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The Role of Social Media in Recruitment Process (Case Study: Companies in ICT Sector in Gaza Strip)

دور وسائل التواصل الاجتماعي في عملية الاستقطاب الوظيفي
(دراسة حالة : شركات تكنولوجيا المعلومات والاتصالات في قطاع غزة)

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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Role of Social Media in Recruitment Process

(Case Study: Companies in ICT Sector in Gaza Strip)

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Abstract

The study aims to determine the impact of social media on the process of recruitment in addition to know of the reasons why companies use this tool in the process of recruitment, and its ability to achieve recruitment effectively.

By following the quantitative research methodology using descriptive statistical analysis to review the results of the questionnaires distributed to companies working in ICT sector Gaza Strip strip which consisted of 68 companies. The dimensions of questionnaires included attract candidates, screening candidates, the quality of the candidates and cost through social media. Also analyze their relationship within the process of recruitment.

The study found that all the aspects have been studied attractions, screening, quality and cost have a strong relation with the recruitment process, so that the use of social media affects clearly to the recruitment process.

The study recommends the companies to develop the use of social media in the field of recruitment as a tool to help them to maximize benefits while maintaining the use of traditional means for ensuring access to success recruitment.

Keywords: recruitment, social media, social network.

Abstract in Arabic

المخلص

تهدف هذه الدراسة لمعرفة اثر وسائل التواصل الاجتماعي على عملية الاستقطاب الوظيفي بالإضافة إلى معرفة الأسباب التي تجعل الشركات تستخدم هذه الأداة في عملية الاستقطاب الوظيفي، وقدرتها على تحقيق استقطاب وظيفي فعال.

اتبع البحث المنهجية الكمية واستخدم التحليل الإحصائي الوصفي لاستعراض نتائج الاستبيانات الذي وزع على الشركات العاملة في مجال تكنولوجيا المعلومات والاتصالات في قطاع غزة ، حيث شملت عدة أبعاد وهي استخدام وسائل التواصل الاجتماعي في جذب المرشحين، فحص المرشحين و جودة المرشحين والتكلفة من خلال وسائل التواصل الاجتماعي، ومدى علاقتها بعملية الاستقطاب الوظيفي.

وجدت الدراسة أن جميع الأبعاد التي درست الجذب والفحص والكفاءة و التكلفة ذات ارتباط قوي مع عملية الاستقطاب الوظيفي بحيث يؤثر استخدام وسائل التواصل الاجتماعي بشكل واضح وفعال على عملية الاستقطاب الوظيفي.

وتوصي الدراسة بتطوير استخدام وسائل التواصل الاجتماعي في مجال الاستقطاب الوظيفي كأداة مساعدة مع الاستفادة القصوى منها مع المحافظة على استخدام الوسائل التقليدية لضمان الوصول إلى استقطاب وظيفي فعال.

كلمات مفتاحيه: الاستقطاب الوظيفي، وسائل التواصل الاجتماعي، شبكات التواصل الاجتماعي.

قال تعالى:

{ وَفَوْقَ كُلِّ ذِي عِلْمٍ عَلِيمٌ ²⁶ }

[يوسف: 76]

Dedication

To my family: parents, wife, brothers, sisters and sons for their endless patience, support and encouragement.

To all my friends and colleagues for their kindness and cooperation.

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First of all, I am grateful to Allah for the good health and wellbeing that were necessary to complete this research.

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List of Abbreviations

GDP	Gross Domestic Product
HRM	Human Resource Management
IT	Information Technology
ICT	Information & Communication Technology

Chapter 1

General Framework

1.1 Research Background

Actually, New opportunities are opened via the Internet for people to communicate between each other removing the geographical and physical boundaries. As a result of this great communication and growing importance of the Internet, Web 2.0 (the second generation of internet) was appeared. Web 2.0 became widespread term, which explains a set of social and technical changes that result in developments in the behavior of Internet users. Consequently, companies hold the Web 2.0 in high regard and used its applications for marketing campaigns and for attracting good staff.

In the previous years, a new phenomenon called social media has emerged and become one of the most important topics in our world. Through the spread of the phenomenon social media have become gotten millions and millions daily users around the world and more popular between people which might be the right tool as it provides many new chances for organizations.

In 2008, companies have a new trend of looking for qualified staff on social media. Furthermore, organizations profit from the fact that social media became important to gain a lot of personal information about applicants which may be useful to improve hiring decisions.

According to the previous information, the researcher found that there is a new trend in the companies to use the social media in different fields. Therefore, the recruitment section in the ICT Company in Gaza strip was studied to keep pace with technological development.

1.2 Research Problem

Debate about the quality of human resources is happening everyday in companies, especially in light of the global financial crisis. The valuable resource constitutes one of the most important elements of competitive advantage for

companies that help it to stay in markets. Therefore companies need to hire strong resources to remain in the competition or to become stronger (Wolf, 2011).

That's why companies are working to develop and improve methods of recruiting and attracting valuable resources. Sub consequently this means, enhancement the resources of the companies is a continuous process and social media might be the right tool to provide many opportunities to hire strong resources (Wolf, 2011).

The previous explanations make the need to explore the extent usage of Social Networking Sites to lead for effective recruitment which lead to the central research question: What is the impact of social media usage to achieve effective recruitment?

1.3 Research Objectives:

1.3.1 General Objective:

The general objective of this research is to explore the impact of social media usage in recruitment process.

1.3.2 Specific Objectives:

The following specific objectives were derived from the general objective:

1. To obtain the benefits of using social media as a tool in the recruitment process.
2. To identify recruitment factors effected more than others through utilizing the social media.
3. To analyze the reasons those encourage companies to use social media as a tool for recruitment.
4. To develop the current traditional practice and guidelines for employers by discovering new technology.
5. To estimate the proper steps that might be followed by the employers for a strong recruitment output.

1.4 Research Importance:

The research carries a great importance in several areas of the different categories:

1. **To Researcher:** This research will help the researcher to get the chance and the experience to achieve the research according to the research methodology.
2. **To Academics:** This research opens up new prospects in the influence of social media on the Human Resources Management. In addition to that, it will be added to the existing literature on the impact of social media on the business.
3. **To Community:** This research will provide a look at some new phenomena which resulted from technological progress and how to get the benefits of them, especially for job seekers.
4. **To Companies:** This research will help companies to develop new strategies for attracting qualified staff.

1.5 Research Variables:

In this research, there are two types of variables:

1.5.1 Dependent variable: Recruitment.

1.5.2 Independent variable

- (1) Attracting candidates using social media.
- (2) Screening candidates using social media.
- (3) The quality of candidates via social media.
- (4) The cost of using social media.
- (5) Individual characteristics of respondents.
- (6) Characteristics of employer who using social media.

Figure (1.1): Research Variables



Source: Researcher's conceptualization

1.6 Research Hypothesis:

- H1: There is statistical significant relationship between using social media and recruitment at ($\alpha \leq 0.05$) level and sub-hypotheses branches of this hypothesis:
 - H1.1: There is statistical significant relationship between attracting candidates using social media and recruitment at ($\alpha \leq 0.05$) level.
 - H1.2: There is statistical significant relationship between screening candidates using social media and recruitment at ($\alpha \leq 0.05$) level.
 - H1.3: There is statistical significant relationship between the quality of candidates by social media and recruitment at ($\alpha \leq 0.05$) level.
 - H1.4: There is statistical significant relationship between the cost of social media and recruitment at ($\alpha \leq 0.05$) level.
- H2: There is statistical significant effect (at $\alpha \leq 0.05$ level) in using social media in recruitment process.
- H3: There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to characteristics of employer.
- H4: There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to individual characteristics.

Chapter 2

Literature Review

2.1 Introduction:

This chapter focuses on previous researches. The importance of this segment deals with the principles of recruitment and general overview for Social Media Networks. The literature is divided into three main sections. It begins with the concept of recruitment, followed by Social Media and it is using and finally the reality of the ICT sector in the Gaza Strip.

2.2 Human Resources Management:

It was defined as: "Designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals" (Mathis and Jackson, 2011, p.4). Although there are several definitions for of Human Resources Management, but the previous definition is briefly enough in this context as viewpoint of the researcher.

Human resources management deal with the workforce on the basis that a resource like any other resources types within the company, such as financial resources and technical resources should be given to the development and to ensure the achievement of company objectives (Juusola, 2010). Consequently, the human resources management activities begin in the planning stage of the project and this means before bringing staff recruitment and then even after dispensing. Human Resources Management includes all employees' activities before, during and after the departure of the company (Juusola, 2011)

2.3.1 Functions of Human Resources Management

Multiple HR functions must be controlled by managers to achieve the integration of management process. Therefore, these functions interact with the internal environment of the organization (Bloisi, 2007).

1. Planning, resorting and retention

The organization must know the number of crew needed in order to reach its goal. It should also specify where that needs to staff in any time. The managers need to be able to determine the level of skills they need. In addition, the retention is important for an organization to insure that a happy workforce is present in its work and which want to continue to work in the organization, which means avoiding time and money wasting for the recruitment risk.

2. Recruitment & selection

After making sure that the organization needs new people to work within the staff, the next step is to find them and make sure that the correct people are the ones who were brought and then choose one of them for this vacancy. But if the wrong people were selected, the organization will suffer during the walk towards their goals and this error may be done by choosing people who are over efficiency or under qualified. Recruitment and selection process choice are done to make sure that the candidates are compatible with the company's goals.

3. Training and development

In order to bridge the gap between the skills and knowledge of staff in the present and the skills and knowledge needed by the company, we need to train the staff. Moreover, the development of the workforce is interested aspirations more than skills.

4. Remuneration and reward

Any work need to have an adequate and equitable pay appropriately with the volume of work. Money is not the only reward which is given to the employee but also there are many types of non-monetary reward such as health care, pensions and other things. The employer should have a flexible compensation system in order to take into account the needs of the staff diversity

5. Employee relations

Management of organization should have a good amount of relations with employees allows them to overcome disputes and conflict arising. This feature makes company owns healthy relationships with the workforce to maintain the productivity and the win-win fundamental.

2.3 Recruitment:

As one of the most important main functions of human resource management, research will explain it in detail

2.3.1 Recruitment Definition:

The term recruitment mentioned in Cambridge dictionary as "the process of finding people to work for a company or become a new member of an organization" (Cambridge dictionary,A). Bratton & Gold said that recruitment is the process of generating a pool of capable people to apply for employment to an organization" (Bratton & Gold, 2007, p. 239). "Recruitment is a process which aims to attract appropriately qualified candidates for a particular position from which it is possible and practical to select and appoint a competent person or persons" (Pilbeam & Corbridge, 2010, p. 156).

After review of the literature, there are lots of definitions for recruitment, and the researcher thinks that recruitment can be defined as "a set of sequential activities to choose suitable candidates to increase probability of employment competencies.

2.3.2 Recruitment Process

In the practical environment, the recruitment stage is interested to attract those appropriated and qualified candidates in order to increase the possibility of hiring the most suitable person (Rees & Smith, 2010). The Recruitment Process can be divided into several steps as follows:

2.3.2.1 Job Analysis:

In case of the new position, the job analysis is a predictive issue. Functional analysis allows the company re-evaluation job again, and also review the quality of experience, skills and knowledge required. Although it's a systematic process to begin gathering information that outputs in the form of a job descriptions and personal specifications. Job Analysis generates information from several different

sources, including the line manager and supervisor in addition to the current employer. This information represents balanced views through multiple perspectives. The information collected should contain job position in the structure of the organization, the nature of the relationship, objectives, duties, conditions of job and other several information. The job analysis process turns out to be two types of outputs: the first output is a job description that answers the question "What?" and the second is a personal specification which answers the question "Who?".

Personal specifications that result from the job analysis should be relevant, measurable and included several elements (such as experience level, certification degree, skills, knowledge, personal characteristics .. etc) so as to facilitate the process of recruitment to become more systematic (Pilbeam & Corbridge, 2010).

2.3.2.2 Attracting Candidate:

After the completion of the job analysis process, the recruiter begins to try attracting suitable applicants. The employer shall not be interested in attracting the largest number of applicants as may be preoccupied with the level of quality of these candidates (Failte, 2013). Since the issue has become complex where organization should define, use and assess compatible methods to reach of targeted employee. Firms have a large number of methods but the researcher will review the most important of these methods:

1. Employee Referrals:

This method makes the current employees working in the company as a source of attraction by reference to the candidates. Employee gets the award if the organization has hired the person who referred by him. There are several reasons why this is one way of more efficient ways, namely:

Current employees are interested in the growth of their reputation within the organization, so they will be keen to referring trusted people that they have encouraging things for the job vacant. The organization will get reliable information concerning the new candidates by the current employee, which may facilitate the screening candidates. This method attracts people possess the required skills and expertise who are not looking for new jobs. In the event was appointed persons referred to by existing employee, these existing staff will be more cooperated with

those new staff. Despite, this method has many advantages that it has a negative impact on the diversity of the staff of the organization (Breugh, 2009).

2. Internet:

Internet offers a wide space for the publication of which allows access to the labor market easy. Furthermore, it is the area depends on the individual efforts in the search for a job, but in recent years and with the tremendous increase in the use of the Internet has become more widely used by operators for this medium to attract candidates (Pilbeam & Corbridge, 2010).

According to the "internetlivestats.com" website, the number of Internet users reached its first billion in 2005. The number increased dramatically to reach more than 3 billion in 2015. Some statistics indicate that each polarization activities will transform 53 percent to the Internet and to the ratio reached 61% in 2014 (Zanella & Pais, 2014).

In general, the Internet is an inexpensive way to attract candidates or the announcement of vacancies. However, the institution should be confident that the Internet sites used by able to reach the people who are targeted (Breugh, 2009).

3. Advertising

Advertising is the most popular way to attract new applicants. Where the polarized organization should determine whether it will use a consultative institution or agency for implementation. Consideration should be taken of the three factors of speed, cost and the possibility of providing good candidates when making a decision (Armstrong, 2006).

Advertising in magazines and newspapers are still very popular in spite of the expansion of the use of the Internet for the same filed. In all cases, the organization should focus on two main factors (Dessler, 2013):

a) Media:

After the labor market analysis process, recruiter can find multiple options. Choosing one of these options depends on the targeted candidates. When the organization uses the newspapers, it divides people into categories according to the economic and social status, while magazines are more specialized and professional (Pilbeam & Corbridge, 2010).

b) Constructing:

Consideration should be to attract attention and then move the attention. The next is the desire industry, and finally encourage action. In addition, the more information about the job the more the candidates attraction (Pilbeam & Corbridge, 2010).

4 Employment agencies:

Employment agencies offer multiple services include many recruitment activities. These activities have been going through attracting candidates pre-selecting and the search for specialists' candidates. The success rate of this method depends on the accuracy of the description that established by the employer to the vacancy and professional of employment agency.

Despite of the accuracy and speed of this recruitment method, it may be high costs comparing with the other recruitment methods (Pilbeam & Corbridge, 2010).

5. College Recruiting:

In this way, organizations are working on making their representatives on the campus of colleges as a job advisor in order to obtain good candidates from the graduates. But the employers should take care of these representatives for acceptable results in the case of an interview the candidates and explain what can be offered by the company to the employee (Dessler, 2013).

Besides the low cost in this way, the time will be longer than other ways. Companies such as General Electric and IBM use this method not only to attract, but also to make a distinctive brand (Salopek, 2010).

2.3.2.3 Screening Candidates:

After the completion of attraction stage, a large amount of applications received by the employer who should pick the most suitable applicants for the job. This type of filtering that contains an accurate study for information provided by the applicants themselves depending on what has been disclosed as requirements for the job then taken the decision to accept the application or not.

To make the task easier for the employer, applications can be classified into three groups: suitable, unsuitable and marginal. This way will save large efforts to

exclude doubtful applications. A set of sifting tasks form general approach to make the process more systematic (Tyson, 2006).

2.3.2.3.1 Filtering:

Applications will be filtered, first indirectly through some characteristics recruitment activities such as: the ease or difficulty of submission of applications, the type of information back from recruitment and realistic preview of the job is communicated, second directly through job characteristics that have already been prepared after job analysis. Effective screening of candidates resulting from the information they provide, whether written or any other method such as personal contact. It is recommended to get rid of some of the personal information from the application form such as: age, gender and ethnic origin before the examination in order to overcome personal biases and unwarranted assumptions (Pilbeam & Corbridge, 2010).

