

The Islamic University–Gaza
Research and Postgraduate Affairs
Faculty of Commerce
Master of Business Administration



الجامعة الإسلامية - غزة
شئون البحث العلمي والدراسات العليا
كلية التجارة
ماجستير إدارة الأعمال

Job Searchers Perception of Employer Brand Attractiveness on Social Media in Gaza Strip

إدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل عبر
شبكات التواصل الاجتماعي في قطاع غزة

Nariman Khalid Ajjur

Supervised by:

Dr. Sami Ali Abo Al-Ross

(Assistant Prof. of Business Administration)

**A Thesis Submitted In Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration**

September/ 2016

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Job Searchers Perception of Employer Brand Attractiveness on Social Media in Gaza Strip

إدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل عبر شبكات
التواصل الاجتماعي في قطاع غزة

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ ناريمان خالد بدر عجور لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

إدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل عبر شبكات التواصل الاجتماعي في قطاع غزة

Job Searchers Perception of Employer Branding Attractiveness on Social Media in Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم السبت 24 ذو الحجة 1437هـ، الموافق 2016/09/24م الساعة الواحدة ظهراً بمبنى اللحيان، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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.....	مناقشاً داخلياً	د. وسيم إسماعيل الهاييل
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واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ونزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤف علي المناعمة

Abstract

This research aims to identify the impact of using social media as a tool for employer branding, and to investigate its effect on job searchers perception of employer brand attractiveness. The researcher used descriptive analytical approach, and surveyed a random sample of 400 job searchers on social media in Gaza Strip; through an electronic questionnaire that was published on different job pages and groups on social networking websites. The data was analyzed through the SPSS 22, to reach the following results:

1. There is a relationship between type of social media used by the institution and job searchers perception of employer brand attractiveness.
2. There is a relationship between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness.
3. There is a relationship between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness.
4. There is a relationship between purpose of using social media for the institution and job searchers perception of employer brand attractiveness.
5. There is an effect of using social media by the institution for employer branding on job searchers perception of employer brand attractiveness.

Based on these results the researcher provided some recommendations for companies and managers:

1. Institutions should take care of its social networking websites, and focus on the most used by its existing and prospected employees and also customers.
2. Companies should uses different types of social media and be updates with new social networking websites that have many followers; without neglecting its official website.
3. Companies should make their official website attractive and social media icons should be available on the front page in order to make it easy to the public to find its official pages on social media.
4. Management should delegate a trained team or an employee to respond to the company followers comments and messages on social networking websites, publishes news about the organization activities and programs, and to give feedback to management.

Abstract in Arabic Language

الملخص

هدفت هذه الدراسة الى التعرف على درجة تأثير استخدام شبكات التواصل الاجتماعي كأداة لخلق علامة تجارية للمشغل، ومعرفة مقدار ذلك التأثير على إدراك الباحثين عن عمل لجاذبية العلامة التجارية للمشغل. استخدمت الباحثة في هذه الدراسة المنهج الوصفي التحليلي، واستطلعت آراء عينة عشوائية مكونة من 400 من الباحثين عن عمل من خلال مواقع التواصل الاجتماعي في قطاع غزة من خلال استبيان الكتروني تم نشره على صفحات فرص العمل وعلى مجموعات التوظيف على شبكات التواصل الاجتماعي.

تم تحليل البيانات باستخدام برنامج التحليل الإحصائي SPSS 22. وتوصلت الدراسة إلى النتائج التالية:

1. هناك علاقة بين نوع وسائل التواصل الاجتماعي المستخدمة من قبل المشغل وإدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل.
2. هناك علاقة بين سهولة الوصول إلى مواقع التواصل الاجتماعي للمشغل وإدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل.
3. هناك علاقة بين درجة استجابة المشغل عبر وسائل التواصل الاجتماعي وإدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل.
4. هناك علاقة بين هدف المؤسسة من استخدام شبكات التواصل الاجتماعي وإدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل.
5. هناك أثر لاستخدام المؤسسة لشبكات التواصل الاجتماعي بهدف بناء علامة تجارية للمشغل على ادراك الباحثين عن وظائف لجاذبية هذه العلامة التجارية.

وبناءً على النتائج السابقة فقد أوصت الدراسة بما يلي لكل من الشركات والمدراء:

1. على المؤسسات الاهتمام بصفحاتها عبر وسائل التواصل الاجتماعي والتركيز على أكثر المواقع التي قد يستخدمها زبائنهم وموظفيها الحاليين والمتوقعين.
2. على الشركات استخدام أنواع مختلفة من وسائل التواصل الاجتماعي، والتي يزيد عدد متابعيها مع عدم اهمال صفحاتها الرسمية الحالية.
3. ينبغي على الشركات أن تهتم بتصميم موقعها الرسمي، وأن تجعل أيقونات مواقع التواصل الاجتماعي متاحة على الصفحة الأولى ليسهل على المتصفح العثور على الصفحة الرسمية الخاصة بها على مواقع التواصل الاجتماعي.
4. يجب على الإدارة تفويض فريق عمل أو موظف مدرب للرد على التعليقات والاستفسارات والرسائل الخاصة بمتابعي المؤسسة عبر مواقع التواصل الاجتماعي، بالإضافة إلى نشر أخبار عن برامج المؤسسة وأنشطتها، ثم تقديم التغذية الراجعة للإدارة.

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

”يَا أَيُّهَا النَّاسُ إِنَّا خَلَقْنَاكُمْ مِنْ ذَكَرٍ وَأُنْثَىٰ وَجَعَلْنَاكُمْ شُعُوبًا وَقَبَائِلَ
لِتَعَارَفُوا إِنَّ أَكْرَمَكُمْ عِنْدَ اللَّهِ أَتْقَاكُمْ إِنَّ اللَّهَ عَلِيمٌ خَبِيرٌ“

[الحجرات : 13]

Translation:

O mankind! We have created you from a male and a female, and made you into nations and tribes, that you may know one another. Verify, the most honorable of you with Allah is that believer who has At-Taqwa. Verify, Allah is All-Knowing Well-Acquainted (with all things). (Al-Hilālī & Khān, 2009, p.572)

Dedication

This research is lovingly dedicated to:

*This woman who exists to endows me from her name
blessings, encouraged and supported me to go on all
my way.. Mom*

*This man who instilled the passion for knowledge and
learning in my heart.. Dad*

*My life partner, who participates me in the feelings of
pain and hope all my journey.. My Husband*

*This girl I find the light in her eyes.. the light of my
heart and way.. my daughter*

My soul mate.. Noura

*Those who are in my heart as am in theirs.. My sisters
and my brothers*

My and my husband's families.

My loved ones, my friends, and colleagues.

Acknowledgement

I thank Allah, first and foremost, for giving me strength and power to finish this research.

I would like to express my appreciation and respect to my supervisor **Dr. Sami Abu Al Ross** with recognizing that I won't thank him enough for his unfailing patience, for giving me advice, support and inspiration to complete this thesis. In addition to the knowledge I have learned from him during my bachelor and master study.

Also I send a thank you to the examiners; Dr. Jalal Shabat and Dr. Wasim El- Habil for their acceptance to discuss my thesis and for their valuable feedback.

My ability to accomplish this research is returned to the good efforts provided by great university IUG, also I would like to exploit this chance to thank all my professors at the commerce faculty especially the teaching staff of business administration department who were the main supporters for me to learn more and be deeply educated in the field of business administration.

I wish to express my gratitude to the panel of experts for validating my questionnaire, and the respondents of it who provided me with a valuable input to conduct this research.

And I cannot forget to thank my cousin Mohammed El-Karish for helping me in designing the electronic questionnaire and collecting the data, my friend Mona Al-Nabahin for helping me in downloading some papers, and my friend Mona Basheer for the proof reading of the research.

Finally, my appreciation is presented to all those who provided me with advice, support, information, or encouragement to accomplish my master thesis.

The Researcher

Nariman

List of Contents

Declaration.....	II
Abstract.....	III
Abstract in Arabic Language	IV
Dedication.....	VI
Acknowledgement	VII
List of Contents.....	VIII
List of Tables	XI
List of Figures.....	XIII
Chapter 1 - The Research General Framework	2
Introduction:.....	2
Research Problem Statement:	3
Research Variables:	4
Research Hypothesis:.....	4
Research Objectives:.....	5
Research Importance:	6
Chapter 2 - Literature Review	7
Section One - Employer Branding.....	8
Introduction:.....	8
Employer Branding, Definition and Origins:	8
Employer Branding and Human Resources Management (HRM)	11
Employer Branding and Marketing:	12
Employer Branding Components:	12
Employer Branding as a Process:	13
Employer Branding Goals:	13
Bros and Cons of Applying Employer Branding:.....	14
Measuring Success of Employer Branding:.....	15
Employer Attractiveness:.....	15
Section Two - Social Media.....	17
Introduction:.....	17
What is Social Media?	17
Social Media Types:	18

Social Media for Business Use:	19
Risks and Costs of Using Social Media for Businesses:	21
Social Media for Human Resources Management and Recruitment:	22
Social Media for Marketing:	23
Employer Branding and Social Media:	23
Section Three - Job Searchers in Gaza Strip.....	25
Introduction:.....	25
Job Searching Patterns:	25
Using Social Media for Job Searching:	25
Job Searching Research:	26
Labor Force Characteristics in Gaza Strip:.....	26
Governmental Employment Programs in Gaza and its Effectiveness:	27
Palestinian Youth, New Projects and the Role of Incubator:	28
Chapter 3 - The Previous Studies	31
Introduction.....	31
Foreign Studies:	31
Arabic and Palestinian Studies:	40
General Comments on Previous Studies:.....	43
Contribution of the Study to Previous Studies:	44
Chapter 4 - Research Design and Methodology	45
Section One – Methodology and Procedures.....	46
Introduction:.....	46
Research Approach:	46
Research Design:	46
Data Collection Sources:	47
Research Population:	48
Research Sample:.....	48
Questionnaire Design and Procedure:.....	48
Data Measurement and Statistical Analysis Tools:	49
Test of Normality:.....	50
Statistical Analysis Tools:	50
Section Two: Testing Research Tool.....	52

Introduction:.....	52
Validity of the Questionnaire:.....	52
Reliability of questionnaire (Cronbach’s Coefficient Alpha):.....	57
Chapter 5 - Data Analysis and Hypotheses Testing	58
Section One: Analysis of Personal Characteristics.....	59
Introduction:.....	59
Descriptive Analysis of the Sample Statistics:	59
1. Gender:.....	59
2. Age:.....	59
3. Scientific qualification:	60
4. Employment status:.....	60
5. Time spent on the internet:	60
6. Preference of social media to find jobs:	61
Section Two: Data Analysis	62
Discussion and interpretation of each section's items:.....	62
1. Type of social media used by employer:	62
2. Ease of finding institution on social media:.....	64
3. Degree of institution responsiveness on social media:	67
4. Purpose of using social media by employer:	69
5. Job searchers perception of employer brand attractiveness:.....	71
General Commentary on Five Fields:	73
Section Three: Hypotheses Testing	75
Chapter 6 – Conclusions and Recommendations	85
Introduction:.....	85
Conclusions:.....	85
Recommendations:.....	88
Proposed Future Studies:	89
References.....	90
Appendixes	95

List of Tables

Table (4.1): Likert scale.....	50
Table (4.2): The Results for Kolmogorov-Smirnov Test of Normality:.....	50
Table (4.3): The Correlation Coefficients for the Type of social Media.	53
Table (4.4): The Correlation Coefficients for the Ease of Finding Social Media.	53
Table (4.5): The Correlation Coefficients for the Degree of Responsiveness:	54
Table (4.6): The Correlation Coefficients for Purpose of Using Social Media:	55
Table (4.7): The Correlation Coefficients for Job Searchers Perception:	55
Table (4.8): Structure validity of the questionnaire:	56
Table (4.9): For Reliability Cronbach's Alpha:.....	57
Table (5.1): Gender:	59
Table (5.2): Age:	59
Table (5.3): Scientific qualification:.....	60
Table (5.4): Employment status:	60
Table (5.5): Time spent on the internet:	60
Table (5.6): Preference of social media to find jobs:	61
Table (5.7): Type of social media used by employer:	62
Table (5.8): Ease of finding institution on social media:	64
Table (5.9): Degree of institution responsiveness on social media:.....	67
Table (5.10): Purpose of using social media by employer:	69
Table (5.11): Job searchers perception of employer brand attractiveness:.....	71
Table (5.12): Means and Test values for all paragraphs:.....	73
Table (5.13): Testing the First Hypothesis	75
Table (5.14): Testing the Second Hypothesis.	75
Table (5.15): Testing the Third Hypothesis.	76
Table (5.16): Testing the Forth Hypothesis.	77
Table (5.17): ANOVA for Regression	78
Table (5.18): Regression Coefficients	78
Table (5.19): Independent Samples T-test of the fields for Gender.....	79
Table (5.20): One-Way ANOVA Test of the Fields for Age.	80
Table (5.21): One-Way ANOVA Test of the Fields for Scientific Qualification.	81

Table (5.22): One-Way ANOVA Test of the Fields for Employment Status.....	82
Table (5.23): One-Way ANOVA Test of the Fields for Time Spent.	83

List of Figures

Figure (1.1): Research Variables.....	4
Figure (2.1): Internal and External Effects of Employer Branding	10
Figure (2.2): Employer Branding Framework	11
Figure (2.3): Percentage of adults who use social media websites, by year.....	18
Figure (4.1): Methodology flowchart.....	47

Chapter 1
The Research General
Framework

Chapter 1 - The Research General Framework

Introduction:

In this world of high technological advances, the entire world around us is changing; each day new innovations and techniques are introduced; and social media became a life necessity. On the other hand, any economy cannot succeed without attention to his youth needs and wants, companies and institutions are part of this economy and are also affected by those needs and wants, and must be continuously updated by new technologies. As to managers and especially the human resources managers; they have to follow up new managerial concepts that could lead to more effectiveness and efficiency in different managerial functions of any institution. Add to this that companies are increasingly in need for high skilled human resources and especially in information technology, so they need a good strategy to recruit and retain those workers.

Firms recently started using branding principles and practices in the area of human resources management (HRM) in order to attract better employees (Almı̇ık & Almı̇ık, 2012, p.1336). This has increasingly become a more strategic focus for the general HR management (Kunerth & Mosley, 2011, p.19), and 'Best Employer' status is something that more and more organizations are striving for (Berthon, Ewing, & Hah, 2005, p.155). "Employer Branding" is defined as, " Developing a strong, positive presence in the web communities from which you hope to draw talent in the future – for example, by providing comments on relevant blog sites" (Tulgan, 2007, p.3). Which means building a good perception for your company in the minds of expected applicants for jobs; in order to recruit the best pool of candidates for any future vacancies.

On the other side "Social media" and its increased use and importance during the past few years, as of January 2009, the online social networking application Facebook registered more than 175 million active users. At the same time, every minute, 10 hours of content uploaded to the video sharing platform YouTube. And, the image hosting site Flickr provided access to over 3 billion photographs (Kaplan & Haenlein, 2010, p.59), and these numbers now supposed to be bigger. Moreover, to have a clearer view of what is social media, it was defined as: "an online communication medium, where users can interact (which includes posting, commenting, sharing and forming communities of mutual interest) with each other and also with the online media they want to. In short it means creating a digital world of mouth", (Nagendra, 2014, p.197) more definitions of Employer branding and Social media will be explained through this thesis.

As managers are increasingly using social media for different managerial functions and number of studies conducted on these topics; the researcher is trying to connect this new concept of employer branding with social media, and she wants to

study the effect of using social media by different types of institutions for employer branding purposes.

More clear explanations from literature for the concepts of the study and the research variables will be introduced through this study. In addition, the study will be conducted on a sample of job searchers in Gaza Strip and more information about the readiness to apply the findings of this study will be taken from a number of human resources managers in institutions of Gaza Strip. After analyzing the data collected, the researcher will come out with recommendations that could help managers in their decisions and researchers in their future researches.

Research Problem Statement:

Effective human resources managers should be aware of new concepts in the field of human resources management and should take the benefit from the revolution in social media in their functions.

Most previous researches on employer branding were focusing on the employer brand as a concept, or its effect on human resources functions, or other topics like organizational culture and customer experience or the relation with internal branding. While this research is focusing on a new aspect, which is how to use social media for more effective employer branding and how this could help in achieving recruitment and selection objectives.

Although of the bad economic conditions and high unemployment rate in Gaza - which is 41.6% for the first quarter of 2015 according to the Palestinian Central Bureau of Statistics (**Palestinian Central Bureau of Statistics, 2015**) - there are some kinds of jobs that have limited applicants, and the Gazan companies are competing to recruit the most qualified applicants. Add to this that most of job searchers in Gaza are social media addicts and the risk of delusive job publications that is concerned with collecting information only.

Using social media for building attractive employer brand for the Gazan companies will help them to attract the most suitable pool of candidates for job vacancies with nearly zero cost, and will help job searchers in Gaza to apply for the most suitable employer for them without being a victim of delusive job publications.

This research is conducted to focus on the topic of employer branding and social media by covering the problem that can be summarized by the question: "**What is the effect of using social media by the Gazan companies on job searchers perception of their employer brand attractiveness?**"

Research Variables:

The research variables are the following:

1. Dependent variable: Job searchers perception of employer brand attractiveness.
2. Independent variables: According to independent variables that measure different aspects of social media that were discussed in previous studies, these variables were chosen by the researcher as the most suitable to the research topic:
 - a. Type of social media
 - b. Ease of finding social media
 - c. Degree of responsiveness
 - d. Purpose of using social media

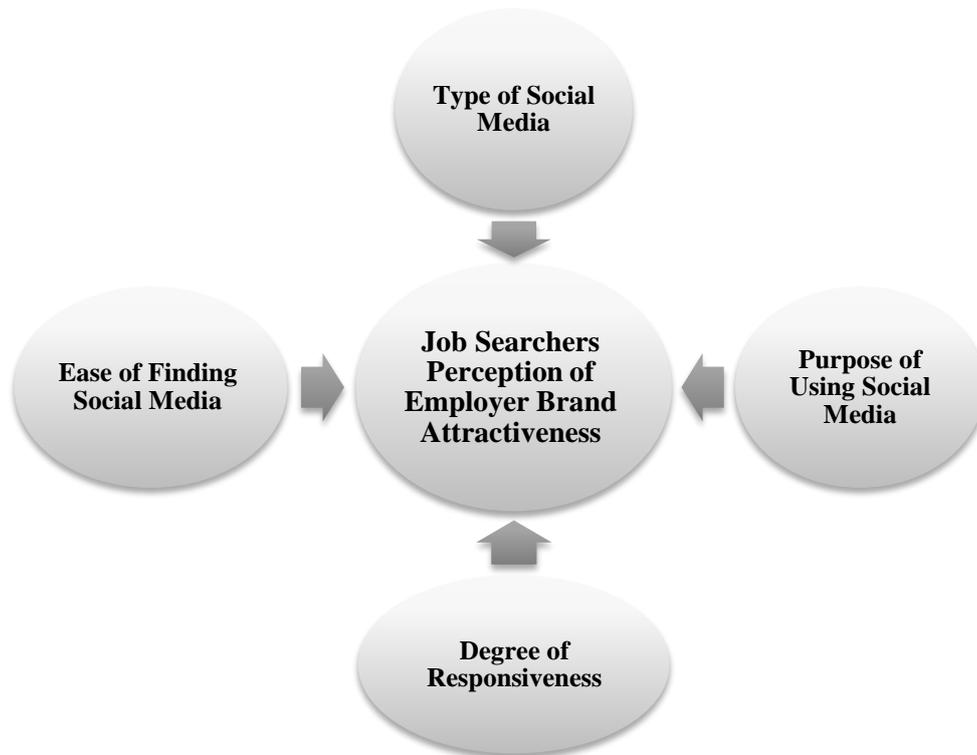


Figure (1.1): Research Variables

Source: Articulated by the researcher, 2015

Based on ((Eren & Vardarlier, 2013); Nagendraa, 2014; Gibbs, MacDonald and MacKay, 2015; and McCann and Barlow, 2015)

Research Hypothesis:

The research hypothesis are the following:

1. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between type of social media used by the institution and job searchers perception of employer brand attractiveness.

2. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness.
3. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness.
4. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between purpose of using social media for the institution and job searchers perception of employer brand attractiveness.
5. There is a significant statistical effect at ($\alpha \leq 0.05$) level of using social media by the institution for employer branding on Job searchers perception of employer brand attractiveness.
6. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to personal characteristics (gender, age, scientific qualification, employment status, and time spent on social media).

Research Objectives:

The research main objective is to solve the research problem, but also it seeks to achieve other objectives:

1. Investigating the effect of using social media on the job searchers perception of employer brand attractiveness in Gaza strip..
2. Determining to what extent the Gazan companies are using "employer branding" - implicitly or explicitly- in order to attract the best candidates for vacancies, and to achieve effective recruitment.
3. Determining the readiness of the Gazan companies to use social media as effective tool for employer branding.
4. Identifying different types of social media and the most effective one in recruiting the best candidates and building a better perception of the company as employer.
5. Providing recommendations for managers of the importance of building a brand of them as employer and using social media in building this brand.

Research Importance:

The research importance can be divided as the following:

1. Importance to Society:
 - a. Contributing to the development of the Palestinian companies through using cost-effective strategies to attract the best candidates for vacancies.
 - b. Help the Palestinian companies to keep up with new managerial concepts and new technologies.
 - c. Introducing employer branding to the public as a new concept.
2. Importance to Scientific Field:
 - a. Studies on employer branding and social media still limited and recommendations provided by this research would help researchers in their future researches.
 - b. The previous studies in employer branding –which are also considered as new concept in HRM- discussed different relations but the effect of social media still haven't been studied enough in HR studies.
3. Importance to Study Population:
 - a. Helping job searchers in differentiating between companies as employers (who is the best employer and who is not); in order to apply to vacancies on the most suitable companies for them.
 - b. Increasing the awareness of job searchers of a new concept in management.
4. Importance to Researcher:
 - a. Increasing her knowledge in research topic and other related topics, and learn from the research shortcomings to benefit in any future research.
 - b. Building more relations with other institutions as a researcher.
 - c. Making a balance between personal and professional roles.

Chapter 2

Literature Review

Section One - Employer Branding

Introduction:

In a world with such a quick technological advances; companies should attract talents and be updated with new managerial concepts and new technologies, and why not? with the lowest possible cost! In order to gain a competitive advantage over other firms. And employer branding is a relatively new managerial concept, but in practice some companies have been using the idea implicitly for some time now (Grünewälder, 2008).

This section is a review of the literature that has studied and discussed the concept of employer branding, its origins, components, and goals. Also the pros and cons of applying employer branding, and how to measure success in applying it.

