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DEMOGRAPHIC DIFFERENCES IN THE PERCEIVED INVASION OF PRIVACY WHEN SOCIAL MEDIA IS USED IN PERSONNEL SELECTION

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DEMOGRAPHIC DIFFERENCES IN THE PERCEIVED INVASION OF PRIVACY

WHEN SOCIAL MEDIA IS USED IN PERSONNEL SELECTION

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A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

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In Partial Fulfillment

Of the Requirements for the Degree

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in

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by

Zayna Osborne

December 2020

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ABSTRACT

The use of social media in personnel selection is a growing phenomenon amongst many organizations (Roth et al., 2016). However, different social media types, both personal and professional, arise when organizations use personal social media in personnel selection. The information present on personal social media platforms is often not relevant to the applicant's job qualifications. An important issue that arises when personal social media is used is the applicant's perceived invasion of privacy. There is very little literature that examines any demographic differences in the perceived invasion of privacy when social media is used in personnel selection. Understanding if there are differences in the perceptions of invasion of privacy based on demographic characteristics can assist an organization that uses social media in personnel selection to understand the impact of specific demographic factors better. A literature review is presented to provide background on social media use in selection, perceived invasion of privacy, and the demographic differences between the two constructs. In the present study, I examined demographic differences in applicants' opinions on privacy invasion when social media was used in personnel selection. Based on a sample of 115 respondents, the results indicate that age does impact respondents perceived invasion of privacy when social media is used in the selection process, while education level does not. Implications and directions for future research are discussed.

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CHAPTER ONE

INTRODUCTION

Social Media

Social media is defined as a "group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein, 2010, p. 61). Social media allows users to share information about themselves rapidly. This information is visible to others they may be connected with or even strangers (Caers & Castelyns, 2011). Next to standard search engines, such as Google, Bing, and Yahoo, social media sites are among the most visited sites on the internet (Ronn, 2007). Social networking sites are a specific form of social media. Nielson (2012) reported that three-quarters of the total online consumers visit social networking sites. Social networking sites have become more popular and have become an integrated part of society. With the constant increase in social networking users, this is also a powerful and popular medium for communication (Black & Johnson, 2012). Creating a profile on many social networking sites is free, simple and requires a valid email address (Black & Johnson, 2012). Soon after social networking sites emerged, organizations began to use social media for various workplace purposes such as recruitment, selection, and communication with potential customers and job applicants (Peluchette et al., 2013).

Additionally, some organizations even began to create their own social media pages to help recruit and build social capital. Applicants have also begun creating profiles for selection purposes. Since there has been a rise in using social media in selection, social media users started creating polished profiles that are used to make a good impression on potential employers (Jeske & Shultz, 2016)

Social networking sites include both professional and private platforms. Professional platforms are sites such as LinkedIn created with the intent that prospective employers may view these profiles. Professional platforms emphasize networking and professional identity (Hartwell & Campion, 2019). A professional site aims to market skills, share knowledge and experiences, and prepare for future career steps (Trusov et al., 2009). Conversely, personal platforms include sites such as Facebook, Instagram, and Twitter. Those platforms are for personal use and are commonly used to share ideas, pictures, videos, or interests about each user. The motivation behind an individual use of personal social media can be to develop and/or maintain social or romantic relationships or feel a connection to others, gain information, or gain social capital (Drouin et al., 2015). Both personal and professional social networking sites promote connection sharing, social capital generation, creating an online presence, and active communication.

Additionally, the number of individual connections is visible to all other users (Donath, 2007; Ellison et al., 2007). In 2019 there were 2.82 billion social

media users worldwide, and this number is projected to increase in 2020 and 2021 (Clement, 2019). In 2018, 77% of recruiters reported that they used LinkedIn to recruit future job applicants, and 63% used Facebook to recruit (2019 Job Seekers National Survey, 2019). Once social media became popular, organizations, saw the need to use social media to remain competitive in the recruitment and selection area (Aguado et al., 2016). Previous surveys provide evidence regarding the frequent use of social media and making hiring decisions (Hartwell & Campion, 2019).

When social media is used for selection purposes, there are many factors to consider before it is implemented, given there are both costs and benefits on its use (Stoughton et al., 2015). On social media sites, users tend to display a significant amount of information about their personal and professional lives. Personal social media has a different impact on the selection process due to those sites' content and purpose. Personal social media platforms' contextual framework is vital because there are differences in characteristics, features, and opportunities (McFarland & Ployhart, 2015). On an applicant's social media, they may post personal information regarding activities, family, and life events, among other information that does not pertain to their workforce (Zide et al., 2014). Sharing the same virtual space with individuals in the workplace such as a boss, co-worker, or professor elicits mixed opinions because the information on some of these sites is not typically shared with those audiences (Peluchette et al., 2013). Information posted on personal social media can be used to determine

person-job fit, personality characteristics, and person-organization fit. Online personas do not always align with the users, and when the online information is being used in the selection process, this can lead to bad hiring decisions, biases, and discrimination (McFarland & Ployhart, 2015)

The scientist-practitioner gap also applies to the use of social media in the selection process. Social media is being used in the selection process without valid or reliable evidence that supports its use for such purposes. For example, it has not been proven that personal social media can help determine if a candidate is a right fit for the job. The previous study examined the use of social media in the selection process, and whether there is a positive or negative impact on privacy and procedural justice perceptions. The role of the conditional job offer was also examined but had no significance (Gomez, 2019). Social media screening presence did predict the perceived invasion of privacy, and the perceived invasion of privacy was a significant predictor of procedural justice perceptions (Gomez, 2019). The current proposed study will further examine archival data from Gomez (2019) to explore demographic differences in the perceived privacy invasion when social media is used for selection purposes. Specifically, there will be a focus on any difference in the perceived invasion of privacy within different age groups, ethnic groups, and education levels.

Social Media in Selection

As previously mentioned, different forms of social media can be used in selection. With both forms of personal and professional social media, they both

can be used in the selection process. As a result, the internet has changed the traditional recruitment and selection process (Caers & Castelyns, 2011). Facebook and LinkedIn are two popular social media sites that are used for selection and recruitment. They are used as an extra resource for finding applicants and additional information to help decide if candidates should be invited for an interview or selected for the position (Caers & Castelyns, 2011). Organizations view social media sites as a free resource to learn more about applicants, and it is also accessible at a given moment (Roth et al., 2016). Social media's public nature allows organizations to gather additional information about applicants that is not present on a traditional résumé (Zide et al., 2014). Many organizations do not have policies that prevent social media use for recruitment or selection purposes (Caers & Castelyns, 2011), despite consistent warning about the potential legal and ethical pitfalls of doing so (Jeske & Shultz, 2016). It is also unclear if social media use social media use in the workplace is necessary or is even helpful for employment purposes (Mohamed et al., 2020).