2.3.2.3.2 Shortlisting:

To construct a shortlist in the final form, the operator should follow the following steps:

First step: Shortlists should contain only those candidates who match with personal specifications.

Second step: Recruiter should be ready for any defect resulting from the withdrawal of candidates during the screening and the preparation of shortlists time.

Third step: The shortlist should be easy. It should be in terms of number, the relationship with organization resources and the method of selection that will follow by the organization (Pilbeam & Corbridge, 2010).

2.3.3 Factors Affecting on Recruitment:

There are many factors that may affect the recruitment process can be separated into: internal factors which the organization can control and external factors which can not be controlled by the organization (Singh, 2011).

2.3.3.1 Internal Factors:

1. Recruitment Policy:

Recruitment policy contains all the actions that will determine the company trends and strategies set in the vacancy. And these policies also may be affected by the goals of the company and the government's policies and personal attitudes in the organization.

2. Human Resource Planning:

The gap between reality and the desired human resources of the organization covered by the plan. Moreover, it tells us the number and quality of individuals who can be employed.

3. Organization Size:

Size of the company plays an important role in influencing the polarization process whether it has expansion plans or an increasing in productivity

4. Cost:

The cost is an important factor in recruitment process. All firms are trying to reduce the cost of recruitment for each candidate as much as possible.

2.3.3.2 External Factor:

1. Supply And Demand

Changes in supply and demand in the goods and services lead to a change in the company's orientation towards the appointment or dismissal of staff (Davidson, 2011)

2. Labour Market

When the firm needs more professional staff and there is a shortage of these professionals in the market then the company is working on training the internal staff.

3. Environment

Legal regulations issued by the government or unions, community values and the political situation have a clear impact of the recruitment process.

4. Competitors

In order to meet the competitors, the Firms are working to change its behaviour in the recruitment based on the change to the competitors.

2.3.4 Evaluating recruitment process

Although evaluating comes in the last steps of the recruitment process, it has an extreme importance in determining errors and to ensure they do not be repeated and can replicate good practice. Recruitment process should be evaluated using several elements including (Wilton, 2011):

2.3.4.1 Cost

The cost is the main factor that companies focus on in different aspects: the cost of recruitment channel, the expenses of administrative process and the cost of labour turnover.

2.3.4.2 Effectiveness

Rating both of validity and reliability of recruitment process is essential. It might include: the number of inquiries received, the number of applicants, the number of candidates recruited and some other selection criteria.

2.3.4.3 Fairness

Evaluation the equality of opportunity for potential applicants is important. It can be doing this by collecting data on the ratio of candidates in each phase of recruitment and selection process.

2.4 Social Media:

After the rise in the second generation of the Internet, known as Web 2, which increased the process of interaction between users and emerged a new phenomenon known as social media (Abel, 2011).

2.4.1 Social Media Definition:

According to Cambridge dictionary: "Social Media is websites and computer programs that allow people to communicate and share information on the internet using a computer or mobile phone".(Cambridge dictionary,B).

(Heidi Cohen) defined Social Media as "the platforms that enable the interactive web by engaging users to participate in, comment on and create content as means of communicating with their social graph, other users and the public" (Cohen, 2011). While Davis, Deil-Amen, Rios-Aguilar, & Gonzalez Canche (2014) defined social media as "the term which refers to web-based and mobile applications that allow individuals and organizations to create, engage, and share new user-generated or existing content, in digital environments through multi-way communication".

Moreover, it is important to mention to Kaplan and Haenlein (2010) definition to social media as "a group of web based applications that build the ideological and technological foundations of Web 2.0 and allows the creation and exchange of data by users". While Boyd and Ellison (2007) explained it from the perspective of individuals web-based services that allow individuals to: (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.

The researcher defines social media as "a combination of web-based tools that facilitate users to share & interact their information through generating and disseminating content via internet."

2.4.2 History of Social Media:

Despite the proliferation of social media in recent years is widely, it has historical aspect in the Internet life ,where the first social site appeared in 1997 and was under the name of SixDegrees, which attracted millions of users and provided the communication services between friends (Dewing, 2012). SixDegrees was the first but not the only one where many sites such as AsianAvenue, BlackPlanet, and MiGente appeared which carried the new features such as identifying friends on the user personal profiles without seeking approval for those connections. (Boyd & Ellison, 2007).

Many social networking sites, in the period between 1997 to 2001, support a variety of combinations of the profiles. Such as Cyworld Korean site, which began in 1999 similarly LunarStorm sites Swedish, which was launched in 2000 (Boyd & Ellison, 2007).

In 2001, after the launch of Ryze.com site, which provided the effectiveness in the field of business networks? Ryze worked on the expansion of its function to include all kinds of professional networks activities (Kiehne, 2004). One year later, Friendster was launched which was able to collect 3 million subscribers in the first year, but his success did not continue due to some technical difficulties and style "Circle of Friends" in the identification of friends, to turn later to the platform online games (Digital Trends Staff, 2014).

The Researcher found that the previous period of Internet life has vicissitudes (ups and downs) in social media accompanied by many of diversity in the methodology of these means. Despite the cessation of some of these sites alone. The phenomenon of social media is still on the rise so that it affects all aspects of life.

2.4.3 Characteristics of Social Media:

It is important to note that the means of social communication can be distinguished by several characteristics indicated by the literature; Mayfield (2008) sees that the main shared characteristics are the following:

1. Participation

Social media provide encouragement for users to share their contributions and receive feedback from interested. It removes the barriers between media and audience.

2. Openness

Majority of the types of social media are opened to participation and replying. It promotes the comment and vote and share information. Rarely there is a limit to the reach of the content.

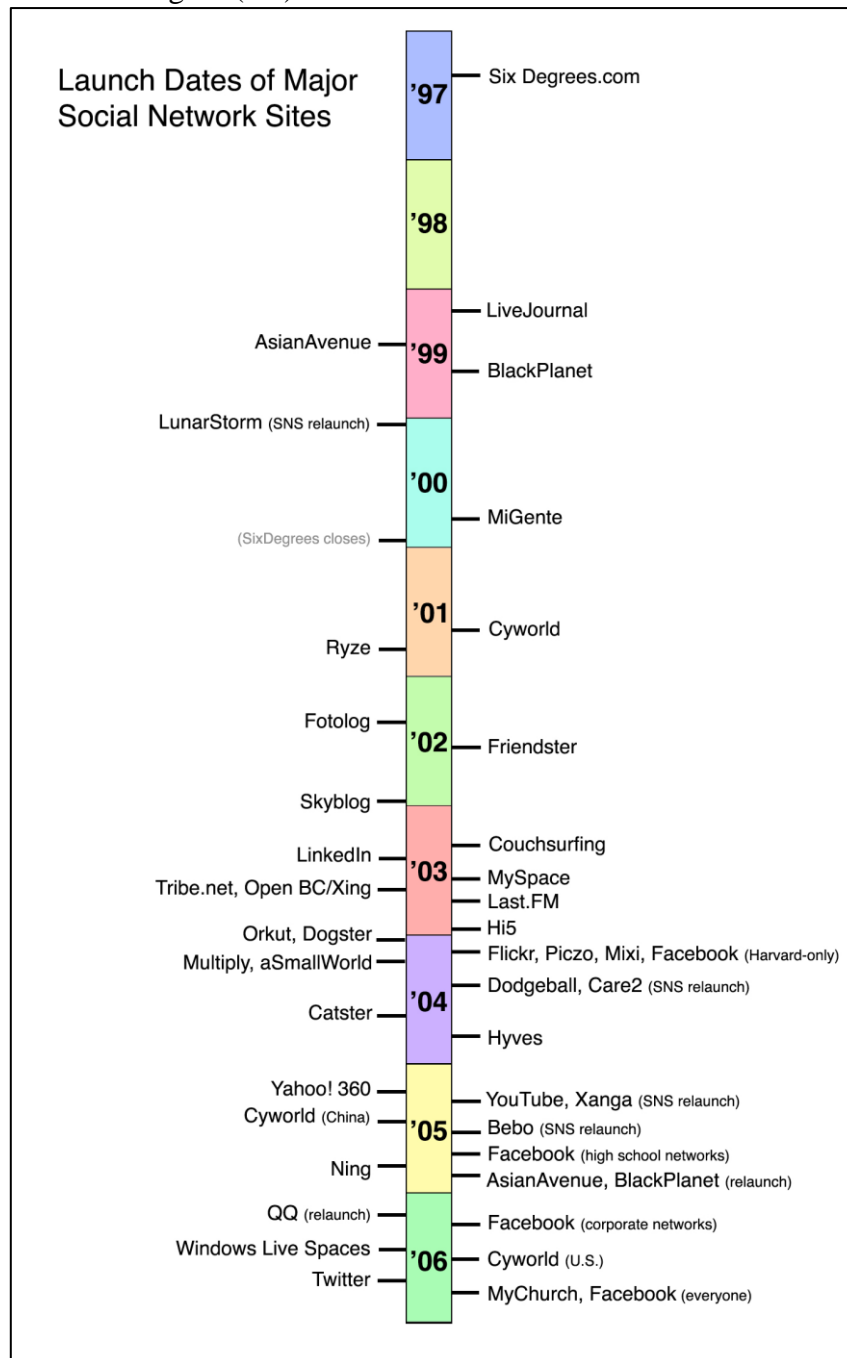
3. Conversation

While traditional media using broadcasts, the social media provides two ways of conversation: one from the media and other from the audiences.

4. Community

Social media facilitates the formation of communities and improves its communication methods. Communities are a group of people who share their interests such as photography, sport and political issues.

Figure (2.1): Timeline of Social media launch



Source: Boyd. & Ellison. (2007). Social Network Sites: Definition, History, and Scholarship. Journal of Computer-Mediated Communication. Volume 13

5. Connectedness

Connectedness is the main reason for the growth of the most means of social communication as well as takes advantage of the links between other sites, resources and people.

2.4.4 Types of Social Media:

With the passage of time, a large number of social media has appeared which has multiple categories. In addition, social media has more than one definition and classification.

According to the classification of Kaplan & Haenlein (2010) which was built on social presence / media richness, the social media divided into three categories: (1) collaborative project like Wikipedia, (2) content community such as YouTube, (3) virtual social world like Second life.

For more details about these different classifications, Mayfield (2008, p. 6) has classified social media to seven types:

1. Social networks:

These sites allow people to build personal web pages and then connect with friends to share content and communication. The biggest social networks are MySpace, Facebook and Bebo.

2. Blogs

Perhaps the best known forms of social media, blogs are online journals, with entries appearing with the most recent first.

3. Wikis:

These websites allow people to add content to or edit the information on them, acting as a communal document or database. The best-known wiki is Wikipedia4, the online encyclopedia which has over 2 million English language articles.

4. Podcasts:

Audio and video files that are available by subscription, through services like Apple iTunes.

5. Forums:

Areas for online discussion are often around specific topics and interests. Forums came about before the term “social media” and are a powerful and popular element of online communities.

6. Content communities:

Content communities are communities which organize and share particular kinds of content. The most popular content communities tend to form around photos (Flickr), bookmarked links (del.icio.us) and videos (YouTube).

7. Microblogging:

Social networking combined with bite-sized blogging, where small amounts of content (updates) are distributed online and through the mobile phone network. Twitter is the clear leader in this field.

These are not all types of social media, there are some other types such as Tag which defined by Harvey (2010) as: "a digital point at a person or at content". It should be noted that there is no dividing line between social networking platforms where it can intersect with each other.

2.4.5 How Social Media Work:

Social media has many forms and trying to understand how the social media works in general, characteristics of social media should be reviewed that have a blurring of definitions, rapid innovation, reinvention and mash-ups (Kahlout, 2012).

One of the phenomena in social media that makes it at once so exciting, fast-moving and sometimes bewildering is that combination of two or more pieces of content (or software, or websites) which define as mash-up. Mash-up is available because of the openness property in the social media. There are many developers, whether for the Web or Software, promote people to use their services and reinvent them (Mayfield, 2008).

In the case of using social network, people create their own profiles then build a network by connecting to a new friends and contacts in the network, or by inviting their real friends to join the social network. In the other side, the blog is a journal via the internet where most recent entries are published first. Subscription,

Comments, Topic and trackbacks are the most features that make blogs noteworthy and different to other websites. In the same way, Wikis allows people to add or edit content on them (Mayfield, 2008).

2.4.6 Examples of Social Media

2.4.6.1 Twitter:

In 2007, a group of programmers who were working in the podcasting company Odeo Inc. in San Francisco founded Twitter. Jack Dorsey, Evan Williams and Biz Stone were looking for a way to send text on their cell-phones and a way to reinvent their company. These programmers succeeded in sending the first tweet in March 2006 and thus a communications revolution was born (Picard, 2011).

Twitter is classified as micro blogger as well as people know it as a social network. Twitter users can write only 140 symbols maximum per message which is known as "Tweet". These Tweets can be displayed on the profile page of the user and he can send it to his followers. Posting pictures with messages is one of the most important additional services via Twitter (STOJIC, 2011).

With the launch of the site, in the beginning there was no limit to the length of the message, but adjustment came later. The limitation of 140 characters came from fact that 160 characters is the maximum of SMS and the developers need to leave space for a user name (Picard, 2011). According to Twitter statistics, the number of active users on Twitter until September 2015 was around 320 million (Twitter, 2015).

2.4.6.2 Facebook:

In 2004, a site that made a dramatic change to the reality of online interaction forever was launched by Mark Zuckerberg, with the help of Eduardo Saverin and Andrew McCollum. The first name of this site was The Facebook which came from a small photo albums which college give it to the new student to help them dealing with meeting new people. The site started in Harvard University and targeted only its students. After 24 hours of launch of the site, 1200 students from Harvard joined

Facebook. This network extended to other universities like Stanford and Yale and in via two months Facebook was available for use on all Ivy League servers (STOJIC, 2011).

Zuckerberg had a vision to expand this network to become available to all university campuses in America. For this reason, the founders moved to Silicon Valley in order to get financial funding for their project. Zuckerberg and friends were able to convince Peter Thiel, founder of PayPal, to get \$ 500,000 as funding for the site. They did not stop at this point, after widespread of the Facebook, Jim Breyer and Accel Partners entered by \$ 12.7 million in the establishment of Zuckerberg virtual empire (Croft, 2007).

In 2006, increased expansion becomes easy to anyone with an e-mail has the ability to register on the site. Although the description of the press Facebook practices and violation of privacy, but Facebook continued growth. After May 2007, Facebook became the operating system for the Internet through bypass the limits of students (STOJIC, 2011).

In order to translate its widespread success to bigger profits, Facebook decided to make direct advertising. Developers have made a way to facilitate the arrival of advertisements targeted to customers in August 2007 (Croft, 2007). But the problem that was facing them is user's privacy so they had invented a new way to overcome this problem. Bacon is a system that allows revealing what users is doing outside of Facebook in purchasing and other things on their profiles in order to provide advertisers with this information. (Hof, 2007)

According to the latest statistics, Facebook occupies the first place on the level of all types of social media in terms of number of users and not only in the type of networking where the number of active users where the number of active users 1.01 billion daily active users on average for September 2015(Facebook, 2015).

2.4.6.3 LinkedIn:

In 2003, LinkedIn was lunched as a result of a joint collaboration between PayPal and SocialNet in California. Reid Hoffman was the team leader of co-founders which was consisted of a group of employees in these two companies. LinkedIn was developed new services such as LinkedIn Jobs, enabling users to

benefit from their contact network to find employment and first premium paid subscription service. In 2005, after one year of that it reached to the profitability (Smólczyński & Jensen, 2013). In 2008, the company's expansion outside the United States began opening official branches in many countries in addition to the launch of the French Spanish version of the platform (Potter, 2014).

Some research are talking about that the number of professional businessmen ranging from 350 to 600 million, these figures are not conclusive (Potter, 2014).

According to statistics from LinkedIn, the number of users exceeded 400 million, making it accounts for more than 50% of the interest in professional business and making it the world first in this field (LinkedIn, 2016).