Employer Branding, Definition and Origins:

In early 1990s and while the economy was experiencing downsizing, layoffs and cost cutting, at the time when attracting talents takes the top priority; the concept of employer branding emerged (Meier, 2006), and was energized by the phrase "War for talent" that was coined by three McKinsey consultants in the mid-1990s (Rosethorn, 2012).

For more precise information about the origins of the concept. 'People In Business' mentioned in their 'Employer Branding Benchmark Survey' that the term "Employer Brand" was originated in 1989 by Simon Barrow (Chairman of People in Business) (People-In-Business, 2013, p.2). The interest in employer branding is confirmed by the number of conferences in the USA, and the launch of several consulting companies specializing in employer branding; (for example, People in Business in the United Kingdom, Employer Brand Institute in the United Kingdom and Australia) (Backhaus & Tikoo, 2004).

But the first academic research on employer brand management, conducted by Ambler and Barrow supported by People in Business and the London Business School; it was published in the Journal of Brand Management in 1996 (Kunerth & Mosley, 2011). They defined the concept as: "The package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Aggerholm, Andersen, & Thomsen, 2011, p.108).

In 2001, a study from the Conference Board revealed that many large companies were using the methodology of corporate brand-building strategy to attract and keep quality employees, mostly in North America and Europe, and in 2006, acceptance of the employer branding concept has grown and became a strategic imperative to meet a company's future recruiting and retention goals (Meier, 2006). But in 2007 a paper mentioned that the primary focus until that time has been on the use of ' employer branding ' to develop external reputation, with limited application of the term to describe internal efforts with current employees (Mosley, 2007). In 2010 Schumann &

Sartain have expanded the definition of employer branding and created the definition of "brand for talent" (Nagy & Putzer, 2012).

The Employer Brand Benchmark Survey conducted by People in Business (People-In-Business, 2013, p.9) revealed that: 63% of surveyed companies think employer branding is key to HR strategy, 82% of surveyed companies will increase recruitment focus on professional networks, 25% have employer brand management as their primary role, only 21% measure the internal impact of employer brand management, and 1 in 5 has developed employer brand content for mobile.

Employer Branding which is called the "hottest strategy in employment" (Melin, 2005), is defined as, "the application of branding principles to human resource management, it involves promoting, both within and outside the firm, and the employer brand as a concept of the firm differentiates it from its competitors" (Backhaus & Tikoo, 2004, pp.501-502).

Employer branding is also explained as "the process of placing an image of being a "great place to work" in the minds of the target group" (Grünewälder, 2008, p.2).

To differentiate between Employer branding and Employer brand as; Employer branding is the strategic holistic process of developing and managing an identifiable and unique employer brand, in order to deliver a consistent and coherent employment experience to all relevant target groups. While an Employer brand is the unique and identifiable employer identity of an organization, which is firmly and unmistakable rooted in the mind of all stakeholders, encapsulating all tangible and intangible elements and/or benefits of the employment experience in order to attract potential recruits and retain existing staff (Meier, 2006, p.18)

And to differentiate between product branding and employer branding; employer branding has been known for decades to develop a lasting image in the minds of consumers where they associate quality with this product or service. While an employer brand does the same; in that it creates an image that makes (potential) employees want to work for the company because it projects the image of a well-managed firm, where workers are continually learning and growing. A strong product or service brand can play an important role in the strength of the employer brand, the employer brand, in return, is instrumental in attracting and retaining employees that can add value to the company and its product, thus reinforcing the product or service brand (Sluis & Bunt-Kokhuis, 2009).

On the other side, another interrelated definitions are employer and corporate branding; as both aims to install the brand values into key processes, and to help employees internalize with the organization values. While they differ in that employer branding aims to attract, retain and deliver the brand promise to employees, on the other side corporate branding aims to customers, and is increasingly affected by mergers, acquisitions and other forces of change (Deb, 2006).

For more understanding of the relation between internal and external branding; figure (2.1) describes the relation between corporate branding and employer branding:

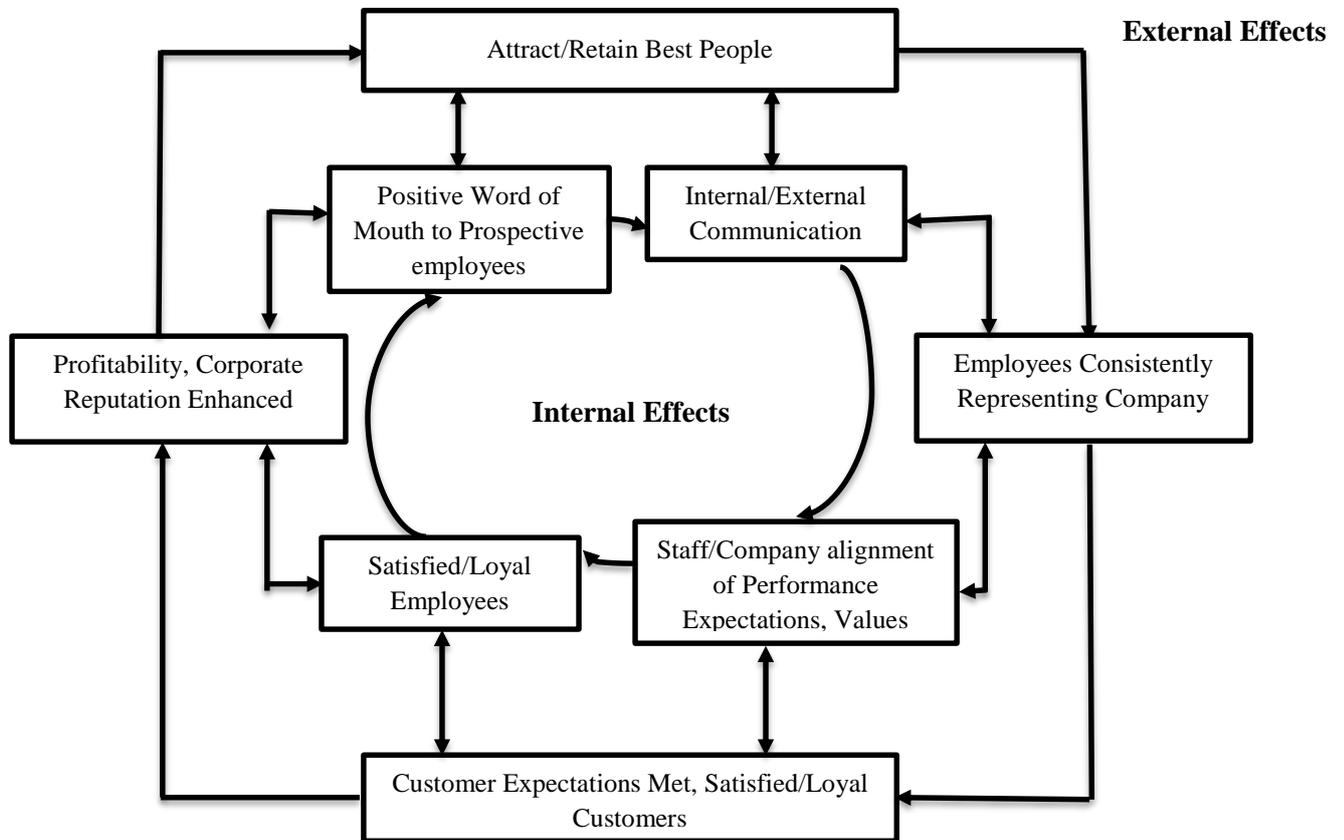


Figure (2.1): Internal and External Effects of Employer Branding

Source: (Moroko and Uncles, 2005, p 54)

Something must be mentioned here 'the theory of the psychological contract' and its effect on employee-organization relationship which provides a second foundation for employer branding. In the traditional concept of the psychological contract between workers and employers, workers promised loyalty to the firm in exchange for job security. Recently, and because of downsizing and outsourcing the companies are imposed to provide workers with marketable skills through training and development in exchange for effort and flexibility, In the face of negative perceptions of this new employment reality, firms use employer branding to advertise the benefits they still offer, including training, career opportunities, personal growth and development (Backhaus & Tikoo, 2004).

For more understanding for the concept of employer branding a study have presented this diagram:

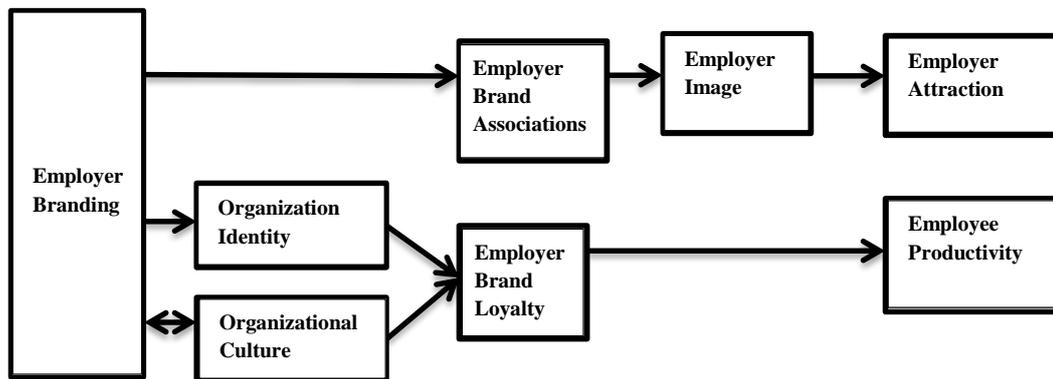


Figure (2.2): Employer Branding Framework

Source: (Backhaus and Tikoo, 2004, p.505)

According to Figure (2.2), as outcome of the employer branding efforts by the firm through brand associations, potential employees will develop an employer brand image. This image if positive will lead to more attractive employer.

On the other side employer branding affect the organizational identity and culture which in turn will lead to employer brand loyalty and then higher employee productivity, notice that there is a mutual relationship between employer branding and organizational culture which means employer branding affect and is affected by organizational culture (Backhaus & Tikoo, 2004).

Employer Branding and Human Resources Management (HRM)

Human Resources Management (HRM) is a process of bringing people and organizations together so that the goals of each are met. It tries to secure the best from people by winning their wholehearted cooperation. In short it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner (Rao, 2007, p.2). HRM is linked and plays a vital role in the organization's strategic planning and execution in order to make a decisive impact on the organization's overall performance and gaining a competitive advantage (Deb, 2006). And the HRM cycle is composed of : HR planning and analysis, staffing, training and development, performance appraisal, compensation and benefits, safety and health, and employee and labor relations (Deb, 2006).

To be careful; there is a myth of employer branding; that it is part of recruitment function of HRM (Deb, 2006). But the reality is that the role of employer brand management increasingly extending beyond the borders of recruitment communication, to become a more integrated and predominant feature of HR strategy planning and implementation (Kunerth & Mosley, 2011), add to this employer branding involves many different aspect of the employment experience such as reward and performance systems, employee oriented policies e.g. work life balance (Deb, 2006).

Employer Branding and Marketing:

Since marketing is " the management process which identifies, anticipates, and supplies customer requirements efficiently and profitably"(Blythe, 2013, p.5), and the modern definitions of marketing concentrate more on how to attract and retain customer value (Blythe, 2013). Marketing and employer branding definitions are similar by the words "retaining and attracting", and as we mentioned above that employer branding involves the application of branding principles to human resource management (Backhaus & Tikoo, 2004). This implies that there should be an intensive cooperation between human resource management and marketing within the organization (Näppä, Farshid, & Foster, 2014). Add to this that employer branding uses the tools of marketing research, PR, and advertising to change the image applicants have of "what it is like to work at the firm" (Sluis & Bunt-Kokhuis, 2009).

This suggests that Employer branding has a connection to brand or employee identification, which can in turn lead to a higher job satisfaction, which can influence customer satisfaction (that is, the happier your employees are, the happier your customers will be) (Näppä et al., 2014, p.134). More specifically, it is important that all employees identify themselves with the company they work for, because each customer encounter is a form of interactive marketing. The employees who identify themselves with the company and are loyal and committed to the brand can thus be referred to as 'brand ambassadors'. Brand ambassadors should come naturally, but each employee should ultimately become a brand ambassador (Näppä et al., 2014, p.143).

Establishing a consistent employer branding strategy takes the efforts of both marketing and HR. This partnership can result in many advantages, including shared advertising dollars, improved use of resources and budgets, production efficiencies, enhanced decision-making, consistent image, and better communication (Johnson & Roberts, 2006, p.39).

Employer Branding Components:

Employer brand encompasses the firm's values, systems, policies and behavior toward the objectives of attracting, motivating, aligning and retaining the firms current and potential employees (Meier, 2006, p.18). This leads to the main elements of employer branding which are: (Johnson & Roberts, 2006).

1. Positioning: the strategy that defines where you are on the competitive place of work.
2. Personality: who you are as an employer (your values and vision).
3. Promise: sometimes called Employee Value Proposition (EVP) which is the unique and differentiating promise a business makes to its employees and potential candidates (Rosethorn, 2012).
4. Message: the compelling and clear values/goals/benefits you communicate.

Employer Branding as a Process:

A strong employer brand doesn't happen simply by calling something a brand; it requires a careful and expert process, and it doesn't happen overnight; it takes time for people to experience it, build faith and trust in it, and eventually embrace it (**Johnson & Roberts, 2006, p.40**). Add to this that employer branding process serves as a cross-functional process because it links internal and external business elements (**Meier, 2006, p.18**)

Before starting employer brand development there are several points the company should ensure of them in order to have successful employer branding: (**Johnson & Roberts, 2006**).

1. Understand your organization, (**Berthon et al., 2005**)
2. Create a strategy built on vital information and data.
3. Invest by involving employees in the process.
4. Be realistic in how the company set and communicate goals.
5. Consider budgets early, so it ensure it has the resources for bringing the brand to life.
6. Develop standards to measure the fulfilment of the brand promise (**Berthon et al., 2005**),

After ensuring the previous points the process of employer branding can be started, which is summarized by the following steps: (**Backhaus & Tikoo, 2004**).

1. Analyzing what is that makes the company unique from the competition in the labor market (**Sluis & Bunt-Kokhuis, 2009**).
2. Developing a 'value proposition' or a promise that is embodied in the brand using information about the organization.
3. Marketing the value proposition to its targeted potential employees, recruiting agencies, placement counselors and the like.
4. Internal marketing of the employer brand (or internal branding) is important because it carries the brand "promise" made to recruits into the firm, and develop a workforce that is committed to the set of values and organizational goals established by the firm.
5. Monitoring the progress through a well-defined response management program, which is very essential (**Johnson & Roberts, 2006**).

Employer Branding Goals:

From the previous explanation it became clear that employer branding has many goals; these are the most important:

1. Incorporating brand values into key processes (**Deb, 2006**).
2. Employer branding helps to align employees with the organizational goals and business strategies (**Deb, 2006**).

3. Achieving a reputation as 'employer of choice'(Deb, 2006), thus the company will has the potential to attract more qualified applicants and influence their expectations from their employment (Roy, 2008).
4. Employer branding is important for delivering a consistent brand experience to potential employees and providing a guiding framework that enables existing employees to live the brand and identify themselves with it (Meier, 2006).

Bros and Cons of Applying Employer Branding:

The literature has mentioned some of the benefits employer branding can bring to the organization, the researcher tried to summarize it in these points:

1. Effective employer branding leads to competitive advantage and can assist in employee retention (Meier, 2006, p.19).
2. Create a workforce that is hard to imitate (Meier, 2006).
3. Employer branding also helps to retain talents, build trust in leadership and develop stronger relationships therefore reducing staff turnover (Alnaçık, Alnaçık, Erat, & Akçin, 2014).
4. Favorable employer branding can reduce recruitment costs and offer lower payment to employees in comparable to firms with weaker employer brands (Berthon et al., 2005); thus improving recruitment performance (Kucherov & Zavyalova, 2012)
5. Improving labor relations (Kucherov & Zavyalova, 2012, p.90).
6. Due to the loyalty of employees in companies with the employer brand; the satisfaction of consumers and the financial indicators increase (growth of margin, sales, shareholder profit, share value) (Kucherov & Zavyalova, 2012, p.90).
7. Companies with employer brand could have a higher percentage of job offers accepted by applicants, higher number of applicants per open position, higher length of tenure and level of staff engagement (Kucherov & Zavyalova, 2012, p.90).
8. Employer branding encourages employees productivity, which leads to business growth (Johnson & Roberts, 2006).
9. In a poor economy, it can assist in narrowing a large pool of potential candidates and finding the best fit available (Grünewälder, 2008, p.4)
10. Employees feel much greater sense of pride, attachment and trust towards their employer, and they are more likely to recommend their employer to others and claim their company treats employees well (Grünewälder, 2008, p.4)

However, employer branding in some situations and if it is not implemented right, it can lead to some disadvantages, summarized as:

1. Negative outcomes may arise when employees find their experience of employment differs from that promised by the company in communication of the employer brand, and these negative consequences including: including reduced job satisfaction, reduced organizational trust, decreased job performance and increased turnover (Moroko & Uncles, 2005, p.55).

2. Higher rates of HR costs (including the higher rates of investments in HR training and developments activities) (Kucherov & Zavyalova, 2012, p.95).
3. The overemphasis placed on communicating brand promises at the expense of longer term management of the employee experience (Mosley, 2007, p.131).

Measuring Success of Employer Branding:

There is no clear best measurement method to measure the success of employer branding, but the organization should use the usual mix of qualitative and quantitative techniques such as:(Deb, 2006)

1. Hiring 'hit' rate: organization's ability to win the top talent war.
2. Retention rate: evidence of lower attrition rates.
3. Happy sheets: employee satisfaction (through surveys) and pledges of loyalty.
4. How many of employees, both current and potential, are aware of employer brand.

The following section is taking about one of these techniques that is the mostly used, which is Employer Attractiveness.

Employer Attractiveness:

Employer attractiveness is defined as: "the envisioned benefits that a potential employee sees in working for a specific organization" (Berthon et al., 2005, pp.155-156), which means that companies should have certain characteristics to be able to attract talent and retain them. These characteristics were termed as 'attractiveness dimensions' (Berthon et al., 2005).

Ambler and Barrow introduced three dimensions of attractiveness, which are: psychological, functional and economic (Arachhige & Robertson, 2011). Based on these three dimensions Berthon et al. developed the Employer attractiveness scale (EmpAt).This scale consists of 25 items constituting five dimensions: (Berthon et al., 2005)

1. Interest value: assesses the extent to which an individual is attracted to an employer that provides an exciting work environment , novel work practices and that makes use of its employee's creativity to produce high-quality, innovative products and services.
2. Social value: assesses the extent to which an individual is attracted to an employer that provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere.
3. Economic value: assesses the extent to which an individual is attracted to an employer that provides above-average salary
4. Development value: assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence, coupled with a career-enhancing experience and a springboard to future employment.
5. Application value: assesses the extent to which an individual is attracted to an employer that provides an opportunity for the employee to apply what they have learned and to teach others.

A study of these dimensions in India resulted in three more dimensions than the original model, which are: ethical value, psychological value, career opportunities (Roy, 2008). And a study conducted in Sri Lanka studied seven more indicators; and resulted in eight dimensions of employer attractiveness which are: corporate environment, job structure, social commitment, social environment, relationships, personal growth, organizational dynamism, and enjoyment (Arachchige & Robertson, 2011). Moroko and Uncles in 2008 also point out that job seekers can be segmented into a range of groups based on demographic, geographic, psychographic and behavioral characteristics (Arachchige & Robertson, 2011). And a recent study proposed to divide employer brand attributes into four groups: (economic, psychological, functional and organizational) each one of them is related to different aspects of employer attractiveness (Kuchеров & Zavyalova, 2012, pp.88-89).

In abstract employer branding is a new definition in management of how the institution is perceived by its expected employees as the best place to work; this will lead the institution to attract the best talents for new vacancies thus more effective recruitment.

Section Two - Social Media

Introduction:

Social media is now presenting an important part of our lives; it has become the first communication tool for teenagers, adults, employees and businesses. Add to this that executives today, decision makers, as well as consultants, are trying to identify ways in which firms can make profitable use of social media applications such as Wikipedia, YouTube, Facebook, Second Life, and Twitter (Kaplan & Haenlein, 2010).

This section is exploring social media as a concept, its uses in business and especially in human resources management and marketing, then discussing the independent variables studied in this thesis.

What is Social Media?

As Social media is considered also as a new concept. However, there is no one clear definition for it, here the researcher will introduce some of the definitions introduced by other researchers, as follows:

Social media is “the technologies or applications that people use in developing and maintaining their social networking sites. This involves the posting of multimedia information (e.g. text, images, audio, video), location-based services, gaming, and many other aspects” (Albarran, 2013, p.2). Another researcher defined the term as “Social Media covers the usage of online tools and web sites that allow interaction between users to share information, opinions and interests (Eren & Vardarher, 2013, p.853). Also Social Media was defined as “It is all about interaction or the ability of users to form networks and otherwise mingle with others they know or have just met” (Al-Deen & Hendricks, 2012, p.259).

The basic characteristic of social media is that it is user-generated content (also called “self-service” publishing) (Rudnick & Wyatt, 2007). For more clear view of what social media is; social media like Facebook, Twitter and LinkedIn require users to create profiles and input identifying information, this information may be as benign as name or username, to more specific information like geographical coordinates. For the most part, users are able to choose the type of information, and the accuracy of the information they provide. Individuals are then able to connect with friends both real and imagined, or “follow” others whose status updates or tweets, they find interesting. Users may then send messages, chat, view user-generated media, and otherwise interact using website as a medium (Al-Deen & Hendricks, 2012).

Social media can take many different forms, including text, images, audio and video. Popular social media include blogs, podcasts, wikis and vlogs (Rudnick & Wyatt, 2007).

A survey conducted in 2014 about the use of social media by American adults showed these results (Duggan, Ellison, Lampe, Lenhart, & Madden, 2015):

1. Multiplatform use is on the rise: 52% of online adults now use two or more social media sites, a significant increase from 2013, when it stood at 42% of internet users.
2. More than half of all online adults 65 and older (56%) use Facebook. This represents 31% of all seniors.
3. Roughly half of internet-using young adults ages 18-29 (53%) use Instagram. In addition, half of all Instagram users (49%) use the site daily.
4. The share of internet users with college educations using LinkedIn reached 50%.
5. Women dominate Pinterest: 42% of online women now use the platform, compared with 13% of online men.
6. Facebook continues to be the most popular social media site by overall, 71% of internet users are on Facebook, but its membership saw little change from 2013.
7. Facebook's large base of users continues to be very active. Fully 70% engage with the site daily (and 45% do so several times a day), a significant increase from the 63% who did so in 2013.
8. About half (49%) of Instagram users, 36% of Twitter users and 17% of Pinterest users engage with their respective platforms daily.