Social media networks are being used more frequently by organizations, and LinkedIn is one of the social media platforms utilized in selection the most given its professional nature. When other social media sources are used (e.g., Facebook) in the selection, there are privacy and legal issues associated with using the other (mostly non-professional) forms or social media (Jeske & Shultz, 2016). Additionally, when personal social media sources such as Facebook, Instagram, and Twitter are used in selection, information is often obtained that is

not related to the position. Various social media sites are not intended for professional use, and future employment is not considered regarding the information presented on the sites (Kaplan & Haenlen, 2010). Social media sites primarily for personal use are not developed in a manner for job-related decisions (Goldberg et al., 2010). In an article by Jeske and Shultz (2016), they discussed several arguments that others have made regarding the use of social media information in selection. Some employers argue that social media is useful for verifying information or revealing any undisclosed truths. Despite the controversy, some human resource managers argue for the use of social media in selection. They believe that there is no bias in the decision-making process. It is challenging to examine an applicant's social media profile and not allow any of the information you discovered to impact the decision-making process (Jeske & Shultz, 2016).

One argument that many organizations use is the low costs associated with using social media in selection. Although using social media in selection is often free, organizations face potential litigation costs if they are accused of negligent hiring. Social media use in selection has been the source of employment decisions that have led to litigation (Drouin et al., 2015). The last argument presented in the article is the possibility of drawing inferences of potential applicants' personalities. This is not effective because not all the dimensions can be captured, leading to inaccurate assumptions of the applicant's characteristics. Also, the process used to collect data from social media sites is

typically unsystematic and thus unlikely to reliably assess an applicant's personality based on social media profiles (Jeske & Shultz, 2016).

When organizations use personal social media sites for selection purposes, they are often searching for information that is unlikely to pertain to that individual's position or qualifications. There is limited information regarding what hiring professionals search for when social media is used for selection purposes (SHRM, 2013). Landers and Schmidt (2016) identified six challenges to using social media in selection. Social media sites' reliability and validity are unknown, especially since some social media users can create an online persona. The use of social media data may not be practical, legal, or ethical. There are many aspects to consider and determining if the information retrieved is practical can differ upon evaluating each applicant's profile and the particular situation (Landers & Schmidt, 2016).

As a result, it is currently not clear how to incorporate social media into existing systems. Even if a way to incorporate social media into the selection process is found, they may be rendered inappropriate or unrelated (Landers & Schmidt, 2016). Organizations are eager to use social media in selection because of the unique way that organizations can hire individuals. The use of social media in selection is controversial because social media profiles do not always have job-related information. There is a potential mismatch between the social media site's purpose and the information that organizations are retrieving from these sites. There is difficulty in standardizing how social media sites are

assessed for selection purposes (Roth et al., 2016). The information on social media sites is not complete because personal social media sites are not designed for selection purposes. Since there is no standardized way to assess social media profiles, the evaluation of each profile is subjective and different for every rater and every profile (Roth et al., 2016). The lack of structure in social media assessments impacts the reliability and validity of those selection methods.

However, some components of social media can be used for selection purposes. Organizations use social media to look at applicants' writing skills and personality characteristics (Iddekinge et al., 2016; Roth et al., 2016). The number of friends someone has and the amount of comments that someone makes on their friends' profiles is used to assess traits such as agreeableness and extraversion. The creativity of a user's profile, how items are arranged, and activities that are favorited and liked can be used to assess openness to experience. The posts that users make and whether the information is appropriated can allude to issues at work. Organizations use that information to assess conscientiousness, and if posts are negative, they infer that users are low in conscientiousness and have a lack of integrity (Karl et al., 2010; Roth et al., 2016)

When organizations use social media in the selection process, they are typically looking for information that will help them narrow their applicant pool or determine person-organization fit. This information can be in the form of

inappropriate behavior, negative comments about previous employers that they may have had, provocative photos, and references to drinking or drug usage (Stoughton et al., 2015). Negative information seen on social media has a more substantial influence on impressions and judgments than any positive information that may be learned (Roth et al., 2016). Mohamed et al. (2020) provided reasons why an organization may reject a potential applicant based on their social media. For example, they may have concerns regarding the content on the applicant's profile, concerns about the applicant's lifestyle, personal appearance, they believe the applicant has poor communication skills, false qualifications, there are inappropriate photos or comments, the applicant has photos of drugs or alcohol, there are comments about a previous employer or co-worker, and there are low levels of professional appearance (Mohamed et al., 2020). The information presented on social networking sites is information that job applicants typically do not share during a job interview or on their application (Stoughton et al., 2015). When using social media in selection, it is critical to determine if the information found is more important to obtain than the potential for a lawsuit and the invasion of privacy that the applicant is subject to. Organizations have often reported that they used social media to assist with background checks of job applicants (Finder, 2006; Goldberg, 2010; Stoughton et al., 2015). It is common for social media users to display personal and professional information about themselves on their profiles (Stoughton et al., 2015). Although organizations may believe vital information can be obtained from social media, not all users are

similar or regularly use their social media (Jeske & Shultz, 2016). There are differences between how much information is put online and what is displayed online.

In many cases, an applicant's actual behavior may not be portrayed on their social media profile (Jeske & Shultz, 2016). Applicants have lost out on job opportunities due to the. Swallow (2011) conducted a study and found that 68% of employers have rejected applicants due to the information that they found on their personal social media paged and 69% have rejected applicants due to the content that was on an applicant's personal social media page.

Invasion of Privacy

Privacy can be defined as a sweeping concept, encompassing (among other things) freedom of thought control over one's body, solitude in one's home, control over personal information, freedom from surveillance, protection of one's reputation, and protection from searches and interrogations" (Solove, 2008, p.1). Once any information is shared on social media to the public, it is not considered an invasion of privacy (Black & Johnson, 2012). In the common era of social media, privacy perceptions differ drastically across different platforms. Social media sites can be set to public for everyone to view or private and accept friend requests before personal information is available. Although these personal social media sites can be private, they may not be as private as users believe. Users get to determine their privacy settings and can make modifications as they see fit. The standard setting for many social media sites is public, and only around

20% of users decide to change their settings from the default setting (Stross, 2009). In 2012, 58% of social network users had their profile(s) set to private, 19% were set to partially private, meaning friends of friends can also view their profiles, and 20% were set to public (Madden, 2012). Although users may believe that their profiles are private, they can be often accessed by familiar friends, photos you are tagged in can be public, or friends can save and share photos or information that you post. Along with the privacy settings, 48% of users reported they had issues with managing and controlling their privacy settings. If almost half of social media users have issues managing their privacy settings, then those users may not have as much control over their privacy settings as they would like.

There are mixed reactions regarding when someone receives a friend request from an organization, boss, or co-worker. In many cases, applicants do not feel they can deny access to potential employers when they receive a request (Jeske & Shultz, 2016). Feelings of distrust in potential employers can often accompany that. An estimated 60% of employees have reported having at least one co-worker as their friend on social media, and 25% of employees have their supervisor as a friend on social media (Drouin et al., 2015). Along with the mixed reactions, there is also controversial information associated with friend requests of bosses. In recent research, many participants agreed that it was acceptable for a supervisor to accept friend request by a subordinate, but a supervisor should not request a subordinate (Diaz, 2008; Horowitz, 2008). Some

still argue that employees should not have any virtual work-related relationships regardless of who initiates the request due to the risk for harassment, confidentiality, and discrimination (Lindhe, 2009; Segal, 2011; Smith, 2009). In some instances, the employee will react positively because they would like a deeper connection with their boss. Those who are high on leader-member exchange (LMX) and want to be a part of the in-group are more likely to accept these requests (Peluchette et al., 2013). On the controversy, some employees would like to keep their personal and professional lives separate and would feel uncomfortable accepting a request by a supervisor. There is also a generation aspect to who will accept the requests. Young adults between the age of 18 to 34 are among those who are more comfortable with sharing personal information online given that they have their profiles set to private and perceive that they can control who can view what they post (Dolliver, 2007; Peluchette et al., 2013; Robinson, 2006; Woody, 2012). However, they may have different (even opposite) views when such personal information is use for professional purposes.