2.4.6.4 YouTube:

The co-founder of YouTube was Chad Hurley, Steve Chen, and Jawed Karim, who were employees in PayPal, posted their first clip in 2005. As a result of the rapid growth of users, they were raising 8 terabytes per day through the site (Fitzpatrick, 2010). YouTube is not only the first site for sharing videos, it was the largest with over 100 million video accesses per day. Because of these high popular, YouTube became able to attract investors in a short period. After one year, in November 2006, Google made a deal with founders valued at 1.65 \$ billion US. (Gill, Arlitt, Li & Mahantix, 2007).

With the progress of time, YouTube developed significantly through the addition of subscribe and Likes buttons with the possibility of comment. YouTube was classified as content communities' type of Social Media. According to YouTube statistics, it now has one billion users which constitutes one-third of Internet users (YouTube, 2015).

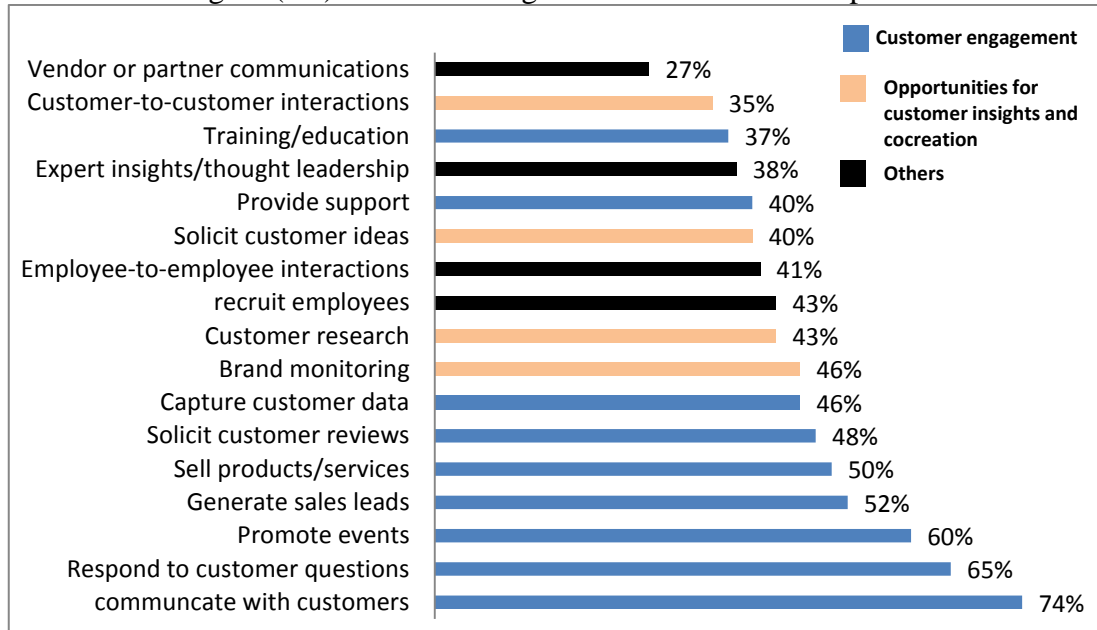
2.4.7 Usage of Social Media for Organizations

According to a report by IBM, which divided the external use of Social Media by companies into three main categories: first category is respected to customer engagement which accounted for the bulk of the interest in the company while the second was opportunities for customer insights and cocreation and the

other usage classified last, recruit employee robust 43 percent of using social media (IBM, 2011).

Researcher will discuss this by details in the next section.

Figure (2.2): External using of social media for companies



Source : IBM Institute for Business Value (2011). From social media to Social CRM: Reinventing the customer relationship; The second in a two part series.

2.4.8 The Use of Social Media in Recruitment

Often, companies are interested in the progress of the recruitment process and the resulting recruit good talent in the vacant place in the company. Equally interesting current employees in the recruitment process result they are working side by side with the candidates who will be chosen. The job seekers themselves will of course be interested in the recruitment of a company. Moreover, the company's competitors would be concerned in knowing the types of recruitment methods the company is pursuing and the type of talent that the company is employing (Kenna, 2014)

Maintaining a competitive advantage and employing good talent which is why companies are constantly looking at new recruitment methods. Traditional recruitment depends mainly on paper such as newspapers and newspaper advertisements. More recently, since the social media appeared, the recruitment

process for many companies has been changed. Utilizing social media as a recruitment tool grants companies advertise for jobs and search for required staff. Social media was adopted as one of main platforms of recruitment by companies within recent years (Kenna, 2014).

2.4.8.1 Types of Recruitment through Social Media

Recruitment can occur through social media in multiple ways. The first type is that companies or recruiters are looking for potential employees by reviewing their profiles to social networking who have the requirement talent. This type requires often but not always professional business networks such as LinkedIn. There is an advantage to this method is that discover required candidates before even advertising a job vacancy (Kenna, 2014). The second type is that companies advertise for a job vacancy through on social media then candidates applying for a job. While many companies define social media as one of the most effective tools used to advertise vacancies, there are some companies use traditional methods of recruitment only. However, these organizations can use social media during other stage of recruitment such as screening candidates (Kenna, 2014).

2.4.8.2 Ethical Dilemmas of Recruitment through Social Media

Ethical considerations result from using of social media as platforms for the recruitment process. This issue is clearly shown when the company is working on screening candidates using personal profiles through social media. When the company notifies potential candidate about agreement reasons are information displayed on their then the candidate will accuse the company of bias. In addition, the company should be a sufficient awareness of the legal and ethical resulting from the use of social media in recruitment. The second ethical issue is invasion of privacy. People should be aware that profiles through social media sites can be for review by recruiters. Their personal accounts in social networking sites and their publications it will have an impact on their career. In contrast, the impression left by the profile pages on the social media platform may be far from what they really are. (Kenna, 2014).

2.4.8.3 Using of Social Media in Screening Candidates:

There are many different forms of social networking sites like Twitter, Facebook and LinkedIn, but they all share one characteristic that being allows the user to create a profile page which contains his personal information. At first, social media was a design in order to establish social relationships, but it has evolved dramatically to take a turn professional tools in several areas, including recruitment. (Broughton and etl., 2013).

In 2012, the CareerBuilder.com performed a survey included 2300 companies in US to explore the issue of screening candidates in more detail. The survey showed that 37 % of respondents relied on social media to find out more about the candidates who applied to the job. And there are 11 % of them were planning to screen candidates using social media in the future (CareerBuilder.com, 2012).

One-third of respondents said that they found information that will help them to make a hiring decision. Screening candidates targeting the inappropriate photographs or information posting, notifying information associated with alcohol or illegal drug use, information assurance of the qualifications mentioned in the CV and posting about working previous company (CareerBuilder.com, 2012).

In spite of the presence of this information in the profile, there are still risks in the use of this method. One of these risks lies in the lack of credibility of the information on the candidate's profile through social media; those who realize that their profile can be reviewed by the employer can provide false information in order to encourage the organization to hire them. Violations of the privacy and legal issues resulting from it are the risks and accusations for the company of bias in its hiring decision (Broughton and etl., 2013).

If they use Facebook to vetting of candidates, the companies do not adopt a systematic methodology, but it leaves a comprehensive impression of the candidate. On the other side, LinkedIn provides all the information available on candidates that is relevant to their job application when company review their profiles (Broughton and etl., 2013).

2.4.8.4 Quality of Candidates via Social Media:

Considering it one of the most important elements of the recruitment evaluating, the quality of the candidates constitutes a key element of the success of recruitment process (Wilton, 2011). Understanding of the company to the nature of the sources, that talented come from, better lead the company to consumed its resources in this source to ensure the effective recruitment (Acikog, 2013). The adoption of that social networking is based on the internet, it simulates E-recruitment and Abel (2011) said that one of characteristics of using social media in the recruitment is the quality of candidates (Abel, 2011).

Wolf (2011) researched social networking as a tool for recruiting in terms of quantity and quality. He found the fact that social media provides large and spacious database and that database contains a lot of talent and used it to improve the output of the recruitment process in terms of quality base.

In 2014, Adecco Group achieved a survey included 1,501 recruiter in 24 countries to explore HR practice in the social media age. The report showed that 49% of recruiters are aiming for using social media in recruitment to improve the quality of candidates. And 56% from them said that reaching targeted applicants is one of their objectives for the utilization of social media (Zanella & Pais, 2014).

2.4.8.5 Cost of using Social Media:

The cost is one of the evaluation elements of the recruitment process, the institutions are interested in expenses that will be paid in order to obtain an effective recruiting (Wilton, 2011). In general, the most prominent thing that companies are looking for is to reduce the cost which is available when using social media. Utilizing social media in recruitment can be seen as a good investment from many sides. Firstly, it is important to acknowledge that the free property to create a social communication channels in most cases. Secondly, the company gains leverage from using their employees to social media and by encouraging them to spread the company's messages (Augustin and etl., 2010).

One of the advantages of use Web 2.0 which classified by O'Reilly (2005) was the cost efficient services. Where it is important to remember that social networking is based on Web 2.0 (STOJIĆ, 2011).

When a comparison of social networking with other traditional methods in many aspects of the quality and quantity turns out that social networking proves effective in terms of cost, so superior to other means (Wolf, 2011).

2.5 The Reality of the ICT Sector in the Gaza Strip

2.5.1 Gaza ICT (An overview and analysis)

2.5.1.1 Political

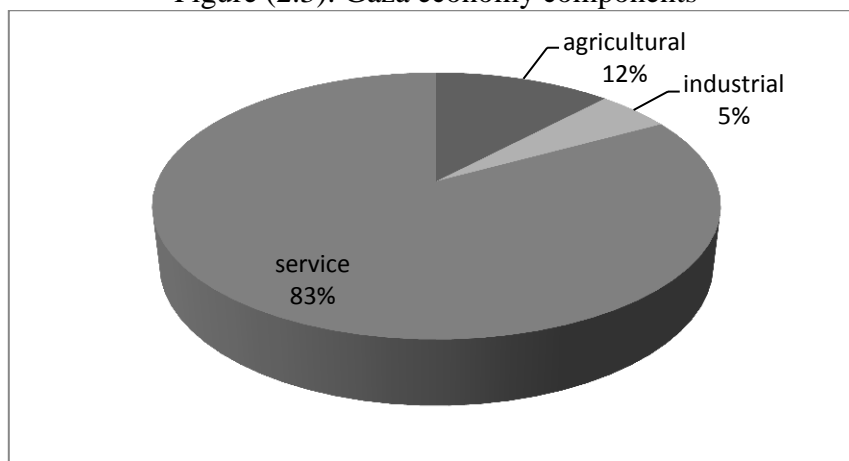
Gaza Strip is a part of Palestine State and with an area of almost 360 square kilometers, overlooking the Mediterranean Sea. It has a border with Egypt, a length of 14 kilometers and a population of 1.8 M. Political and economic situation in Gaza is very complex despite its small size. The results of the 2006 elections generally increased the isolation of Gaza in the global community. Likewise, tension and aggression by Israel occupation on Gaza resulted in a heavy destruction of homes and infrastructure in Gaza, with economic consequences that continue to resonate. The donor countries have worked to reduce the funding, particularly development assistance, to Gaza under the pretext anti-terrorism laws (White, 2012).

Gaza suffered from siege due to the fact that its borders are controlled by Israel occupation and Egypt. Israeli occupation restricts the amount and type of goods that were allowed into Gaza. These restrictions have included construction materials, electronics, and many other goods necessary to maintain public infrastructure. In the short term, there is not significant predicting change in the political situation (White, 2012).

2.5.1.2 Economic

Economy in the Palestinian territories is heavily dependent on international aid and financing for development. In 2008, aids that provided to the West Bank and Gaza reached to \$2 billion, increased to over \$2.5 billion in 2009. This led to the existence of a large part of the money in circulation in Gaza comes from foreign aid funds. Gaza economy mainly consisted of (from outside humanitarian aid), the agricultural, industrial and services sectors as shown in Figure (2.3) (PCBS, 2011).

Figure (2.3): Gaza economy components



Source: PCBS (2011) Press Release on the Main Findings of Household Survey on ICT

Also, there is an acute shortage of energy sources, which mainly affects the economy in Gaza. As with other developing regions, and this means additional cost across the economy, and interferes with business operations in several stages. In 2011, the unemployment rate in the Gaza Strip was 28% while in the West Bank 19.7%. Unemployed women in Gaza were 43% and while 38% of youth were unemployed. Gaza also suffers from low labor force participation, with only 39% of the working age population in the labor force, but strikingly, only 13.2% of women of working age in the workforce. In 2012, the World Bank performed analysis and comparing for 183 national economies. The West Bank and Gaza combines the economies of both territories, it provides an excellent analysis that can help understand the challenges of doing businesses in Gaza. It puts the Palestinian territories ranking 131 out of 183 which is very good comparable with neighboring countries where Syria ranked 134, while Jordan ranked 96. But the problem is that West Bank and Gaza ranked 177 out of 183 for the time and bureaucracy required to start a new business. Additionally, they ranked 166 out of 183 for their protection of

borrower's legal rights, the numbers of people accessing credit and loan information available (White, 2012).

2.5.1.3 Technology

According to the Palestinian Central Bureau of Statistics, 47% of households have a computer in their home, more than thirds of those households have an internet connection in Gaza. Only 42% of Gazians households have a phone line and 95% of them have mobile phones. For individual computer uses, the respondents has said over 18% of them used to work, 40% for studying, 69% for communication, and 79% for fun and entertainment. It is noted that there are opportunities for growth in the use of computers, Internet and e-mail in Gaza strip (in houses, schools and work) (PCBS, 2011).

Paltel, the Palestinian Telephone Company and Bezek, the Israeli telephone company constitute the main components of the ICT networks in Gaza. Jawwal, which a subsidiary of Paltel, is the only mobile phone services supplier in Gaza, while Watinya is the second mobile phone service in West Bank.

Access to most ICT equipment which includes computer hardware and network equipment relies upon its supply from outside of Palestine. Major delays resulted from Israel's requirement to obtain an import license from them.

Generally, internal market is weak in Gaza, according to its considerable influence on overall ICT sector health. In fact, most ICT companies in Gaza categorized as a small business and have not had the resources to generally follow current technology trends or to fully incorporate changes in ICT thinking. This situation ultimately leads to weakness of real awareness of international trends.

As a result of the weakness of the economy of Gaza, the amount of money that non-ICT businesses and the public sector can spend on ICT will be reduced. The sectors with donor-led funding, the usage of ICT is higher while the sectors with more limited funding, usage of ICT was generally low (White, 2012).

2.5.2 ICT Sector Efforts in Gaza:

Palestinian economy contains the Information Technology & Communication sector, which classified as emerging sector with strong potential for growth and job

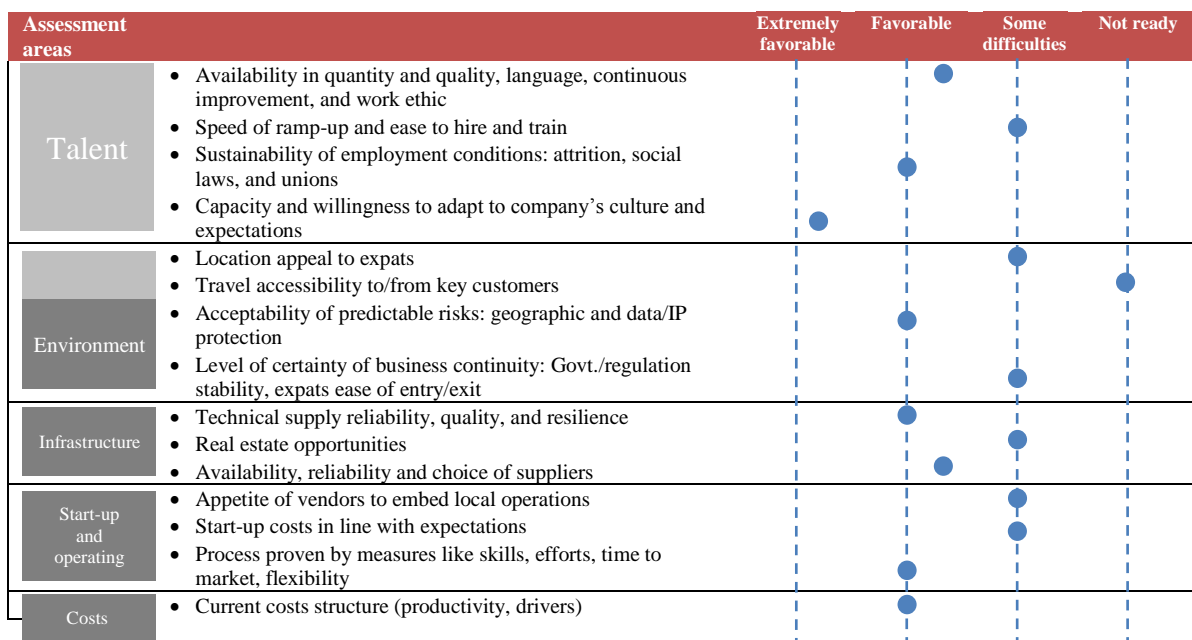
creation. In 2012, the contribution of this sector around \$588.9 million to GDP, it is around 6.4% (Portland, 2012).