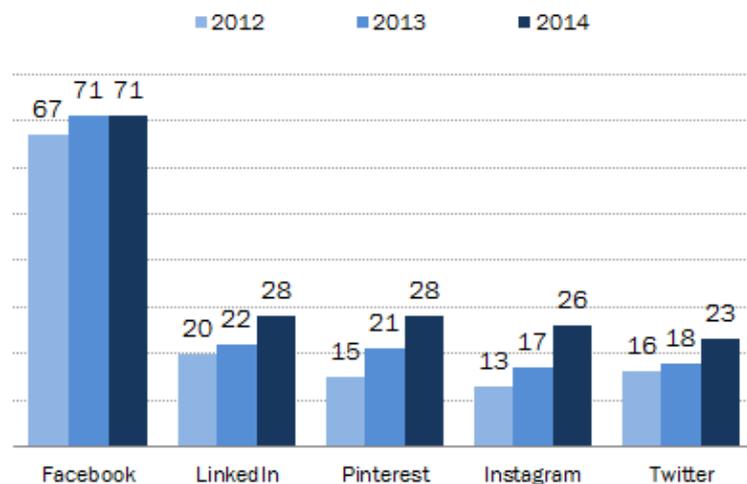


Figure (2.3): Percentage of adults who use social media websites, by year.

Source: (Duggan et al., 2015)

Social Media Types:

To make the picture clearer, different classifications of social media introduced by many writers and researchers (Xie & Stevenson, 2014).

However, a more comprehensive classification presented below (Nagendra, 2014, pp.198-199):

1. Publishing Media: where information about widely spoken topics is usually provided in depth. Some of them might be dedicated to discussion about a particular area in all dimensions whereas, blogs explore different areas, and examples are WordPress and Wikipedia.
2. Content sharing: which allows one to share content with one's social network, allowing scope for commenting and discussion, examples are YouTube, Digg and Flickr
3. Discussion services: It have been developed for the simple task of quick communication through chatting or video conferencing, examples are Yahoo chat, Google talk, Skype.
4. Behance: it is a social network only for people interested in art and design and one must go through a review process to be accepted into the network, examples are Facebook, LinkedIn and MySpace.
5. MicroBlogging: it is very similar to regular blogging and the publishing media except that's it is done in much smaller chunks, Twitter only allows 140 characters for example. Many of these services are easy to set up and are built for the users to share information frequently and freely.
6. Live streaming: applications that allow the users to create a one-stop-shop for all the feeds that they are generating through other social media. It aggregates a user's activity around the web and presents it all in one location; example is friendfeed.
7. Livecasting, while broadcasting our entire life may seem inapplicable for us, it has become an internet sensation with many users. Sites like Livestream; Justin.tv allows broadcasting our life or sitting back and watching others.
8. Virtual Worlds are entire online environments, usually in a digital three dimensional environment where users can create personalities and avatars and interact with other users with a more graphic representation of a physical space, example is imvu
9. Social Games and Massive Multiplayer: online games are extremely popular online and maybe none more so than the ones that include your friends in the game play. Some of these can be stand-alone websites or they can also be applications that are used within existing social networks, example is FarmVille.

Social Media for Business Use:

A study found that social media is used extensively as an Internal networking tool, i.e. communication within the company, sharing knowledge technically, medium of relaxing, medium of showcasing talents (Nagendra, 2014, p.204).

Another study indicated more purposes companies are using Social Media as the following: (McCann & Barlow, 2015).

1. Desire to experiment social media,
2. Competitors were using social media,
3. Interact with customers and other companies,

4. As a result of staff attending training/awareness session,
5. Staff knowledge of, and desire to use, social media in work-related capacity,
6. Increase brand awareness,
7. Increase volume of traffic to the institution's web site,
8. Indirectly increase revenue,
9. Answer queries and give advice, and
10. Establish voice of authority, reputation and respect.

There has never been a communication medium offering business access that was so fast and so expensive like social media (Funk, 2011), and these are some of the benefits of social media to businesses:

1. The most important feature of social media is the low cost, it gets you into the daily life of your audience at a cost that is negligible (Funk, 2011).
2. The ease of reaching out the target audience groups (Eren & Vardarliher, 2013).
3. Businesses transacting with other businesses (e.g. advertisers like Dell buying online advertising from Facebook and other sites) (Albarran, 2013).
4. It adds another dimension involving consumers being directly able to reach other consumers (Albarran, 2013).
5. Whether a corporate launches its blog or take its social media program to Twitter, Facebook, and YouTube, all these publishing platforms are easy that anyone could use them (Funk, 2011).
6. There is ample evidence now that when a company does a good job engaging with people online in social networks, their sales benefits. It can work with companies big or small, and programs humble or ambitious (Funk, 2011).
7. The companies that are best using social media are making positive brand impressions to their audience, and naturally, some of that audience is responding by opening their wallets (Funk, 2011).
8. Increasing the pool of applicants reached, and being able to target recruitment at specific groups of potential candidates (Broughton, Foley, Ledermaier, & Cox, 2013, p.19)
9. Social media sites can be used to identify potential applicants with certain characteristics or qualifications and to reach non-traditional applicants quickly and easily (Broughton et al., 2013, p.19).
10. A strong and creative social media profile can also reflect positively on an organization's image for potential candidates. Moreover, the use of social media may also increase the quality of applications (Broughton et al., 2013, p.19).
11. Social media can help to improve communication. Tools such as Twitter help staff to communicate in ways that are clearer and more succinct, this type of communication helps organizations to show a more approachable and human face, which in turn is likely to encourage people to think about wanting to work for such an organization (Broughton et al., 2013, pp.22-23).

12. There is also a brand-building element to the use of social networking sites, which is difficult to quantify, but increasingly important for organizations (**Broughton et al., 2013, p.23**).

One part of how easy to find a company social media is icon placement; which refers to first where the icons for social media applications are located: e.g.: institution homepage, and second where the icons are placed: top left, top center, top right, bottom left, bottom center, and bottom right. Moreover, the other part is at what points during the search process users could have access to social media. In addition, it is also important to survey the most popular location of icon placement (**Xie & Stevenson, 2014**).

A study found that the placement of social media on the institution's web site influences interactions between users and institution. Also when a user have an opportunity to share information via social media, better web site design will provide social media icons throughout the site to allow interactions at any moment (**Xie & Stevenson, 2014**).

Risks and Costs of Using Social Media for Businesses:

Adopting social media as a platform to engage employees, is challenging as it would mean taking the organization level data to the cyberspace, which is risky. In the economic sense, investing in social media is beneficial, as it allows in-depth research with zero cost. It is possible to set goals at no cost, and get ROI in the virtual level. The challenge lies in getting comfortable with the social media by balancing the risks of speaking out and reaching each other and the clients with the associated risks. Hence, it is necessary to draft policies, which do not curtail the employees from expressing their views, yet not damage the company (**Nagendra, 2014, p.199**).

Companies, on the other hand, find themselves confronted with legal or privacy issues linked to incorporating social media information into candidate evaluations and might want to formulate a coherent social media strategy in order to prevent any possible negative outcomes (**Broughton et al., 2013, p.5**).

The costs of using social media can be summarized in the following points:

1. Financial Costs: Social media sites tend to generate a lot of communications traffic, including queries from customers and job candidates, in addition to a large volume of low-quality applications, and the use of monitoring software also requires investment - in both equipment and qualified staff to operate it. (**Broughton et al., 2013, p.26**).
2. The information people choose to share on SNSs can be edited or distorted by concerns of social desirability and this may be strongly dependent on the perceived audience (**Broughton et al., 2013, p. 26**).
3. The potential for easily making mistakes when using social media, especially with fast-moving tools such as Twitter (**Broughton et al., 2013, p.27**).
4. The group of applicants responding to online job offers may be more limited than that which replies to a more traditional recruitment processes. This has

implications in terms of excluding jobseekers who are not IT-literate, and if this strategy is not complemented with other traditional search methods, then talent will be missed (Broughton et al., 2013, p.28).

5. Obtaining information via SNSs about the applicants of a specific job may be classed as an invasion of applicants' privacy, particularly if carried out without their knowledge (Broughton et al., 2013, p.30)

Social Media for Human Resources Management and Recruitment:

A study on how HR managers can use social media tools provided nine suggestions: (Tulgan, 2007).

1. Supporting managers: Enabling managers to provide greater direction, supervision and faster communication
2. Staffing strategy: Social-media tools help stay in touch with talent supply chain (former applicants, internal job searchers, candidates from employee referrals and former employees who departed on good terms), get them on board and up to speed.
3. Employer branding: Develop a strong, positive presence in the web communities from which you hope to draw talent in the future – for example, by providing comments on relevant blog sites, which is the topic of this thesis.
4. Recruitment: Social networking sites SNSs can be used for recruitment in two ways; first jobseekers can use SNSs to market themselves to potential employers and vice versa. The second is as a screening mechanism; employers can use information available via SNSs to cheaply and easily gain a broader image of a potential employee than that available through traditional recruitment methods (Broughton et al., 2013, p.5)
5. Onboarding: Engage new hires in that intervening period using all social-media tools. Record podcasts with existing employees about their onboarding process so the new hires know what to expect when they arrive.
6. Training and development: providing information in a range of different media (such as a podcast and a wiki page) gives employees more control and choice over how they learn.
7. Career mapping: Employees can use social-media tools to make connections between the tasks, responsibilities and roles they want and the skills, experience and contacts that lead to future career opportunities.
8. Rewards: Highlight the rewards options available to employees by providing this information using a wiki page on company intranet
9. Flexibility: How company can use such a social-media tool to address increasing demand for work-life balance options.

The use of social media in recruitment might also be determined by company-specific characteristics. Company size for example can be an important factor. Small and medium-sized companies (SMEs), which only hire on an occasional basis, might find it too expensive and resource-intensive to set up specific social media processes

for recruiting, although dabbling in social media is in itself relatively simple and straightforward for SMEs. Industry or activity might be another important factor, as in certain industries, such as technology, finance or engineering, the use of social media forms part of a wider industry norm with which companies tend to comply (Broughton et al., 2013, pp.9-10).

Social Media for Marketing:

Social Media Marketing Industry Report found these results about the use of social media by marketers: (Stelzner, 2015, p.5).

1. Twitter, YouTube and LinkedIn hold the top spots for future plans: A significant 66% of marketers plan on increasing their use of these social networks.
2. Marketers want to learn most about Facebook: While 93% of marketers are using Facebook, 68% want to learn more about it and 62% plan to increase Facebook activities.
3. Video becoming important: A significant 57% of marketers use video in their marketing; however, 72% want to learn more about video marketing and plan on increasing their use of video.
4. Podcasting on growth trajectory: Only 10% of marketers are involved with podcasting, yet 26% plan to increase their podcasting activities and 43% of marketers want to learn more about podcasting.
5. Facebook and LinkedIn are the two most important social networks for marketers. When allowed to only select one platform, 52% of marketers selected Facebook, followed by LinkedIn at 21%.
6. Most marketers are not sure their Facebook marketing is effective: Only 45% of marketers think that their Facebook efforts are effective.
7. Tactics and engagement are top areas marketers want to master: At least 91% of marketers want to know the most effective social tactics and the best ways to engage their audience with social media.

Employer Branding and Social Media:

Social media is increasingly used in employer branding campaigns and in the recruitment process (Sivertzen, Nilsen, & Olafsen, 2013, p.473), the following points shows this use:

1. A survey conducted by Deloitte LLP (2009) reveals that 74% of employees believe it is easy to damage a company's reputation on social media (Deloitte, 2009, p.473).
2. According to the results from the 2014 Employer Brand survey conducted by Brandemix and published by Proquest, the top mentioned materials that have changed or will be changed based on recent employer branding initiatives are social media (73%) and career sites (69%) (Proquest, 2014).
3. The same Brandemix survey emphasized that main advantage of social media using in employer branding is related to budgets, allowing a low barrier of entry for small companies to successfully compete for talent against more sizable, well-

known firms, which should be great news for non-profits, healthcare and start-ups **(Proquest, 2014)**.

4. Most job seekers will not follow a company on social media if posts are irrelevant, uninviting or all self-serving. The company should make it more about them and the reason they would be interested in working for the company. So human resources department should take ownership of employer branding efforts and ensure that job seekers get real and career-focused content on multiple social media platforms **(Babcock, 2015)**.
5. The degree of responsiveness to prospects queries and questions is very important for any company to create and improve its employer brand. In addition, how frequently the social media applications are updated, e.g.: hourly, daily, weekly, monthly, and sporadic **(Xie and Stevenson, 2014, p.5)**.
6. Unprofessional behavior, for example related to alcohol consumption and/or drug abuse, displayed on a SNSs might significantly hurt a candidate's chances of being hired and can even result in a lower salary offer **(Broughton et al., 2013, p.5)**.

So, in abstract, social media is how people are socially communicating through its different tools and websites, social media made a revolution in everything even managerial functions and processes, here the researcher focused on how it would benefit human resources management and especially recruitment. On the other hand any institution should be careful when using social media in its work.

Section Three - Job Searchers in Gaza Strip

Introduction:

Despite that Israeli occupation that is considered the main reason for the bad economic situation, and especially with the blockade imposed on Gaza Strip, and restrictions imposed on special goods that prevents any new project from success. Palestine is characterized by its powerful educational system, which can results in high skilled human resources, but these youth needs to have the appropriate training to be able to participate in the economy (Sharek, 2013).

The third section of this chapter is describing the characteristics of job searchers in Gaza Strip, unemployment rates, employment programs and new projects as solutions, and job searchers patterns in searching for jobs. This Chapter will focus on unemployed in Gaza Strip as they constitute a large part of the study society, and no clear statistics and numbers for the job searchers in Gaza Strip.

Job Searching Patterns:

Job search refers to a dynamic self-regulatory and goal-orientated process, occurring as a response to a discrepancy between people's employment goals and their current situation (Onyishi, Enwereuzor, Ituma, & Omenma, 2015).

The growing interest in job searching behavior has many reasons:

1. The effect of the recent global economic recession characterized by record unemployment (fewer jobs with more graduates applying for them).
2. Individuals search for jobs following graduation, job loss, or to explore career opportunities given instability in employment relationships.

Understandably then, job search has become a prevalent feature of individuals' work-life experience (Onyishi et al., 2015).

To discover potential jobs, jobseekers can check job advertisements in newspapers, listings on job sites, or people they know that are working for the organization. They can contact potential employers by phone or pay them a visit or submit an online application in order to gather in-depth information on vacancies and to apply for them (Onyishi et al., 2015).

Using Social Media for Job Searching:

As the topic of this thesis is about social media, we should talk here about the role of social media in job searching. Social media has become an important tool for job seekers due in part to the new ways people are finding out about jobs. Most jobs are come about networking, not applying on job boards or aimlessly sending out resumes. Social media tools make networking much easier and much more powerful due to the interactive nature. Thus when a job seeker really learns to use social

networking well, his chances for finding opportunities multiply exponentially (Waldman, 2013).

Nowadays. Social media also plays a part in how hiring managers are conducting their research on candidates. More than 80 percent of recruiters use LinkedIn. Additionally, 50 percent of hiring managers can determine whether a particular candidate's personality is a good fit for their company just by seeing that person's social media presence (Waldman, 2013). This is especially the case for professionally oriented SNWs, such as LinkedIn, which provide job seekers with extensive professional networking opportunities. These can be both between job seekers but also with human resource professionals and/or other professionals. These SNWs allow users to 'present' themselves and network in various ways, for example, through participation in professional/alumni groups, 'following' the companies they are interested in and/or 'connecting' with job seekers and human resource professionals (Nikolaou, 2014, pp.179-180).

Another important issue in online recruitment is the use of job boards or job search Web sites (such as monster.com or careerbulider.com). Job search Web sites have been used widely from job seekers since the later 1990s to upload their curricula vitae (CVs) and apply to job openings. (Nikolaou, 2014, p.180). They offer a number of advantages to job seekers, such as posting their resumes online and access to an extensive database of jobs for free. For employers, they offer access to continuously expanding database of resumes, usually with a fee, thus reducing the recruiting cycle time (Nikolaou, 2014, p.181)

Job Searching Research:

Job search research has received increased attention during the last two decades, as a result of the changes occurring in jobs and the economy in general. The nature of networking has changed rapidly as a result of job seekers' increased adoption of SNWs. Limited research has previously explored the factors affecting job seekers to use job search Web sites. (Nikolaou, 2014, p.180).

Labor Force Characteristics in Gaza Strip:

The Labor Force Survey Results Fourth Quarter (October-December, 2015) Round, shows the following results (Statistics, 2015):

1. The labor force participation rate of persons aged 15 years and above was 46.2%
2. The number of persons participating in the labor force in Palestine was 1,325,000 in the 4th quarter 2015; 844,300 in the West Bank and 480,700 in Gaza Strip.
3. The labor force participation rate in the West Bank was 46.4% and 45.7% in Gaza Strip, the gap in the participation rate between males and females in Palestine still very big where it reached 72.5% for males compared with 19.1% for females.
4. Using International Labor Organization standards, the number of unemployed was 184,500 in Gaza Strip. Thus the unemployment rate in Gaza Strip was 38.4%. In

addition, the unemployment rate for males in Palestine was 22.3% compared with 39.7% for females in the 4th quarter 2015.

5. The highest unemployment rate in the 4th quarter 2015 was 41.7% among youth aged 20-24 years. For years of schooling, the highest unemployment rate among females with 13 years of schooling and more was 46.8%.
6. The average daily wage for wage employees in the West Bank was 93.4 NIS compared with 61.3 NIS in Gaza Strip.
7. 78.5% of employed persons are wage employees.
8. 13.8% of employed persons in Gaza Strip are self-employed.
9. 4.3% of employed persons in Gaza Strip are unpaid family members.
10. 3.4% of employed persons in Gaza Strip are employers.
11. 26.4% of wage employees are hired by contract (9.1% of them with limited period and 17.3% with unlimited period), compared with 55.8% hired without any contract, and 17.8% of wage employees are hired by collective agreement\ oral.
12. 38.6% of wage employees in the private sector received less than the minimum wage (1,450 NIS) in Palestine.

Governmental Employment Programs in Gaza and its Effectiveness:

1. Number of unemployed graduates that have benefited from permanent employment in governmental institutions in the period (2007-2016) nearly (21000) employee (Al-Ghefari, 2015)., these big numbers are because of the Palestinian split and the political situation in Gaza Strip.
2. The government in Gaza monthly offered 2000 temporary employment chances for two months in the period (2008-2013) (Al-Ghefari, 2015).
3. In 2013 offering 5000 temporary employment chances for 11 months to integrate these graduates in the labor market (governmental, NGOs, or private sector) (Ministry of Labor, 2016).
4. In 2014 Jadara Program for temporary employment offered 10000 employment chances each for 6 months (Ministry of Labor, 2016).
5. In the beginning of 2016 the Ministry of Labor offered 2000 employment chances for three months and 500 for one year (Ministry of Labor, 2016).
6. While in May, 2016 this year the Ministry of Labor announced about 10000 employment chances for 6 months (Ministry of Labor, 2016).

If we want to talk about the effectiveness of these programs, a study conducted in Gaza Strip about the effects of the government hiring programs on unemployment rate in the period (2007-2013), showed that there was not significant impact of government program for permanent and temporary employment in the reduction of unemployment rate in Gaza Strip. As the implementation of these employment programs is not built on clear methodology and is not based on the real needs. Add to this that the benefits of these programs is limited to the public sector and not the private sector (Al-Ghefari, 2015).

Also it is noticed from the numbers above that the number of the unemployed graduates targeted in each program always didn't exceed 6% of the total unemployed graduate number, and all the employment chances are less than one year which means that its effect on the unemployment rate can't be noticed.

In Addition, the Third Arabic Report on employment and unemployment mentioned that the problem in Arabic countries (including Palestine) is that there is not enough attention from government to employment and development, especially for youth with graduates degree, despite multiple speeches about the importance they will give to unemployment programs, and the political nature that affect employment programs. Add to this that the relative improvement in the economic situation did not included all parts of publics (Arabic Labor Organization, 2012).

Palestinian Youth, New Projects and the Role of Incubator:

A survey executed by Sharek Youth Forum reported that:

1. Many of youth takes loans from banks and financial institutions as a tool to overcome their bad economic conditions, for education expanses, and others (Sharek, 2013).
2. 95% of survey respondents are currently borrowers from these institutions (Sharek, 2013).
3. 62% of respondents preferred to open their own projects, while 17% only have their own projects (Sharek, 2013).

A number of local organizations has supported new projects development programs; one of these organizations is Taawon organization through its program Youth Employment Services (YES). And NGOs like: Mercy Corps, Oxfam, and DEEP by UNDP (Al-Shokri, 2012). While incubators were established in Palestine and especially in Gaza, for special and objectives as: contributing in local economy development, technology promotion, encouraging and supporting new and small businesses for young pioneers, and decreasing unemployment rate (Al-Shokri, 2012).

A study conducted about the role of incubator in Gaza found that investment in IT sector is considered the most appropriate choice in the Palestinians case, which associated with the siege and closure of borders. This depends largely on saving the energy of professional qualified human resources, regardless the geographic location. And project success rate increases by the increase of the services offered by Business and Technology Incubator, this will lead to increased employment opportunities (Barhom, 2014).

Another study also about the role of the Business and Technology Incubator at IUG (BTI) and University College of Applied Science (UCAS) Incubator concluded that technology incubators are widely believed as a vital key in nurturing and developing startups. Incubators supported creative and pioneering ideas to become real and successful ventures and connected them with the market. Furthermore, the incubators proved to have a significant role in promoting the scientific research,

providing technical and managerial guidance for the hosted startups; as well as, building entrepreneurs capacities.(**Al-Nakhala, 2015**).

Two of the most important incubators in Gaza Strip are: Business and Technology Incubator at IUG (BTI), and University College of Applied Science (UCAS) Incubator; and to have idea about each of them:

The BTI Incubator: was established in Gaza in 2006 by a support from the World Bank through (Info Dev) program, it is currently the most active business incubator in the Gaza Strip and one of the leading business start-up incubators in Palestine. BTI has implemented successfully different programs supported by The World Bank, European Union, The Netherlands Ministry of Foreign Affairs, Welfare Association, SPARK, Bid Network, and many other partners achieving impressive results for job creation, start-ups incubation, and investment-matches made (**BTI, 2016**).