Peluchette, Karl, and Fertig (2013) outline several rules for friending others in the workplace that can assist with employee's privacy and organization protection. Thus, every organization should have a detailed policy regarding social media and what can and cannot be posted regarding work and during work hours. Managers or supervisors should refrain from sending any subordinates friend requests because it can make employees uncomfortable. If social media is used for organization purposes, only professional social media should be used.

Employees should ensure that their profiles are private or restricted from the view of bosses or co-workers. Employees should also monitor the content they post, are tagged in, comments, and groups to refrain from anything that can damage their workplace relationships. Any supervisors' requests should be discouraged due to the potential for negative ramifications (Peluchette et al., 2013).

It is common for some organizations to look at social networking sites to gain further insight into a potential employee (Black & Johnson. 2012). In a recent study, 93% of employers mentioned that they were likely to look at an applicant's social media profile, 43% of employers have reconsidered an applicant based on their social media in regards to both positive and negative information, 17% of organization have reported issues with employees and their social media usage, and 8% of employers have terminated an employee due to their social media content (Drouin et al., 2015). With the constant growth of social media, it is easy for organizations to obtain a vast amount of information about job applicants.

A study conducted by Sophos (2007) found that 41% of users accepted a friend request from someone they did not know. Even though profiles can be public or private, job applicants are still surprised when a potential employer is investigating their social media because they perceive that part of their life to be private (Duffy, 2006; Levinson, 2009, Stoughton et al., 2015). There are boundaries between personal and professional lives. There is currently no national legislation that is in place to protect applicants from prospective

employers accessing their social media (Davison et al., 2016). Title VII protects individuals from discrimination based on race, color, religion, sex, or national origin; however, social media discrimination in selection is still very new to the principles of Title VII (Schmidt & O'Connor, 2016). In many private organizations, there is limited protection when it comes to online communication. The protection they have regarding the terms and conditions of employment protected by the National Labor Relations Act (Drouin et al., 2015). When that privacy boundary is crossed and applicants' social media accounts are being used for selection purposes, applicants lose trust and interest in organizations. In a study conducted by Stoughton, Thompson, and Mead (2015), participants who perceived their privacy was invaded also experienced a decrease in organizational attraction. In a follow-up study, a participant who experienced an invasion of privacy and lower organizational attraction resulted in an increased intent to pursue litigation. The potential for litigation increases when social networking sites are used for selection purposes (Kaufman, 2010).

Applicants for the Maryland Department of Corrections would log into their social media accounts so interviewers can search their accounts for any gang-related activity (Davison et al., 2016; Sullivan, 2012). In 2015 a software engineer received two job offers, one was with Zenefits, and the other was with Uber. The applicant was unsure which offer to select, so the applicant posted their dilemma on a social media site Quora, an online platform where anyone can as questions and receive responses. The CEO of Zenefits, Parker Conrad, saw this posting

and revoked the software engineers' job offer because that applicant was no longer a good fit because Zenefits values action-oriented and decisive (Davison et al., 2016; Petrone, 2015). This is just one of many examples where companies or current employees have revoked offered due to applicants posting uncertainty on social media. However, organizational decision-makers are drawing conclusions based on social media posts and not performance, and these assumptions can lead to bad hiring decisions (Davison et al., 2016). There are also instances where organizations have terminated employment with individuals due to the social media content. For example, a Colorado beer distributor terminated an employee due to a photo on social media of that employee drinking a competitor's beer. A national Supermarket also fired a truck driver because that employees liked to cross-dress (Chanen, 2008). In addition to examples, there are also many legal cases regarding the use of social media in selection that has discriminatory selection practices based on social media content. In 2010 Gaskell v. University of Kentucky, Gaskell, won a settlement of $125,000 based on religious discrimination. During the selection process, the University found his website where he expressed his religious views, and the University decided to select a candidate who was not as qualified (Schmidt & O'Connor, 2016). Using social media, organizations are given access to information that they should not have. In 2012 the Neiman v. Grange Mutual Casualty Co., a claim was filed with the ADEA with the potential of age discrimination, which resulted in selecting another candidate. Although the case

was not accepted, the fact that the organization could view the candidate's age via LinkedIn based on college graduation dates is concerning (Schmidt & O'Connor, 2016). Given that there is a large difference in privacy law surrounding social media content, it is not surprising that examples such as those provided commonly occur (Peluchette et al., 2013).

Demographics

With so many users of social media worldwide, there are various demographics on every platform. Pew Research Center conducts research to have a better understanding of the demographics on social media sites. In 2019 there were 2.95 billion social network users worldwide with expected growth through 2023. In 2015, 76% of American adults used the internet, and 65% of American adults used social networking sites (Perrin, 2015). In the study conducted by Perrin (2015) with Pew Research Center, social media users were determined by those who had ever used a social networking site such as Facebook, Twitter, or LinkedIn. Some notable demographic differences are in age and education level. There are no noticeable demographic differences among race and ethnicity groups regarding social networking users (Perrin, 2015). Hispanic, White, and Black Americans use social media at similar paces ranging between 56% to 65%, with a rapid growth rate among each race and ethnicity (Perrin, 2015).

Young adults between the ages of 18 to 29 are most likely to use social networking sites. Perrin (2015) reported 90% of Americans who are young adults

report that they use social networking sites. Young adults often reported that they had posted something on their social media that they later regretted posting. Although many social media aspects can be deleted from a profile, that does not mean it is deleted from the web (Madden, 2012). Young adults are using social media sites with a belief that what they are posting and sharing is private and not used in a professional setting. There are 77% of Americans who are between the age of 30 to 49 who use social networking sites.

In comparison, some 51% of American adults between the ages of 50 to 64 use social networking sites, and 35% of American adults who are 65 or older use social networking sites. There are large cohort differences regarding social media usage; specifically, older adults tend to use social media less (Perrin, 2015). Despite these results, we still predict that younger adults will have higher perceived privacy invasion when social media is used in selection because younger adults use social media, believing that their information is private. Older adults use social media less, but they also do not post as much information on social media sites.

Drouin et al. (2015) conducted a study to examine young adults' perceptions of social media use in hiring and firing decisions. Most of the young adults did not support the use of social media in the workplace. In addition to that, they also believe that there should be specific postings that are allowed without the potential for termination. Specifically, 44% of participants believed organizations should not use social media at all, and 29% of the participants

believe that social media users should be free to post illegal information without any repercussions of termination (Drouin et al., 2015). Young adults use social media freely and are aware that the information is personal and not for use in a professional setting.

There are also notable differences in social networking users by education level, where 76% of American adults are college graduates who use social networking sites, and 70% of adults who have some college are social networking users. The largest gap resides between adults who have some college to high school graduates or less. Among all Americans, 54% of adults who are high school graduates or less use social networking sites (Perrin, 2015). Social media users who were college graduates were more likely to have privacy settings issues than those with lower education levels.

