known as user-generated content (UGC) (Decker, 2017). An important aspect for employers to use when creating UGC is adding hashtags. This will help generate more traffic to Instagram and Facebook accounts, leading to engagement, awareness, and new followers.

The posting should be done consistently as students and current employees have mentioned they would not follow a Hawke's Bay hospitality business if they were not active. Besides, consistent posting is also seen as a way to increase your following current base (Decker, 2017).

Lastly, employers have mentioned in the interviews that they have limited time available to focus on social media and see it as an extra job. It is therefore recommended to integrate Instagram into Facebook. When posting an Instagram post, the same post will then be posted on Facebook. This would still require an employer to set aside time for social media; however, the time will pay off. in the longer run

2. Online employer branding

An online social presence does not automatically generate new employees. However, using Facebook and Instagram can be great for investing in an online employer brand. The second recommendation is to focus, aside from daily and consistent posting, on posting content related to the culture, jobs available, and fun at work. The surveys and interviews have shown that future candidates use social media to get familiar with a potential employer, both Instagram and Facebook. Hawke's Bay hospitality employers should consider posting work-related content on both Instagram and Facebook to attract future employees.

3. Keep job posting on Facebook and Instagram

According to this research's findings, word-of-mouth is the most effective recruitment practice in Hawke's Bay. As seen in the findings, most students have found their current job via personal contacts, and employers have mentioned that some of their current employees are from personal contacts. For this reason, posting job vacancies on Facebook and Instagram is recommended. Sponsored ads are seen to have worked with some of the current hospitality employees. However, the normal job posting is also seen as an effective way according to the students and current employees.

Posting on Facebook and Instagram can therefore create online word-of-mouth for Hawke's Bay employers. Posts are likely to be reshared by followers, and people might tell their friends and family about the job opportunity open. It is, therefore, a good way for Hawke's Bay hospitality employers to get their name out to the rest of the region. Not to mention that posting on Facebook and Instagram is relatively affordable. Whilst paying nearly 300 dollars for a Seek advertisement, posting on both platforms is free unless using the boost option.

4. Further research

Previous research recommended LinkedIn as an effective recruitment platform. However, this study shows that LinkedIn is not a recommended platform to use for hospitality employers in Hawke's Bay. This study focuses specifically on the Hawke's Bay hospitality sector and has only interviewed employers that already have a social presence. Also, this study only focuses on the region of Hawke's Bay and samples within this region. Therefore, it is unclear to what extent the findings of this study are applicable outside the Hawke’s Bay hospitality industry. And lastly, social media is constantly changing, and new platforms keep on entering. What is popular today might not work tomorrow.

Therefore, future research should consider all of the above limitations of this study. Future research could involve a larger sample of students in New Zealand to see whether the results of this study are different from a nationwide study. Furthermore, if not nationwide, the same study could include all hospitality employers in Hawke's Bay to see to what extent other employers use social media and what has been beneficial for them. Besides, future research could include different industries or a comparison between the same industry in different regions to understand if there is a difference between locations. Moreover, studying hospitality businesses without a

social media presence is recommended to understand better the barriers of starting with social media for business purposes. And lastly, future research could also include different social media platforms due to the rapidly changing online environment.

To summarize, this study has focused on the hospitality industry in Hawke's Bay and has researched to what extent social media can benefit a Hawke's Bay hospitality employer in attracting new candidates to their business. Students and current employees have mentioned that they intend to apply for a job when seeing a vacancy online via Facebook and Instagram when the content is creative and interesting. Furthermore, they use social media as a research method when finding out more about potential employers. LinkedIn is seen as not effective for this specific study. Therefore, Hawke's Bay hospitality employers are recommended to focus on creating an online presence, post content related to their employer brand, and keep posting job vacancies on Facebook and Instagram to generate online word-of-mouth, awareness, and potential applicants. Moreover, future research could explore the same topic using different regions, industries, and a larger sample size. Finally, it is important to acknowledge that the social recruiting environment, including the availability and popularity of platforms, is constantly changing, and hence, the findings of this study may need to be re-examined in a few years' time. However, the recommendations of this study are beneficial for hospitality businesses currently operating in Hawke's Bay.