While the UCAS Incubator: was established in 2012 in the University College of Applied Science in Gaza in partnership with Oxfam and financed by Danish International Development Agency (DANIDA), also it is supported by Al-Rahma Associations, Kuwait Fund for Arab Economic Development and Islamic Bank for Development. Its objectives are pioneers in information technology domain through developing and implementing their ideas (**Al-Nakhala, 2015**)

Finally, and in abstract, the study population is job searchers in Gaza Strip and as this is a very large population; the researcher tried to study the characteristics of unemployed youth as it constitute the largest percentage of the population. Also the researcher explained some job searching patterns, how most of employment programs are ineffective at most, opening new projects and the role of incubator in supporting these projects.

Chapter 3

The Previous Studies

Chapter 3 - The Previous Studies

Introduction

This Chapter is a review for the previous studies that have studied the concept of employer branding or the business uses of social media or both of them. The researcher found these studies on online databases, like: Elsevier Science Direct, Emerald Library, MADUMAH, Books SC, and some were from the Islamic University online library. Most of these studies were published on scientific magazines, others were unpublished thesis.

This Chapter contains of 22 studies; divided into: 17 Foreign studies and 5 Arabic and Palestinian studies. These studies were arranged from the latest (2015) to the oldest (2009). Each one has been briefly introduced with concentration on its aims, results and recommendations, and at the end of the chapter discussion and comments on these studies and the research gap that led to this research paper.

Foreign Studies:

1. (Pham, 2015): “Social Media in Employer Brand Communication, Focus on SMEs in Finland. Case Company: Smarp Oy”.

This thesis aims at describing the process of applying social media in employer brand communication and explaining the ways to engage employees on social media at work.

Throughout this study, case study method is employed with support of a content analysis procedure. Primary data was collected mostly from the case study named Smarp Oy, including the interviews with top management of the company, author’s observation and analysis of social media used internally at the case company. The secondary data was collected carefully from only the case company’s website and blog.

Besides answering the research questions, the research has these results:

- a. In order to be successful in applying social media in employer brand communication, an investment in facilitating the usage of social media at work is required.
- b. Building a good cultureship is crucial to eliminate fears and to encourage employees to share opinions in social media.

The researcher has introduced some recommendations:

- a. An accurate measurement method is highly recommended to measure internal efforts put in social media and to develop the communication plan.
- b. For further research, generalization of this topic is an obvious contribution to the industry. Moreover, as new technologies have been developed constantly, a prediction of new trends in internal branding would be very interesting.

2. (Xie & Stevenson, 2014): "Social Media Application in Digital Libraries".

The purpose of this paper is to investigate the applications of social media in digital libraries and identify related problems. The study was applied on ten institutions that were selected from cultural institution, and international organizations – to represent a variety of digital libraries developed or sponsored by different types of organizations. The social media applications were examined with regard to the following aspects: types of social media, placement of social media, updating social media, types of interactions, and types of functions. The study presented these results:

- a. This study presents the types of social media applications in the selected digital libraries and further characterizes their placements, update frequency, types of interactions between digital librarians and users, as well as various types of roles they played.
- b. The authors identified problems related to lack of standards, creating two-way communication channels, and the lack of education functions.

The authors suggested:

- a. Offering social media applications at different levels of sites, offering incentives to engage users and different types of education functions.
- b. The study suggests making good use of social media to connect users and digital libraries.

3. (Nikolaou, 2014): "Social Networking Web Sites in Job Search and Employee Recruitment".

This paper presents and discusses the results of two surveys conducted in Greece exploring the role of Social networking websites (SNWs) among employees–job seekers and recruiters–human resource professionals. The first study explores how SNWs are used during job search activities and the second how recruiters use them in the attraction recruitment and screening process. Special note is given in the relationship between SNWs and the more established Internet job boards.

The study reached these results:

- a. Job seekers still seem to use job boards more extensively than SNWs.
- b. Younger participants and HR professionals tend to spend more time online on SNWs and visit them more regularly.
- c. HR professionals are more engaged in LinkedIn than Facebook, and considered the former as more effective than the latter in the recruitment process.

In addition, recommendations for future studies were:

- a. Future studies exploring the role of SNWs should conduct more elaborative and ideally longitudinal studies on the predictive validity on SNWs in job search, recruitment, and selection.
- b. More studies should also explore the intersection of SNWs with other established job search methods, such as the traditional networking.

4. (Nagendra, 2014): "Paradigm Shift in HR Practices on Employee Life Cycle Due to Influence of Social Media".

The present study was conducted to understand the impact of social media on employee life cycle and assess the paradigm shift in HR practices due to use of social media. A sample size of 100 employees of various IT and ITES companies were administered a questionnaire. They were from organizations such as Ernst and Young, Deloitte, Infosys, Wipro and Capgemini. In addition, 10 HR managers were also interviewed.

After analyzing the data from questionnaires and interviews, these findings were presented:

- a. Through the comments and posts in social media, employees can influence friends to apply for the company they are currently working in.
- b. Most HR managers and employees were found to rely on social media due to the ease and convenience.
- c. HR managers also revealed that social media is an upcoming platform for employer branding.

In the light of these findings, some recommendations were provided:

- a. More emphasis has to be laid on interactive platforms like LinkedIn and Twitter, and organizations should create at least a basic formal policy or set of guidelines, even if social media is not yet being used in any formal way.
- b. At the same time, organizations should ensure that alternatives exist for people who do not use social networking sites in recruitment practices.

5. (Dreher, 2014): "Social Media and the World of Work".

The purpose of this paper is to explore the risks and benefits of employees' social media use for an organization's reputation, and delivers suggestions for a strategic management approach. The value of the present research paper lies in the generation of knowledge that helps communication professionals to understand the need for a strategic management approach of employees' participation in social media.

The findings of this research paper are based on a comprehensive literature review and supported by a leading practice example, these findings can be summarized in the following points:

- a. A strategic management approach of employees' participation in social media.
- b. Through social media, employees function as powerful brand ambassadors who shape reputation with everything they do and say online.

Furthermore, the present research project recommends:

- a. A strategic management approach to employees' social media use: a strong commitment from the C-suite, the establishment of social media teams, the implementation of guidelines and policies, training and education, integration, as well as goal setting and measurement.

- b. Communication professionals have to pay more attention to their workforce as the social web is an essential part of their lives, amplifying their power as brand ambassadors and external communicators.

6. (Sivertzen et al., 2013): “Employer Branding: Employer Attractiveness and the Use of Social Media”.

The aim of this study is to investigate which factors employers should focus on in their employer branding strategies. This study tested the employer attractiveness scale (EmpAt) and analyzed relationships between its dimensions and the use of social media in relation to corporate reputation and intentions to apply for a job. The researchers distributed electronic questionnaires to students at three higher education institutions in Norway. The proposed model is analyzed on the basis of 366 response.

The results indicate that:

- a. Several employer attributes are positive for corporate reputation, which again is related to attraction of potential employees.
- b. The innovation value, psychological value, application value, and the use of social media positively relate to corporate reputation, which in turn is positively linked to intentions to apply for a job.

The study indicate several suggestions to managers and HR-practitioners, as:

- a. Focusing on employer branding campaigns and recruiting should be on non-monetary factors and avoid focusing on monetary factors.
- b. Firms that are in need for employees with specific qualifications should build their recruitment strategy based on such evaluations.
- c. The validation of the EmpAt scale resulted in different dimensions than in the original study. New dimensions and a re-arrangement of indicators are proposed.

7. (Eren & Vardarlier, 2013): "Social Media's Role in Developing an Employees Sense of Belonging in the Work Place as an HRM Strategy".

In this study, the researchers have dealt with the level of social media-employee interaction and its relationship and its effect on organizational commitment.

Using convenience-sampling method, a total of 88 participants who are company employees in the service sector in Istanbul filled in an online survey prepared and sent by us, these participants were Human Resources Managers from organizations with Human Resources Departments. After eliminating the incomplete and incorrect forms a total of 66 surveys were evaluated for the final sampling.

The results that were derived from the hypothesis evaluation:

- a. Employees follow their organizations and their employers via social media and give importance to the messages that are shared by the employer through social media.
- b. Employees not only give importance to the messages shared, but also to the employer that is active on the social media, this has a parallel effect on the

employee as his/her commitment is positively enhanced and the value put in to the job done is increased likewise.

Some of the recommendations concluded from the results:

- a. Businesses must create an effective communication field, this communication to establish a business environment by building skills with internal clients.
- b. Businesses should feel the need to reach out to talents and keep them in the organization.

8. (Broughton et al., 2013): "The Use of Social Media in the Recruitment Process".

This research aimed to assess organization's use of social media when recruiting staff with regard to the extent and types of their social media usage. The researchers used a literature review and case studies of three organizations that have used social media for the purposes of recruitment, in addition to the results of an online panel survey undertaken in March 2013 by the research agency Accent. A representative sample of 401 HR decision makers were polled.

Results were as follows:

- a. The use of social media tools in recruitment depends on factors such as company size and sector as well as the type of employee whom the employer is trying to reach.
- b. There is a range of benefits available to employers using social media for recruitment purposes, as cost and time savings, social media can help organizations to target their recruitment more accurately, present a realistic picture of their workplace, and reach a wider range of potential candidates.

It is advisable for organizations to:

- a. Consider the potential issues surrounding the use of social media.
- b. Seek to verify information on applicants' SNSs through other means.
- c. Use social media tools as part of a wider recruitment strategy.
- d. SMEs should consider building some presence on SNSs
- e. Provide training and information for those involved in using SNSs for recruitment.

9. (Bornhofen, 2012): "How Organizations Adapt Social Media Capabilities as a Competitive Advantage".

This paper examines how organizations enhance their ability to generate value through social media. Based on 144 studies published in scholarly journals it explores why some organizations are able to adopt and benefit from social media while others cannot. Argument is made on the vital importance of two variables in particular: leadership and strategy. Evidence-based research is used to describe relevant theory and practice through qualitative and quantitative sources.

Findings are presented and conclusion made for leadership and strategy:

- a. Leadership needs to articulate how social media fits into its master strategy and it needs to break down the resistance and instill a level of trust and employee commitment
- b. The internal organizational structure needs to be open and compatible to the cross communication flows and information exchanges of social media to fully realize benefits.

Some of recommendations and implications for management:

- a. Management needs to understand the threats and opportunities associated with social media.
- b. Leadership must consider several factors when deciding whether or how to adopt social media; and the implication of globalization.
- c. Organizations should consider some legal and privacy issues regarding social media.

10. (Eslamian, 2012): "Using Social Media to Increase Employment Chances among College Students".

This study tested social networking websites (SNW) behavioral changes after a training program on using SNWs to optimize job-seeking prospects based on the Theory of Reasoned Action. The moderating effect of job-seeking motivation on training effectiveness was also studied.

The researcher and a research team collected a total of 429 data points, and discarded 54 data points either because there were substantial missing data or duplications.

After analyzing this data, some results were arisen:

- a. Partial evidence was found that those who attended the training were more likely to report changing their SNW.
- b. There were partial findings for attitudes predicting SNW behavior changes.
- c. Those with high job-seeking motivation reported greater intentions to make changes to their social networking behaviors.

Recommendations concluded from these results:

- a. Individuals that are motivated to seek for a job would gain the most from SNW training than those less motivated to go job hunting.
- b. Those motivated to seek employment may increase their job prospects by effectively managing their SNWs.
- c. College career centers should encourage students who are motivated to seek employment to attend such SNW training programs.

11. (Axinia, 2011): "The Future of Employer Branding through Social Media. A Delphi study among Academics".

The goal of this study aims at understanding if there is future for employer branding through social media. Therefore the research question is: What is the future of employer branding through social media, in the view of Academics?

The respondents of this study are all Academics with expertise knowledge in Human Resource Management (HRM) or all other related organizational studies. The data were collected in the period of November 2010 – April 2011. There were three different rounds with three different questionnaires sent to the same respondents.

After analyzing the data provided from these questionnaires, findings were presented:

- a. In the next 5 years, social media will be used for employer branding and each category will be affected in different ways, in the view of Academics.
- b. It seems that the roles of HR professionals are also predicted to be influenced if companies decide to delegate them the responsibility of using social media.

The author has provided these recommendations:

- a. This study provides an expertise forecasting of what might happen when companies decide to use social media, a guideline to follow and understanding of why and for what they should use it for employer branding.
- b. It is recommended for future studies to refine and verify the results for theory building on the usage of social media for employer branding and provide the literature with richer information.

12. (Abel, 2011): "The Role of Social Networking Sites in Recruitment: Results of a Quantitative Study among German Companies".

In this study the phenomena of Social Networking Sites in recruitment was explored. Knowledge was acquired by making use of a survey, conducted in German companies.

A quantitative type of research was chosen to answer the research question; it was conducted by making use of a survey among Human Resources (HR) departments of German companies, a questionnaire based on the constructs that were derived from the literature review was developed.

The study presented these results:

- a. Social Networking Sites are an important and upcoming topic in German HR departments.
- b. Among the tested qualities of Social Networking Sites, the networking scope has the most powerful influence on effective recruitment.
- c. There is no significant relationship between the qualities of Social Networking Sites and costs.

Some of recommendations for future studies:

- a. The current study contributed a first overview to what extent the use of Social Networking Sites leads to effective recruitment, but there is still a need for further research.
- b. The results of the study were collected at a special point in time and thus it is necessary to conduct a longitudinal research in order to see the changes over time

13. (Freer, 2011): "Social Media Gaming – A Recipe for Employer Brand Success".

As part of an ongoing employer brand initiative, Evviva Brands developed My Marriott Hotel, a culinary social media game for Marriott International. It was played on the Marriott Jobs and Careers Facebook page, with the goal of helping the target audience learn about Marriott in a way that is fun, engaging and informative. This article seeks to focus on this initiative.

Focus groups, interviews and ethnographic observations led to key game-play and design components.

The author concluded:

- a. Hospitality was not seen as a career but rather a job.
- b. Employment selections are often based on brand recognition – if it is a good brand, it must be a good place to work.
- c. Social media is the predominant activity outside of work for both target candidates and current employees.

Evviva recommended:

- a. The development of a social media game to provide a tool for employee engagement around the world.
- b. Developing a game play in other languages including Mandarin and Spanish are planned as well as additional game modules that will expose players to other hotel operations such as housekeeping, or guest services.

14. (Caers & Castelyns, 2010): “LinkedIn and Facebook in Belgium: The Influences and Biases of Social Network Sites in Recruitment and Selection Procedures”.

This study investigates whether Belgian recruitment and selection (R&S) professionals use LinkedIn and Facebook during their R&S procedures and to what extent. A total of 398 and 353 respondents, respectively, from various sectors and from organizations of various sizes, responded to an online questionnaire concerning Facebook and LinkedIn. The researchers use descriptive analysis, to reach these results:

- a. Both the social network sites have become extra tools for recruiting applicants, to find additional information about them, and to decide who will be invited for an interview, but this may create the risk that common selection biases occur even before the first interview.
- b. Belgian R&S professionals use LinkedIn and Facebook in a different way, both for recruitment and for selection.

In addition, the researcher recommended:

- a. This research highlights the importance of an increased awareness among applicants regarding the effects their social network accounts may have on their

application success, in a positive or negative sense, and of anti-bias interviewer training.

- b. Organizational policy makers should be able to contribute to the success of R&S efforts in the social network era.

15. (Bohnert & Ross, 2010): “The Influence of Social Networking Web Sites on the Evaluation of Job Candidates”.

This study investigated how the content of social networking websites (SNW) pages influenced others’ evaluation of job candidates. Students (N=148) evaluated the suitability of hypothetical candidates for an entry-level managerial job, resumes were either marginally qualified or well qualified for the job. SNW printouts reflected (a) an emphasis on drinking alcohol, (b) a family orientation, or (c) a professional orientation; participants in a control group received no Web page information.

These evaluations concluded these findings:

- a. In addition to a main effect for resume quality, applicants with a family-oriented or a professional-oriented SNW were seen as more suitable for the job and more conscientious than applicants with alcohol-oriented SNW pages. They were more likely to be interviewed. If hired, they were also likely to be offered significantly higher starting salaries.

Based on the findings, the authors provided some recommendations, for both managers and job candidates:

- a. For managers, the study suggests that they should be aware of the potential influence of undue influence to information from SNWs that may be irrelevant to job performance.
- b. For job candidates, the message is clear: information disclosure and control must be carefully managed on SNWs

16. (Dickson & Nusair, 2010): "An HR Perspective: The Global Hunt for Talent in the Digital Age".

The purpose of this paper is to provide the reader with a practical understanding of the dynamic changes in how résumés are handled by recruiters, and the application of technology to the human resource (HR) functions.

The authors interview industry practitioners regarding the use of résumés scanning and identify the pros and cons of the systems from an industry perspective, which led to the following results:

- a. Technology will continue to impact HR group in the hospitality industry.
- b. As the HR teams find more and better ways to utilize the technology, the applicant pool will have to adjust to ensure that they are not screened out because they are missing a “key word.”

In addition, the authors provided some recommendations:

- a. Recruiters and job seekers must be aware of artificial intelligence, optical character recognition, and other scanning technologies.
- b. Understanding how technology is changing, even the most basic of HR practices is crucial.
- c. The HR professional must be cognizant of both the benefits and the pitfalls of the technology solution.

17. (Kluemper & Rosen, 2009): “Future Employment Selection Methods: Evaluating Social Networking Web Sites”.

The purpose of this paper is to examine the feasibility of using applicant personal information currently available on SNWs to improve employment selection decisions.

A total of 378 judge ratings (63 raters & 6 subjects) are evaluated to determine if raters can reliably and accurately determine the big-five personality traits, intelligence, and performance based only on information available on SNWs. Inter-rater reliability is assessed to determine rater consistency, followed by an assessment of rater accuracy, which has led to these results:

- a. Based solely on viewing social networking profiles, judges are consistent in their ratings across subjects -demonstrating adequate internal consistency reliability- and typically able to distinguish accurately high from low performers.
- b. Raters who are more intelligent and emotionally stable outperformed their counterparts.

In addition to these recommendations:

- a. Since SNWs contain substantial personal information, which could be argued to cause adverse impact, academic studies are needed to determine whether SNWs can be reliable and valid predictors of important organizational criteria.

Arabic and Palestinian Studies:

1. (Halasa, 2013): "The Use of Social Networks by NGOs in Gaza Strip to Strengthen its Relations with Publics".

The goal of this study is to identify the use of the non-governmental organizations (NGOs) in Gaza Strip, Palestine, of the social networks in strengthen their relations with the public. The researcher used the descriptive analytical approach, he selected a sample of 100 NGOs each of which has an active account on any of the social networks, the researcher distributed 100 surveys where 81% of them were returned, and after analyzing the data, the researcher found that:

- a. There is a proportional relation between the use of the NGOs of the social networks and the strength of their relation with the public.
- b. NGOs use social networks to increase the public’s awareness, achieve public’s satisfaction, limit public’s complaints on the NGOs performance, public relations and communication with the public, and raising funds for projects and non-profit activities.

In addition to some recommendations:

- a. NGOs should intensively use the social networks based on a rigorous plan to achieve its goals.
- b. NGOs' unions in Gaza strip should collaborate with the research centers, aiming to identify the best methods of using the social networks in achieving their goals.

3. (Al-Kahlout, 2012): "Social Media & its Effects On Decision Making of Senior Management, Case Study: Islamic University of Gaza".

This study aimed at showing the effects of social media on the decision making of senior management in the Islamic university of Gaza (IUG). Using the 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 researcher used the questionnaire as a data collection tool. The study population was (182) of the IUG employees who are the senior management or decision makers in the university. (93) Questionnaires were collected out of (143) questionnaires, after analysis they resulted in the following:

- a. There is 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.

In light of the thesis findings the researcher introduced some recommendations:

- a. Using social media tools as aid tools in management and in decision-making and the institutions should not neglect it.
- b. Considering more about the posts and comments on the social media tools to enhance the institutions' services, and developing social media tools for helping management.

3. (Abu-Zaid, 2011): "The Effect of Company Recruitment Website Quality on Organizational Attractiveness and Job Pursuit Intention - Applied Study on Jordanian Banks Websites".

The main objective of the study is to examine the effect of recruitment website quality (ease of use, aesthetics, and content usefulness) on organizational attractiveness and job pursuit intention. A total of 80 undergraduate business administration students participated in this study to evaluate four Jordanian banking website. The data were analyzed using descriptive statistics, correlation, and hierarchical regression.

The results showed:

- a. There is a direct and positive effect of website aesthetics on organizational attractiveness.
- b. There is a direct and positive effect of website aesthetics and content usefulness on job pursuit intention.

Based on these results recommendations have been suggested as follows:

- a. Designing websites in a way that takes in consideration user-oriented design process (job applicants).
- b. Ensuring that website includes information related to organization, eg: organizational objectives and culture, and information related to human resources, eg: salaries, training and development.

4. (Alotaibi, 2011): "The Role and Contribution of Online Recruitment in the Efficacy of Resourcing Practices in Private Sector Organizations in Saudi Arabia".

This research aims to analyze the role and contribution of online recruitment in the efficacy of resourcing practices in private sector organizations in Saudi Arabia, and identify perceptions of experienced HR professionals. This research is based on a multiple case study. Questionnaires sent by email to 112 HR professionals in Saudi Arabia selected randomly also an interview was conducted with three HR managers.

The results showed that:

- a. Most employers agreed with the great advantages of using e-recruitment.
- b. A considerable desire, especially in large and international companies in Saudi Arabia to apply e-recruitment.
- c. Young population is considered the one most significant finding of this study, which can lead to predict the future trend of using e-recruitment in Saudi Arabia.

The research is expecting the improvement opportunities in a suggested practical Maturity Model presented in the following steps:

- a. Use Open Source Information Portals.
- b. Link the Portal with Governmental Authorities for Qualification.
- c. Start Awareness and Support Programs (JADARAH).
- d. Programs to train HR specialists.
- e. Add promotions for executives and postgraduates.
- f. Link the portals with other recruitment systems.
- g. Continuous Monitoring Program to Measure Results.

5. (Aldhafeeri, 2010): "Development of Online Recruitment Management System in Saudi Arabia".

The process of attracting and selecting the most suitable candidate for job after screening is called recruitment. This process involves the job providers and the job seekers. Most of the job providers carry out this process by a third party.

This thesis undertakes the study of the recruitment process and a comparison between the United Kingdom's and Saudi Arabia's recruitment system. To support the ideas, a web based recruitment system is also developed to facilitate the recruitment process. This system overcomes most of the problems that associated with existing recruitment management system in Saudi Arabia and other system available over the Internet.

The results of the study were as follows:

- a. E-recruitment services provided in UK are much more efficient when compared to Saudi Arabia service providers.
- b. Testing and analysis of the developed system is carried out to evaluate the performance.

The study recommended:

A proposed system that will overcome the problems that facing the recruitment process in Saudi Arabia.