Stoughton et al. (2015) conducted a study to measure how applicants reacted to social media use in the selection process. This was a multi-study investigation, and in the first study, the applicant's reactions to potential employers reviewing their social media were measured, and in the second study, their experience with that process was measured (Stoughton et al., 2015). Stoughton, Thompson, and Meade (2016) found that when social media was used in selecting the applicants, perceived their privacy was invaded, which also led to lower organizational attractiveness. In the second study, the researchers learned that social media screening leads to invasion of privacy and lower organizational attractiveness and a greater intention to pursue litigation. Although

the applicant received a favorable hiring decision that did not impact the applicant's perceptions (Stoughton et al., 2015).

In the preliminary study by Gomez (2019), her study aimed to measure applicants' reactions when social media is used for personnel selection. These reactions were measured by the perceived invasion of privacy and procedural justice perceptions. Additionally, Gomez (2019) also wanted to determine if the stage of the selection process had an impact on this relationship. In her study, she found that when social media is used for selecting the applicants believe that is an invasion of their privacy but do not necessarily see it as unfair; however, the role of a conditional job offer had no significant impact on this relationship. There was no significant impact on procedural justice perceptions or perceptions of privacy based on the stage of the selection process the screening occurred in (Gomez, 2019). Overall, from the Gomez (2019) study, it is apparent that when social media is used in the selection process, applicants perceive their privacy has been invaded.

Present Study

The use of social media in the selection process is continuously growing. However, with the increase of usage, there may come perceptions of invasion of privacy that applicants may feel. Given that social media is used in different variations across demographic groups, analyzing these differences is important to determine how specific populations are impacted. The thesis by Gomez (2019) provided the foundation for this study. In the present study, we will examine the

demographic differences in the perceived invasion of privacy when social media is used in the selection process.

There are various dimensions of privacy. Westin's (1967) theory of privacy discusses ways people protect themselves by determining what access others have to them. Westin (1967, p.7) defines privacy as the claim of individuals, groups, or institutions to determine for themselves when, how, and to what extent information about them is communicated to others." When social media is used in the selection process, the applicants do not have control over what information the potential employer can access. Without control over what the potential employers see online, they perceive that their privacy was invaded because they did not specifically give the potential employer permission to access this information. To see the proposed path model please see Figure 3.

Hypothesis 1: *There will be a significant mean difference in perceptions of invasion of privacy based on whether social media was screened in the selection process. Specifically, those whose social media profiles were screened will have significantly higher mean perceptions of invasion of privacy compared to those who did not.*

Young adults are more likely to use social media (Chung et al., 2010). The Technology Acceptance Model (TAM) was developed by Davis (1986). This model is used to determine which populations are more likely to use technology. Based on two variables, perceived usefulness and perceived ease of use, this model researchers can determine the user's adoption, use, or rejection of

technology (Chung et al., 2010). The researchers found that older workers still had difficulty with various internet applications due to a lack of confidence. Many older workers are reluctant to use the internet due to high levels of computer anxiety (Chung et al., 2010). Given that older adults are more reluctant to use the internet and various studies support those older workers are among the smallest population of internet users, they are not as present on social media as young adults. To see the hypothesized moderating effect of age and social media please see Figure 1.

Hypothesis 2: *The effect of social media used in the selection process on perceptions of invasion of privacy will be moderated by age. Specifically, applicants who are young adults (18-29) will experience the most invasion of privacy.*

Figure 1. The Hypothesized Moderating Effect of Age on the Relationship between the use of Social Media and Perceptions of Invasion of Privacy

As mentioned earlier, people with higher education levels have trouble with their privacy settings (Madden, 2012). The majority of social media users are college graduates (Perrin, 2015). Although college graduates use social media the most, they are the users who also experience difficulty with their privacy settings. When a user cannot set their profile to their desired privacy settings, this can lead to higher perceptions of invasion of privacy (Stoughton et al., 2015).Figure 2 represents the hypothesized moderating effect of education and social media on the perceptions of invasion of privacy.

Hypothesis 3**:** *The effect of social media being used in the selection process on perceptions of invasion of privacy will be moderated by education.*

Participants who have a bachelor's degree or higher will experience higher

perceptions of invasion of privacy when social media is used in selection

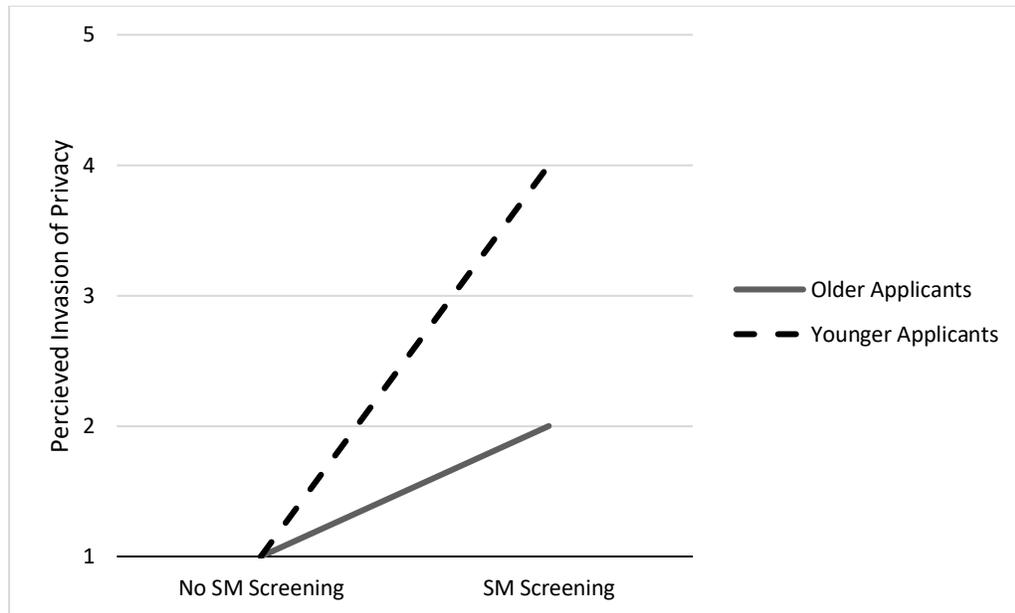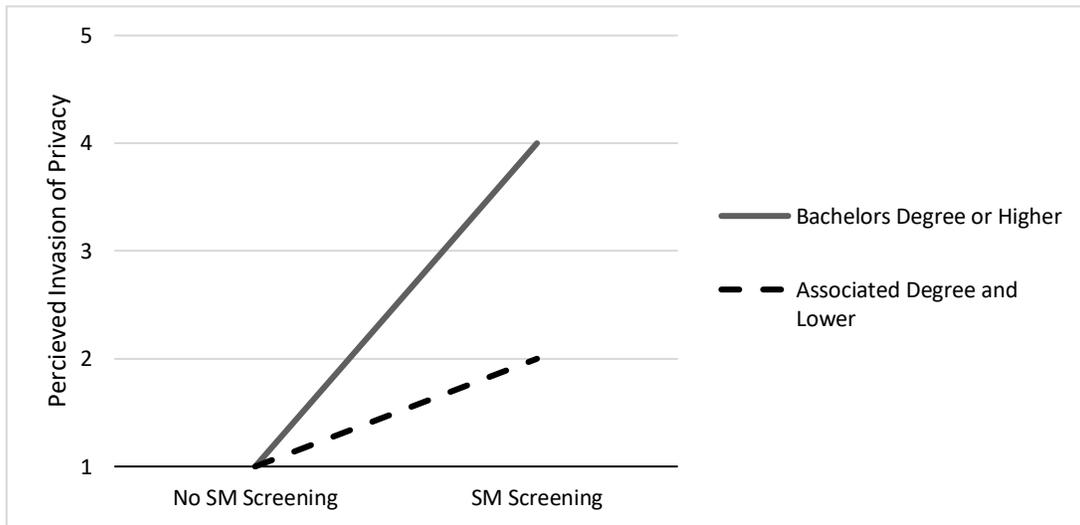*compared to those with an associate degree or lower.*