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Appendix

Appendix 1: Example coding employers

Perceived usefulness	Employer branding	Image	Employer 1: “We have talked about doing a campaign to try and lure people here through showing them what it’s like to work here” Respondent 1 is using Social Media to keep the client base up-to-date about what they’re up to.
			Employer 3 explains that it is important for their business to be active on social media. The employer finds it important to have good content on social media first, as this creates the initial image or brand of the business. Therefore, the employer explains that, for example, Instagram is a great social media platform that can help them market their business not only on a personal level, but also professionally. As part of being an employer, they like to show on social media how fun it is to work for the company.

{Employer 3 - copy transcript} –

“...And I think, um, that content sorta creates the brand. Do you know what I mean? So the brand is born entices people to work for you. Yeah. And I think we've sort of created a cool ish brand, um, from a social media platform.”

Appendix 2: Example coding employees

Employer branding	Image	The respondent 1 would follow a business page/account when seeing creative and engaging content. When knowing about a job opportunity, the respondent uses Social Media to look through their pages. The respondent would like to see how the business works on the background and how it is to work as an employee within the business.
		Respondent 3 says that business should use some sort of Social Media to get more follower and get there business out there. They should show what they do as a company. ***"If I find a post appealing, then you click into their profile and follow their account."***
		Respondent 2 explains to see on social media more of the image of an employer and how it is to work for them. The respondent also mentions that the businesses should post things that interest people which or they would read a little blurb. The following will start when that is all interesting.

{Employee 2 - Copy of transcript}

"Um, I don't know. Cause I feel like for young people it kind of depends on like what you want to follow. Yep. Like people like something they look at. So I guess making your post kind of pleasing if you know what I mean and like interesting. But then there are other people who would be more like intrigued by, like you saying a story about like, I don't know if it's coffee place, like where your coffee beans actually come from."

Employer branding	Research	Respondent 2 would research a business on Google and Social Media before applying for a job. ***"I probably would do a bit of a background check on the Social Media "*** The respondent would mostly use Facebook and Instagram for background checking with Facebook as the preference. Facebook feels for this person to have more information on it.
		Respondent 4 explains she would research a company on Social Media if she were looking for a job. She wants to know what type of job it is and what type of company.
	Awareness	Respondent 3 explains that eye-catching content and deals make people aware of the businesses on Social Media. It's a great way to attract people. The respondent explains she is most likely going to follow those businesses. Social Media is a way for companies to get there name out
		Respondent 4 explains she would follow hospitality businesses if they would post interesting content. Businesses should attract the young audience more with relatable content for this generation. Respondent 4 explains that posting jobs on Social Media bring the vacancies more out and open, so she would be more likely to see the job opportunity.

{Employee 3 - Copy of transcript}

"Yeah. And then, well, from what I see on my social media and on Facebook, like people are resharing or, you know, if they know that company or know someone that works there, they will help them and reshare it. And then that's how you see these advertisements."

Appendix 3: Qualitative interview questions employers

Part 1: Opening of the interview

- Explanation of the research area and why this interview is important
- Introduction of the subject of the research project and in what why the data will be used
- Asking if the interview can be recorded

Part 2: Hospitality Business

1. What type of Hospitality Business are you running?
   Topics: Food & Beverage Industry
2. What job opportunities do you have within your business?
   Topics: Food & Beverage Jobs
3. What challenges are you currently facing within the business?
   Topics: Staff challenges, Recruitment challenges
4. What labour trends do you currently see?
5. Who is your target market for the jobs?

Part 3: Social Media Presence

The company has already shown activity of Social Media Platforms in order to be selected for this interview.

6. What made you decide to use Social Media Platform for your business?
7. Do you do your Social Media in house or by someone else?
8. What platforms do you use most?
   a. Why?

Part 4: Recruitment Practices

9. Which roles do you currently recruit for?
10. Do you face any challenges filling in these roles?
    a. Why do you think that is?
    b. What have you done to attack the challenges?
11. What Recruitment methods do you use when advertising a job?
    a. How many applicants do you approximately receive?
    b. How successful have those Recruitment practices been?
12. Why do you use the current recruitment practices?