In the last years, the IT sector has begun to institute a strong value offers. The IT industry has growth mainly through software development and supplying outsourced R&D for large technology companies especially multinational like Intel & Cisco. There are some initiatives come from international organization should quickly transformed into tangible opportunities by Palestinian IT firms to showcase their competitive capabilities and sign contracts with major multinational companies. The first technology-focused venture capital fund has been created by these initiatives. In the next few years, it is expected that the fund will invest \$ 30 million in this sector (Portland, 2013).

2.5.3 Strengths in the ICT Sector:

The developments in the ICT field provide a solid foundation from which the sector can expand. A high value-added service through leveraging key inputs such as human capital and innovation capabilities can be provided by IT. In the Palestinian territories, there is an extensive and well qualified talent pool of IT workers, which has demonstrated remarkable ability to adapt to the requirements of firms (Portland, 2013). The Figure (2.4) shows the assessment of strengths of the Palestinian IT sector.

Figure (2.4): The assessment of strengths of the Palestinian IT sector



Source: Portland Trust(2013). Beyond Aid: A Palestinian Private Sector Initiative for Investment, Growth and Employment.

According to the analysis of Portland (2013) that through continuous investment and focus on the development of human capital quality, the contribution of IT sector to GDP could be increased to up to \$960 millions and employ more than 18,000 people in high-skilled jobs by 2030. Expansion of the scope of outsourcing offers essential opportunities, where comparative advantages exist. Progress in the field of outsourcing could help enable a good and healthy entrepreneurial environment to support information technological innovation. Because of the presence of a strong human capital and cost competition Digital Services, Palestinian information technology sector has the ability to provide a better position itself in the Arab market (Portland, 2013)

2.5.4 Challenges for development of the ICT Sector:

According to Palestinian Information Technology Association (PITA) the main challenges for the ICT Sector are the following (Wihaidi, 2009):

1. Business Outsourcing

Successes of some ICT companies in the outsourcing business do not eliminate the challenges faced by them. One of this challenges that global news media gives an image of Palestine that is not conducive for business. Make sure the people receiving a secure supply that the networks are robust enough to ensure high levels of resilience and up time. Moreover, the ability of Palestine companies to express their unique value proposition to a defined customer profile is sorely lacking. In Addition, travel impediments make it difficult for companies to communicate face-to-face with customers and to conclude contracts.

2 Externalities

Restrictions imposed by the Israeli occupation on imports of equipment information and communication technology for the Palestinians control and sever

restrictions on the frequencies allocated to Palestinian territories are the main challenges in this aspect.

2.4.4.3 Marketing Channels

Because of there are no industry certifications existing for the back office development and support operations, lack of trust to buy Palestinian products occurred. Marketing and sales concepts are not clearly understood by companies in this sector. Moreover, global market does not give Palestine a good ranking.

2.5.4.4 Finance

The limited capital available for investment in the information technology sector and the concern about the local banks willingness to support growing businesses through cost competitive loans and overdrafts.

2.5.4.5 Capacity Building and Training

The respondent of local universities and colleges to the market needs and the companies has a shortage of capacity and knowledge in areas such as operational and financial management.

Chapter 3

Previous Studies

3.1 Introduction:

In this chapter, the researcher mentioned some previous studies that concerned within the subject of the use of social media in recruitment process, where they are important sources to understand the extent of similar studies. And they will help the researcher to start from where others ended. Studies will be shown in accordance with chronology.

3.2 International Previous Studies:

3.2.1 Hakkarainen (2014): "Re-shaping the Resourcing: Recruitment in Social Media".

This study aimed to find out how to use social media in recruitment and how to build cooperating image. The study used the qualitative methodology and gathered data by interviews.

As a result of the study, the social media provide an opportunity to reach a large number of people and has an efficiency cost. It also needs more work to determine the best channels for confidence.

The study recommends that future research should deal with the recruitment through social media not only from the viewpoint of the employers but also from the standpoint of applicant.

3.2.2 Stickler (2014): "Recruitment Efforts on Digital and Social Media Channels for MBA Programming"

The study aimed to explore the opportunities offered by digital and social media in the recruitment of students of MBA program. This study used two methods for data collection. The first is by interviews with the students and the second by using focus groups. Data was analyzed quantitatively.

The study showed that the use of social media efficiently improves the level of access to MBA programs also the recruitment efforts on digital and social media channels should be concentrated on the content.

The study recommended that the content should be improved to ensure access to all target audiences also recommended to utilize the recruitment through the funded social media campaigns.

3.2.3 Kenna (2014): "The Use of Social Media in Recruitment and its Impact on Diversity in Services Companies"

The main goal of the study was to know the impact of using of social media in recruitment process and the diversity of workplace in service companies in Ireland. The quantitative approach has been used in the study with two questionnaires. One of them for the company and the other for the students recently graduated from university.

The results of the study showed that the use of social media for recruitment in services firms contributed to the increase diversity in the workplace comparing with traditional recruitment methods.

The study recommended the service companies to involve diversity of the workplace using social media in recruitment process also recommended the job seekers to care of the content of personal pages on social media because of its impact on the recruitment process sites.

3.2.4 Nordström (2014): "Temp-Team Finland: Social Media and Recruitment"

The main objective of this study was to explore the benefits of using social media to the recruitment agencies and to identify any of the social media channels which are most useful in the recruitment process. The study used qualitative methodology through the collection of data from semi-structured interviews.

The study results showed that the use of social media in the recruitment agencies for recruitment process is not only contributes to the improvement, but also improves the brand and competitiveness.

One of the study recommendations is planning for content and social media to ensure access to the best results in recruitment.

3.2.5 Broughton, Foley, Ledermaier and Annette Cox (2013): "The Use of Social Media in the Recruitment Process"

The aim of this study was to find out what are the reasons that encourage employers to use social media in the recruitment and selection process.

The main result of the study is that the most encouraging factors for employers to use the social media in recruitment was the ability to access a large number of applicants , the ease of use and the reasonable cost.

The study recommended providing training on social media for the purposes of the recruitment for its employees who work in HR department.

3.2.6 CÜLCÜLOĞLU (2013): "Social Media In Recruitment"

The study aimed to discover the new use of the social media in the business sector especially in the recruitment process and to know the advantage and disadvantage of using the social media in this process. This study used both the survey questionnaire and interview instrumentation. For the surveys, 100 people were targeted who were participants of the 2013 Social Media and Recruitment Conference.

The results showed that social media is considered at least a desirable supplement to online recruiting, while offline recruiting is agreed to be becoming obsolete. The future of recruitment is online, through a combination of special software and social media.

Conclusion from this study was that social media was beneficial, although it has considerable disadvantages, while the respondents provided their perspectives on trends, advantages, and disadvantages that can be useful in both recruitment and social media development.

3.2.7 Acikgoz (2013): "Social Media and Employee Recruitment: Too Much Pain For Not Much Gain?"

The main objective of this study was to explore the use of the information on social media sites when searching for the employment opportunity from the standpoint of potential applicants. This study used a descriptive method through the collection of questionnaires from a sample study, which included 2340 high school graduates.

The result of the study is that the bulk of the applicants favored the use of social networking sites and pages when companies are looking for employment opportunities.

The study recommended that companies should use all of their websites and pages on social media and making them always updated to reaching to the best use of social media in recruitment.

3.2.8 Girard, Fallery, Rodhain (2013): "Integration of Social Media in Recruitment"

The main goal of the study was to explore the extent of the expansion in the use of social media in recruitment.

As a result of this study, the social networking sites give chance to build a new strategy in recruiting and building sign. Also the study described some of the obstacles in the using of the social media in recruitment process.

This study recommended HR professionals in companies to develop their skills and knowledge with regard to social media while preserving the ethical aspect.

3.2.9 Betances, Solarczyk and Bellows (2012): "Personal Social Networking: Effects on Companies Hiring Decisions"

The aim of this study was to examine the effects personal social media sites had on candidate's opportunities for obtaining employment and how and to what extent hiring managers used this information in the employment process. The method of study was exploratory by a questionnaire with sample 33 of individuals.

The result of the study demonstrated that there was a moderate use of social media in the screen candidates' process, but finding candidates on these pages had

little success. In addition, there were some areas if employers are found pages of the candidates and social media, it could weaken the chances of getting the job.

The study recommend that organizations must proactively seek solution to help hiring managers navigate through the changing environments of social media usage.

3.2.10 Cook (2012): "The Role of Social Networking Websites in the Hiring Practices of Major Advertising and Public Relations Firms".

The main objective of the study was to identify the function of social media in the hiring decisions of recruiter at advertising and public relations companies. The sample of the study was twenty-five top managers in major the advertising and public relations firms.

One of the results was that hiring managers believe that social media can be relied upon as a tool for recruitment because they provide a good deal of information about the candidates

The study recommend developing a study that compares these study findings with the perceptions of job applicants.

3.2.11 Abel (2011): "The Role of Social Networking Sites in Recruitment".

The key objective of the study is to expand the knowledge about Social Networking Sites and recruitment in German companies. The study sample was come form 1,600 HR departments of organizations in Germany which have minimal 300 employees.

The results of the study showed that the networking scope of Social Networking Sites was the strongest predicting factor for effective recruitment. German companies perceive the networking scope as a benefit for recruitment, because there is a significant relationship between the networking scope of the sites and effective recruitment, in particular the target group orientation.

The study recommend that much more research is needed to support the first findings and ideas of this study.

3.2.12 Wolf (2011): "Social Media as a Strategic Business And Recruitment Tool".

The study aimed to explore the use of social media as an additional tool relies primarily on traditional recruitment methods in order to get qualified candidates.

This study sample came from the whole Dutch industry from different industries or firm sizes. Therefore, sixteen interviews and surveys at different organizations were conducted to increase the validity and reliability with respect to the diversity, the interview and survey together can be considered as one independent sample.

The results of the study showed that social media in itself constitute an effective tool for recruitment without relying on traditional means of recruitment, in addition to that it provides a competitive advantage to companies that use them.

3.2.13 STOJIC (2011): "Facebook And Recruitment".

The aim of this study gave a broader perception of use of Facebook as a tool for recruitment and also provided an overview of the two-sided use in the field

The first, where Facebook offers recruitment applications to ease the job search for employment seekers and the second, where employer retrieve user information in order to screening the candidates. The sampling method used was snowballing, which means the sample was not chosen randomly and this can affect the final outcome. The sample size was 165.

As a result of the study that Facebook users see it is an easy and wide-spreading tool to look for job and to identify themselves in detail for this job.

3.2.14 Lory (2011): "Employer Use of Facebook as a Tool in Pre-Employment Screening of Applicants: Benefits and Ethical, Legal, and Privacy Implications".

The main objective of this study was to improve the benefits of using Facebook as a way to recruit while avoiding the ethical, legal and personal problem. The study method was depending on an online survey and the sample size was 6,539 contacts from the for-profit, nonprofit, government, and educational industries.

The result was the using of Facebook as a tool may cause unfair judgments because of accessing non-job related information about applicants.

The study recommend to develop a policy about the use of Facebook and delivering legal hiring training.

3.2.15 Taskinen (2011): "The Role of Social Media in Constructing Employer Reputation".

The aim of the study was to discover the best methods of building reputation Finland's Best Places to Work focusing on using of social media. The case study was the method that used for this study.

The main results from the study that Social media was still seen as relatively new channels so there is no need to rush but rather approaching the matter through encouragement and allowing their employees to get comfortable with the social media.

3.2.16 Augustin, Berglund and Hemmings (2010): "Recruitment as a Part of the Dialogue An Exploration of Different Experiences and View of Social Media in the Recruitment process".

The aim of the study was to find out the social media challenge for human resources and specifically the use of social media in recruitment process. The study was a qualitative and exploratory study, with inspiration from a hermeneutical research approach.

As a result of the study that the recruitment using social media has an impact on the masses of the applicants and the selection of appropriate resources.

Recommendation of the study was that we need deeper researches about the impact of social media on all human resources as well as the recruitment process.

3.2.17 Juusola,T. (2010): "Recruitment & Social Networking: The Future for International Recruitment Agency".

The aim of this study was to discuss the implications of social media on International Recruitment Agency. Qualitative research and case study methods were used for this study.

The result of the study was that a move towards executive search is an appropriate strategic position for IRAA to adopt. However, it is necessary to continue monitoring trends in the current economic, social and technological areas.

3.2.18 Marr (2007): " E- Recruitment: The Effectiveness of The Internet as A Recruitment Source"

This study aimed to identify the extent of the effectiveness of e-recruitment as sources of new employment. The study included not only from the viewpoint of the applicants, but also from the perspective of organizations in the use of e-recruitment in the recruitment process.

The study showed that e-recruitment is not the best source of recruitment for the quality applicants but clearly affects the quantity applicants.

The study recommended that the exploration of the impact of the Internet on the other functions of the Human Resource.

3.3 Local Previous Studies:

3.3.1 Toman (2015): "The Statues of Utilizing Social Media Network in Promotion Nonprofit Organizations' Project "

The study aimed to investigate to what the extent social media networks are utilized by PNGOs in Gaza Strip to promote their projects activates and success. And looking for the reasons of why PNGOs ma use social networks. The study population consisted of 63 PNGOs. A questionnaire was distributed to media and projects employee, in addition to 6 structured interviews were conducted with media focal points.

Results show 66.7% of NGOs employees tend more to use social media in work objectives. It was clear that majority of respondents use only Facebook as it is the first social network, also they support the use of social media networks within business environment.

It's recommended to PNGOs Network in order to enhance the communication between network members, train NGOs managers and related employees to know the best way to use social network.

3.3.2 Kahlout (2012): " Social media & Its Effects on Decision Making of Senior Management "

This study aimed to show the effects of social media on decision making of senior management in the Islamic university of Gaza (IUG). Using descriptive analytical method to study the effects of the main six dimensions (variety of social media tools ,management support, flexibility, training to use and development, public interactions and responses, and analysis of the obtained information from these tools) on the decision making. The study used the questionnaire as a data collection tool. The study population was 182 of IUG employees who are the senior management or decision makers in the university.

The results showed that there was a significant relationship between decision making and the two independent variables; the public interactions and responses with social media and the analysis of the obtained information of these social media tools.

The study recommended that using social media tools as aid tools in management and in decision making and the institutions should not neglect it. Also, considering more about the post and comments on the social media tools to enhance the institutions services, and developing social tools for helping management.

3.3.3 Hamarna (2011): "E-recruitment implementation in the United Nations Agencies in the Occupied Palestinian Territories"

The study aimed to explore the implementation of E-recruitment system in the United Nations Agencies working in occupied Palestinian territories. The descriptive method was used to achieve the objectives of the study. The population of the study includes all UN agencies staff working in Human Resources and Administrative departments at different levels that consist of 150 employees.

The study findings show that there is a direct relationship between E-recruitment and the benefits, importance and advantages of using the system for UN agencies. Also the result show that E-recruitment system used in the United Nations Agencies in the Palestinian territories neither provide the possibility to send online tests nor conducting interviews via video link with the job seekers.

The study recommended the United Nations agencies need to enhance the E-recruitment system in order to reduce the financial and administrative cost rising

from advertising the vacancies. Also E-recruitment system need to improve the way of monitoring the online recruitment process in terms of shortlisting, trenching, tests, interviews and to have an internal electronic tracking system.