Figure 2. The Hypothesized Moderating Effect of Education on the Relationship
between the use of Social Media and Perceptions of Invasion of Privacy
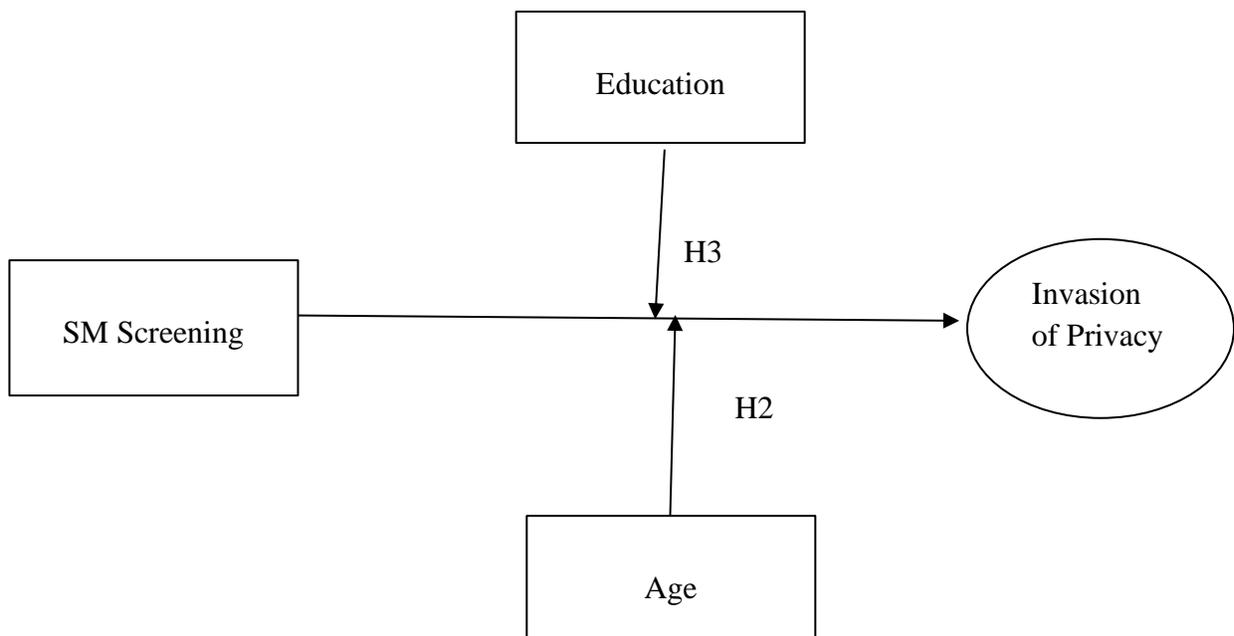
Figure 3: Represents a Summary of Hypotheses and Proposed Model

CHAPTER TWO

METHOD

Participants

The data for this proposed thesis was initially collected by Gomez (2019).

Each participant was over 18 years old and was either employed or currently

seeking employment. The researcher used email and social media and a

snowball sampling technique, to collect the data. In this study, the participants

reported their opinion on one of the four hypothetical hiring procedures as if they

were personally experiencing them. Given that only the participants that social

media screening was present were used, the total sample size is 118. Additional

detail on the sample is provided below in the Demographics" subsection.

Design

We will be conducting a secondary analysis using archival data. Archival

data has been previously collected by a researcher, and in this analysis, we will

be using a private data set. In many instances, the use of archival data is

practical and feasible, especially for student research projects due to time

constraints and costs (Fisher & Barnes-Farrell, 2013). Archival data can be used

to further analyze initial hypotheses in alternative ways and analyze the

implications of previous hypotheses (Barnes et al., 2018). Archival data is an

effective and efficient way to further a researcher's knowledge on the topic of

interest while making full use of the previously collected data (Barnes et al.,

2018). This analysis will address additional questions that the primary analysis by

Gomez did not examine for her master's thesis (Gomez, 2019).In this study, we will only be using the data that social media screening was present, a total of 115 participants. The study used between-groups design and random assignment to different conditions. The two independent variables were: social media screening presence and job offer presence. Both independent variables had two conditions, either present or absent (Gomez, 2019). Ultimately the initial design contained four study conditions: (1) social media screening absent, job offer absent, (2) social media screening absent, job offer present, (3) social media screening present, job offer absent, and (4) social media screening present, job offer present. To account for careless responding, two careless response items were included in the survey. The verbiage below, and in Appendix B, used in the study was adapted from a study by Bauer et al. (2001), and all the participants were told the same introductory information. The following scenarios were used in the initial study by Gomez (2019).

"*Please think of yourself as a job seeker applying for a job with X Corporation. This company is offering a yearly salary 10% higher than other companies in your industry as well as generous stock options. This company is located in a town you like. In talking with people hired in the last 5 years, you have discovered that employees received an average of three promotions in that time. The company has also been rated as a leader in the industry in terms of proactive environmental policies and was rated as one of the top 100 places to work by the US News & World Report.*"

After this introductory statement, each participant was randomly assigned to one of the four conditions previously mentioned. The participants were given their scenarios and then asked to complete a few questions regarding the perceived invasion of privacy, social procedural justice perceptions, demographic information, internet knowledge, and social media usage. To keep the information as accurate as possible, demographic information, internet knowledge, and social media usage were collected at the end of the survey (Gomez, 2019).

The pre-offer participants, 'no-screen' group, still went through a résumé review where their skills were assessed; however, they were excluded from any social media screening. In the pre-offer with no social media screening group, the participants were told to imagine that a few weeks have passed and they received this letter:

"*Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé.*

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process included a drug screening and criminal records check."

Those participants who were a part of the pre-offer, social media screening group were told that their social media was screened during the job job-relevant KSAO assessment phased before receiving a job offer (Gomez, 2019). In this condition, the participants were also told to imagine several weeks have passed, and they received this letter:

"*Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé. Further, to corroborate information provided on your résumé and application, human resources examined your social media profiles through the use of an open web search for all finalist, such as yourself. A lack of social media profiles, such as Facebook or Twitter, did not disqualify any candidates, only the presences of disqualifying information.*

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process includes a drug screening and criminal records check."