Part 5: Social Recruiting

13. What platforms do you use for Social Recruiting?
    a. Why is that?
    b. Do you recruit specific roles on these platforms? Why?
14. How successful is Social Recruiting for your Business?
15. Would you consider using Social Media more regularly for Recruitment?
    a. Why is that?
16. What platforms would you consider to use more regularly for Recruitment purposes?
    a. Why is that?

Part 6: Paid advertisement

17. Have you heard of paid Social Media advertisement?
18. Would you consider paying for Social Media advertisement?/ Do you already do paid ads?

Appendix 4: Qualitative interview questions employees

Part 1: Opening of the interview

- Explanation of the research area and why this interview is important
- Introduction of the subject of the research project and in what why the data will be used
- Asking if the interview can be recorded

Part 2: Hospitality Business

1. In what type of Hospitality Business do you currently work?
2. What is your currently role?

Part 3: Social Media usage

3. Are you currently active on Social Media?
    a. Why do you use Social Media?
    b. What do you do on Social Media?
    c. How often are you on Social Media?
4. Which Social Media platforms do you use?
5. What Social Media platform do you use most?
    a. Why is that?
    b. What do you do on there?

Part 4: Hospitality Businesses on Social Media

6. Do you follow any Hawke's Bay Businesses on Social Media?
    a. Why is that?
    b. Would you follow Hawke's Bay Businesses on Social Media?
    c. What platforms would you use to follow Hawke's Bay Businesses?

Part 5: Social Media Advertisement

7. Would you read through job posts on Social Media?
    a. Why is that?
8. What platform would you prefer to use for job posts on Social Media?
9. Would you consider applying for a job posted on Social Media?
    a. Why would you/ wouldn't you?
10. How would you like to be approached on Social Media: via stories, posts of paid advertisement? Please explain.

Appendix 5: Questionnaire students

Demographics

1. **What is your gender?**

- Female
- Male
- Other

2. **What is your age?**

- 18-22 years
- 23-27 years
- 28-32 years
- 33+ years

Employment status

This area will ask you questions about your current and previous employment.

3. **How would you describe your current employment status?**

- Employed full-time*
- Employed part-time
- Self-employed
- Freelance/Contract employment
- Unemployed

*New Zealand defines full-time as working 30 hours or more a week

4. **How would you describe your previous employment* in the Hospitality Food & Beverage Industry? Multiple answers are possible.**

- Employed full-time
- Employed part-time
- Self-employed
- Freelance/Contract employment
- Not employed in Hospitality before

*Previous employment is any jobs you had in Hospitality prior to your current employment

5. **What role(s) have you previously carried out in Hospitality? Multiple answers are possible.**

- Waiter/Waitress
- Front of House
- Bartender
- Barista
- Chef
- Kitchen Hand
- Dishwasher

- Other: _____

6. **If currently employed, how did you find your current job?**

- Personal contacts
- Online platforms, such as Seek and TradeMe
- Via Social Media, eg. LinkedIn, Facebook or Instagram
- Flyers and posters

Social Media

This area will ask you questions about your actual use of Social Media.

7. **How often do you use Social Media?**

	Daily	4-6 times a week	1-3 times a week	Not on a weekly basis	Never
Facebook	○	○	○	○	○
Instagram	○	○	○	○	○
Snapchat	○	○	○	○	○
LinkedIn	○	○	○	○	○
TikTok	○	○	○	○	○
Twitter	○	○	○	○	○
YouTube	○	○	○	○	○

8. **How many hours do you use Social Media per week?**

	0-2 hours	2-4 hours	4-6 hours	6-8 hours	8 or more hours
Facebook	○	○	○	○	○
Instagram	○	○	○	○	○
Snapchat	○	○	○	○	○
LinkedIn	○	○	○	○	○
TikTok	○	○	○	○	○
Twitter	○	○	○	○	○
YouTube	○	○	○	○	○

9. **How many Hawke's Bay Hospitality Businesses do you follow on Social Media eg. Facebook, LinkedIn and/or Instagram?**

- I do not follow any Hawke's Bay Hospitality Businesses and not interested in following them
- I do not follow any Hawke's Bay Hospitality Businesses but would be interested in starting to follow them
- 1-5
- 6-10
- 10+