General Comments on Previous Studies:

After reviewing several local, Arabic, and foreign studies by the researcher, she has made a comparison between these studies to benefit from them in many parts of the research; in order to achieve the study objectives, and the followings are the general comments on these studies:

1. Generally, all reviewed studies discussed the variables determined in this study separately as social media, HRIS, e-recruitment, and employer branding. And their relation with other variables, e.g. job searching, employee life cycle, decision-making, organization reputation, organizational commitment and sense of belonging, leadership, strategy, evaluation of job candidates, online consumer behavior, and online marketing communication quality. Rare of these studies that uses the same variables as this thesis.
2. Fewer studies discuss variables of this thesis which are: type of social media, ease of finding social media, degree of responsiveness, and purpose of using social media;.
3. This research complies with previous studies that it discusses a topic related to HRIS and e-recruitment and how to use social media in HR functions,
4. The researcher benefited from the previous studies through developing the literature review, formulating the research's problem statement and developing the study variables. Add to this that these studies have facilitated the access to some references.
5. Only four foreign studies, are similar to this study in that they have discussed the relation between social media and employer branding (dependent variable and some of the independent variables studied), these studies are: (Pham, 2015), (Sivertzen et al., 2013), (Axinia, 2011), and (Freer, 2011).
6. Studies are varied in the environment and the place of applying them. Some of them applied in educational, industrial or managerial environments. And this led to different results as each field has its own views.
7. Most of the researchers used descriptive and analytical approach to develop their studies, but as they discussed new topics; some of them e.g. Pham used deductive approach, Bornhofen used evidence-based research, Eslamian and (Boherent and Ross) they have used experimental approach, while Axinia' study was a Delphi study, and Al-Shareef used exploratory and conclusive approach. But the

researcher choose to use the descriptive analytical approach as most of the researchers have done.

8. The populations are varied, some of populations are local, others are regional, and the rest are international. Foreign studies are varied from different countries, some of them from USA, and the others are from United Kingdom, Greek, Finland, Norway, German, Belgium, India and Turkey. While Arabic Studies are from Saudi Arabia, Jordan and Palestine.
9. Regarding the studies population and sample, researcher used different sizes of samples; 8 studies were applied taking the job seekers and social media users as its population, 9 studies made interviews with HR managers and decision makers, while others depended on case studies from the private sectors. The researcher mixed between the two population and used a sample of job seekers and a sample of HR managers.
10. Most researchers depended completely in measuring variables on some well-known researches. For example (Sivertzen et al., 2013) and many other researches when measuring employer branding, they completely depend on Employer Attractiveness scale (EmpAt) which was first introduced in a paper called "Captivating company: dimensions of attractiveness in employer branding" for (Berthon et al., 2005). And when measuring Social media, they depend on different scales as this is a new topic and most of these scale are designed by the researcher himself. And based on, the researcher will depend on these researches on developing the questionnaire and validate the research hypothesis.
11. Regarding the tools used; 15 studies used surveys and questionnaires most of them were online, and 5 studies used interviews, 3 depended on case studies, while there are some researchers used observation, videos on the company website, and focus groups. The researcher used the most used tools: online questionnaires and interviews.

Contribution of the Study to Previous Studies:

This study differs from the previous studies in that:

1. It has discussed a topic that no regional or local studies have studied, as researcher knows.
2. It focuses on how to use social media to increase employer branding effectiveness, and the researcher hopes that the results of this study will fill the gap in researches in this field, and provide recommendations for future researches.
3. It has combined four independent variables that no one of the previous researches has combined; which are: type of social media, ease of finding social media, degree of responsiveness, and purpose of using social media;.
4. This study was applied on Gaza job searchers as a population, while other studies have different population.

Chapter 4

Research Design and Methodology

Section One – Methodology and Procedures

Introduction:

This chapter describes in details the methodology and procedures that was used in this research to investigate the impact of using social media as a tool for developing employer brand. It illustrates the adopted methodology to accomplish this research, including information about research design, research population, questionnaire validity and reliability, statistical data analysis, and pilot study.

The researcher will define these procedures as follows:

Research Approach:

Based on the nature of this research, the researcher used the descriptive analytical approach. In social sciences descriptive approach is used when the researcher has no control over the variables, he only describes what has happened or what is happening, while in analytical approach the researcher has to use facts or information already available, and analyze these to make critical evaluation of the material, Which means that the researcher has gathered information about existing conditions at the time of study then he explained the causes of these phenomena (Kumar, 2008).

Research Design:

The following are the steps followed by the researcher to conduct the research:

1. The first phase: It includes developing the research proposal that contains identifying and defining the problem, establishing objectives of the research and development of the research plan.
2. The second phase: After receiving the approval on the research proposal, a comprehensive literature review was conducted about recruitment, employer branding, social media, and job searching patterns.
3. The third phase: The researcher started developing a questionnaire including the determined variables to be measured. Then the questionnaire was evaluated and reviewed by 10 professors from different universities.
4. The fourth phase: This phase is focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, in order to test and prove that the questionnaire questions are clear to be answered in a way that helps to achieve the objectives of the research.
5. The fifth phase: It is about publishing the questionnaire on social media. This electronic questionnaire was used to collect the required data from job searchers in Gaza and was published on employment pages, groups on Facebook, Twitter and blogs. 400 questionnaires were collected from the research population.
6. The sixth phase: It is about conducting data analysis and discussion by using Statistical Package for the Social Sciences (SPSS).

7. The seventh phase: The final phase includes the conclusions and recommendations based on the analysis of the data.

Figure (5.1) shows the methodology flowchart, which leads to achieve the research objective.

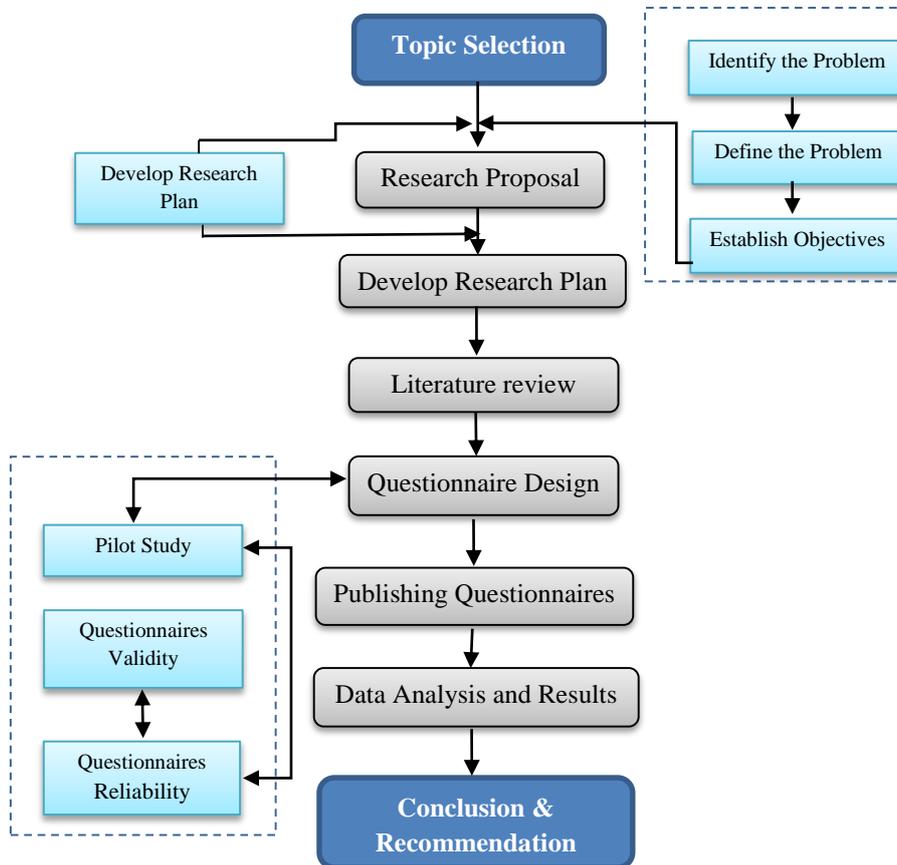


Figure (4.1): Methodology flowchart

Source: Articulated by the researcher, 2016. Based on (Kumar, 2010)

Data Collection Sources:

The data collected by the researcher was mainly from primary and secondary resources:

1. Secondary resources: In order to address the theoretical framework of the study, these secondary resources included: reference books, reports, papers published in scientific journals and magazines, these were retrieved through databases such as Emerald, and Science Direct. papers from scientific conferences, electronic newspapers articles, unpublished papers, theses and dissertations that were obtained from universities websites, and some readings and reports from various websites that are related to the study topic.

2. Primary resources: In order to address the analytical framework of the study, structured electronic questionnaire was distributed to the target group. Respondents were asked to provide opinions on the variables of this research, such as: type of social media, ease of finding social media, degree of responsiveness, purpose of using social media

Research Population:

All items under consideration in any field of inquiry constitute the population (Kumar, 2008, p.14). Population of this study consisted of job searchers on social media in Gaza Strip, which is uncountable and large society, and no available precise numbers of them, as this population may contains most of social media users, unemployed or even employed and at different ages.

Research Sample:

As it is impossible to send the questionnaires to all individuals of the population. Instead of this, the researcher selected a simple random sample that can represent the original population as it is considered as the best technique of selecting a representative sample, and it refers to the method of sample selection which gives each item in the population an equal chance of being included in the sample (Kumar, 2008, p.43). The optimal sample size for a very big population at confidence level of 95% must be larger than 384 (Wrenn, Stevens, & Loudon, 2007), so the researcher has chosen a simple random sample that consists of 400 of the job searchers on social media that are mainly from Gaza Strip.

To ensure that the right sample was selected and that the error is less than 5%; the researcher follows these procedures:

1. In the questionnaire design stage it was programmed that it cannot be answered more than one time by the same device.
2. In the stage of publishing the questionnaire, it was published on groups and pages that the majority of their members are job searchers.
3. The researcher and her friends sent the link of this questionnaire to people they know as job searchers on social media.
4. Randomly sending the questionnaire as private message to job groups members after being sure from the personal profile that they are real job searchers.
5. The researcher while sending the link of her questionnaire has attached messages about her hope to help her by answering the questionnaire, the purpose of her research, and how it will help job searchers.

Questionnaire Design and Procedure:

The questionnaire used in this research was electronic and published in Arabic version on social media in order to be understood by respondents. It started with a covering letter explaining the purpose of the study, way of responding, aim of the

research and the security of information in order to encourage respondents to answer in a proper way and provide correct information, also questions were arranged in a logical order and a proper sequencing see appendix C.

The questionnaire was carefully designed in order to facilitate the collection process, in addition to maximize the reliability and validity of data gathered from respondents. The questionnaire included six sections, one for the personal information; five are to measure the relation between variables, as follows:

1. Section (1): It focused on the personal characteristics of the respondents including (gender, age, scientific qualification, employment status, time spent on the internet and the preferred job-searching tool).
2. Section (2): 10 questions focused on measuring the effect of type of social media used by employer on job searchers perception of employer brand attractiveness.
3. Section (3): 10 questions focused on measuring the effect of ease of finding institution social media on job searchers perception of employer brand attractiveness.
4. Section (4): 10 questions focused on measuring the effect of degree of institution responsiveness on social media on job searchers perception of employer brand attractiveness.
5. Section (5): 11 questions focused on measuring the effect of purpose of using social media by the employer on job searchers perception of employer brand attractiveness.
6. Section (6): 13 questions focused on measuring job searchers perception of employer brand attractiveness.

The researcher utilized the following procedure:

1. The questionnaire was designed by the researcher, and was reviewed and modified by the research's supervisor.
2. The modified copy was given to a number of 10 academic referees from different universities.
3. The questionnaire was then modified based on the referee's comments.
4. Next, a pilot study sample of 40 questionnaires was distributed to help test the validity and reliability of the questionnaire, this provides a trial for the questionnaire, which involves testing the wordings of questions, and identifying ambiguous questions.
5. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Data Measurement and Statistical Analysis Tools:

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 an appropriate method that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in

ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5, 6, 7) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Table (4.1): Likert scale

Level	Strongly Agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly Disagree
Scale	7	6	5	4	3	2	1

Test of Normality:

The One-Sample Kolmogorov-Smirnov test will be used to identify if the data follows normal distribution or not, this test is necessary in case of testing hypotheses.

Table (4.2): The Results for Kolmogorov-Smirnov Test of Normality:

Number	Section	items No.	T value	P-value
1.	Type of social media used by employer	10	0.861	0.448
2.	Ease of finding institution social media	10	1.292	0.071
3.	Degree of institution responsiveness on social media	10	0.817	0.516
4.	Purpose of using social media	11	0.786	0.567
5.	Job searchers perception of employer brand attractiveness	13	0.701	0.710
	All sections of the questionnaire	54	0.442	0.990

From Table (4.2) the p-value for each field is greater than 0.05 level of significance, which means that the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

Statistical Analysis Tools:

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 22). The researcher would utilize 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. Regression analysis for predicting the relationship between dependent and independent variables.

6. Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance):
 - a. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 4 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 4. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 4. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 4.
 - b. The Independent Samples T-test is used to examine if there is a statistical significant difference between two means among the respondents toward the Impact of using social media as a tool for employer branding due to (Gender).
 - c. 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 Impact of using social media as a tool for employer branding due to (age, scientific qualification, employment status, time spent on the internet, and Preference of social media to find jobs).

Section Two: Testing Research Tool

Introduction:

This section describes the tests of validity and reliability of the questionnaire used to gather data. These include the structure and expert validation of the questionnaire. In order to assess the reliability of the questionnaire and assess the external consistency between the items of the measuring instrument, the Cronbach alpha coefficient was calculated.

Validity of the Questionnaire:

The ability of an instrument to measure what it is designed to measure (Kumar, 2010, p.166).

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that is 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 similar scale (Kumar, 2010).

1. Content Validity of the Questionnaire: The content validity of the questionnaire was conducted through the supervisor review in order to assure that the content of the questionnaire is consistent with the research objectives, and evaluate whether the questions reflect the research problem or not. Also, 10 academic from the Islamic University of Gaza, Alazhar University, and Al-Quds Open University reviewed the questionnaire and provided valuable notes to improve its validity that their comments were taken into consideration.

Appendix C shows the questionnaire in its final shape.

2. Criterion Related Validity (Internal consistency):

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 40 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

a. Internal Validity of the Questionnaire: Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is the correlation coefficients between each paragraph in one field and the whole field.

i. Internal Validity For the First Field:

Table (4.3): The Correlation Coefficients for the Type of social Media.

No.	Question	Pearson coefficient	p-value
1.	I prefer to work in an institution that uses different types of social media	0.762	0.000
2.	I prefer to work in an institution that has an official page on Facebook.	0.695	0.000
3.	Successful company should have an official page on Twitter.	0.711	0.000
4.	I think the institution that gives importance to its official page on LinkedIn is a professional one since it seeks to recruit talents and people with high skills.	0.540	0.000
5.	I support the institution that uses YouTube to publish videos about its products, services and its work.	0.604	0.000
6.	I prefer to work in an institution that has its own blog and uses it for different purposes.	0.617	0.000
7.	Company website can be considered as the most important tool an institution to communicate with publics.	0.776	0.000
8.	I would be happy to work with an institution that gives importance to its page on Instagram and to increase number of followers.	0.761	0.000
9.	I prefer to work in an institution that always want to make its own pages on other social media, in addition to her Facebook page.	0.548	0.000
10.	I believe any institution should give importance to new types of social media and that has many followers.	0.583	0.000

* Correlation is significant at the 0.05 level

Table (4.3) clarifies the correlation coefficient for each paragraph of the "Type of social media used by the employer" and the whole field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

ii. Internal Validity For the Second Field:

Table (4.4): The Correlation Coefficients for the Ease of Finding Social Media.

No.	Question	Pearson coefficient	p-value
1.	I am interested in working with institution its social media websites are easy to find.	0.623	0.000
2.	It is preferred to find on the front page of the institution official website icons that connect its website with official pages on social media.	0.714	0.000
3.	I think that the organization in marketing campaigns should focus on clarifying its official pages on social media.	0.599	0.000
4.	I prefer to work in an institution that uses sponsored advertisements on social media to increase the number of customers.	0.620	0.000
5.	I want to work in an institution that is concerned in making its customers know its official pages on social media through distributing brochures or commercial cards.	0.713	0.000

No.	Question	Pearson coefficient	p-value
6.	Usually I am trying to get more information about institution I am applying for jobs in through its social media websites-	0.611	0.000
7.	I am always searching for institution official pages on social media to get more information about its new products, services and jobs.	0.613	0.000
8.	I am supporting institutions that encourages its social media followers to share what it publishes on its social media through gifts and prizes.	0.536	0.000
9.	Social media icons place on official website of the institution (up/down, left/ right) affects the ease of reaching these pages.	0.654	0.000
10.	It is preferred when designing the institution official website to make social media icons attractive and remarkable for visitors.	0.543	0.000

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each paragraph of the "Ease of finding institution social media" and the whole field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

iii. Internal Validity For the Third Field:

Table (4.5): The Correlation Coefficients for the Degree of Responsiveness:

No.	Question	Pearson coefficient	p-value
1.	I prefer to work in an institution that replies immediately on its followers messages.	0.615	0.000
2.	I like to work in an institution that is concerned by followers comments on what it publishes.	0.781	0.000
3.	I want to work in an institution takes into concern its followers opinions on social media websites.	0.794	0.000
4.	I would be happy to work in an institution that is reacting positively to fans and followers comments; either they were positive or negative.	0.888	0.000
5.	I prefer to work in an institution that is trying to develop its human resources activities by benefiting from its existing and potential employees comments on social media.	0.750	0.000
6.	I usually continue to follow institutions that are very responsive to my messages and comments.	0.818	0.000
7.	I prefer to work in an institution that frequently and continuously updates its pages and news on social media.	0.737	0.000
8.	I want to work in an institution that is concerned by publishing its news and programs on social media.	0.831	0.000
9.	I think institutions should have an employee that is delegated to reply on comments on what is published on its social media websites.	0.776	0.000
10.	The institution should employ someone to monitor what is said about it on social media websites.	0.760	0.000

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the "Degree of institution responsiveness on social media" and the whole field. The p-values (Sig.)

are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

iv. Internal Validity For the Forth Field:

Table (4.6): The Correlation Coefficients for Purpose of Using Social Media:

No.	Question	Pearson coefficient	p-value
1.	I prefer to work in an institution that uses social media websites to find information about job applicants.	0.614	0.000
2.	I prefer to work in an institution that publishes its own jobs on its official pages on social networking websites.	0.470	0.002
3.	I will feel proud to work in an institution that uses social media for its marketing campaigns.	0.840	0.000
4.	I want to work in an institution that leaves Facebook and other social networking websites available for internal networking during working hours.	0.690	0.000
5.	I think that any institution should consider opinions and information available on social media websites as a decision making source.	0.729	0.000
6.	I see that using YouTube by the institution for employee training is a way for saving efforts and time.	0.592	0.000
7.	Institutions should make incentives available for its new and old employees through its pages on social networking websites.	0.712	0.000
8.	I want to work in an institution that uses social networking websites to help its employees make work-life balance.	0.844	0.000
9.	Institutions should consider what its competitors do on social media and try to keep up with them.	0.621	0.000
10.	I prefer to work in an institution that is benefiting from its social networking websites to support its brand.	0.656	0.000
11.	I want to work in an institution that train its employees on how to use social media to reflect a positive image about the institution.	0.722	0.000

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each paragraph of the "Purpose of using social media by employer" and the whole field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

v. Internal Validity For the Fifth Field:

Table (4.7): The Correlation Coefficients for Job Searchers Perception:

No.	Question	Pearson coefficient	p-value
1.	I prefer to work in an institution that gives salaries above the general average of salaries in Gaza.	0.321	0.037
2.	I want to work in an institution that is close to my home.	0.599	0.000

No.	Question	Pearson coefficient	p-value
3.	I prefer to work in an institution where I can gain experience that can benefit me in other jobs.	0.590	0.000
4.	I prefer to work in an institution with objectives that are similar to my personal goals to a great extent.	0.604	0.000
5.	I prefer to work in an institution that provides high quality products or services.	0.620	0.000
6.	I believe that institutions should take its social responsibility toward environment and society especially toward youth.	0.705	0.000
7.	I prefer to work in an institution that supports my opinions and ideology.	0.464	0.003
8.	I prefer to work in an institution that works in a domain similar to my study.	0.680	0.000
9.	I prefer to work in an institution that has high technical level and procedures in recruiting and selecting human resources.	0.685	0.000
10.	Attractive job publications motivates me to apply for jobs	0.403	0.010
11.	I am interested in working in an institution with good reputation in society as (institution, managers, and employees).	0.638	0.000
12.	I prefer to work in an institution that is interested with employing experiences and specialists in its work.	0.568	0.000
13.	I want to work in an institution that always develops its policies to improve its image on social media.	0.534	0.000

* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each paragraph of the "Job searchers perception of employer brand attractiveness" and the whole field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

b. Structure validity of the questionnaire:

Structure validity measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8): Structure validity of the questionnaire:

No.	Section	Pearson correlation coefficient	p-value
1.	Type of social media used by employer	0.809	0.000
2.	Ease of finding institution social media	0.882	0.000
3.	Degree of institution responsiveness on social media	0.874	0.000
4.	Purpose of using social media	0.846	0.000
5.	Job searchers perception of employer brand attractiveness	0.794	0.000

As shown in table (4.8), the p-values are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$ or $\alpha = 0.05$, 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.

Reliability of questionnaire (Cronbach’s Coefficient Alpha):

If a research tool is consistent and stable, hence predictable and accurate, it is said to be reliable. The greater the degree of consistency and stability in an instrument, the greater its reliability (Kumar, 2010p.168).

To insure the reliability of the questionnaire, Cronbach’s Coefficient Alpha should be applied. 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, a reliability coefficient that is above 0.7 is considered satisfactory.

Table (4.9): For Reliability Cronbach's Alpha:

Number	Section	Cronbach's Alpha
1.	Type of social media used by employer	0.8333
2.	Ease of finding institution social media	0.8023
3.	Degree of institution responsiveness on social media	0.8396
4.	Purpose of using social media	0.8273
5.	Job searchers perception of employer brand attractiveness	0.8352
	All paragraphs of the questionnaire	0.8571

As shown in table (4.9), the results were in the range from 0.8023 and 0.8396, and the general reliability for all items equal 0.8571, this range is considered high; and the result ensures the reliability of the questionnaire.

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

Data Analysis and Hypotheses Testing

Section One: Analysis of Personal Characteristics

Introduction:

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the impact of social media as a tool for employer branding. This chapter includes three main sections: The first one is about the descriptive analysis (the personal characteristics) which will be presented and discussed, the second is about Data analysis (Means and Test values for each field), and the third section will handle the hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to other findings in previous studies.