3.4 General Commentary on Previous Studies:

This chapter has been review 18 previous studies related to recruitment and social media. Also, they were done in different work sectors. The studies were arranged from newest to the oldest. The latest study was conducted in 2014 and the oldest study was conducted in 2007. The researcher agreed and disagreed with previous studies by following matters:

1. Nine studies have used qualitative approach as a method to discuss the use of social media in recruitment. Those studies are: (Hakkarainen, 2014; Stickler, 2014; Nordström, 2014; CÜLCÜLOĞLU, 2013; Wolf, 2011; Lory, 2011; Taskinen, 2011; Augustin and etl.,2010; Juusola, 2010).
2. The current study and (Kenna, 2014; Acikgoz, 2013; Betances and etl., 2012; Cook, 2012; Abel, 2011; STOJIC, 2011) used questionnaires as a major source of gathering data.
3. The current study and (Hakkarainen, 2014; Kenna, 2014; Nordström, 2014; CÜLCÜLOĞLU, 2013; Girard and etl.,2013; Betances and etl., 2012; Cook, 2012; Abel, 2011; Wolf, 2011; Lory, 2011; Taskinen, 2011; Augustin and etl., 2010; Juusola, 2010) discuss the subject of the study from the viewpoint of the employer , while other studies (Stickler, 2014; Acikgoz, 2013; STOJIC, 2011; Marr, 2007) have discussed the subject of the study from the viewpoint of job seekers.
4. The current study and (Hakkarainen, 2014; CÜLCÜLOĞLU, 2013; Cook, 2012; Abel, 2011; Wolf, 2011; Lory, 2011; Taskinen, 2011; Augustin and etl., 2010; Juusola, 2010) targeted the top supervisory positions in the organizations to perform the study.

5. The current study and (STOJIĆ, 2011) focused on a single channel of social media which is Facebook, while other studies have used several channels in the researches.
6. An advantage in building questionnaire and literature review, have been taken from the local previous studies.

Chapter 4

Research Methodology

4.1 Overview:

This chapter describes the research methodology which was used to achieve the objectives of the study. One of those objectives was to identify the role of social media in the recruitment process in the information & communication technology sector in Gaza Strip.

4.2 Study Design:

Descriptive correlation analytical method is used to achieve the objectives of the study.

Two main sources for getting information are used:

- 1- Primary sources are the original materials on which study is based to collect data from the participants in this study. A questionnaire was designed to get the opinions of the participants about the role of social media in the recruitment process.
- 2- Secondary sources provide interpretation, explanation, analysis, description or restatement of a primary source. They are used to collect the literature review of the study from textbooks, reports, magazines, articles, web pages, encyclopedias and previous researches.

4.3 Period of the Study:

The study is conducted at the beginning of January 2015 to the first of February 2016.

4.4 Place of the Study:

The study is merely implemented on the companies that work in the ICT field and have official offices in Gaza Strip.

4.5 Study Population & Sample:

The study population included the ICT companies in Gaza strip which consisted of 68 companies (Annex 5) according to the Ministry of Telecom & Information Technology. The sample of this study was a comprehensive of population because the number of companies was not large and to get more accurate results.

4.6 Data Collection:

Data was collected by a questionnaire which was distributing on the sample of the study, where 68 questionnaires were distributed and 58 of them were collected. (i.e.: 85.3% of questionnaires were collected).

4.7 Questionnaire Design:

A questionnaire was designed to meet the study objectives. It was reviewed by a group of academics and statistics experts in the field of the study then it was modified to get the final version which was distributed on the sample of the study.

The questionnaire came out in the final form (Annex, 2) and then translated into Arabic language (Annex, 3) and divided into six parts:

1. The first part: includes the personal & employer data.
2. The second part: Attracting candidates by social media
3. The third part: Screening candidates by social media
4. The fourth part: Quality of candidates in social media
5. The fifth part: The cost of recruitment via social media
6. The sixth part: The recruitment

4.7.1 Data Measurement:

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an

appropriate method/s that can be applied and not others. In this research, scale 1-10 is used.

Item	<i>Strongly Disagree</i>									<i>Strongly agree</i>
Scale	1	2	3	4	5	6	7	8	9	10

4.8 Test of Normality:

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (4.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.1), the p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (4.1): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Attracting Candidates using social media	0.508	0.959
Screening Candidates using social media	0.765	0.602
Quality of Candidates via social media	0.758	0.614
The cost of recruitment via social media	1.026	0.243
Social Media	0.523	0.947
The recruitment	0.655	0.784
All items of the questionnaire	0.582	0.887

4.9 Statistical analysis Tools:

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The researcher utilizes the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Stepwise regression.
- 6) Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).

4.9.1 T-test is used to determine if the mean of a item is significantly different from a hypothesized value μ_0 . If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a item is significantly different from a hypothesized value μ_0 . The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value μ_0 . On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a item is insignificantly different from a hypothesized value μ_0 .

4.9.2 The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the role of social media in the job polarization process due to (age of company, number of employees and Number of Likes in the company page on Facebook).

4.10 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

4.10.1 Content Validity

The questionnaire is checked and reviewed by a group of (8) experts specialists in academic, administration and statistical professional who are listed in Annex (4).

4.10.2 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by the correlation coefficients between each item in one field and the whole field.

Table (4.2) clarifies the correlation coefficient for each item of the "Attracting Candidates by social media" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.2): Correlation coefficient of each item of " Attracting Candidates by social media " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The company gets better results in the process of bringing a large number of applicants for the job when using social media.	.646	0.000*
2.	The Company has sufficient diversity candidates applying for the job when using social media in the recruitment.	.598	0.000*
3.	The company adopts only social media to attract an enough number of candidates for the job.	.620	0.000*
4.	The company can reach to the youth candidates when using social media	.791	0.000*
5.	Advetisments for jobs in the company via social media attract numbers of candidates more than that attracted by other traditional means.	.718	0.000*
6.	The company improved its image when using social media in attracting candidates.	.525	0.000*
7.	The company takes advantage of the interactive characteristic of social media to attract more applicants.	.608	0.000*

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each item of the " Screening Candidates by social media " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.3): Correlation coefficient of each item of " Screening Candidates by social media " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
8.	The company is working on a review of the personal accounts of the candidates in social media	.677	0.000*
9.	The company takes a hiring decision based on personal accounts of the candidates in social media	.849	0.000*
10.	The company prefers to use social media for easy screening candidates	.844	0.000*
11.	The company has a hiring policy concerned with screening the personal account of the candidate in social media.	.830	0.000*
12.	The company considers the information on candidate social media profile as the highly credible.	.856	0.000*
13.	The company relies on the information contained in candidate social media profile to prepare lists of candidates	.620	0.000*
14.	The company considers the social media as essential source of information to prepare lists of candidates.	.623	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each item of the " Quality of Candidates via social media " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (4.4) : Correlation coefficient of each item of " Quality of Candidates via social media " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
15.	The number of high quality applicants increases when the company uses social media in recruitment.	.763	0.000*
16.	The use of social media regulates the candidates' applications in the recruitment process.	.729	0.000*
17.	The quality of candidates' applications increases when the company uses social media in recruitment.	.676	0.000*
18.	The use of social media increases the chances of quality applicants in getting a job.	.763	0.000*
19.	The use of social media is easily accessible for people highly skilled.	.815	0.000*
20.	The use of social media helps to know the quality of candidates.	.724	0.000*
21.	Quality of candidates decreases when the company uses traditional means in recruitment.	.576	0.000*
22.	The number of applicants who have expertise increases via social media.	.668	0.000*
23.	The number of applicants who have specialized graduates increases via social media.	.740	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each item of the "The cost of recruitment via social media "and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table 4.5 : Correlation coefficient of each item of " The cost of recruitment via social media " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
24.	The cost influences by the social media channel choice used in recruitment.	.659	0.000*
25.	The company uses paid advertising through the social media in the recruitment process.	.646	0.000*

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
26.	The cost for each recruitment decreases when using social media.	.688	0.000*
27.	Total cost of the recruitment decreases when using social media.	.559	0.000*
28.	The company uses paid advertising through the traditional means in the recruitment process.	.438	0.000*
29.	The cost of recruitment decreases when using the social media than the use of traditional means.	.660	0.000*
30.	The company uses free publishing via social media at the announcement of the vacant job.	.458	0.000*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each item of the "The recruitment" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha \leq 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table 4.6 : Correlation coefficient of each item of " The recruitment " and the total of this field

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
31.	Recruitment process depends on the social media as an independent source for attracting which can dispense with the traditional sources.	.606	0.000*
32.	Recruitment process influences by the organization ability to attract sufficient number of candidates through the social media.	.717	0.000*
33.	The quality of applicants plays an important role in the recruitment process.	.608	0.000*
34.	Recruitment process prefers to use traditional means to advertise for vacant job.	.438	0.000*
35.	Recruitment process consumes a lower cost when using social media.	.578	0.000*
36.	Recruitment process bases on the information contained in the profile pages of applicants in social media.	.682	0.000*
37.	Recruitment process depends on screening the candidates through the social media.	.644	0.000*

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
38.	Recruitment process depends on the price of the announcement of the vacancies in the selection of appropriate means of attracting candidates.	.556	0.000*
39.	Recruitment process succeeds in attracting suitable candidates when using social media.	.640	0.000*
40.	Recruitment process attracts high level of expertise candidates when using of social media.	.709	0.000*
41.	Recruitment process increases the number of highly skilled applicants when using of social media.	.753	0.000*
42.	Recruitment process uses social media as a secondary source of information.	.472	0.000*
43.	Recruitment process receives the largest amount of applications when using of social media.	.507	0.000*
44.	Recruitment process prepares lists of applicants based on information contained in social media.	.624	0.000*
45.	Recruitment process improves of the company image among the candidates when using of social media.	.627	0.000*

* Correlation is significant at the 0.05 level

4.9.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.7) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha \leq 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (4.7): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Attracting Candidatesby social media	.519	0.000*
2.	Screening Candidatesby social media	.743	0.000*
3.	Quality of Candidatesvia social media	.888	0.000*
4.	The cost of recruitmentvia social media	.714	0.000*
	Social media	.965	0.000*
	The recruitment	.902	0.000*

* Correlation is significant at the 0.05 level

4.11 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery ,2006).To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

4.11.1 Cronbach's Coefficient Alpha

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.8) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.679 and 0.890. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.931 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4.8): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1	Attracting Candidates	0.757
2	Screening Candidates	0.890
3	Quality of Candidates	0.874
4	The cost of recruitment	0.679
5	Social media	0.884
6	The Recruitment	0.883
	All items of the questionnaire	0.931

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter 5 Results Justification

5.1 Overview:

This chapter discusses data analysis and tests of the hypotheses via the answers of participants on the study questionnaire. Also, it reviews the most important results of the analysis.

5.2 Personal data:

5.2.1 Gender:

Through the Table (5.1), it shows that the vast majority of participants are males, which constitutes 89.7% of the total participants, while 10.3% of them are Females which are compatible with most local studies indicate that the number of males than females (Kahlout, 2012; Toman, 2015; Hamarna, 2011).

Table (5.1): Gender (N=58)

Personal data		Frequency	Percent
Gender	Male	52	89.7
	Female	6	10.3

5.2.2 Age:

Through the Table (5.2), it shows that the gender of age of 44.8% of the total persons who are surveyed is less than 30 years and 39.7% of them are 30 – 40 years. The researcher explains this result by saying that the IT industry is one of the modern industries, most workers are from a young age.

Table (5.2): Age (N=58)

Personal data		Frequency	Percent
Age	less than 30	26	44.8
	from 30 – 40	23	39.7
	more than 40	9	15.5

5.2.3 Job position:

The Table (5.3), it shows that most of persons surveyed occupy a supervisory position where 58% are general managers and 22.4% are department managers and

this increases the credibility of the findings of the researcher by taking data from the decision-makers in companies.

Table (5.3): Job position (N=58)

Personal data		Frequency	Percent
Job position	General manager	34	58.6
	Department manager	13	22.4
	Employee	11	19.0

5.2.4 Qualification:

Through the Table (5.4), it shows that respondents are well educated where 75.9% of them have Bachelor degree and 19% are Postgraduate. Researcher explains these figures through this type of industry which needs to certificates in addition to the presence of a large proportion of learners within Palestinian society (UNESCO ,2015).

Table (5.4): Qualification (N=58)

Personal data		Frequency	Percent
Qualification	High School	-	-
	Diploma	3	5.2
	Bachelor	44	75.9
	Postgraduate	11	19.0

5.2.5 Experience:

Through the Table (5.5), it shows that 41.4% of the participants have more than 10 years of experience and 25.9% of them have less than 5 years. Experiences distributor almost equally and this is because of the age industry is relatively recent.

Table (5.5): Years of Experience (N=58)

Personal data		Frequency	Percent
Years of Experience	less than 5	15	25.9
	from 5 – 10	19	32.8
	more than 10	24	41.4

5.3 Employer data

Through the Table (5.6), it shows that 34.5% of the surveyed companies are older than 9 years in the field of work, while 20% of them are less than three years. Also, 34% of participants have less than five employees, while 31% of them have more than 15 employees. Despite that most of surveyed companies offer many miscellaneous goods and services, but the programming and development services were the most (69%) of companies surveyed. The table also shows that the vast majority of the study sample has a website. After reviewing the table, it is clear that all companies which are involved in this study have pages on Social Media and a page on Facebook, which confirms the widespread use of this social network in Gaza strip. Then, Twitter came secondly at 51.7% in the study sample.

The sample shows that the interested Facebook pages by the companies via the number of Likes on the Facebook page that have more than 10,000 like is 44.8 % of respondents.

"Every day" as a publish rate on the Facebook is the highest which consists of 36.2% of the study sample. Through the table it is clear that 83.6% of the companies use the Facebook pages for promote products & services. This result is agreed with the study of (IBM, 2011) which concluded that 62% of the surveyed companies use the social media for marketing purpose and building brand name came in the second place. According to the Table (5.2), 67.2% of companies of the sample use funded advertisements in the Facebook.

Table (5.6): Employer data (N=58)

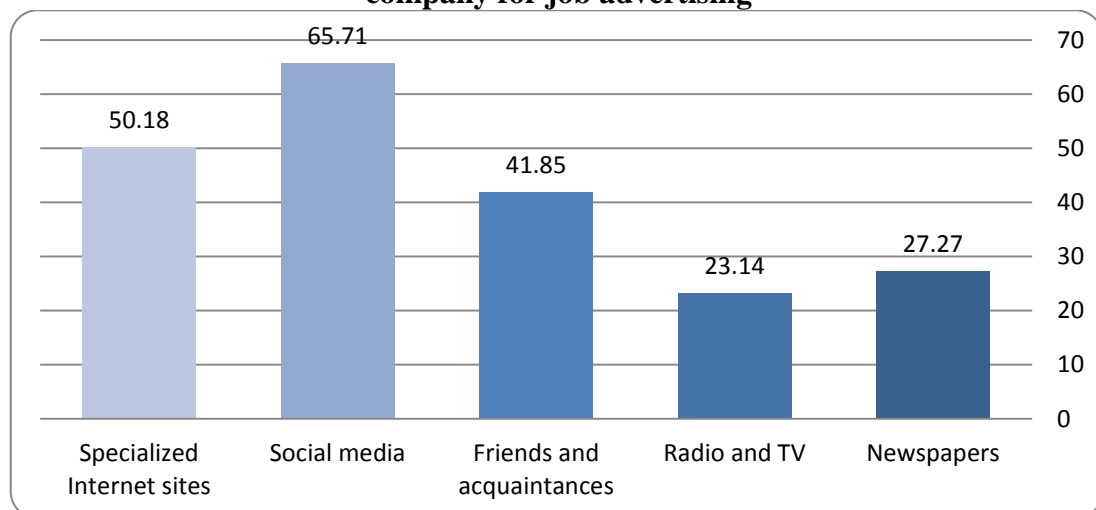
Employer data		Frequency	Percent
Age of employer	less than 3	12	20.7
	from 3 –6	16	27.6
	from 6 – 9	10	17.2
	more than 9	20	34.5
Number of employees	from 1-5	20	34.5
	from 6 – 10	11	19.0
	from 11 – 15	9	15.5
	more than 15	18	31.0
The company provides sales and services in the field	Internet & Network	23	39.7
	Maintenance and technical support	19	32.8
	Development and programming	40	69.0
	Other	22	37.9
Does the company has its official page on the Internet?	Yes	57	98.3
	No	1	1.7
The Company has a page on the following social media networks	Facebook	58	100.0
	Twitter	30	51.7
	Google+	20	34.5
	LinkedIn	21	36.2
	Other	4	6.9
Number of Likes in the company page on Facebook are	from 1 – 1000	11	19.0
	from 1001 –5000	17	29.3
	from 5001 – 10000	4	6.9
	more than 10000	26	44.8
Publishing rate on the company Facebook page	every day	21	36.2
	every three days	17	29.3
	every week	15	25.9
	each month	4	6.9
	more	1	1.7
The Company uses its Facebook page for	building brand name	35	62.5
	jobs advertising	13	23.2
	promote products & services	47	83.9
	technical support	14	25.0
Does the company use funded advertisements to publicize its Facebook page?	Yes	39	67.2
	No	19	32.8

The Table (5.7) and the Figure (5.1) shows that the companies are using social media as an first option in the place when they advertising a job where 65.7% in terms of importance and this may be a result of the low cost of this mean when compared to other means.