10. **Why do you follow Hawke's Bay Hospitality Businesses? Multiple answers are possible.**

- ○ They post interesting content
- ○ I have joined giveaways before where I had to follow the businesses
- ○ I am interested in the service and/or products they provide
- ○ I am buying their products and/or services occasionally
- ○ I am interested in employment opportunities

11. **Why wouldn't you follow Hawke's Bay Hospitality Businesses?**

- ○ They don't post interesting content
- ○ Their service does not appeal to me
- ○ I did not know they were active on Social Media
- ○ I prefer to have my Social Media non-work related only
- ○ I am not very active on Social Media

12. **What would you like to see on Social Media in order to follow an Hawke's Bay Hospitality Business?**

Job search

13. **How important are the following platforms in your job search?**

	Very important	Somewhat important	Not important
Facebook	○	○	○
Facebook Community Pages*	○	○	○
Instagram	○	○	○
LinkedIn	○	○	○
Seek and TradeMe	○	○	○
Serve The Bay (by EIT)	○	○	○
Flyers and Posters	○	○	○
Personal contacts	○	○	○

*Such as HAWKES BAY JOBS and Jobs in Hawkes Bay

14. **What other platforms do you use for your job search?**

15. **Have you seen Hawke's Bay Hospitality Businesses use Social Media for jobs? Please explain below what platforms you have seen.**

16. **How important are the following Social Media platforms in your search for a job?**

	Very important	Somewhat important	Not important
Facebook	○	○	○
Instagram	○	○	○
Snapchat	○	○	○
LinkedIn	○	○	○
TikTok	○	○	○
Twitter	○	○	○
YouTube	○	○	○

17. **Learning to use Social Media platforms would be easy for me if businesses increasingly used them to recruit available positions**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Facebook

This area will ask you questions about your Facebook usage and the ease of use in combination with job advertisements.

18. **When Hospitality Businesses post interesting content on Facebook, I follow their Facebook Business Page**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

19. **Sponsored Facebook Advertisements have been useful in informing me about job opportunities in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

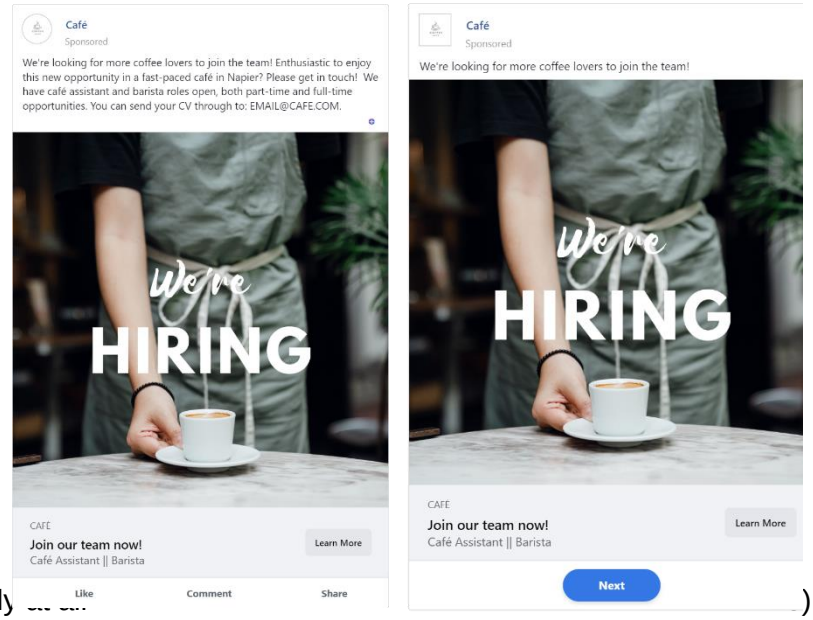
20. **Facebook Posts made by Hospitality Businesses have been useful in informing me about job opportunities in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

21. **Using Facebook has enabled me to connect with potential employers in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