Those participants in the post-offer, no social media screening group, were asked to go through a background check after being given the conditional

job offer. They were also told to imagine they interviewed for the position and a few weeks have passed then they received this letter:

"*Thank you for interviewing for a position with X Corporation. You are the selected candidate for this position. Congratulations! This decision was made after careful review of your application, résumé, and successful completion of a pre-employment interview.*

Now that you have successfully completed all stages in the selection process, we will need to schedule a time for you to come in for your medical clearance appointment. Upon successful completion of your medical clearance, we will have you fill out paperwork in order to conduct a background investigation. This process includes a criminal records check."

The last scenario is the participants in the post-offer with the social medial screening group. This group was told that their social media was screened as a part of the background check process after receiving a conditional job offer (Gomez, 2019). They were then told to imagine a few weeks have passed, and they received this letter:

"*Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé.*

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment

after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process includes a drug screening, a criminal records check, and an examination of your social media profiles. Human resources will examine your social media profiles through the use of an open web search for all individuals given a conditional offer of employment, such as yourself. This final screening process is intended to corroborate information obtained throughout the selection process and assess professionalism."

Measure

After the participants completed the simulations, they were asked additional questions (Gomez, 2019). For this study's purpose, we will only be using one additional scale, which is the perceived invasion of privacy.

The perceived invasion of privacy scale that was used had been adapted to the social media context (Stoughton, Thompson, & Meade, 2015). For the study that the data has been retrieved from, the internal consistency reliability was $\alpha=.89$ (Gomez, 2019). The scale has a 1 to 5 Likert response scale with 1 being very inaccurate and 5 being very accurate. This scale originated from the invasion of privacy perception in response to workplace surveillance developed by Tolchinsky et al. (1981), then modified by Alge (2001) (Gomez, 2019).

Demographic Information

Additionally, demographic information was also collected. Participants were asked their gender, ethnicity, age, employment status, job-seeker status,

job type, and education level (Gomez, 2019). Participant's age and education

level will be a key component of this analysis. The data is based on the final

sample size of 210. Most of the participants were female (77.7%), had a

bachelor's degree or higher (68.3%), and were employed in a professional

specialty (40%). Of the 210 participants, the participants' average age was 35

years, with the youngest participant being 18 and the oldest 72 (Gomez, 2019).

CHAPTER THREE

RESULTS

Data Screening

In this study, I used archival data, and the total sample consisted of 546 responses, of which 286 were thoroughly answered. Of the 286, we screened for careless responding and unanswered questions, leaving the sample size of 210. I compared participants who did and did not receive social media screening. The total sample size of participants who has social media screening in the selection process was 118. Of those 118, three participants did not complete the questions regarding age and education, and those were also screened out the total sample for this study was 115. As stated in the original study, study's participation was voluntary, and there was no compensation for the completion of the survey. The two reverse coded items were re-coded before there was any variable computation or the analysis was conducted. We examined the data and tested for assumptions of linearity, homoscedasticity, and univariate and multivariate outliers before the analysis was conducted. There were no standardized values greater than ±3.3; therefore, that assumption no univariate outliers were met. Mahalanobis distances, 12.85, and the critical value is 13.82; therefore, the assumption of multivariate normality was also met. The assumption of linearity was met through the examination of the probability plot. After plotting the residuals using a scatter plot, the assumption of homoscedasticity was met because the residuals were equally spread below and above zero.

<u>Demographic Information</u>

The demographic characteristics that we will be focusing on in this study are age and education. Most of the participants possessed a bachelor's degree or higher (70.4%). The participants' age range was from 18 to 66, with a mean of 34 years old. 39.13% of the participants were between the ages of 18 to 29, 52.17% of participants were between the ages of 30 to 49, and 8.69% were 50 or older. To see additional demographic information, please refer to Tables 1 and 2 below.

Table 1: Categorical Demographic Variables

Variable: Education	n	%
High School Diploma	2	2
Some College	19	15.7
Associated or Vocational Degree	13	10.7
Bachelor's	28	39.7
Master's	26	21.5
Professional Degree	2	1.7
Doctorate	5	4.1

Table 2: Continuous Demographic Variables

Variable	Mean	SD	Min	Max
Age	33.93	10.11	18	66

Correlation Analysis

A bivariate Pearson correlation analysis was conducted to determine the

relationship between age, education, perceived invasion of privacy, and the

presence of social media screening in the selection process. There was a small

negative correlation between age (M = 33.93, SD = 10.11) and perceived

invasions of privacy (M = 2.62 , SD = 1.10) (r = .16, p < .05) and a small positive

correlation between perceived invasion of privacy and social media screening (M

= 2.26, SD =1.10) (r = .26, p < .01). As age increases, participants perceived

invasion of privacy decreases. For individuals with social media screening, the

participants perceived invasion of privacy increased meaning. No other

significant correlations were found between study variables (See Table 3).

Table 3: Bi-Variate Correlation Analysis of the Variables.

Correlations

		Age	Edu	PIOP
Education	Pearson Correlation	-0.090		
	Sig. (2-tailed)	0.208		
Perceived Invasion of Privacy	Pearson Correlation	-.164[*]	0.059	
	Sig. (2-tailed)	0.021	0.410	
SM Screening	Pearson Correlation	-0.117	-0.013	.255[**]
	Sig. (2-tailed)	0.099	0.860	0.000

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

To test the first hypothesis, we computed an independent group' t-test since we compared the two independent groups of participants who received social media screening (M=2.87, SD=1.11) compared to those who did not receive social media screening (M=2.31, SD=1.00). The results demonstrated higher levels of perceived invasion of privacy for the screening group, t (115) = -3.75, p=.031, d = .52. The results of the t-test were statistically significant, and with Cohen's d demonstrating a medium practical effect size, therefore, hypothesis 1 was supported.

To test the second hypothesis, a two-stage hierarchical multiple regression was used to test the moderating effect of age on the relationship between social media screening and perceived invasion of privacy. It was hypothesized that there would be a significant interaction between age and social media; specifically, applicants who were young adults (18-29) would experience the most invasion of privacy. In the first model, age and social media were entered as predictors for the perceived invasion of privacy. In contrast, the interaction term for age by social media was entered into the second model. In the first model, the hierarchical regression revealed that age and social media screening contributed significantly to the regression model, F (2, 115) = 8.808, p<.01, and accounted for 8.3% of the variance in the perceived invasion of privacy.