Table (5.7): Distributions tools according to their importance in the company for job advertising

	Item	Mean	Percent	Rank
1.	Newspapers	1.36	27.27	4
2.	Radio and TV	1.16	23.14	5
3.	Friends and acquaintances	2.09	41.85	3
4.	Social media	3.29	65.71	1
5.	Specialized Internet sites	2.51	50.18	2

Figure (5.1): Distributions of tools according to their importance in the company for job advertising



Source : Resercher's development

5.4 Analysis for each field

5.4.1 Attracting Candidates by Social Media

Table (5.8) shows the following results:

- The mean of item #7 “The company takes advantage of the interactive characteristic of social media to attract more applicants.” equals 8.40 (84.04%), Test-value = 11.25, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this item.

- The mean of item #3 “The company adopts only social media to attract an enough number of candidates for the job.” equals 5.84 (58.42%), Test-value = -0.47, and P-value = 0.322 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this item is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to this item.

- The mean of the field “Attracting Candidates by Social Media” equals 7.91 (79.11%), Test-value = 12.41, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of “Attracting Candidates by Social Media”.

Researcher justified that the approval came from the corporate's awareness of the wide spread of social media and its ability to reach a large number of people, even if they are not within the targeted group, but they can comment on the post and write a mention to someone who can get benefit from it. This result comes compatible with the study of (Hakkarainen, 2014, Stickler, 2014, Broughton and etl., 2013, Abel, 2011, Wolf , 2011, Augustin and etl., 2010; Marr ,2007).

Table (5.8) Means and Test values for “Attracting Candidates by Social Media”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The company gets better results in the process of bringing a large number of applicants for the job when using social media.	8.21	1.77	82.07	9.47	0.000*	5
2.	The Company has sufficient diversity candidates applying for the job when using social media in the recruitment.	8.22	1.71	82.24	9.92	0.000*	3
3.	The company adopts only social media to attract an enough number of candidates for the job.	5.84	2.56	58.42	-0.47	0.322	7
4.	The company can reach to the youth candidates when using social media	8.24	1.73	82.41	9.87	0.000*	2
5.	Advetisments for jobs in the company via social media attract numbers of candidates more than that attracted by other traditional means.	8.21	1.76	82.07	9.52	0.000*	5
6.	The company improved its image when using social media in attracting candidates.	8.22	1.61	82.24	10.51	0.000*	3
7.	The company takes advantage of the interactive characteristic of social media to attract more applicants.	8.40	1.61	84.04	11.25	0.000*	1
	All items of the field	7.91	1.17	79.11	12.41	0.000*	

* The mean is significantly different from 6

5.4.2 Screening Candidates by Social Media:

Table (5.9) shows the following results:

- The mean of item #8 “The company is working on a review of the personal accounts of the candidates in social media” equals 5.52 (55.17%), Test-value = -1.28, and P-value = 0.102 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this item is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to this item.

- The mean of item #11 “The company has a hiring policy concerned with screening the personal account of the candidate in social media” equals 2.89

(28.93%), Test-value = -9.39, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagreed to this item.

- The mean of the field “**Screening Candidates by Social Media**” equals 3.95 (39.54%), Test-value = -7.96, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagreed to field of “**Screening Candidates by social media**”.

The researcher justifies the disagreement on the existence of uncertainty and lack of confidence on the one hand companies with the information contained in the profile of the candidates through the social media, which could entail the risk in case of appointment based on this information This result is consisted with what came in the study of (Betances and etl., 2012; Lory, 2011; Marr, 2007).

Table (5.9): Means and Test values for “Screening Candidates by Social Media”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
8.	The company is working on a review of the personal accounts of the candidates in social media	5.52	2.87	55.17	-1.28	0.102	1
9.	The company takes a hiring decision based on personal accounts of the candidates in social media	3.10	2.48	31.03	-8.91	0.000	6
10.	The company prefers to use social media for easy screening candidates	3.95	2.73	39.46	-5.64	0.000	4
11.	The company has a hiring policy concerned with screening the personal account of the candidate in social media.	2.89	2.48	28.93	-9.39	0.000	7
12.	The company considers the information on candidate social media profile as the highly credible.	3.42	2.34	34.21	-8.30	0.000	5

	Item	Mean	S.D	Proportional mean	Test value	P-value (Sig.)	Rank
13.	The company relies on the information contained in candidate social media profile to prepare lists of candidates	4.07	2.71	40.69	-5.43	0.000	3
14.	The company considers the social media as essential source of information to prepare lists of candidates.	4.72	2.73	47.24	-3.56	0.000	2
	All items of the field	3.95	1.96	39.54	-7.96	0.000	

* The mean is significantly different from 6

5.4.3 Quality of Candidates via Social Media

Table (5.10) shows the following results:

- The mean of item #19 “The use of social media is easily accessible for people highly skilled” equals 7.05 (70.53%), Test-value = 3.37, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to this item.

- The mean of item #21 “Quality of candidates decreases when the company uses traditional means in recruitment” equals 5.00 (50.00%), Test-value = -2.66, and P-value = 0.005 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagreed to this item.

- The mean of the filed “Quality of Candidates via Social Media” equals 6.14 (61.36%), Test-value = 0.59, and P-value=0.279 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to field of “**Quality of Candidates via Social Media**”.

The researcher justifies the view of companies that the novelty of this method in recruitment and companies are not able to judge the results of this process and comparing with traditional means which agreed with the study of (Acikgoz, 2013).

Table (5.10): Means and Test values for “Quality of Candidates via Social Media”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
15.	The number of high quality applicants increases when the company uses social media in recruitment.	6.02	2.11	60.18	0.06	0.475	5
16.	The use of social media regulates the candidates' applications in the recruitment process.	5.91	2.61	59.12	-0.25	0.400	6
17.	The quality of candidates' applications increases when the company uses social media in recruitment.	5.40	2.60	54.04	-1.73	0.044*	8
18.	The use of social media increases the chances of quality applicants in getting a job.	6.47	2.45	64.74	1.46	0.075	4
19.	The use of social media is easily accessible for people highly skilled.	7.05	2.36	70.53	3.37	0.001*	1
20.	The use of social media helps to know the quality of candidates.	5.86	2.68	58.60	-0.40	0.347	7
21.	Quality of candidates decreases when the company uses traditional means in recruitment.	5.00	2.82	50.00	-2.66	0.005*	9
22.	The number of applicants who have expertise increases via social media.	6.77	2.12	67.72	2.75	0.004*	2
23.	The number of applicants who have specialized graduates increases via social media.	6.75	2.24	67.54	2.54	0.007*	3
	All items of the field	6.14	1.74	61.36	0.59	0.279	

* The mean is significantly different from 6

5.4.4 The Cost via Social Media:

Table (5.11) shows the following results:

- The mean of item #30 “The company uses free publishing via social media at the announcement of the vacant job” equals 7.09 (70.89%), Test-value = 2.96, and P-value = 0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the

hypothesized value 6 . The researcher conclude that the respondents agreed to this item.

- The mean of item #28 “The company uses paid advertising through the traditional means in the recruitment process.” equals 4.77 (47.68%), Test-value = -3.06, and P-value = 0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6. The researcher conclude that the respondents disagreed to this item.

- The mean of the field “The cost of recruitment” equals 6.50 (65.00%), Test-value = 65.00, and P-value=0.004 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of “The cost of recruitment via Social Media ”.This finding is consistent with (Hakkarainen, 2014; Kenna, 2014; CÜLCÜLOĞLU, 2013; Abel, 2011; Wolf, 2011; STOJIC, 2011).

Table (5.11): Means and Test values for “The cost of recruitment via Social Media”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
24.	The cost influences by the social media channel choice used in recruitment.	6.32	3.10	63.21	0.78	0.220	5
25.	The company uses paid advertising through the social media in the recruitment process.	6.29	3.25	62.86	0.66	0.256	6
26.	The cost for each recruitment decreases when using social media.	7.07	2.21	70.71	3.63	0.000*	2
27.	Total cost of the recruitment decreases when using social media.	6.89	2.29	68.93	2.91	0.003*	4
28.	The company uses paid advertising through the traditional means in the recruitment process.	4.77	3.02	47.68	-3.06	0.002*	7

	Item	Mean	S.D	Proportional mean	Test value	P-value (Sig.)	Rank
29.	The cost of recruitment decreases when using the social media than the use of traditional means.	7.07	2.94	70.7	2.73	0.004*	2
30.	The company uses free publishing via social media at the announcement of the vacant job.	7.09	2.75	70.89	2.96	0.002*	1
	All items of the field	6.50	1.39	65.00	2.70	0.004*	

* The mean is significantly different from 6

5.4.5. The recruitment

Table (5.12) shows the following results:

- The mean of item #43 “Recruitment process receives the largest amount of applications when using of social media” equals 7.47 (74.73%), Test-value = 4.96, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 6 . The researcher conclude that the respondents agreed to this item.
- The mean of item #37 “Recruitment process depends on screening the candidates through the social media” equals 4.83 (48.33%), Test-value = -3.19, and P-value = 0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 6 . The researcher conclude that the respondents disagreed to this item.
- The mean of the filed “The recruitment” equals 6.33 (63.31%), Test-value = 1.66, and P-value=0.051 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. The researcher conclude that the respondents (Do not know, neutral) to field of “The recruitment ”.

Table (5.12): Means and Test values for “The recruitment”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
31.	Recruitment process depends on the social media as an independent source for attracting which can dispense with the traditional sources.	6.98	2.51	69.82	2.90	0.003*	5
32.	Recruitment process influences by the organization ability to attract sufficient number of candidates through the social media.	6.80	2.26	68.00	2.63	0.006*	7
33.	The quality of applicants plays an important role in the recruitment process.	7.24	2.43	72.41	3.76	0.000*	2
34.	Recruitment process prefers to use traditional means to advertise for vacant job.	4.89	2.63	48.89	-3.11	0.002*	14
35.	Recruitment process consumes a lower cost when using social media.	7.12	2.98	71.15	2.70	0.005*	4
36.	Recruitment process bases on the information contained in the profile pages of applicants in social media.	5.20	2.66	52.00	-2.23	0.015*	13
37.	Recruitment process depends on screening the candidates through the social media.	4.83	2.69	48.33	-3.19	0.001*	15
38.	Recruitment process depends on the price of the announcement of the vacancies in the selection of appropriate means of attracting candidates.	5.72	2.60	57.17	-0.79	0.216	12
39.	Recruitment process succeeds in attracting suitable candidates when using social media.	6.89	2.23	68.91	2.97	0.002*	6
40.	Recruitment process attracts high level of expertise candidates when using of social media.	6.27	2.40	62.73	0.84	0.201	9
41.	Recruitment process increases the number of highly skilled applicants when using of social media.	6.48	2.09	64.81	1.69	0.048*	8
42.	Recruitment process uses social media as a secondary source of information.	6.25	2.45	62.55	0.77	0.222	10
43.	Recruitment process receives the largest amount of applications when using of social media.	7.47	2.20	74.73	4.96	0.000*	1

	Item	Mean	S.D	Proportional mean	Test value	P-value (Sig.)	Rank
44.	Recruitment process prepares lists of applicants based on information contained in social media.	5.76	2.51	57.59	-0.70	0.242	11
45.	Recruitment process improves of the company image among the candidates when using of social media.	7.13	2.05	71.27	4.09	0.000*	3
	All items of the field	6.33	1.48	63.31	1.66	0.051	

* The mean is significantly different from 6

5.5 Research Hypothesis

1) There is statistical significant relationship between using social media and recruitment at ($\alpha \leq 0.05$) level.

Table (5.13) shows that the correlation coefficient between using social media and recruitment equals 0.740 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha \leq 0.05$. It is concluded that a significant relationship is exists between social media and recruitment.

The researcher justifies that this conclusion based on the expansion in the use of the social communication means, whether by individuals or by institutions and using this to build strong relationships with the activities of the organization like HRM activities and this result is agreed with the study of (Hakkarainen, 2014; Stickler, 2014; Broughton and etl., 2013; Abel, 2011; Wolf , 2011; Augustin and etl., 2010; Marr ,2007).

The study showed a relationship between attracting candidates through social media and recruitment which is due to the widespread use of these networks and the ability of high-contact between users. This result is consisted with the study of (Hakkarainen, 2014; Stickler, 2014; Broughton and etl., 2013; Abel, 2011; Wolf , 2011; Augustin and etl., 2010; Marr ,2007).

The researcher explains the existence of a relationship between the use of social media and recruitment to the easy of finding profiles to most people who can apply for jobs which are existed online. Even if the degree of validity of this information in those profiles are weak but it increases. This result is consisted with the study of (Kenna, 2014; Nordström, 2014; Broughton and etl., 2013; CÜLCÜLOĞLU, 2013; Cook, 2012; Abel, 2011; STOJIC, 2011; Augustin and etl., 2010).

The result in the Table (5.9) shows that there is a relationship between the quality of incoming candidates across social media and the recruitment. The researcher justifies that due to the great diversity contained in social media, whether the diversity of experience, diversity of knowledge and diversity of academic degrees which increase probability of quality candidates. This result is consisted with the study of (Kenna, 2014; Broughton and etl., 2013; Betances, Solarczyk & Bellows, 2012; Abel, 2011; Wolf, 2011).

The researcher explains the existence of a relationship between the cost across social media and recruitment not only of the ability of free publishing result, but also to the ability of reaching to the targeted group through customize advertising-funded. This result is consisted with the study of (Kenna, 2014; Broughton and etl., 2013; Betances and etl., 2012; Abel, 2011; STOJIC, 2011; Wolf, 2011; Augustin and etl., 2010; Juusola, 2010).

Table (5.13) Correlation coefficient between using social media and recruitment

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between Attracting Candidates by Social Media and recruitment	.374	0.002*
Relationship between Screening Candidates by Social Media and recruitment	.555	0.000*
Relationship between Quality of Candidates via Social Media and recruitment	.677	0.000*
Relationship between Cost of Social Media and recruitment	.466	0.000*
Relationship between Social Media and recruitment	.740	0.000*

* Correlation is statistically significant at 0.05 level

2) There is statistical significant effect of using social media in recruitment at ($\alpha \leq 0.05$) level.

The study use Stepwise regression, and obtain the following results:

- Table (5.14) shows the Multiple correlation coefficient $R = 0.755$ and R-Square = 0.569. This means 56.9% of the variation in recruitment is explained by Quality of Candidates, Screening Candidates and Attracting Candidates.
- Table (5.14) shows the Analysis of Variance for the regression model. $F=22.042$, Sig. = 0.000, so there is a significant relationship between the dependent variable recruitment and the independent variables "Quality of Candidates, Screening Candidates and Attracting Candidates".
- Based on Stepwise regression method, the variable "The cost of recruitment" has insignificant effect on recruitment.

The estimated regression equation is:

$$\text{Recruitment} = 0.480 + 0.374^* (\text{Quality of Candidates}) + 0.251^* (\text{Screening Candidates}) + 0.323^* (\text{Attracting Candidates})$$

The estimated regression equation is used to predict the value of recruitment for any give values (responses) to the independent variables "Quality of Candidates, Screening Candidates and Attracting Candidates". The researcher concluded that social media has become a part of the activities surrounding environment of any business and it has an impact on the functions of HRM which includes recruitment.