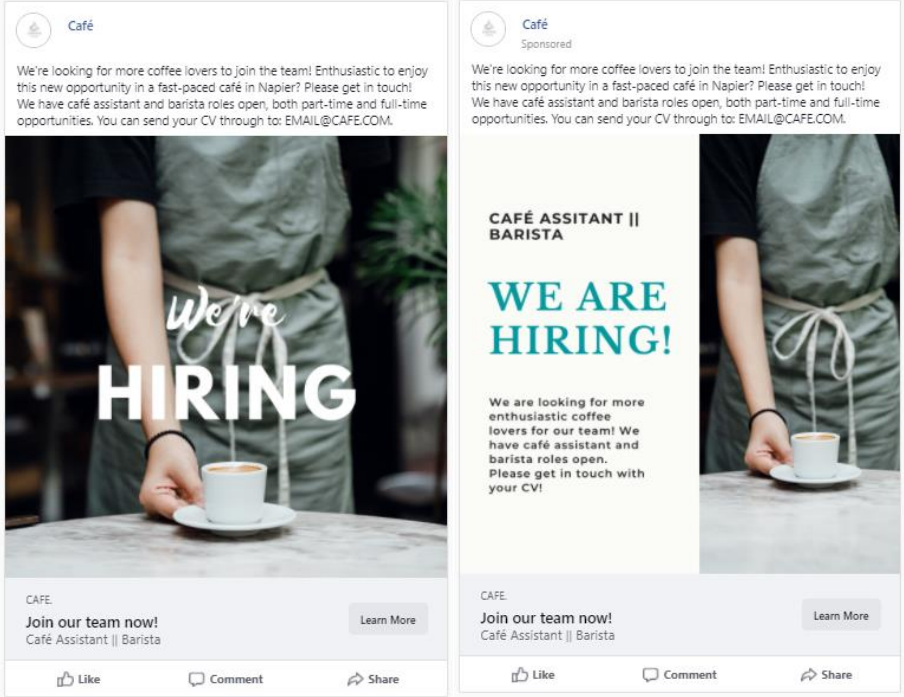
22. **What is the likelihood that you would see and apply for an otherwise suitable job posted on your Facebook newsfeed as a sponsored advertisement? (example below)**



1) not likely ...) Extremely likely

1	2	3	4	5	6	7	8	9	10

23. **What is the likelihood that you would see and apply for an otherwise suitable job posted on the Facebook Business page of a Hawke's Bay Hospitality Business that comes up in your newsfeed? (example below)**



1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

24. **What is the likelihood that you would see and apply for an otherwise suitable job posted in a Facebook Community page? (example below)**

1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

25. **What is the likelihood that you would see and apply for an otherwise suitable job posted on Facebook Stories by a Hawke's Bay Business? (example below)**

1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

26. **What is the likelihood that you would apply for an otherwise suitable job when approached directly by an Hawke's Bay Hospitality business via Facebook Messenger?**

1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

27. **Using Facebook in my job search would not cause me extra work**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

28. **I think it is a good idea for Hospitality Businesses to use Facebook to advertise job opportunities**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Instagram

This area will ask you questions about your Instagram usage in combination with job advertisements.

29. **When Hospitality Businesses post interesting content on Instagram, I follow their Instagram Page**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

30. **Instagram sponsored advertisements have been useful in informing me about job opportunities in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