While the second and final model was also statistically significant ($F_{(3, 115)} = 5.87$, $p = .001$) and accounted for 8.4% of the variance in the perceived invasion of privacy, the centered interaction term of age and social media screening was not statistically significant ($b = -.021$, $SE_b=.075$, $\beta=-.020$). In the final model, age and social media screening were the only significant predictors of perceived invasion of privacy. The interaction term between age and social media screening was not a statistically significant predictor. Therefore, hypothesis 2 was only partially supported. To see if there was a linear distribution of age by perceived invasion of privacy, we created a scatter plot (Figure 4). Since there was no linear distribution, we also created a non-linear scatterplot (Figure 5). Neither was significant.
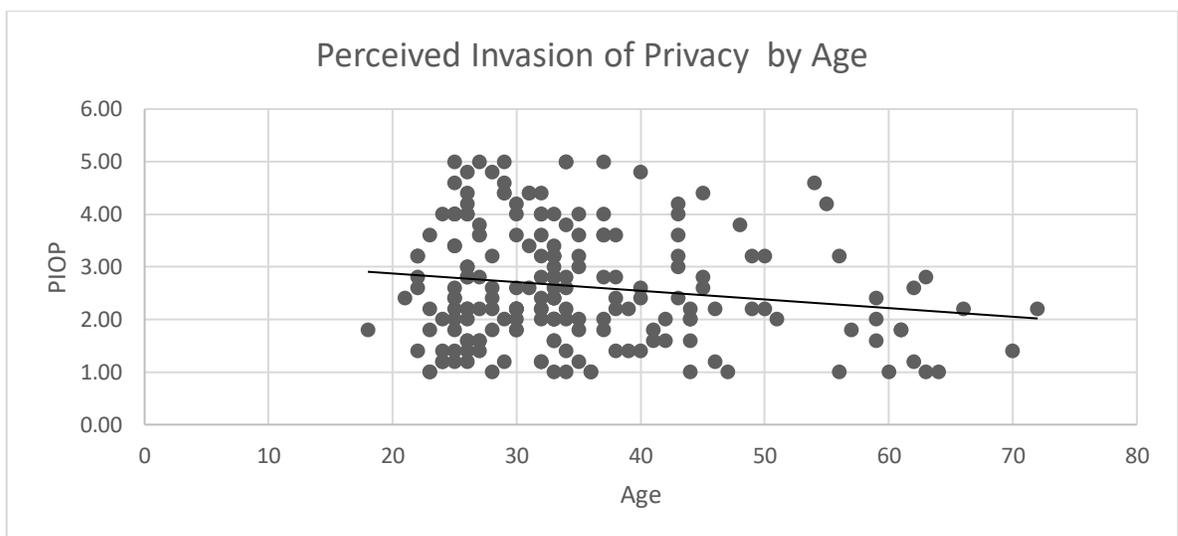
Figure 4: Scatter Plot of Perceived Invasion of Privacy by Age.
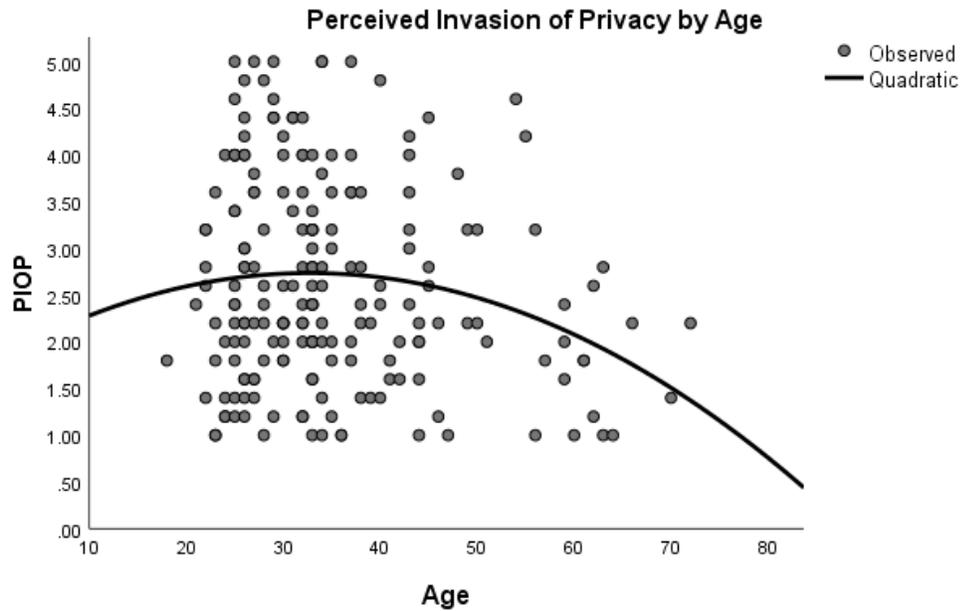
Figure 5: Quadratic Scatter Plot of Perceived Invasion of Privacy by Age

For the third hypothesis, we compared two dichotomous variables of education levels - bachelor's degree or higher and an associate degree or lower using a 2 x 2 factorial ANOVA. A 2 x 2 factorial ANOVA was used to analyze the effect of social media being used in the selection process on perceptions of invasion of privacy moderated by education. It was hypothesized that participants who have a bachelor's degree or higher would report higher perceptions of invasion of privacy when social media is used in selection compared to those with an associate degree or lower.

Results from the 2 x 2 factorial ANOVA revealed that the main effect of social media screening was statistically significant, $F (1, 115) = 8.96$, $p = .003$, partial $\eta^2 = .044$, while the main effect of the dichotomous education variable (F

(1, 115) = .156, p = .69, partial η^2 = .001) and the interaction term of social media

screening and education (F (1, 115) = .25, p = .62, partial η^2 =.001) were not

statistically significant. There was no significant interaction between social media

screening and education F (1, 115) = .247, p=.620 (see Figure 4). For the main

effect of social media screening, participants who viewed social media screening

(M = 2.86) had a higher perceived invasion of privacy than those who did not

view social media screening (M = 2.34).

A one-way ANOVA was computed with education and perceived invasion

of privacy. Although not statistically significant, F (7, 115) = 1.70, p = .112, and