Table (5.14):Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	0.480	0.481	0.632	.755	0.569	22.042	0.000**
Quality of Candidates	0.374	3.680	0.001*				
Screening Candidates	0.251	2.765	0.008*				
Attracting Candidates	0.323	2.554	0.014*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

3) There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to characteristics of employer (age of company, number of employees and Number of Likes in the company page on Facebook).

This hypothesis can be divided into the following sub-hypotheses:

- **There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to age of company.**

Table (5.15) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to age of company. The researcher conclude that the age of company has no effect on each field.

Table (5.15): ANOVA test of the fields and their p-values for age of company

No.	Field	Means				Test Value	Sig.
		less than 3	from 3 –6	from 6 – 9	more than 9		
1.	Attracting Candidates	7.86	7.89	7.59	8.12	0.468	0.706
2.	Screening Candidates	4.23	3.29	3.84	4.38	1.023	0.390
3.	Quality of Candidates	6.86	5.58	5.62	6.42	1.776	0.163
4.	The cost of recruitment	6.85	6.08	5.90	6.95	2.170	0.103
	Social media	6.49	5.73	6.56	6.15	2.463	0.072
	The recruitment	5.98	5.98	6.32	6.83	1.257	0.299
	All items of the questionnaire	6.32	5.78	5.88	6.69	2.036	0.120

- **There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to number of employees.**

Table (5.16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to number of employees. The researcher conclude that the number of employees has no effect on each field.

Table (5.16): ANOVA test of the fields and their p-values for number of employees

No.	Field	Means				Test Value	Sig.
		from 1-5	from 6 – 10	from 11 – 15	more than 15		
1.	Attracting Candidates	7.88	7.48	7.79	8.27	1.106	0.355
2.	Screening Candidates	3.59	3.92	4.10	4.31	0.434	0.729
3.	Quality of Candidates	6.47	5.79	6.33	5.87	0.543	0.655
4.	The cost of recruitment	6.85	6.18	6.32	6.38	0.693	0.560
5.	Social media	6.26	5.84	6.10	6.30	0.352	0.788
6.	The Recruitment	6.21	6.31	6.98	6.17	0.598	0.619
	All items of the questionnaire	6.22	5.99	6.33	6.33	0.172	0.915

- There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to number of likes in the company page on Facebook

Table (5.17) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to number of likes in the company page on Facebook. The researcher conclude that the number of likes in the company page on Facebook has no effect on each field.

Table (5.17): ANOVA test of the fields and their p-values for number of likes in the company page on Facebook

No.	Field	Means				Test Value	Sig.
		from 1 – 1000	from 1001 – 5000	from 5001 – 10000	more than 10000		
1.	Attracting Candidates	7.66	7.76	8.11	8.09	0.496	0.687
2.	Screening Candidates	3.82	4.00	2.64	4.18	0.725	0.541
3.	Quality of Candidates	6.39	5.89	6.06	6.20	0.195	0.900
4.	The cost of recruitment	7.19	6.10	6.07	6.57	1.466	0.235
5.	Social media	6.24	5.95	5.71	6.32	0.485	0.694
6.	The Recruitment	5.73	6.67	6.21	6.36	0.855	0.471
	All items of the questionnaire	6.05	6.19	5.89	6.37	0.279	0.840

- There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Publishing rate on the company Facebook page.

Table (5.18) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “Attracting Candidates”, then there is significant difference among the respondents toward this field due to Publishing rate on the company Facebook page. The researcher conclude that the Publishing rate on the company Facebook page has an effect on this field and justify this result to publishing policies across Facebook provides access to the largest number of pages that have greater interaction.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Publishing rate on the company Facebook page. The researcher conclude that the Publishing rate on the company Facebook page has no effect on the other fields.

Table (5.18): ANOVA test of the fields and their p-values publishing rate on the company Facebook page

No.	Field	Means			Test Value	Sig.
		every day	every three days	more		
1.	Attracting Candidates	8.46	7.75	7.48	4.240	0.019*
2.	Screening Candidates	4.05	4.16	3.68	0.309	0.736
3.	Quality of Candidates	6.42	6.47	5.57	1.696	0.193
4.	The cost of recruitment	6.62	6.83	6.07	1.480	0.237
5.	Social media	6.48	6.32	5.67	2.641	0.080
6.	The recruitment	6.43	6.13	6.41	0.231	0.795
	All items of the questionnaire	6.51	6.22	5.89	1.331	0.273

* The mean difference is significant a 0.05 level

It can be concluded that there is insignificant difference in the respondents' answers toward each field due to employer data.

4) There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to individual characteristics (Gender, age, Job position, Qualification, Experience).

This hypothesis can be divided into the following sub-hypotheses:

- **There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Gender.**

Table (5.19) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “Screening Candidates”, then there is significant difference among the respondents toward this field due to Gender. The researcher conclude that the personal characteristics’ Gender has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Gender. The researcher conclude that the personal characteristics’ Gender has no effect on the other fields.

Table (5.19): Independent Samples T-test of the fields and their p-values for gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Attracting Candidates	7.88	8.19	-0.854	0.418
2.	Screening Candidates	4.13	2.45	3.652	0.003*
3.	Quality of Candidates	6.27	4.98	1.325	0.237
4.	The cost of recruitment	6.59	5.71	1.041	0.342
5.	Social media	6.25	5.31	1.665	0.148
6.	The Recruitment	6.48	5.13	1.515	0.185
	All items of the questionnaire	6.34	5.25	1.690	0.144

- **There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Age.**

Table (5.20) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field “Screening Candidates”, then there is significant difference among the respondents toward this field due to age. The researcher conclude that the personal characteristics’ age has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. The researcher conclude that the personal characteristics’ age has no effect on the other fields.

Table (5.20): ANOVA test of the fields and their p-values for age

No.	Field	Means			Test Value	Sig.
		less than 30	from 30 – 40	from 30 – 40		
1.	Attracting Candidates	8.04	7.81	7.78	0.300	0.742
2.	Screening Candidates	3.76	3.52	5.62	4.436	0.016*
3.	Quality of Candidates	6.39	5.84	6.17	0.599	0.553
4.	The cost of recruitment	6.68	6.38	6.25	0.408	0.667
5.	Social media	6.24	5.88	6.65	1.418	0.251
6.	The Recruitment	5.98	6.56	6.99	1.662	0.200
	All items of the questionnaire	6.15	6.11	6.74	0.918	0.405

* The mean difference is significant a 0.05 level

- There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Job position.

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to Job position. The researcher conclude that the personal characteristics' Job position has no effect on each field.

Table (5.21): ANOVA test of the fields and their p-values for Job position

No.	Field	Means			Test Value	Sig.
		General manager	Department manager	employee		
1.	Attracting Candidates	8.00	7.77	7.79	0.237	0.790
2.	Screening Candidates	4.25	3.36	3.73	1.068	0.351
3.	Quality of Candidates	6.03	6.26	6.31	0.145	0.866
4.	The cost of recruitment	6.64	6.51	6.08	0.661	0.521
5.	Social media	6.27	5.96	6.03	0.378	0.687
6.	The recruitment	6.70	5.99	5.68	2.539	0.089
	All items of the questionnaire	6.42	5.98	5.92	1.017	0.369

- There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Qualification.

Table (5.22) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to Qualification. The researcher conclude that the personal characteristics' Qualification has no effect on each field.

Table (5.22): ANOVA test of the fields and their p-values for Qualification

No.	Field	Means			Test Value	Sig.
		Diploma	Bachelor	Postgraduate		
1.	Attracting Candidates	8.24	7.82	8.17	0.502	0.608
2.	Screening Candidates	5.08	3.68	4.76	1.919	0.156
3.	Quality of Candidates	7.70	6.02	6.18	1.331	0.273
4.	The cost of recruitment	5.81	6.50	6.69	0.452	0.639
5.	Social media	6.82	6.00	6.59	1.538	0.224
6.	The Recruitment	7.20	6.12	7.05	2.109	0.132
	All items of the questionnaire	6.95	6.03	6.79	2.265	0.113

- There is statistical significant differences (at $\alpha \leq 0.05$ level) in the responses of the research sample due to Years of Experience.

Table (5.23) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to Years of Experience. The researcher conclude that the personal characteristics' Years of Experience has no effect on each field.

Table (5.23): ANOVA test of the fields and their p-values for Years of Experience

No.	Field	Means			Test Value	Sig.
		less than 5	from 5 – 10	more than 10		
1.	Attracting Candidates	7.87	7.83	8.00	0.122	0.885
2.	Screening Candidates	3.36	4.04	4.26	1.016	0.369
3.	Quality of Candidates	6.01	6.20	6.16	0.051	0.950
4.	The cost of recruitment	6.74	6.54	6.31	0.443	0.645
	Social media	6.01	6.13	6.27	0.209	0.812
	The recruitment	5.52	6.39	6.86	3.970	0.025
	All items of the questionnaire	5.85	6.22	6.46	1.14	0.327

It can be concluded that there is insignificant difference in the respondents' answers toward each field due to personal data.

Chapter 6

Conclusions and Recommendations

6.1 Overview:

This chapter discusses the main findings of the study and represents recommendations. The discussion contains results obtained from descriptive statistics for recruitment and using of social media. Conclusions drawn are based on the results and recommendations for future research.

6.2 Conclusions:

6.2.1 Using Social Media in Recruitment

- Facebook is the most social media site prevalent among all types of social media where all companies have agreed that existence of a page on Facebook within pages on other social networking sites.
- Corporate use of social media for many reasons, the most important reason is marketing services or products. The use of social media in the recruitment is the last one in the importance ranking for the surveyed institutions.
- Companies do not rely on Facebook to screening candidates who applying for the job.
- Social media comes firstly in terms of ranking the importance of the means of advertising for jobs at companies.
- Publishing rate clearly affects on attracting candidates when using social media in the recruiting process.
- The use of social media is strongly linked to the recruitment process in many aspects, including the using in attracting candidates, screening candidates, the quality of candidates via social media and the cost of using social media.
- Attracting candidates using social networking has an impact on the recruitment process.
- Exploiting social media in screening candidates applying for jobs associated with the recruitment process. Quality of candidates, who use social media,

have a clear impact on the recruitment process, although the companies have a different opinion.

- There is a relevance relationship between the cost of using of social media and the recruitment process.

6.2.3 Characteristics of Company & Person

- Characteristics of the company, whether the company's age, the number of employees or the other variables, does not have a clear impact on the process of recruitment.
- Individuals properties of person who responsible for employment, whether the person's age, experience or the other variables, does not have a clear impact on the process of recruitment.

6.3 Recommendations:

1. Dependence on paid advertising across social media helps in arriving for the larger segment of the targeted staff.
2. Maintaining a high publication rate through the Facebook page to attract visitors to the page with low cost.
3. Development of applications for employment to include personal page on a social media such as LinkedIn.
4. Creating accounts for companies across social networking professional worker with a Facebook like a LinkedIn.
5. Training of staff within companies on the effective use of various social networking sites.
6. Hiring experts and consultants in the large companies to help them to take advantage of the proliferation of social media.
7. Using Facebook in testing of the candidates since it gives a general impression about the behavior of the candidate.
8. Continuation using the traditional means of recruiting along with social media.
- 9.

6.4 Recommend Future Research:

1. Evaluation of the social media usage in marketing in Gaza Strip.
2. The effect of using of social communication means in Human Resources Management.
3. The role of social media usage among job seekers in Gaza Strip

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Annex 1



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

السيد الدكتور /
السلام عليكم ورحمة الله وبركاته

الموضوع : تحكيم استبانة

يقوم الطالب / أسامة محمود أبو شنب والملتحق في برنامج الماجستير في إدارة الأعمال بالعمل في مرحلة تصميم الاستبانة الخاصة برسالة ماجستير بعنوان : " دور وسائل التواصل الاجتماعي في عملية الاستقطاب الوظيفي (دراسة حالة : شركات الاتصالات وتكنولوجيا المعلومات في قطاع غزة)" .

The Role of Social Media in Recruitment Process (Case Study: The Companies in ICT Sector in Gaza Strip)

لذا نرجوا منكم سيادتكم التكرم بتحكيم الاستبانة المرفقة والتعليق عليها ، لما يمثله رأيكم من أهمية بالغة بالنسبة لي .

شاكرين لكم حسن تعاونكم معنا ،،،

الباحث /

أسامة محمود أبو شنب

Annex 2: Questionnaire

Islamic University – Gaza
Dean of Postgraduate Studies
Faculty of Commerce
Business Administration Department



Dear Sir or Madam,

Filling in a questionnaire for of Master research about the Role of Social Media in the Recruitment

The researcher study entitled "The Role of Social Media in Recruitment Process Case Study: The Companies in ICT Sector in Gaza Stripe " and I am now in the process of applying a questionnaire to obtain the information necessary for the study, I ask you to fill out this questionnaire hoping for accuracy and objectivity as they have a positive impact on the success of this research.

Note that the information contained in this study will be used only for the purposes of scientific research.

I would be grateful if you could attend to this matter as soon as possible.

Best regards,

The Researcher
Osama Abu Shanab

Personal Data:

1. Gender: Male Female
2. Age: Less than 30 From 30 – 40 More than 40
3. Job position: General manager Department manager
 Employee
4. Qualification: High School Diploma Bachelor
 Postgraduate
5. Years of Experience: Less than 5 From 5 – 10 More than 10

Employer Data:

6. Age of employer:
 Less than 3 From 3 –6 From 6 – 9 More than 9
7. Number of employees:
8. From 1-5 From 6 – 10 From 11 – 15 More than 15
9. The company provides sales and services in the field (you can choose more than one answer):
 Internet & Network
 Maintenance and technical support
 Development and programming
 Other: _____
10. Does the company have its official page on the Internet? Yes No
11. The Company has a page on the following social media networks (you can choose more than one answer):
 Facebook Twitter Google+ LinkedIn Other: _____
12. Number of Likes in the company page on Facebook are:
 From 1 – 1000
 From 1001 –5000
 From 5001 – 10000
 More than 10000
13. Publishing rate on the company Facebook page:
 Every day Every three days Every week Each month
 More

14. The Company uses its Facebook page for:

- Building brand name
- Jobs advertising
- Promote products & services
- Technical support

15. Does the company use funded advertisements to publicize its Facebook page?

- Yes No

16. If the answer to the previous question is yes, what the annual budget allocated to this type of advertising? (Dollars)

17. Arrange the following tools according to their importance in the company for job vacant advertising (1 is more important and 5 is less important)

- _____ newspapers
- _____ Radio and TV
- _____ friends and acquaintances
- _____ Social media
- _____ specialized Internet sites

Part one: Attracting Candidates

This scale consists of 10 degrees as it represents the number (10) is strongly agree and the number (1) is strongly disagree (i.e. when the answer is closer to the number (10) it shows high approval and vice versa)

A	The phrase	1-10
1	The company gets better results in the process of bringing a large number of applicants for the job when using social media.	
2	The Company has sufficient diversity candidates applying for the job when using social media in the recruitment.	
3	The company adopts only social media to attract an enough number of candidates for the job.	
4	The company can reach to the youth candidates when using social media	
5	Advetisments for jobs in the company via social media attract numbers of candidates more than that attracted by other traditional means.	
6	The company improved its image when using social media in attracting candidates.	
7	The company takes advantage of the interactive characteristic of social media to attract more applicants.	

Part two: Screening Candidates

This scale of 10 degrees as it represents the number (10) OK strongly agree and the number (1) is strongly disagree any closer the answer from the number (10) showed high approval and vice versa

A	The phrase	1-10
8	The company is working on a review of the personal accounts of the candidates in social media	
9	The company takes a hiring decision based on personal accounts of the candidates in social media	
10	The company prefers to use social media for easy screening candidates	
11	The company has a hiring policy concerned with screening the personal account of the candidate in social media.	
12	The company considers the information on candidate social media profile as the highly credible.	
13	The company relies on the information contained in candidate social media profile to prepare lists of candidates	
14	The company considers the social media as essential source of information to prepare lists of candidates.	

Part three: Quality of Candidates

This scale of 10 degrees as it represents the number (10) OK strongly agree and the number (1) is strongly disagree any closer the answer from the number (10) showed high approval and vice versa

A	The phrase	1-10
15	The number of high quality applicants increases when the company uses social media in recruitment.	
16	The use of social media regulates the candidates' applications in the recruitment process.	
17	The quality of candidates' applications increases when the company uses social media in recruitment.	
18	The use of social media increases the chances of quality applicants in getting a job.	
19	The use of social media is easily accessible for people highly skilled.	
20	The use of social media helps to know the quality of candidates.	
21	Quality of candidates decreases when the company uses traditional means in recruitment.	
22	The number of applicants who have expertise increases via social media.	
23	The number of applicants who have specialized graduates increases via social media.	