Descriptive Analysis of the Sample Statistics:

1. Gender:

Table (5.1): Gender:

Gender	Frequency	Percentages
Male	234	58.5
Female	166	41.5
Total	400	100.0

Table (5.1) shows that 58.5% from the sample are "Males", and 41.5% from the sample are "Females", no significant differences between the two percentages which reflect that job searchers are from both males and females with nearly the similar percentages.

This result is consistent with (Bohnert and Ross,2010) where male constitute 60% and female 40% of the sample.

2. Age:

Table (5.2): Age:

Age	Frequency	Percentages
Less than 25 years	183	45.8
25- less than 30 years	169	42.3
30 years and above	48	12
Total	400	100.0

Table (5.2) shows that the majority of the sample (88% from the sample ages) are "less than 30 years", while the rest (12% from the sample ages) are "above 30 years". This reflect that most of the sample are from Millennials, which are social media followers, also at these ages youth usually searches for better jobs, while after the age of 30 they usually have stable jobs and don't want to change them.

3. Scientific qualification:

Table (5.3): Scientific qualification:

Scientific qualification	Frequency	Percentages
High school	18	4.5
Diploma	60	15.0
Bachelor	267	66.8
Higher Studies	55	13.8
Total	400	100.0

Table (5.3) shows that the majority of the sample (80.6% from the sample) has bachelor degree and above, this is a good point that shows that the Gazan youth are educated people. Also 13.8% of the sample are continuing their higher studies which is a very good percentage, but this percentage may be because of the low number of job opportunities available in Gaza; they are continuing their studies to increase their employment chances. A small percentage of the sample 19.5% have less than bachelor degree this might be because that most jobs posts on social media job pages and groups (where the sample was dragged) require a bachelor degree, while a small part require a diploma or high school certificate.

4. Employment status:

Table (5.4): Employment status:

Employment status	Frequency	Percentages
Open contract employee	70	17.5
Limited contract employee	110	27.5
Unemployed (previously worked)	81	20.3
Unemployed (never worked)	139	34.8
Total	400	100.0

Table (5.4) shows that 45% from the sample are "Employed" whether with open or limited contract. While the majority (55% of the sample) are unemployed whether they have never worked before (graduates) or they previously worked; and if we added the limited contract employees (as in any time they may become unemployed) the percentage will be 82.5%, which reflect the high percentage of unemployment in Gaza Strip. Also a percentage of 27.5% of the sample are employees with limited contracts as those are searching for jobs in case if the contract ended, and a small percentage of the sample are from open contract employees; as those may be searching for better chances.

5. Time spent on the internet:

Table (5.5): Time spent on the internet:

Time spent on the internet	Frequency	Percentages
Less than 1 hour	23	5.8
1 hour-less than 3 hours	148	37.0
3 hours-less than 5 hours	111	27.8

Time spent on the internet	Frequency	Percentages
More than 5 hours	118	29.5
Total	400	100.0

Table (5.5) the majority (57.3% of the sample) spend more than 3 hours on social media, while (42.8% of the sample) spend less than three hours on social media, and that may be because the majority of the sample are from youth or we can say millenials. In addition, we should notice that more than quarter of the sample (29.5%) spend more than 5 hours, those may be considered social media addicted. These percentages are similar to (Nagendra, 2014).

6. Preference of social media to find jobs:

Table (5.6): Preference of social media to find jobs:

Knowledge about incentives system in the institution	Frequency	Percentages
Facebook	320	80.00
Twitter	27	6.75
LinkedIn	24	6.00
Blogs	61	15.25
Job websites	170	42.50
Electronic newspapers and magazines	27	6.75
Companies websites	76	19.00
Others	13	3.25

Note: the total of answers here is more than the sample size as here the respondent can choose more than one answer.

Table (5.6) shows that the majority (80.00%) from the sample preferred "Facebook" for searching jobs; which reflect the popularity of "Facebook", followed by "Job websites" with a percentage of 42.50% of the sample. This result is similar to (Nagendra, 2014) as he found that Facebook is the most visited site and a high percentage of the sample prefer job websites for searching jobs. On the third position, "Companies websites" with a percentage of 19.00% from the sample.

These results agree with a number of studies like (Xie and Stevenson, 2014) who found that the most popular social media applications are Facebook and Twitter, also (Halasa, 2013) found that Facebook is the most used by institutions with a percentage of 100% of the surveyed institutions. While these results disagree with (Nikolauo, 2014) who found that Internet job boards (job websites) still more extensively used than social networking websites.

Section Two: Data Analysis

Discussion and interpretation of each section's items:

One sample T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 4 (Middle value of Likert scale).

1. Type of social media used by employer:

Table (5.7): Type of social media used by employer:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	I prefer to work in an institution that uses different types of social media	6.17	88.14	41.67	0.000	1
2.	I prefer to work in an institution that has an official page on Facebook.	6.04	86.29	38.35	0.000	5
3.	Successful company should have an official page on Twitter.	5.39	77.00	21.53	0.000	10
4.	I think the institution that gives importance to its official page on LinkedIn is a professional one since it seeks to recruit talents and people with high skills.	5.54	79.14	23.92	0.000	9
5.	I support the institution that uses YouTube to publish videos about its products, services and its work.	6.12	87.43	40.45	0.000	2
6.	I prefer to work in an institution that has its own blog and uses it for different purposes.	5.76	82.29	30.51	0.000	7
7.	Company website can be considered as the most important tool an institution to communicate with publics.	6.08	86.86	39.53	0.000	4
8.	I would be happy to work with an institution that gives importance to its page on Instagram and to increase number of followers.	5.59	79.86	26.31	0.000	8
9.	I prefer to work in an institution that always want to make its own pages on other social media, in addition to her Facebook page.	5.88	84.00	32.42	0.000	6
10.	I believe any institution should give importance to new types of social media and that has many followers.	6.09	87.00	40.13	0.000	3
All paragraphs of the field		5.86	83.71	46.35	0.000	

Critical value of t at df "399" and significance level 0.05 equal 1.65.

Table (5.7) shows the following results:

- The mean of paragraph 1 “I prefer to work in an institution that uses different types of social media” equals 6.17 (88.14%), Test-value = 41.67, 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 paragraph is significantly greater than the

hypothesized value 4. It can be concluded that the respondents agree to this paragraph.

- The mean of paragraph 5 “I support the institution that uses its YouTube channel to publish videos about products, services and type of work inside this institution” equals 6.12 (87.43%), Test-value = 40.45, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 3 “Successful company should create make an official page on Twitter” equals 5.39 (77.00%), Test-value = 21.53, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 4 “In my point view, the institution that gives importance to its official page on LinkedIn is a professional company that seeks to recruit talents and people with high skills” equals 5.54 (79.14%), Test-value = 23.92, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of the field “Type of social media used by employer” equals 5.86 (83.71%), Test-value = 46.35, 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 higher than the hypothesized value 4. It can be concluded that the respondents agree to field of “Type of social media used by employer”.

Commentary:

- This section results agree with (Pham, 2015) in that the results showed that the respondents want to work in an institution that uses different types of social media, and this result is natural as the majority of respondents are from millenials who always search for new types of social media. And (Pham, 2015) found that it is essential to understand each social media platform, to satisfy the needs of existing and prospected employees.
- The results is consistent with a number of studies in that Facebook and official website has the highest percentage then Twitter. e.g.: (Xie and Stevenson,2014) stated that the institution must have its own Facebook page. (Abel, 2011) found that Facebook users have a greater amount of trust and are more willing to share their personal information. Also (Al- Kahlout 2012) found that IUG uses Facebook by a percentage of 67%, Twitter with a less percentage of 57%, and the company website with a percentage 86%. This can be explained by the high popularity of Facebook between the surveyed ages.

- (Nikolauo, 2014) and (Caers and Castelyns, 2010) agree with this study results in that the institution that gives importance to its official page on LinkedIn is a professional company that seeks to recruit talents and people with high skills. as (Nikolauo, 2014) found that HR professionals are more engaged in LinkedIn than Facebook and were considering the former as more effective than the latter in the recruitment process, and (Caers and Castelyns, 2010) found that LinkedIn is considered by HR professionals more professional than Facebook especially in the recruitment process. And this may be because LinkedIn is considered as a professional network worldwide,
- The results also agree with (Al Kahlout, 2012) and (Halasa, 2013) in that the institution should use its YouTube channel to publish videos about products, services and type of work inside this institution. As (Al Kahlout, 2012) found that IUG uses YouTube with a percentage of 79%, and (Halasa, 2013) found with a similar percentage that the institution should announces about its projects and programs on social media.
- The results is consistent with (Xie and Stevenson,2014) who found that many institutions had recently added many of the social media applications at the time of his study, and this study found that any institution should give importance to new types of social media and that has many followers”.

2. Ease of finding institution on social media:

Table (5.8): Ease of finding institution on social media:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	I am interested in working with institution its social media websites are easy to find.	6.19	88.43	46.41	0.000	2
2.	It is preferred to find on the front page of the institution official website icons that connect its website with official pages on social media.	6.30	90.00	56.34	0.000	1
3.	I think that the organization in marketing campaigns should focus on clarifying its official pages on social media.	6.14	87.71	49.85	0.000	4
4.	I prefer to work in an institution that uses sponsored advertisements on social media to increase the number of customers.	5.86	83.71	36.62	0.000	10
5.	I want to work in an institution that is concerned in making its customers know its official pages on social media through distributing brochures or commercial cards.	5.97	85.29	38.79	0.000	8
6.	Usually I am trying to get more information about institution I am applying for jobs in through its social media websites-	6,06	86.57	41.43	0.000	7
7.	I am always searching for institution official pages on social media to get more information about its new products, services and jobs.	6.09	87.00	43.83	0.000	5

No.	Items	Mean	Weight mean	T-value	P-value	Rank
8.	I am supporting institutions that encourages its social media followers to share what it publishes on its social media through gifts and prizes.	5.87	83.86	33.84	0.000	9
9.	Social media icons place on official website of the institution (up/down, left/ right) affects the ease of reaching these pages.	6.09	87.00	44.58	0.000	5
10.	It is preferred when designing the institution official website to make social media icons attractive and remarkable for visitors.	6.18	88.29	45.46	0.000	3
All paragraphs of the field		6.07	86.77	62.15	0.000	

Critical value of t at df "399" and significance level 0.05 equal 1.65.

Table (5.8) illustrates that the respondents agree that:

- The mean of paragraph 2 “It is preferred to find on the front page of the institution official website icons that connect its website with official pages on social media” equals 6.30 (90.00%), Test-value = 56.34, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 1 “I am interested in working in an institution that its social media websites are easy to find” equals 6.19 (88.43%), Test-value = 46.41, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 4 “I prefer to work in an institution that uses sponsored advertisements on social media to increase the number of fans and customers” equals 5.86 (83.71%), Test-value = 36.62, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 8 “I am supporting institutions that encourages its social media followers to share what it publishes on its social media through gifts and prizes” equals 5.87 (83.86%), Test-value = 33.84, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of the field “Ease of finding institution on social media” equals 6.07 (86.77%), Test-value = 62.15, 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 higher than the hypothesized value 4. It can be concluded that the respondents agree to field of "Ease of finding institution on social media".

Commentary:

- The results of this section agree with (Xie and Stevenson, 2014) in many points like; the users usually are trying to get more information about institution through its social media websites, through the comments and posts in social media employees can influence friends to apply for the company they are currently working in, offering incentives for users to engage in interactions is an effective approach to attract users, and the placement of social media on the institution's web site influences the interactions. This can be explained by the new trend of job searching behavior to find information about the institution on the internet and social media before applying to jobs in it, the new trend of offering incentives on posts sharing and likes, and that the more attractive the place of social media icons the more followers the company will have.
- The results also agrees with (Nagendra, 2014) in that social media is considered a reliable source of information and generally trusted by employees, and that employees comments and posts on social media can influence friends to apply for the company they are currently working in.
- Many studies agrees with the result of respondents search for institution official pages on social media to get more information about the institution products, services and jobs, some of these studies (Abu-Zaid, 2011), (Halasa, 2013) and (Al-Kahlout, 2012). This emphasizes the importance of watching what is posted on the company social networking websites.
- The results is consistent with (Abel, 2011) who found that companies make use of Social Networking Sites in order to post jobs and attract candidates and other recruitment activities, and this shows the importance of using social media for more effective recruitment.
- Also The study of (Pham, 2015) agree with this study that the results showed that the respondents are supporting institutions that encourages its social media followers to share what it publishes on its social media through gifts and prizes, and (Pham, 2015) found similar result that institutions should facilitate contents sharing process on social media by making investment. Any follower of the social media can note this new trend as materialistic incentives for sharing posts are considered more effective.
- Also the results agree with (Eren and Vardarli, 2014) in that they found a high agreement on the paragraph "I tend to share the adverts and other messages of the companies I follow in the social media."

3. Degree of institution responsiveness on social media:

Table (5.9): Degree of institution responsiveness on social media:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	I prefer to work in an institution that replies immediately on its followers messages.	6.42	91.71	57.63	0.000	1
2.	I like to work in an institution that is concerned by followers comments on what it publishes.	6.26	89.43	46.46	0.000	2
3.	I want to work in an institution takes into concern its followers opinions on social media websites.	6.26	89.43	48.92	0.000	2
4.	I would be happy to work in an institution that is reacting positively to fans and followers comments; either they were positive or negative.	6.22	88.86	49.68	0.000	4
5.	I prefer to work in an institution that is trying to develop its human resources activities by benefiting from its existing and potential employees comments on social media.	6.17	88.14	44.32	0.000	7
6.	I usually continue to follow institutions that are very responsive to my messages and comments.	6.15	87.86	43.10	0.000	9
7.	I prefer to work in an institution that frequently and continuously updates its pages and news on social media.	6.22	88.86	48.07	0.000	4
8.	I want to work in an institution that is concerned by publishing its news and programs on social media.	6.21	88.71	50.44	0.000	6
9.	I think institutions should have an employee that is delegated to reply on comments on what is published on its social media websites.	6.16	88.00	45.51	0.000	8
10.	The institution should employ someone to monitor what is said about it on social media websites.	6.02	86.00	38.21	0.000	10
All paragraphs of the field		6.20	88.57	62.35	0.000	

Critical value of t at df "399" and significance level 0.05 equal 1.65.

Table (5.9) illustrated that the respondent agree that:

- The mean of paragraph 1 "I prefer to work in an institution that replies immediately on its followers messages" equals 6.42 (91.71%), Test-value = 57.63, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 3 "I want to work in an institution takes into concern its followers opinions on social media websites" equals 6.26 (89.43%), Test-value = 48.92, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.

- The mean of paragraph 10 “The institution should employ someone to monitor what is said about its on social media websites” equals 6.02 (86.00%), Test-value = 38.21, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 6 “I usually continue to follow institutions that are very responsive to my messages and comments” equals 6.15 (87.86%), Test-value = 43.10, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of the field “Degree of institution responsiveness on social media” equals 6.20 (88.57%), Test-value = 62.35, 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 higher than the hypothesized value 4. It can be concluded that the respondents agree to field of “Degree of institution responsiveness on social media”.

Commentary:

- The agreement from respondents about the importance of the institution responsiveness is supporting different previous studies. As (Xie and Stevenson, 2014) who found that what users posts (or lack of posts) can provide strong evidence of users’ expectations and needs, responding to users’ postings is the best advertisement, and institutions that post more frequently are more likely to have more successful outreach and interactions taking place.
- Also this section results agree with (Eren and Vardarlier, 2013) who stated that when the employer is active on social media this has a positive effect on the employee commitment, and that companies should use comments and suggestions on social media to improve its human resources policies and activities. These results can be explained by the new trends to integrate social media in all organizational functions, and when the employer is active on social media and replies to followers comments rapidly his followers will feel that they are important to the company and thus employees’ commitment will be increased and better candidates will be attracted and recruited.
- The results is consistent with (Nagendra,2014) that this study found that the institution should develop its human resources activities by benefiting from its existing and potential employees comments on social media. While (Nagendra,2014) who found that most HR managers were found to rely on social media, they believed that use of these social media gives an additional advantage in recruitment process, it also helps for effective employee engagement and collaboration activities. This emphasize the importance of developing human

resources activities with new techniques, one of them is using social media, and focus on employer branding as a new concept.

4. Purpose of using social media by employer:

Table (5.10): Purpose of using social media by employer:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	I prefer to work in an institution that uses social media websites to find information about job applicants.	5.94	84.86	35.95	0.000	5
2.	I prefer to work in an institution that publishes its own jobs on its official pages on social networking websites.	6.18	88.29	48.75	0.000	1
3.	I will feel proud to work in an institution that uses social media for its marketing campaigns.	5.93	84.71	39.65	0.000	6
4.	I want to work in an institution that leaves Facebook and other social networking websites available for internal networking during working hours.	5.57	79.57	23.98	0.000	11
5.	I think that any institution should consider opinions and information available on social media websites as a decision making source.	5.85	83.57	32.96	0.000	9
6.	I see that using YouTube by the institution for employee training is a way for saving efforts and time.	5.90	84.29	35.24	0.000	7
7.	Institutions should make incentives available for its new and old employees through its pages on social networking websites.	5.86	83.71	31.91	0.000	8
8.	I want to work in an institution that uses social networking websites to help its employees make work-life balance.	5.80	82.86	32.36	0.000	10
9.	Institutions should consider what its competitors do on social media and try to keep up with them.	6.04	86.29	40.08	0.000	4
10.	I prefer to work in an institution that is benefiting from its social networking websites to support its brand.	6.05	86.43	42.75	0.000	2
11.	I want to work in an institution that train its employees on how to use social media to reflect a positive image about the institution.	6.05	86.43	36.43	0.000	2
All paragraphs of the field		5.92	84.57	50.35	0.000	

Critical value of *t* at df "399" and significance level 0.05 equal 1.65.

Table (5.10) illustrated that the respondent agree that:

- The mean of paragraph 2 “I prefer to work in an institution that publishes its own jobs on its official pages on social networking websites” equals 6.18 (88.29%), Test-value = 48.75, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.

- The mean of paragraph 10 “I prefer to work in an institution that is benefiting from its social networking websites to support its brand and build better reputation” equals 6.05 (86.43%), Test-value = 42.75, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 4 “I want to work in an institution that leaves Facebook and other social networking websites available for internal networking during working hours” equals 5.57 (79.57%), Test-value = 23.98, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 8 “I want to work in an institution that uses social networking websites to help its employees make work-life balance” equals 5.80 (82.86%), Test-value = 32.36, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of the field “Purpose of using social media by employer” equals 5.92 (84.57%), Test-value = 50.35, 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 higher than the hypothesized value 4. It can be concluded that the respondents agree to field of “Purpose of using social media by employer ”.

Commentary:

- The reached results agree with a number of the revised studies on the use social media by institutions to find information about job applicants. Some of these studies: (Nagendra, 2014), (Caers & Castelelyns, 2010), (Bohnert and Ross, 2010), and (Kluemper and Rosen, 2009). This is called background investigation about applicant through social media, and this as a new trend in recruitment; many of new studies confirmed its possibilities, benefits and drawbacks.
- The results is consistent with (Halasa, 2013) who found that 71% of institutions uses their social networking websites for job announcements, and the results of this study showed that applicants searches the company websites for jobs announcements. Also (Halasa, 2013) found that 58% of surveyed institution uses social media for marketing campaigns and this study showed that companies who used social media for marketing campaigns attract more candidates for jobs. Also the study supports (Xie and Stevenson, 2014) as they both emphasize the

importance and benefits of using social media for marketing campaigns. Job announcements and marketing campaigns on social media is widely used by institutions because of the low cost and the huge number of targeted publics.

- And about allowing Facebook and other social networking websites available for internal networking during working hours; the results reached in this study supported many previous studies; like (Al Kahlout, 2012) who found that SM tools are allowed for each department and all employees, (Pham,2015) whose study results that institutions should build good culture ship to eliminate employee’s fears of using social media at work and to increase trust between employer and employees. Also (Nagendra, 2014) and (Derher, 2014) who found that majority of respondents felt that Social Media is a great tool for Internal networking. Allowing employees to use social media during the working hours is becoming a great desire from the employees and most modern studies emphasize that companies should allow them with making employees aware of how to use them during the working hours.
- This study supported (Broughton, 2013) results that one of the main reasons for using social media for recruitment include: operating within an environment in which competitors are using these tools, and this study found that Institutions should consider what its competitors do on social media and try to keep up with them. For any institution and especially profit organizations, it is very important to be updated with competitors’ new approaches and activities; in order to be able to survive in their industry.
- One of this section results is that Institutions should train its employees on how to use social media to reflect a positive image about the institution, this result also is supported by (Bornhofen, 2012), (Pham, 2015) and (Al Kahlout, 2012), and may be justified that the employees are brand ambassadors and anything they do or post on social media may affect the company reputation.

5. Job searchers perception of employer brand attractiveness:

Table (5.11): Job searchers perception of employer brand attractiveness:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	I want to work in an institution that is close to my home.	6.42	91.71	54.70	0.000	1
2.	I prefer to work in an institution where I can gain experience that can benefit me in other jobs.	6.10	87.14	40.08	0.000	11
3.	I prefer to work in an institution with objectives that are similar to my personal goals to a great extent.	6.39	91.29	55.31	0.000	2
4.	I prefer to work in an institution that provides high quality products or services.	6.21	88.71	47.70	0.000	9
5.	I believe that institutions should take its social responsibility toward environment and society especially toward youth.	6.28	89.71	51.05	0.000	5

No.	Items	Mean	Weight mean	T-value	P-value	Rank
6.	I prefer to work in an institution that supports my opinions and ideology.	6.28	89.71	48.21	0.000	5
7.	I prefer to work in an institution that works in a domain similar to my study.	6.07	86.71	40.34	0.000	12
8.	I prefer to work in an institution that has high technical level and procedures in recruiting and selecting human resources.	6.15	87.86	42.25	0.000	10
9.	Attractive job publications motivates me to apply for jobs	6.29	89.86	51.46	0.000	4
10.	I am interested in working in an institution with good reputation in society as (institution, managers, and employees).	5.91	84.43	35.02	0.000	13
11.	I prefer to work in an institution that is interested with employing experiences and specialists in its work.	6.37	91.00	54.37	0.000	3
12.	I want to work in an institution that always develops its policies to improve its image on social media.	6.23	89.00	47.40	0.000	7
13.	I want to work in an institution that is close to my home.	6.23	89.00	48.38	0.000	7
	All paragraphs of the field	6.22	88.86	66.16	0.000	

Critical value of t at df "399" and significance level 0.05 equal 1.65

Table (5.11) illustrated that the respondent agree that:

- The mean of paragraph 1 "I prefer to work in an institution that gives salaries above the general average of salaries in Gaza" equals 6.42 (91.71%), Test-value = 54.70, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 3 "I prefer to work in an institution where I can gain experience that can benefit me in other jobs" equals 6.39 (91.29%), Test-value = 55.31, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 10 "Attractive job publications motivates me to apply for jobs" equals 5.91 (84.43%), Test-value = 35.02, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.
- The mean of paragraph 7 "I prefer to work in an institution that supports my opinions and ideology" equals 6.07 (86.71%), Test-value = 40.34, 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 paragraph is significantly greater than the hypothesized value 4. It can be concluded that the respondents agree to this paragraph.