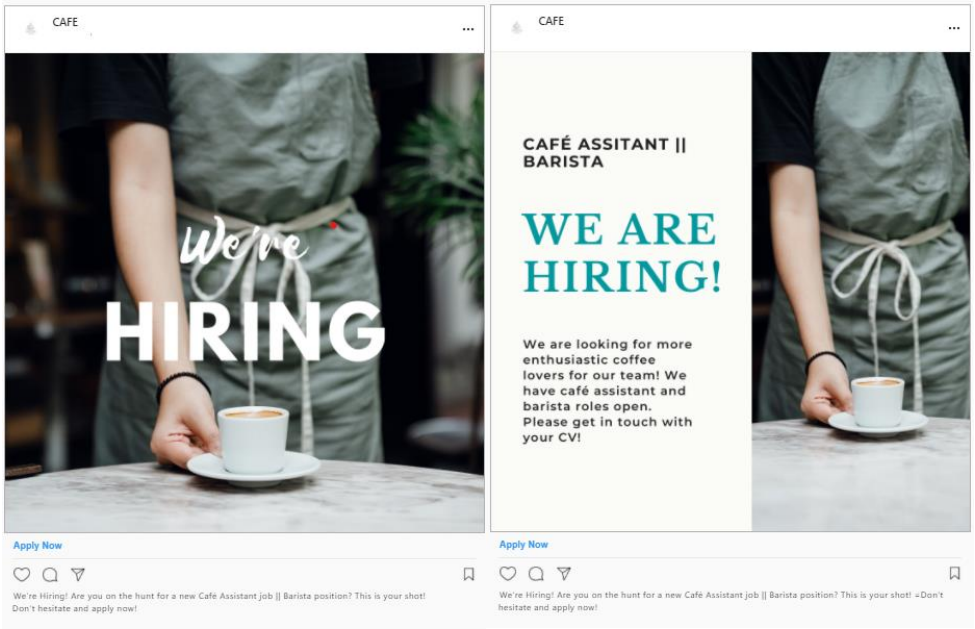
31. **Instagram posts made by Hospitality Businesses have been useful in informing me about job opportunities in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

32. **Using Instagram has enabled me to connect with potential employers in Hawke's Bay**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

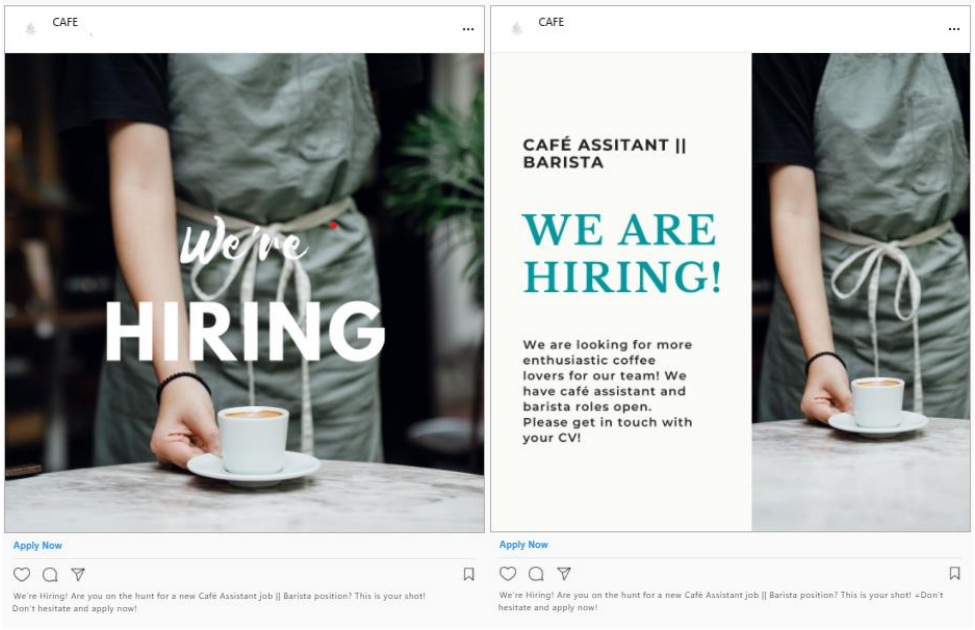
33. **What is the likelihood that you would see and apply for an otherwise suitable job posted on your Instagram as sponsored advertisement? (example below)**



1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

34. **What is the likelihood that you would see and apply for an otherwise suitable job posted on Instagram by a Hawke's Bay Business? (example below)**



1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

35. **What is the likelihood that you would see and apply for an otherwise suitable job posted on Instagram Stories by a Hawke's Bay Business? (example below)**

1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

36. **What is the likelihood that you would apply for an otherwise suitable job when approached directly by an Hawke's Bay Hospitality business via Instagram Messenger?**

1) not likely at all 10) Extremely likely

1	2	3	4	5	6	7	8	9	10

37. **Using Instagram in my job search would not cause me extra work**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

38. **I think it is a good idea to use Instagram to advertise job opportunities**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