Part four: The Cost

This scale of 10 degrees as it represents the number (10) OK strongly agree and the number (1) is strongly disagree any closer the answer from the number (10) showed high approval and vice versa

A	The phrase	1-10
24	The cost influences by the social media channel choice used in recruitment.	
25	The company uses paid advertising through the social media in the recruitment process.	
26	The cost for each recruitment decreases when using social media.	

27	Total cost of the recruitment decreases when using social media.	
28	The company uses paid advertising through the traditional means in the recruitment process.	
29	The cost of recruitment increases when using the social media than the use of traditional means.	
30	The company uses free publishing via social media at the announcement of the vacant job.	

Part five: The Recruitment

This scale of 10 degrees as it represents the number (10) OK strongly agree and the number (1) is strongly disagree any closer the answer from the number (10) showed high approval and vice versa

A	The phrase	1-10
31	Recruitment process depends on the social media as an independent source for attracting which can dispense with the traditional sources.	
32	Recruitment process influences by the organization ability to attract sufficient number of candidates through the social media.	
33	The quality of applicants plays an important role in the recruitment process.	
34	Recruitment process prefers to use traditional means to advertise for vacant job.	
35	Recruitment process consumes a lower cost when using social media.	
36	Recruitment process bases on the information contained in the profile pages of applicants in social media.	
37	Recruitment process depends on screening the candidates through the social media.	
38	Recruitment process depends on the price of the announcement of the vacancies in the selection of appropriate means of attracting candidates.	
39	Recruitment process succeeds in attracting suitable candidates when using social media.	
40	Recruitment process attracts high level of expertise candidates when using of social media.	
41	Recruitment process increases the number of highly skilled applicants when using of social media.	
42	Recruitment process uses social media as a secondary source of information.	
43	Recruitment process receives the largest amount of applications when using of social media.	
44	Recruitment process prepares lists of applicants based on information contained in social media.	
45	Recruitment process improves of the company image among the candidates when using of social media.	

Annex 3: Questionnaire in Arabic



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

الأخ الكريم / الأخت الكريمة
السلام عليكم ورحمة الله وبركاته

الموضوع : تعبئة استبانة لبحث ماجستير حول دور وسائل التواصل الاجتماعي في عملية الاستقطاب الوظيفي (دراسة حالة : شركات الاتصالات وتكنولوجيا المعلومات في قطاع غزة)
يقوم الباحث بدراسة بعنوان " دور وسائل التواصل الاجتماعي في عملية الاستقطاب الوظيفي (دراسة حالة : استخدام Facebook في شركات الاتصالات وتكنولوجيا المعلومات في قطاع غزة)" ، وهو بصدد تطبيق استبانته للحصول على المعلومات والبيانات اللازمة لذلك ، وتشمل الاستبانة على خمس محاور (الاستقطاب ، جذب المرشحين ، فحص المرشحين ، كفاءة المرشحين ، تكلفة الاستقطاب) ويتضمن كل محور مجموعة من الفقرات ، فأرجوا منكم التكرم بتعبئة هذه الاستبانة آملاً توخي الدقة و الموضوعية لما لها من تأثير ايجابي في إنجاح هذا البحث، علماً بأن المعلومات الواردة في هذا البحث ستستخدم في لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم معنا
وتفضلوا بقبول فائق الاحترام والتقدير ،،

الباحث /
أسامة أبو شنب

بيانات شخصية :

1. الجنس : ذكر أنثى
2. العمر : أقل من 30 من 30-40 أكثر من 40
3. المسمى الوظيفي : مدير رئيس قسم موظف
4. المؤهل العلمي : ثانوية عامة دبلوم بكالوريوس دراسات عليا
5. سنوات الخبرة : أقل من 5 من 5-10 أكثر من 10

بيانات الشركة :

6. عمر الشركة : أقل من 3 سنوات من 3-6 سنوات من 7-9 سنوات أكبر من 9
7. عدد الموظفين : من 1-5 من 6-10 من 11-15 أكثر من 15
8. تقدم الشركة خدمات ومبيعات في مجال (يمكن اختيار أكثر من اجابة):
 الشبكات والانترنت الصيانة والدعم الفني البرمجة خدمات أخرى
9. هل تمتلك الشركة صفحة رسمية لها على الانترنت ؟ نعم لا
10. لدى الشركة صفحة على مواقع التواصل الاجتماعي التالية (يمكن اختيار أكثر من اجابة) :
 Facebook Twitter Google+ LinkedIn أخرى
11. عدد الاعجابات في صفحة الشركة على Facebook هي :
 من 1-1000 1001 - 5000 5001-10000 أكثر من 10000
12. معدل النشر على صفحة الشركة عبر Facebook :
 كل يوم كل ثلاثة أيام كل أسبوع كل شهر أكثر من ذلك
13. تستخدم الشركة صفحتها على Facebook :
 بناء علامة تجارية الإعلان عن وظائف ترويج منتجات خدمات الدعم الفني
14. هل تستخدم الشركة الإعلانات الممولة لإشهار صفحتها على Facebook ؟ نعم لا
15. إذا كانت الإجابة عن السؤال السابق نعم ما هي الميزانية السنوية المخصصة لهذا النوع من الإعلانات ؟
..... (دولار)
16. رتب الأدوات التالية حسب أهميتها لدى الشركة للإعلان عن وظائف (بحيث يكون الرقم 1 أكثر أهمية و الرقم 5 أقل أهمية)
• _____ الجرائد

- _____ الراديو و التلفزيون
- _____ الاصدقاء والمعارف
- _____ وسائل التواصل الاجتماعي
- _____ مواقع الانترنت المختصة

المحور الأول : جذب المرشحين

هذا المقياس من 10 درجات حيث يمثل الرقم (10) موافق بشدة و الرقم (1) غير موافق مطلقاً أي كلما اقتربت الاجابة من الرقم(10) دللت على الموافقة العالية و العكس صحيح

م	الفقرة	من 10-1
1	تحصل الشركة على نتائج أفضل في عملية جذب عدد كبير من المتقدمين للوظيفة عند استخدام وسائل التواصل الاجتماعي	
2	يتوفر لدى الشركة تنوع في المرشحين المتقدمين للوظيفة عند استخدام وسائل التواصل الاجتماعي في عملية جذب المرشحين	
3	تعتمد الشركة وسائل التواصل الاجتماعي لوحدها في جذب عدد كافي من المرشحين للوظيفة	
4	تكون الشركة قادرة للوصول إلى شريحة الشباب من المتقدمين عند استعمالها لوسائل التواصل الاجتماعي	
5	تجذب إعلانات الشركة عن وظائف عبر وسائل التواصل الاجتماعي أعداد أكثر من غيرها من الوسائل التقليدية	
6	تحسن الشركة من صورتها لدى المرشحين عند استخدامها لوسائل التواصل الاجتماعي في جذب المرشحين	
7	تستفيد الشركة من الميزة التفاعلية لوسائل التواصل الاجتماعي في جذب متقدمين أكثر	

المحور الثاني : فحص المرشحين

هذا المقياس من 10 درجات حيث يمثل الرقم (10) موافق بشدة و الرقم (1) غير موافق مطلقاً أي كلما اقتربت الاجابة من الرقم(10) دللت على الموافقة العالية و العكس صحيح

م	الفقرة	من 10-1
8	تعمل الشركة على مراجعة الحسابات الشخصية للمرشحين في وسائل التواصل الاجتماعي	
9	تتخذ الشركة قرار التوظيف بناء على الحسابات الشخصية للمرشحين في وسائل التواصل الاجتماعي	
10	تفضل الشركة استخدام وسائل التواصل الاجتماعي بسهولة فحص المرشحين المتقدمين	
11	يوجد سياسة عامة لدى الشركة تحتم فحص الحساب الشخصي للمرشح للتوظيف عبر وسائل التواصل الاجتماعي.	
12	تعتبر الشركة المعلومات الموجودة للمرشحين في صفحاتهم الشخصية معلومات ذات مصداقية عالية	
13	تعتمد الشركة على المعلومات الواردة في الملف الشخصي للمرشح لإعداد قوائم المرشحين	
14	تعتبر الشركة وسائل التواصل الاجتماعي عنصر معلوماتي أساسي في إعداد قوائم المرشحين	

الحوار الثالث : جودة المرشحين

هذا المقياس من 10 درجات حيث يمثل الرقم (10) موافق بشدة و الرقم (1) غير موافق مطلقاً أي كلما اقتربت الاجابة من الرقم(10) دلت على الموافقة العالية و العكس صحيح

م	الفقرة	من 10-1
15	يزيد عدد المتقدمين ذوي الجودة العالية عند استخدام وسائل التواصل الاجتماعي في الاستقطاب	
16	ينظم استخدام وسائل التواصل الاجتماعي طلبات المرشحين في عملية الاستقطاب	
17	تزيد جودة الطلبات المقدمة للمرشحين للوظيفة عند استخدام الشركة لوسائل التواصل الاجتماعي	
18	يزيد استخدام وسائل التواصل الاجتماعي من فرص أصحاب الكفاءة في الحصول على وظيفة	
19	يسهل استخدام وسائل التواصل الاجتماعي الوصول للأشخاص أصحاب المهارات العالية	
20	يساعد استخدام وسائل التواصل الاجتماعي في معرفة جودة المرشحين	
21	تقل جودة المرشحين عند استخدام الشركة للوسائل التقليدية في عملية الاستقطاب	
22	يزيد عدد المتقدمين من أصحاب الخبرات للوظائف عند وسائل التواصل الاجتماعي	
23	يزيد عدد المتقدمين من حاملي الشهادات المتخصصة للوظائف عند استخدام وسائل التواصل الاجتماعي	

المحور الرابع : التكلفة

هذا المقياس من 10 درجات حيث يمثل الرقم (10) موافق بشدة و الرقم (1) غير موافق مطلقاً أي كلما اقتربت الاجابة من الرقم(10) دلت على الموافقة العالية و العكس صحيح

م	الفقرة	من 10-1
24	تؤثر التكلفة في اختيار نوعية قناة التواصل الاجتماعي المستخدمة في الاستقطاب	
25	تستخدم الشركة الإعلانات المدفوعة عبر وسائل التواصل الاجتماعي في عملية الاستقطاب	
26	تنخفض تكلفة الاستقطاب لكل شاغر عند استخدام وسائل التواصل الاجتماعي	
27	تنخفض التكلفة الكلية للاستقطاب عند استخدام وسائل التواصل الاجتماعي	
28	تستخدم الشركة الإعلانات المدفوعة عبر الوسائل التقليدية في عملية الاستقطاب	
29	تزيد تكلفة الاستقطاب عند استخدام وسائل التواصل الاجتماعي عن استخدام الوسائل التقليدية	
30	تستخدم الشركة النشر المجاني على وسائل التواصل الاجتماعي عند الإعلان عن شاغر وظيفي	

المحور الخامس : الاستقطاب

هذا المقياس من 10 درجات حيث يمثل الرقم (10) موافق بشدة و الرقم (1) غير موافق مطلقاً أي كلما اقتربت الاجابة من الرقم(10) دللت على الموافقة العالية و العكس صحيح

م	الفقرة	من 10-1
31	تعتمد عملية الاستقطاب على وسائل التواصل الاجتماعي كمصدر مستقل للاستقطاب يمكن من خلاله الاستغناء عن المصادر التقليدية	
32	تتأثر عملية الاستقطاب بمدى قدرة المؤسسة على جذب عدد كافي من المرشحين عبر وسائل التواصل الاجتماعي	
33	تلعب جودة المتقدمين للوظائف المعلنة دوراً هاماً في عملية الاستقطاب	
34	تُفضل عملية الاستقطاب استخدام الوسائل التقليدية في عملية الإعلان عن وظيفة	
35	تستهلك عملية الاستقطاب تكلفة أقل عند استخدام وسائل التواصل الاجتماعي	
36	تعتمد عملية الاستقطاب على المعلومات الواردة في صفحة المتقدمين في وسائل التواصل الاجتماعي	
37	تعتمد عملية الاستقطاب على فحص المرشحين عبر وسائل التواصل الاجتماعي	
38	تعتمد عملية الاستقطاب على سعر الإعلان عن الشاغر في اختيار الوسيلة المناسبة للاستقطاب	
39	تنجح عملية الاستقطاب في جذب المرشحين المطلوبين عند استخدام وسائل التواصل الاجتماعي	
40	تجذب عملية الاستقطاب أصحاب الخبرات العالية عند استخدام وسائل التواصل الاجتماعي	
41	تزيد عملية الاستقطاب من عدد المتقدمين لها من ذوي المهارات العالية عند استخدام وسائل التواصل الاجتماعي	
42	تستخدم عملية الاستقطاب وسائل التواصل الاجتماعي كمصدر ثانوي للمعلومات	
43	تستقبل عملية التوظيف كمية أكبر من الطلبات عند استخدامها لوسائل التواصل الاجتماعي	
44	تُجهز عملية الاستقطاب قوائم التوظيف بناء على المعلومات الواردة في مواقع التواصل الاجتماعي	
45	تُحسن عملية الاستقطاب من صورة الشركة لدى المرشحين عند استخدام وسائل التواصل الاجتماعي	

Annex (4): List of Refereers' Names

#	Name	Place of work
1	Dr. Sami Abou-Al-Ross	Islamic University
2	Dr. Akram I. Samour	Islamic University
3	Dr. Nafez Brakat	Islamic University
4	Dr. Yousef Baher	Islamic University
5	Dr. Khalid Dahleez	Islamic University
6	Dr. Abdel-Karim Farj-allah	Al-Aqsa University
7	Dr. Wafiq El-Aгаа	Al-Azhar University
8	Dr. Wael Thabet	Al-Azhar University

Annex (5): List of Companies Names

1	Al Qemma Company
2	Avatar Company
3	AL-Qudwa Company
4	Alsaqqa Home Appliances
5	ALTARIQ Systems & Projects
6	BEST Solutions & Technologies
7	Bisan Tech for Systems & Communications Ltd
8	Career Development & Business Excellence - Training & Consultancy
9	Castle Establishment Company
10	Citynet
11	Computer Connect
12	Computer Land Center
13	Dallata Qode
14	Development Pioneers Company for Consultations
15	Digital Zone SmartNet Co. Ltd.
16	Effects for Consultations & Development
17	El-Helou Commercial Establishment Ltd.
18	Fusion for Internet services and TeleCommunication systems
19	Future Information Systems
20	Future Tech
21	Google for Web & Multimedia
22	ICT-Warehouse for Information & Communication technology
23	Impact Consulting, Inc.
24	iT PARTNERS
25	Jamal Sons Telecom Computer Systems Ltd.
26	jerusalem information technology
27	johatoon for cartoon
28	Link Information Technolgy
29	Mashareq
30	Mdar Co. for management and software
31	Modern Tech Corporation (MTC)
32	Nepras for Media & IT
33	Netstream
34	Next Communications Technologies Co. ltd
35	Orange Technologies
36	P A L I N V E S T® - Development and Business Services
37	Palestine For Communication & IT
38	PC WORLD COMPANY LTD
39	SADAF Technology Development
40	Sidata Information and Communication Systems Ltd.
41	Smart For Information Technology Co. Ltd
42	Speed Click for IT & Tele Communications Ltd.
43	STEP for Technology & Development
44	TATWEER Business Services
45	Technical Service Center
46	Teletalk Telecom Co.Ltd
47	Unit One ICT
48	utopia

49	VISION PLUS
50	Warehouse for Information and Communication Technology
51	Ziyad Mourtaga & Bros. Co.
52	Altaranet
53	Orange group Web & Multimedia
54	I net for Information and Communication Technology
55	Be Online Company
56	Tele Company
57	Hadara Company
58	Digital communication Company
59	Retaj Company
60	Space Company
61	Aladham Company
62	Pal Goal for Information Technology
63	Medad Company
64	World linkes Company
65	Mada Al Arab Company
66	Mashaal Tel Company
67	Salsabile company
68	Maiadien Company