- The mean of the field “Job searchers perception of employer brand attractiveness” equals 6.22 (88.86%), Test-value = 66.16, 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 higher than the hypothesized value 4. It can be concluded that the respondents agree to field of “Job searchers perception of employer brand attractiveness”.

Commentary:

- This study is consistent with (Sivertzen et al., 2013) results that organizations should focus on personal growth, and self-confidence, as well as a good environment for learning and application of skills rather than investing in their employer branding activities. In this study the respondents prefer to work in an institution where they can gain experience that can benefit them in other jobs. This agreement can be explained by the unstable world of work, where each employee is concerned to have better competencies and experience to compete for better job in the future, as there is no stable jobs and there is a trend from companies to make limited employment contracts.
- Also the results of this section support (Broughton et al., 2013), (Dickson and Nusair, 2010) and (Alotaibi, 2011) in that the respondents prefer to work in an institution that has high technical level and follows modern procedures in recruiting and selecting human resources. Of course each employee now want more advanced methods in his work especially youth and smaller ages, in order to be compatible with their life styles.
- Finally (Abu-Zaid, 2011) stated in his study that attractive colors and designs of websites attract applicant to apply for jobs, this is supported by this study finding that “Attractive job publications motivates applicant to apply for jobs”. And this became a necessity now in the time of using designs and colors in everything and especially announcements to attract more readers.

General Commentary on Five Fields:

Table (5.12): Means and Test values for all paragraphs:

No.	Items	Mean	Weight mean	T-value	P-value	Rank
1.	Type of social media used by employer	5.86	83.71	46.35	0.000	5
2.	Ease of finding institution on social media	6.07	86.77	62.15	0.000	3
3.	Degree of institution responsiveness on social media	6.20	88.57	62.35	0.000	2
4.	Purpose of using social media by employer	5.92	84.57	50.35	0.000	4

No.	Items	Mean	Weight mean	T-value	P-value	Rank
5.	Job searchers perception of employer brand attractiveness	6.22	88.86	66.16	0.000	1
	All paragraphs	6.06	86.57	67.75	0.000	

Critical value of t at df "399" and significance level 0.05 equal 1.65.

- Table (5.12) shows the mean for all paragraphs in the questionnaire equals 6.06 (86.57%), Test-value = 67.75, 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 all paragraphs is significantly greater than the hypothesized value 4. So it can be concluded that the respondents agree to all paragraphs in general. Accordingly, there exists significant impact of using social media on job searchers perception of employer brand attractiveness.
- Also the table shows that the highest agreement is on the section of "job searchers perception of employer brand attractiveness" with a mean of 6.22 (88.86%), followed by "degree of institution responsiveness on social media" with a mean of 6.20 (88.57%), and the lowest agreement was on the "type of social media used by employer" with a mean of 5.86 (83.71%).

Section Three: Hypotheses Testing

Testing hypotheses:

1. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between Type of social media used by the institution and Job searchers perception of employer brand attractiveness.

Table (5.13): Testing the First Hypothesis

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relationship at ($\alpha \leq 0.05$) level between type of social media used by the institution and job searchers perception of employer brand attractiveness.	0.434	0.000

Table (5.13) shows that the correlation coefficient between type of social media used by the institution and job searchers perception of employer brand attractiveness equals 0.434 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 $\alpha = 0.05$. So, it can be concluded that there exists a significant relationship between type of social media used by the institution and job searchers perception of employer brand attractiveness, but this relationship is weak as the correlation coefficient is small.

Commentary:

- The hypothesis here was accepted. So the institution should diversify between the social media types it uses and be updated by new types, in order to be the best employer in the eyes of job applicants.
- This result is consistent with the finding of (Pham, 2015), (Xie and Stevenson, 2014), (Abel, 2011), and (Al-Kahlout 2012) who in general recommended that institutions should use different types of social media for different purposes.

2. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness.

Table (5.14): Testing the Second Hypothesis.

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relationship at ($\alpha \leq 0.05$) level between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness.	0.669	0.000

Table (5.14) shows that the correlation coefficient between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness equals 0.669 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 $\alpha = 0.05$. So, it can be concluded that there exists a significant relationship between ease of finding social media website of the institution and job searchers perception of employer brand attractiveness.

Commentary:

- By the acceptance of this hypothesis, it is found that when the company social media is more accessible and easy to find, more followers the company will have and a higher attractiveness of its employer brand, and thus it will be able to attract better candidates for new vacancies.
- This result is similar to what is found by (Nagendra, 2014) and (Sivertzen et al., 2013) who said that the organizations should make her websites and social media more accessible to have more effective recruitment process.

3. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness.

Table (5.15): Testing the Third Hypothesis.

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relationship at ($\alpha \leq 0.05$) level between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness.	0.681	0.000

Table (5.15) shows that the correlation coefficient between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness equals 0.681 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 $\alpha = 0.05$. So, it can be concluded that there exists a significant relationship between degree of responsiveness of the institution on social media and job searchers perception of employer brand attractiveness.

Commentary:

- The hypothesis is true, which means that the more the company is responsive, the more followers it will have on social media and therefore higher perception by job searchers of her employer brand.

- This result support (Broughton, 2013), (Bornhofen, 2012), (Axinia, 2011), and (Halasa, 2013) who found that the company should be more active on social media to have a better reputation.

4. There is a significant statistical relationship at ($\alpha \leq 0.05$) level between purpose of social media for the institution and job searchers perception of employer brand attractiveness.

Table (5.16): Testing the Forth Hypothesis.

Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
There is a significant statistical relationship at ($\alpha \leq 0.05$) level between purpose of social media for the institution and job searchers perception of employer brand attractiveness.	0.606	0.000

Table (5.16) shows that the correlation coefficient between purpose of social media for the institution and job searchers perception of employer brand attractiveness equals 0.606 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 $\alpha = 0.05$. So, it can be concluded that there exists a significant relationship between purpose of social media for the institution and job searchers perception of employer brand attractiveness.

Commentary:

- The acceptance of this hypothesis can be justified that the job searchers are concerned why the institution is using social media and how much this purpose of using is going with their interests.
- This result is consistent with (Broughton, 2013), (Bornhofen, 2012), (Axinia, 2011), and (Halasa, 2013) who found that the company should be more active on social media to have a better reputation.

5. There is a significant statistical effect at ($\alpha \leq 0.05$) level of using social media by the institution for employer branding on job searchers perception of employer brand attractiveness.

In order to explore the relationship between dependent variable and independent variables, multiple regression analysis was conducted to see the impacts. One of the objectives of this research is to find out the relationships and the impact between level of using social media and job searchers perception of employer brand attractiveness, so regression analysis is the best suitable tool for that purpose. The researcher use Stepwise regression and obtain the following results:

R Square = 0.56, this means 56% of the variation in "job searchers perception of employer brand attractiveness" is explained by "type of social media used by

institution, ease of finding institution social media, degree of institution responsiveness and the purpose of using social media by the institution ".

Table (5.17): ANOVA for Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	100.946	4	25.236	125.640	0.000
Residual	79.341	395	0.201		
Total	180.286	399			

Table (5.17) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable "job searchers perception of employer brand attractiveness" and independent variables "type of social media used by institution, ease of finding institution social media, degree of institution responsiveness and the purpose of using social media by the institution".

Table (5.18): Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.482	0.219		6.77	0.000
Type of social media	0.161	0.041	0.192	3.96	0.000
Ease of finding social media	0.373	0.056	0.370	6.60	0.000
Degree of responsiveness	0.336	0.051	0.354	6.59	0.000
Purpose of using social media	0.226	0.043	0.256	5.27	0.000

The data analysis presented in Table (5.18) revealed that all of predictors have P-value for their coefficient (beta, β) are significant: type of social media used by institution, ease of finding institution social media, degree of institution responsiveness and the purpose of using social media by the institution significantly contributed to the model. Based on T-test, the most significant variables are ease of finding social media, followed by degree of responsiveness.

The result of the regression analysis shows that the four independent practices affect the application of coaching techniques but the strongest affect related to the ease of finding social media.

Based on the above results, a model can be derived to be:

<p>Job searchers perception of employer brand attractiveness = 1.482 + 0.161* (type of social media) + 0.373* (ease of finding social media) + 0.336* (degree of responsiveness) + 0.226* (purpose of using social media).</p>

According to regression equation all independent variables affect the dependent variable (job searchers perception of employer brand attractiveness) but to different degrees. As the ease of finding social media has the biggest effect on job searchers perception, followed by the degree of institution responsiveness on social media. And the lowest effect is coming from the type of social media used by the institution. Which means that the company should focus more on making its social networking websites more easy to find, and publishes them in different ways, also it should be responsive to her customers comments and massages. While the company should not give much care to the type of social media it uses and should not diversify between these social networking websites, as its effect on job searchers perception of employer brand attractiveness is limited.

6. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to personal characteristics (gender, age, scientific qualification, employment status, and time spent on the internet).

- a. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to gender.

Table (5.19): Independent Samples T-test of the fields for Gender.

No.	Field	Test value	Sig.	Means	
				Male	Female
1.	Type of social media	-2.235	0.026	5.79	5.96
2.	Ease of finding social media	-1.633	0.103	6.03	6.14
3.	Degree of responsiveness	-2.482	0.013	6.14	6.31
4.	Purpose of using social media	-1.870	0.062	5.86	6.01
5.	Job searchers perception of employer brand attractiveness	-1.979	0.49	6.17	6.30
	All fields together	-2.475	0.14	6.00	6.14

Table (5.19) shows that the p-value (Sig.) for "ease of finding social media, purpose of using social media and job searchers perception of employer brand attractiveness" is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference in respondents' answers toward each field of these fields due

to Gender. The researcher concludes that the characteristic of the respondents' gender has an effect on these fields.

While the p-value (Sig.) for "type of social media and degree of responsiveness" is smaller than the level of significance $\alpha = 0.05$, then there is significant difference in respondents' answers toward each field of these fields due to Gender. The researcher concludes that the characteristic of the respondents' gender has no effect on these fields.

Commentary:

- Gender has affected some fields of the study and some weren't affected, this may be because: e.g.: type of social media is affected as female are attracted to different types of social media than males, and may give more attention to those websites who are more responsive to them for psychological reasons.
 - While other fields who are not affected by gender support (Nikolaou, 2014) who found that gender seems to associate with some aspects of SNWs usage and engagement among job seekers.
- b. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to age.

Table (5.20): One-Way ANOVA Test of the Fields for Age.

No.	Field	Test value	Sig.	Means		
				Less than 25 years	25- less than 30 years	30 years and above
1.	Type of social media	2.435	0.089	5.82	5.95	5.69
2.	Ease of finding social media	0.422	0.656	6.08	6.09	5.99
3.	Degree of responsiveness	0.053	0.949	6.20	6.21	6.18
4.	Purpose of using social media	0.729	0.483	5.93	5.95	5.80
5.	Job searchers perception of employer brand attractiveness	0.007	0.993	6.23	6.22	6.23
	All fields together	0.590	0.555	6.05	6.09	5.98

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference in respondents' answers toward each field due to Age. So, it can be concluded that the characteristic of the respondents' Age has no effect on "type of social media, ease of finding social media, degree of responsiveness, purpose of using social media, job searchers perception of employer brand attractiveness".

Commentary:

Age doesn't affect the responses may be because most of the surveyed ages categories were from millenials and have nearly the same use of social media.

- c. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to scientific qualification.

Table (5.21): One-Way ANOVA Test of the Fields for Scientific Qualification.

No.	Field	Test value	Sig.	Means			
				High school	Diploma	Bachelor	Higher Studies
1.	Type of social media	0.692	0.557	5.94	5.98	5.84	5.79
2.	Ease of finding social media	0.421	0.738	5.99	6.16	6.06	6.06
3.	Degree of responsiveness	1.929	0.124	5.93	6.35	6.19	6.26
4.	Purpose of using social media	1.532	0.206	5.62	6.01	5.91	6.01
5.	Job searchers perception of employer brand attractiveness	1.069	0.362	6.03	6.28	6.20	6.32
	All fields together	1.038	0.376	5.90	6.16	6.04	6.09

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 insignificant difference in respondents' answers toward each field due to scientific qualification. So, it can be concluded that the characteristic of the respondents' scientific qualification has no effect on "type of social media, ease of finding social media, degree of responsiveness, purpose of using social media, job searchers perception of employer brand attractiveness".

Commentary:

- Scientific qualification has no effect on respondents' opinions on the paragraphs of the study because all of them are job searchers on social media and were surveyed on their perception of different aspects of social media which has no relation to scientific qualification as now even small children uses social media.

- d. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to employment status.

Table (5.22): One-Way ANOVA Test of the Fields for Employment Status.

No.	Field	Test value	Sig.	Means			
				Open contract employee	Limited contract employee	Unemployed (previously worked)	Unemployed (never worked)
1.	Type of social media	3.595	0.014	5.62	5.90	6.04	5.85
2.	Ease of finding social media	2.585	0.053	5.91	6.12	6.20	6.05
3.	Degree of responsiveness	1.483	0.219	6.07	6.24	6.31	6.20
4.	Purpose of using social media	1.889	0.131	5.76	6.00	6.05	5.90
5.	Job searchers perception of employer brand attractiveness	0.725	0.538	6.16	6.17	6.27	6.27
	All fields together	2.511	0.058	5.90	6.08	6.17	6.05

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 insignificant difference in respondents' answers toward each field due to employment status. So, it can be concluded that the characteristic of the respondents' employment status has no effect on "type of social media, ease of finding social media, degree of responsiveness, purpose of using social media, job searchers perception of employer brand attractiveness".

Commentary:

- Also the employment status has no effect on different fields of the study as all of them are job searchers and they are using social media for searching jobs (the same reason), in addition to other purposes. And they have the same perception of the employer and his use of social media from different aspects.
- e. There is significant differences at ($\alpha \leq 0.05$) level between the mean of responses of the research sample toward using social media as a tool for employer branding due to time spent on the internet.

Table (5.23): One-Way ANOVA Test of the Fields for Time Spent.

No.	Field	Test value	Sig.	Means			
				Less than 1 hour	1 hour– less than 3 hours	3 hours– less than 5 hours	More than 5 hours
1.	Type of social media	4.787	0.003	5.48	5.83	5.77	6.06
2.	Ease of finding social media	5.057	0.002	5.78	6.02	6.02	6.25
3.	Degree of responsiveness	2.246	0.083	5.89	6.18	6.23	6.29
4.	Purpose of using social media	2.000	0.113	5.72	5.84	5.94	6.04
5.	Job searchers perception of employer brand attractiveness	1.868	0.134	6.00	6.18	6.23	6.32
	All fields together	4.031	0.008	5.78	6.01	6.04	6.19

Table (5.23) shows that the p-value (Sig.) for "degree of responsiveness, purpose of using social media and job searchers perception of employer brand attractiveness" is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference in respondents' answers toward each field of these fields due to time spent on the internet. The researcher concludes that the characteristic of the respondents' time spent on the internet has an effect on these fields.

While the p-value (Sig.) for "type of social media and ease of finding social media " is smaller than the level of significance $\alpha = 0.05$, then there is significant difference in respondents' answers toward each field of these fields due to time spent on the internet. The researcher concludes that the characteristic of the respondents' time spent on the internet has no effect on these fields.

Commentary:

- The time spent on social media has no effect on the fields of study as the respondents whether they are spending so much time or so little time this will not affect their perception for the employer actions on social media.

Chapter 6

Conclusions and Recommendations

Chapter 6 – Conclusions and Recommendations

Introduction:

This chapter includes a summary of the most important findings that have been gathered as a result of this study. Additionally, the most important proposed recommendations in light of the results that were presented which contribute towards promoting and supporting strengths or addressing and correcting weaknesses and suggestions for future researches in order to improve the use of social media for employer branding in Gazan Companies. The goal is to achieve the main objective of this study, which is to investigate the effect of using social media on job searchers perception of employer brand attractiveness.

Conclusions:

The purpose of this study was to study the effect of using social media on job searchers perception on employer brand attractiveness. To achieve that purpose and investigating the relationship; a questionnaire was administered to job searchers on social media in Gaza Strip, the data provided by the questionnaire was analyzed, some results were found, the following is a summary of the conclusions that can be drawn from this research:

1. Conclusions Related to Type of Social Media Used by Employer:

- a. It is found that employer should uses different types of social media, be updated with new social networking websites and focus on what is most used by its targeted applicant. In order to go with the existing and expected employees desires and needs, and to keep up with its competitors and other institutions in the industry.
- b. The majority of the sample prefer Facebook in searching for jobs; followed by Job websites, and then Companies websites. This reflect the high popularity of Facebook over other types of social networking websites between social media followers, job websites still have a high popularity despite of the emergence of other types of social media, and also the company official websites still have its position.
- c. The company website is very important for attracting applicants in addition to the social media the company uses. This is because the company website still considered more official than social networking websites.
- d. LinkedIn is considered more professional than other types of social media. This is of course because of the requirements of the website, the type of information requested for registering and also the type of its followers.
- e. YouTube can be used by institutions to announcing information about its products, services and type of work inside the institution. And this is a new trend also used by many institutions.

2. Conclusions Related to Ease of Finding Institution Social Media:

- a. Institution with more accessible and easy to find social media has more followers and would have a better employer brand perception. This is because of the passivity and laziness of the job searchers as they prefer what is available than make efforts of searching.
- b. How attractive is the company website and social media icons place on official website of the institution (up/down, left/ right) affects the ease of reaching these pages, and thus leads to more followers. This is so much true as the colors and lights always attract anyone, and also when the social media icons are obvious on the company website it will be noticed and accessed by many followers.
- c. Job searchers access companies website and social media to search for jobs, to know about its new products, services, programs and type of work inside the institution. So the companies should take care of what is published on its official website and social media.
- d. Benefiting from social media in the company marketing campaigns, as this way is more effective, with low cost and large base of reached targets.

3. Conclusions Related to Degree of Institution Responsiveness on Social Media:

- a. Job searchers usually look for and continue to follow employers with high degree of responsiveness, and they interact more with these pages. As followers when they feel that the institution is caring about their opinions and requests they become more active and will have a better image of this institution.
- b. When companies replies immediately to followers comments and messages it will have higher perceived employer brand and thus it will be able to recruit the best candidates for new vacancies.
- c. The employer that develops its human resources activities according to new approaches and suggestions on his social media is usually more attractive for job searchers; as they will feel their importance to the institution and the best and suitable approaches will be used in their working life inside the institution.
- d. The company that have a delegated employee or team for caring about its social media will have a higher degree of responsiveness, as this is the benefits of specialization and delegation of an employee or team to a specific activity or work.

4. Conclusions Related to Purpose of Using Social Media:

- a. Companies can use social media for candidates background investigation for new vacancies. And this as a new trend in recruitment; many companies are using and many new studies confirmed its possibilities, benefits and drawbacks.
- b. There are some psychological reasons (e.g. feeling proud) for why job searchers seek to work in specific organizations. As there is always some actions of employees that cannot be justified by logical reasons, instead for psychological reasons.

- c. Training employees on how to use social media as they are the brand ambassadors of the company then let them use it during the working hours. And this is the best approach as the company cannot prevent its employees of using social media, but instead it can train them on how to use them for the benefit of the company, and on the other hand to achieve a work-life balance for employees.
- d. Using the information available on social media by the institution as a supportive tool for decision-making is a new trend and is also has its advantages to the institution.

5. Conclusions Related to the Effect of Using Social Media on Job Searchers

Perception of Employer Brand Attractiveness:

- a. Each of (type of social media, ease of finding social media, degree of responsiveness and the purpose of using social media) affect the (job searchers perception of employer brand attractiveness) but to different degrees.
- b. The ease of finding social media has the biggest effect on job searchers perception, followed by the degree of institution responsiveness on social media. Which means that the company should focus more on making its social networking websites more easy to find, and publishes them in different ways, also it should be responsive to her customers comments and messages.
- c. The lowest effect is coming from the type of social media used by the institution. Which reflect that the company should not give much care to the type of social media it uses and should not diversify between these social networking websites, as its effect on job searchers perception of employer brand attractiveness is limited.

6. Conclusions Related to Differences in the Sample Responses toward Personal Characteristics:

- a. There is no significant differences between the mean of responses of the research sample toward using social media as a tool for employer branding due to some personal characteristics (age, scientific qualification, and employment status).
- b. While there are differences in the responses in some fields of the study due to (gender and time spent on social media).

7. General Conclusions:

- a. There exists a significant positive relationship between type of social media used by the institution and job searchers perception of employer brand attractiveness.
- b. There exists a significant positive relationship between Ease of finding institution social media and job searchers perception of employer brand attractiveness.
- c. There exists a significant positive relationship between Degree of institution responsiveness on social media and job searchers perception of employer brand attractiveness.

- d. There exists a significant positive relationship between purpose of using social media by the institution and job searchers perception of employer brand attractiveness.
- e. There is a significant effect of using social media by the institution (type of social media, ease of finding social media, degree of responsiveness and the purpose of using social media) on Job searchers perception of employer brand attractiveness.

Recommendations:

According to the results of this research, important recommendations can be drawn for managers and institutions to take into account. Based on the research analysis, findings and conclusions, the researcher proposes the following recommendations:

1. Recommendations Related to Type of Social Media Used by Employer:

- a. Managers should take care of the institution social networking websites, and focus on the most used by its existing, prospected employees and customers. In order to keep up with the new trend and approaches of management.
- b. Companies should use different types of social media and be updated with new social networking websites that have many followers; without neglecting its official website.
- c. Institutions should use its YouTube channel to publish videos about products, services and type of work inside this institution. In order to make a more effective marketing for its activities.

2. Recommendations Related to Ease of Finding Institution Social Media:

- a. Companies should make its official website attractive and social media icons should be available on the front page in order to make it easy to its publics to find its official pages on social media.
- b. There are many ways a company can use in its marketing campaigns, like: paid advertisements, offering gifts and prizes for sharing posts. As marketing through social media is more effective and with nearly zero costs in comparison with other marketing tools.