LinkedIn

This area will ask you questions about LinkedIn job advertisement

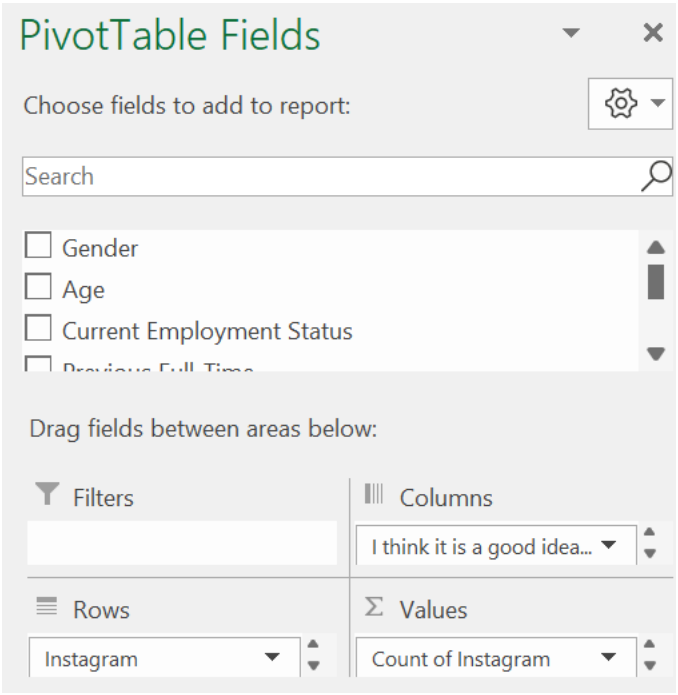
39. **Using Linkedin in my job search would not cause me extra work**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

40. **I think it is a good idea to use Linkdin to advertise job opportunities**

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Appendix 6: Example pivot table



Appendix 7: Ethics approval

Our Ref: EA04290322

Primary researcher: Muriël Klavers

29 March 2022

Dear Muriël,

Thank you for your application for research ethics approval for your research project, **Effectiveness Social Media Recruitment in the Hawkes Bay Hospitality Industry**, Reviewed by the School Research Committee, School of Business and Computing, and forwarded to the Research Ethics Approvals Committee.

I am pleased to inform you that your human research ethics application has been approved.

As you continue with your research, please refer to the EIT Code of Research Ethics. As a reminder, if your proposal changes in any significant way, you must inform the Committee. Please quote the above reference number on all correspondence to the Committee. Please send all correspondence to REACapprovals@eit.ac.nz.

The Committee wishes you well for the project.

Yours sincerely

Megan Allardice
Research Operations Manager
p.p. REAC

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Appendix 8: Example Transcript

With word fillers	Without word fillers
Example employee interview Interviewer: If you, what would you like to see of businesses to be able to follow them on Facebook? Respondent: Um, personally, I just like seeing something that like hooks me, whether it's like just looks cool or like you read a little blurb about it and they're doing something quite interesting. And then I'm like, oh, I might have a bit more of a look at them and then maybe drop the follow.	**Example employee interview** Interviewer: What would make you follow them? Respondent: Uh, if they're mainly for these stories that these stories are like creative and engaging, so it's the content that they're in need to.Yeah. Yeah.

Appendix 9: Example survey data Excel

	Previous Full-Time	Previous Part-time	Previous Self-employed	Previous Contracted	Not employed before
Respondent 1	2	1	2	2	2
Respondent 2	2	1	2	2	2
Respondent 3	2	1	2	2	2
Respondent 4	2	1	2	2	2
Respondent 5	2	1	2	2	2
Respondent 6	1	1	2	2	2
Respondent 7	1	2	2	2	2
Respondent 8	2	1	2	2	2
Respondent 9	1	2	2	2	2
Respondent 10	2	2	2	1	2
Respondent 11	2	1	2	2	2
Respondent 12	1	2	2	2	2
Respondent 13	1	1	2	2	2
Respondent 14	1	2	2	2	2
Respondent 15	2	1	2	2	2
Respondent 16	2	1	2	2	2
Respondent 17	2	1	2	2	2
Respondent 18	2	1	2	2	2
Respondent 19	1	2	2	2	2
Respondent 20	2	1	2	2	2
Respondent 21	1	1	2	2	2
Respondent 22	2	2	2	2	1

1 = yes

2 = no