3. Recommendations Related to Degree of Institution Responsiveness on Social Media:

- a. The company should be more responsive to its followers comments and messages on its social networking websites, in order to have a better perception by the job searchers of it as employer.
- b. It is recommended that management should delegate a trained team or an employee to respond to the company followers on social networking websites, publishes news about the organization activities and programs, and give the feedback to

management about what is happening on social media in order to use it in decision making and improving its work.

4. Recommendations Related to Purpose of Using Social Media:

- a. Human resources managers should develop different human resources activities by benefiting from its existing and potential employees comments on social media, e.g. using YouTube for training, and using Facebook and other platforms for publishing new jobs and make background investigation about candidates. As this will make the followers feels their importance to the company.
- b. Companies should give training to its employees on how to use and deal with social media, and then make social networking websites available at work but to a specific limits. By this way it can make a work-life balance for employees in addition to advantages to the institution.
- c. Management should care about how to give its employees an experience that they can use in other positions and jobs in other companies when they leave their work. In that way they can feel more stable, more motivated, and give the institution their maximum efforts.

Proposed Future Studies:

There are number of recommended interesting topics that researchers can cover in their future researchers:

1. Studying other aspects of social media effects on job searchers perception of employer brand attractiveness.
2. Studying employer branding from the marketing aspect.
3. Focusing on one social networking website like: Facebook and study its effect on employer brand attractiveness.
4. Focusing on employer brand attractiveness from the aspect of the management and the organization.
5. Studying the effects of using social media for background investigation.
6. Studying the effectiveness of social media marketing campaigns.
7. The effectiveness of using YouTube for providing employees with training.
8. Bros and cons of making social networking websites available at work.

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Appendixes

Appendix A: List of Referees' Names

No.	Name	Referee Title
1.	Dr. Wasim Al-Habil	Islamic University of Gaza
2.	Dr. Rushdy Wadi	Islamic University of Gaza
3.	Dr. Khalid Dehliz	Islamic University of Gaza
4.	Dr. Akram Sammour	Islamic University of Gaza
5.	Dr. Samir Safi	Islamic University of Gaza
6.	Dr. Jalal Shabat	Al- Quds Open University
7.	Dr. Nabil El-Louh	General Personnel Council
8.	Dr. Wael Thabet	Al- Azhar University
9.	Dr. Khalid Hajaj	Al- Azhar University
10.	Dr. Marwan Al- Agha	Al- Azhar University

Appendix B: Request for Questionnaire Assessment

بسم الله الرحمن الرحيم



الجامعة الإسلامية بغزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

الدكتورة/..... حفظه/ها الله
السلام عليكم ورحمة الله وبركاته،

الموضوع: طلب تحكيم استبانة

تقوم الباحثة بإجراء دراسة بعنوان: " شبكات التواصل الاجتماعي كوسيلة لخلق علامة تجارية للمشغل -دراسة تطبيقية على الباحثين عن وظائف في قطاع غزة"، وحاليا تقوم بتصميم الاستبانة الخاصة بالدراسة، وبحكم خبرتكم في مجال البحث العلمي نرجو من سيادتكم اعطائها جزءا من وقتكم الثمين؛ والقبول بتحكيم الاستبانة وابداء رأيكم في فقراتها من حيث ملاءمتها وشموليتها لكل محور، ومدى وضوح الفقرات، وتأمل منكم الباحثة تعديل أو اضافة أي جزء ترونه مناسباً، حتى يتسنى لها تعديلها في ضوء ملاحظتكم القيمة.

شاكرين لكم حسن تعاونكم، وتفضلوا بقبول فائق الاحترام والتقدير.

الباحثة
ناريمان عجور

المرفقات:

- مشكلة الدراسة
- المتغيرات والفرضيات
- نسخة باللغة العربية من الاستبانة

Appendix C: Questionnaire

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

Islamic University of Gaza
Deanship of Graduate Studies
Faculty of Commerce
Department of Business Administration



Dear Colleagues,

Because of the high percentage of unemployment in Gaza Strip, the increasing number of job searchers and exploiting this by some employers, and the delusive job publications that are only meant by collecting data about graduates and job searchers. This study came to increase the awareness of the concept of "Employer Branding" and how to use it as a tool for helping job searchers to make the right choice in light of limited chances in Gaza Strip.

This questionnaire is a research tool designed for completing the requirements of master degree in business administration in the Islamic University of Gaza, under the title of "**Employer Branding as a Tool for Employer Branding**". The researcher is aiming from this questionnaire to exploring the effect of using different types of social media as a tool for building a better brand for the employer in order to recruit the best pool of candidates.

Given the importance of the topic and as you are the best source of the required information; please answer this questionnaire carefully and objectively, knowing that the obtained information will be treated as confidential information and will be used for scientific research purposes only. In case you have any question don't hesitate to contact the researcher through the e-mail below.

Thank you for your cooperation.

The Researcher

Nariman Ajjur

E-mail: nariman.ajjur@gmail.com

Second: Study Dimensions:

What is the degree of importance you give to the following points in the employer you want to work with?

First dimension: Type of social media used by employer:

	Phrase	Strongly agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly disagree
1.	I prefer to work in an institution that uses different types of social media							
2.	I prefer to work in an institution that has an official page on Facebook.							
3.	Successful company should have an official page on Twitter.							
4.	I think the institution that gives importance to its official page on LinkedIn is a professional one since it seeks to recruit talents and people with high skills.							
5.	I support the institution that uses YouTube to publish videos about its products, services and its work.							
6.	I prefer to work in an institution that has its own blog and uses it for different purposes.							
7.	Company website can be considered as the most important tool an institution to communicate with publics.							
8.	I would be happy to work with an institution that gives importance to its page on Instagram and to increase number of followers.							
9.	I prefer to work in an institution that always want to make its own pages on other social media, in addition to her Facebook page.							
10.	I believe any institution should give importance to new types of social media and that has many followers.							

Second dimension: Ease of finding institution social media:

	Phrase	Strongly agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly disagree
1.	I am interested in working with institution its social media websites are easy to find.							
2.	It is preferred to find on the front page of the institution official website icons that connect its website with official pages on social media.							
3.	I think that the organization in marketing campaigns should focus on clarifying its official pages on social media.							
4.	I prefer to work in an institution that uses sponsored advertisements on social media to increase the number of customers.							
5.	I want to work in an institution that is concerned in making its customers know its official pages on social media through distributing brochures or commercial cards.							
6.	Usually I am trying to get more information about institution I am applying for jobs in through its social media websites.							
7.	I am always searching for institution official pages on social media to get more information about its new products, services and jobs.							
8.	I am supporting institutions that encourages its social media followers to share what it publishes on its social media through gifts and prizes.							
9.	Social media icons place on official website of the institution (up/down, left/ right) affects the ease of reaching these pages.							
10.	It is preferred when designing the institution official website to make social media icons attractive and remarkable for visitors.							

Third dimension: Degree of institution responsiveness on social media:

	Phrase	Strongly agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly disagree
1.	I prefer to work in an institution that replies immediately on its followers messages.							
2.	I like to work in an institution that is concerned by followers comments on what it publishes.							
3.	I want to work in an institution takes into concern its followers opinions on social media websites.							
4.	I would be happy to work in an institution that is reacting positively to fans and followers comments; either they were positive or negative.							
5.	I prefer to work in an institution that is trying to develop its human resources activities by benefiting from its existing and potential employees comments on social media.							
6.	I usually continue to follow institutions that are very responsive to my messages and comments.							
7.	I prefer to work in an institution that frequently and continuously updates its pages and news on social media.							
8.	I want to work in an institution that is concerned by publishing its news and programs on social media.							
9.	I think institutions should have an employee that is delegated to reply on comments on what is published on its social media websites.							
10.	The institution should employ someone to monitor what is said about it on social media websites.							

Fourth dimension: Purpose of using social media by employer:

	Phrase	Strongly agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly disagree
1.	I prefer to work in an institution that uses social media websites to find information about job applicants.							
2.	I prefer to work in an institution that publishes its own jobs on its official pages on social networking websites.							
3.	I will feel proud to work in an institution that uses social media for its marketing campaigns.							
4.	I want to work in an institution that leaves Facebook and other social networking websites available for internal networking during working hours.							
5.	I think that any institution should consider opinions and information available on social media websites as a decision making source.							
6.	I see that using YouTube by the institution for employee training is a way for saving efforts and time.							
7.	Institutions should make incentives available for its new and old employees through its pages on social networking websites.							
8.	I want to work in an institution that uses social networking websites to help its employees make work-life balance.							
9.	Institutions should consider what its competitors do on social media and try to keep up with them.							
10.	I prefer to work in an institution that is benefiting from its social networking websites to support its brand.							
11.	I want to work in an institution that train its employees on how to use social media to reflect a positive image about the institution.							

Fifth dimension: Job searchers perception of employer brand attractiveness:

	Phrase	Strongly agree	Agree	Agree to some extent	Neutral	Don't agree to some extent	Disagree	Strongly disagree
1.	I want to work in an institution that is close to my home.							
2.	I prefer to work in an institution where I can gain experience that can benefit me in other jobs.							
3.	I prefer to work in an institution with objectives that are similar to my personal goals to a great extent.							
4.	I prefer to work in an institution that provides high quality products or services.							
5.	I believe that institutions should take its social responsibility toward environment and society especially toward youth.							
6.	I prefer to work in an institution that supports my opinions and ideology.							
7.	I prefer to work in an institution that works in a domain similar to my study.							
8.	I prefer to work in an institution that has high technical level and procedures in recruiting and selecting human resources.							
9.	Attractive job publications motivates me to apply for jobs							
10.	I am interested in working in an institution with good reputation in society as (institution, managers, and employees).							
11.	I prefer to work in an institution that is interested with employing experiences and specialists in its work.							
12.	I want to work in an institution that always develops its policies to improve its image on social media.							
13.	I want to work in an institution that is close to my home.							

Thank You For Your Cooperation

Appendix D: Questionnaire in Arabic Language

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية بغزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

الأخت الكريمة، /الأخ الكريم
السلام عليكم ورحمة الله وبركاته
أما بعد،

تعبئة استبيان بحث بعنوان

"شبكات التواصل الاجتماعي كوسيلة لخلق علامة تجارية للمشغل"

في ظل نسب البطالة المرتفعة في قطاع غزة، ومع زيادة عدد الباحثين عن وظائف واستغلال ذلك من خلال بعض المشغلين وانتشار إعلانات التوظيف الوهمية التي تهدف الى جمع المعلومات عن الخريجين فقط، جاءت هذه الدراسة لترسخ مفهوم العلامة التجارية للمشغل ومدى جاذبية هذا المشغل عند الباحثين عن وظائف وذلك كوسيلة لمساعدة الباحث عن وظيفة على الاختيار الصحيح في ظل الفرص المحدودة في قطاع غزة.

تهدف الباحثة من هذه الاستبانة إلى استكشاف أثر استخدام شبكات التواصل الاجتماعي بأنواعها المختلفة كوسيلة لخلق علامة تجارية لصاحب العمل، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال من الجامعة الإسلامية بغزة. ونظراً لأهمية الموضوع، ولكونكم المصدر الأفضل للوصول للمعلومات المطلوبة، نرجو منكم الاجابة بدقة وموضوعية على أسئلة الاستبانة، وفي حال وجود أي استفسارات عن الاستبانة يرجى التواصل مع الباحثة على البريد الإلكتروني أدناه، مع العلم ان المعلومات التي سيتم الحصول عليها سيتم التعامل معها بسرية تامة ولن تستخدم الا لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم.

الباحثة

ناريمان عجور

الايمل: nariman.ajjur@gmail.com

اولا: البيانات الشخصية:

الرجاء وضع علامة (√) أمام الاجابة التي تختارها:

1. الجنس: ذكر أنثى
2. العمر: أقل من 25 سنة 25-أقل من 30 سنة 30 سنة فأكثر
3. المؤهل العلمي: ثانوي دبلوم بكالوريوس دراسات عليا
4. الحالة الوظيفية: موظف بعقد غير محدود المدة موظف بعقد محدود المدة عاطل عن العمل سبق له العمل عاطل عن العمل لم يسبق له العمل
5. الوقت الذي تقضيه على الانترنت يوميا: أقل من ساعة ساعة - أقل من 3 ساعات 3 ساعات - أقل من 5 ساعات 5 ساعات فأكثر
6. الوسيلة المفضلة لديك في البحث عن وظائف (يمكن اختيار أكثر من وسيلة):
 - Facebook
 - Twitter
 - LinkedIn
 - المدونات Blogs
 - مواقع التوظيف
 - الجرائد والمجلات الالكترونية
 - المواقع الالكترونية للشركات
 - وسيلة أخرى: اذكرها.....

ثانياً: محاور الدراسة:

ما درجة أهمية النقاط التالية في المشغل الذي ترغب بالعمل لديه؟

المحور الأول: نوع وسائل التواصل الاجتماعي المستخدمة من قبل المشغل:

لا أتفق إطلاقاً	لا أتفق	لا أتفق إلى حد ما	محايد	أتفق إلى حد ما	أتفق	أتفق بشدة	العبارة
							1. أرغب بالعمل في مؤسسة تتنوع بين وسائل التواصل الاجتماعي التي تستخدمها.
							2. أفضل العمل في مؤسسة تمتلك صفحة رسمية على فيسبوك (Facebook).
							3. على المؤسسة الناجحة أن تهتم بعمل صفحة عبر تويتر (Twitter).
							4. المؤسسة التي تهتم بصفتها الرسمية عبر لينكد إن (LinkedIn) بنظري هي مؤسسة احترافية تسعى لاستقطاب المهارات.
							5. أدمع المؤسسة التي تستخدم قنواتها الخاصة على يوتيوب لبث فيديوهات تخص منتجاتها وخدماتها وطبيعة العمل داخل المؤسسة.
							6. أفضل العمل في مؤسسة لها مدونة خاصة بها وتستخدمها لأغراض مختلفة.
							7. موقع المؤسسة الإلكتروني يعتبر من أهم وسائل تواصل المؤسسة مع الجمهور.
							8. المؤسسة التي تهتم بصفتها عبر انستجرام (Instagram) وترغب دائماً بزيادة عدد متابعيها هي مؤسسة سيسعدني العمل بها.
							9. أفضل العمل في مؤسسة ترغب دائماً بعمل صفحات عبر مواقع التواصل الاجتماعي، بالإضافة إلى صفحة الفيس بوك الخاصة بها.
							10. أعتقد بأن أي مؤسسة يجب أن تهتم بمتابعة مواقع التواصل الاجتماعي التي تظهر حديثاً والتي يزيد عليها الاقبال من قبل المتابعين.

المحور الثاني: سهولة الوصول إلى مواقع التواصل الاجتماعي للمشغل:

لا أتفق إطلاقاً	لا أتفق	لا أتفق إلى حد ما	محايد	أتفق إلى حد ما	أتفق	أتفق بشدة	العبارة
							1. أهتم بالعمل في مؤسسة من السهل الوصول لصفحاتها عبر مواقع التواصل الاجتماعي.
							2. من الأفضل وجود أيقونات واضحة على واجهة الموقع الإلكتروني للمؤسسة تربط الموقع بصفحاتها الرسمية على مواقع التواصل الاجتماعي.
							3. أعتقد بأن المؤسسة يجب تركز في حملاتها التسويقية على إيضاح الصفحات الرسمية لها عبر مواقع التواصل الاجتماعي.
							4. أفضل العمل في مؤسسة تستخدم الإعلانات الممولة عبر وسائل التواصل الاجتماعي.
							5. أرغب بالعمل في مؤسسة تحاول توعية زبائننا بصفحاتها الرسمية عبر مواقع التواصل الاجتماعي من خلال منشورات أو توزيع كروت تجارية على الزبائن.
							6. أحاول الحصول على معلومات أكثر عن المؤسسات التي أقدم لوظائف فيها من مواقع التواصل الاجتماعي التي تستخدمها.
							7. أبحث دائما عن صفحات المؤسسات عبر وسائل التواصل الاجتماعي للحصول على معلومات عن جديدها من منتجات وخدمات ووظائف.
							8. أدمع المؤسسات التي تحفز متابعتها عبر مواقع التواصل الاجتماعي بعمل إعادة نشر لمنشوراتها من خلال توزيع جوائز وهدايا.
							9. مكان أيقونات الصفحات الرسمية للمؤسسة عبر مواقع التواصل الاجتماعي على الموقع الإلكتروني للمؤسسة يؤثر على سهولة الوصول لهذه الصفحات.
							10. من الأفضل أن تهتم المؤسسة عند تصميم موقعها الإلكتروني بجعل أيقونات مواقع التواصل الاجتماعي جذابة وملفتة.

المحور الثالث: درجة استجابة المشغل عبر وسائل التواصل الاجتماعي:

لا اتفق إطلاقاً	لا اتفق	لا أتفق إلى حد ما	محايد	أتفق إلى حد ما	أتفق	أتفق بشدة	العبارة	
							1. أفضل العمل في مؤسسة تجيب سريعاً على الرسائل الخاصة لمتابعيها.	
							2. أحب العمل في مؤسسة تهتم بالردود على منشوراتها من قبل المتابعين والمعجبين عبر صفحاتها على مواقع التواصل الاجتماعي.	
							3. أرغب بالعمل في مؤسسة تأخذ بعين الاعتبار آراء المتابعين عبر مواقع التواصل الاجتماعي.	
							4. سيسعدني العمل في مؤسسة تتعامل بإيجابية مع تعليقات المعجبين والمتابعين سواء أكانت إيجابية أم سلبية.	
							5. أفضل العمل في مؤسسة تطور أنشطة تنمية الموارد البشرية لديها وفقاً للتعليقات سواء كانت من الموظفين الحاليين أو المتوقعين.	
							6. أستمر بمتابعة المؤسسات سريعة التجاوب مع رسائلي الخاصة أو تعليقاتي.	
							7. أفضل العمل في مؤسسة تحدث صفحاتها وأخبارها عبر مواقع التواصل الاجتماعي بشكل دوري وسريع.	
							8. أرغب بالعمل في مؤسسة تحرص على نشر أخبارها وبرامجها عبر مواقع التواصل الاجتماعي.	
							9. أعتقد بأن على المؤسسات حالياً أن تخصص موظف مفوض بالرد على التعليقات على منشوراتها عبر مواقع التواصل الاجتماعي.	
							10. يجب على المؤسسات أن توظف شخصاً أو فريق لمراقبة ما يقال عن المؤسسة في وسائل التواصل الاجتماعي.	

المحور الرابع: هدف المؤسسة من استخدام شبكات التواصل الاجتماعي:

لا أتفق إطلاقاً	لا أتفق	لا أتفق إلى حد ما	محايد	أتفق إلى حد ما	أتفق	أتفق بشدة	العبرة	
							1. أفضل العمل في مؤسسة تستخدم مواقع التواصل الاجتماعي للبحث عن معلومات عن المتقدمين لوظائف.	
							2. أفضل العمل في مؤسسة تقوم بنشر الوظائف الخاصة بها عبر صفحاتها الرسمية على مواقع التواصل الاجتماعي.	
							3. سأشعر بالفخر للعمل في مؤسسة تستخدم وسائل التواصل الاجتماعي من أجل حملات تسويقية معينة.	
							4. أرغب بالعمل في مؤسسة تترك الفيس بوك ومواقع التواصل الاجتماعي الأخرى متاحة خلال أوقات الدوام للتواصل بين الموظفين.	
							5. أعتقد بأن على أي مؤسسة أن تعتبر الآراء والمعلومات المتوفرة عبر وسائل التواصل الاجتماعي مصدراً من مصادر اتخاذ القرارات بمختلف مستوياتها وأنواعها.	
							6. أرى بأن استخدام اليوتيوب من قبل المؤسسة في تدريب موظفيها هو وسيلة لتوفير الوقت والجهد والحصول على مخرجات أفضل للتدريب.	
							7. على المؤسسات توفير نظام الحوافز والمكافآت واضحاً لموظفيها الجدد والقدامى من خلال صفحاتها الرسمية على مواقع التواصل الاجتماعي.	
							8. أرغب بالعمل في مؤسسة تستخدم وسائل التواصل الاجتماعي من أجل تحقيق التوازن لدى موظفيها بين العمل ونمط الحياة الخاصة بهم.	
							9. على المؤسسات أن تهتم بما يفعله منافسيها عبر وسائل التواصل الاجتماعي وتحاول مواكبتهم في ذلك.	
							10. أفضل العمل في مؤسسة تستثمر مواقع التواصل الاجتماعي من أجل دعم العلامة التجارية الخاصة بها، وبناء سمعة جيدة.	
							11. أرغب بالعمل في مؤسسة تخضع موظفيها لتدريب على كيفية استخدام مواقع التواصل الاجتماعي الخاص بالمؤسسة لعكس صورة إيجابية عن المؤسسة.	

المحور الخامس: إدراك الباحثين عن وظائف لجاذبية العلامة التجارية للمشغل:

لا أتفق إطلاقاً	لا أتفق	لا أتفق إلى حد ما	محايد	أتفق إلى حد ما	أتفق	أتفق بشدة	العبارة
							1. أفضل العمل في مؤسسة تعطي رواتب فوق المتوسط العام للرواتب في غزة.
							2. أرغب بالعمل في مؤسسة قريبة من مكان سكني.
							3. أفضل العمل في مؤسسة تكسبني خبرة أستطيع الاستفادة منها في وظائف أخرى.
							4. أفضل العمل في مؤسسة تتفق أهدافها مع أهدافي الشخصية إلى حد كبير.
							5. أفضل العمل في مؤسسة تنتج منتجات أو تقدم خدمات عالية الجودة.
							6. أؤمن بأن المؤسسة يجب أن تهتم بمسؤوليتها الاجتماعية تجاه البيئة والمجتمع وخصوصاً فئة الشباب.
							7. أرغب بالعمل في مؤسسة تؤيد أفكارى والأيدولوجية الخاصة بي.
							8. أفضل العمل في مؤسسة مجال عملها له علاقة كبيرة بدراساتي الجامعية.
							9. أفضل العمل في مؤسسة تتمتع بمستوى تقني عالي وتتبع أحدث الأساليب في استقطاب وجذب الموارد البشرية.
							10. تجذبني إعلانات الوظائف جذابة التصميم وتحفزني للتقدم بطلب وظيفة فيها.
							11. أهتم بالعمل في مؤسسة تمتلك سمعة طيبة (كمؤسسة، مدراء، موظفين) في المجتمع.
							12. أفضل العمل في مؤسسة تهتم بتوظيف الخبرات والمتخصصين في مجال عملها.
							13. أرغب بالعمل في مؤسسة تطور سياساتها دائماً لتحسين صورتها عبر وسائل التواصل الاجتماعي.

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