results revealed that participants with an associated degree experienced higher

perceived invasion of privacy when social media was used in the selection

process (M = 3.21, SD = 1.10) (See Figure 6). Thus, hypothesis 3 was not

supported. Although hypothesis 3 was not supported we wanted to see where

the means were based on education so we created a clustered bar chare (Figure

7) and a bar chart that outlines the mean based on each education level (Figure

8).
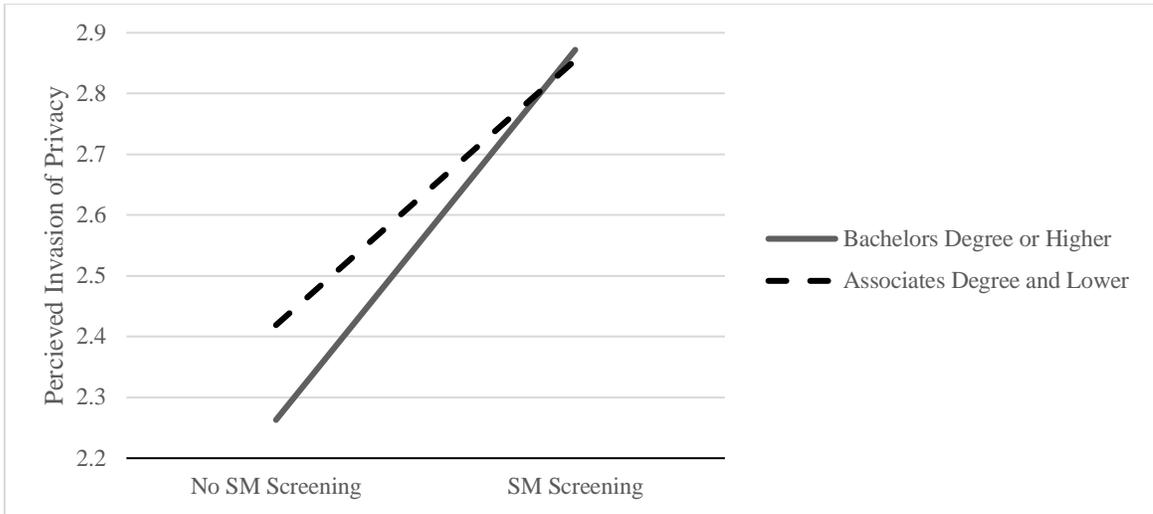
Figure 6: The Moderating Effect of Education on the Relationship between the use of Social Media and Perceptions of Invasion of Privacy.
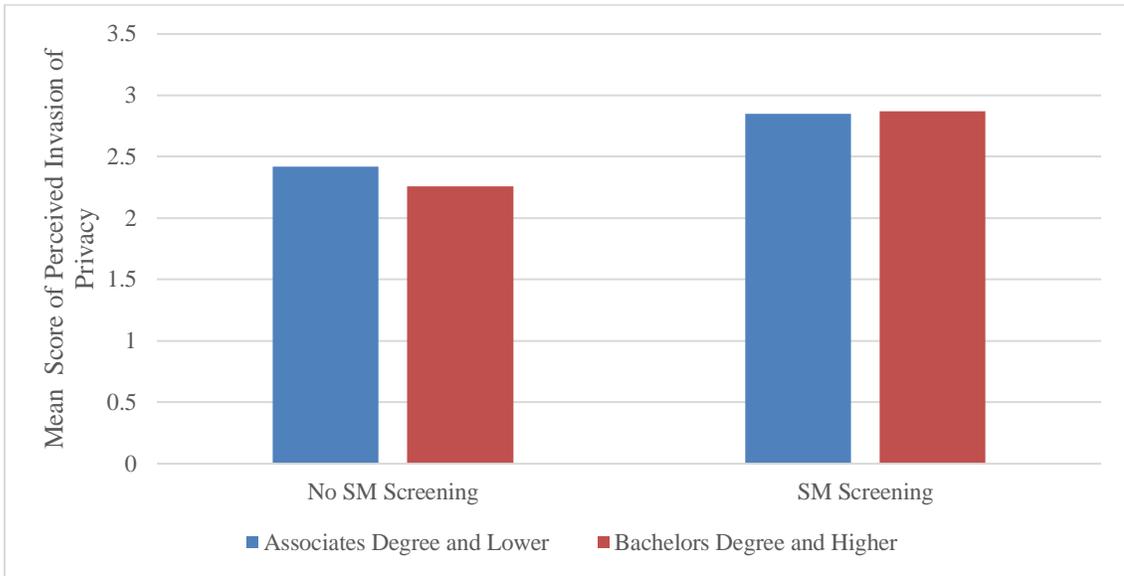
Figure 7: Mean of Perceived Invasion of Privacy Based on Education Level Clustered by Social Media Screening Presence.
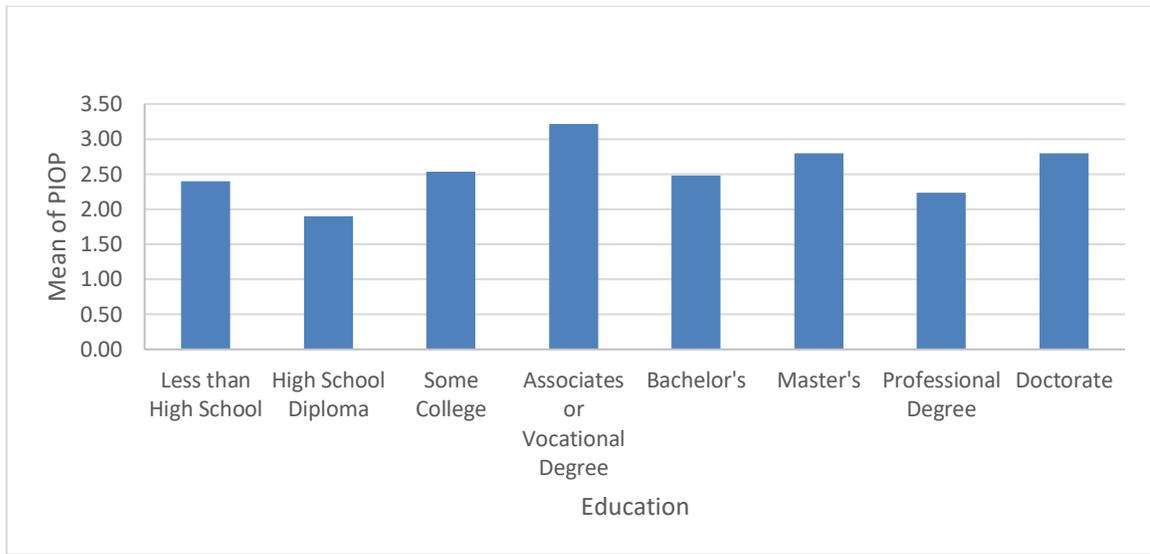
Figure 8: Mean of Perceived Invasion of Privacy based on Education Level.

Qualitative Data

From the initial study, there was qualitative data that was also collected. The question that was asked to participants was, "When looking for a job, are there any steps that you take regarding your social media? Anything special or out of the ordinary? Do you do anything different with your social media when you move through different stages of the selection process (application vs. interview vs. job offer, etc.)?" (Gomez, 2019). The majority of the participants in all age groups and education levels stated they do not do anything different on their social media because everything that is posted ensures it is appropriate before it is posted, and they keep their profiles private. The data on participants age 50 and older was limited compared to the other groups. Still, some notable trends were having a second social media account, limiting the information on

social media, deactivating the account, keeping business off of social media accounts, or hiding anything because the organization can accept them for who they are even online. In the other age groups, several participants mentioned they do not believe that their personal social media is the organization's business, and social media activity should not impact their selection decisions.

In the age group 30 to 49 years old several participants mentioned they would go through their social media accounts to ensure everything was appropriate and delete any inappropriate information. Additional information was included. They believe their personal and professional lives are different and social media should not be used, using a fake name, creating a new business page, and not including the last name or using a different last name. In the age group 18 to 29, they received the same comments, such as deleting inappropriate information and changing names, and they do not believe that it is the employer's business. From the qualitative data were able to see that young adults, 18 to 29, perceive that social media is private, or they can just change their privacy settings and that their social media is secure. To see a thematic analysis of the qualitative data please see Table 4.

Table 4: Thematic Analysis of the Qualitative Data.

Qualitative Data			
		Age	
Theme	50 +	30-49	18-29
Do not hide anything, the organization should accept them how they are	x	x	x
Second social media account	x		
Limit information on social media	x		
Deactivate account	x		
Keep business off social media	x		
Social media should not impact selection		x	x
Go through social media to ensure everything was appropriate		x	
Use a fake name		x	
Remove their last name		x	
Creating a new business page		x	
Delete inappropriate information			x
Change the privacy settings			x

CHAPTER FOUR

DISCUSSION

The present study's primary purpose was to further examine the reactions of applicants when social media is used in the selection process to determine if there is a difference in the perceived invasion of privacy. Specifically, in this study, I used secondary analysis of archival data and examined the potential moderation that education and age have on the perceived invasion of privacy when social media is used in the selection process (Gomez, 2019). Thus, this research's primary aim was to provide additional evidence on the impact that the use of social media has on perceptions of the selection process.

Providing support for the first hypothesis, the presence of social media screening does predict perceived invasion of privacy, which is consistent exactly what was found in the initial study by Gomez (2019) and previous research (e.g., Stoughton, Thompson, & Meade, 2015). Several other studies have investigated the use of social media in the selection process, which have found that the use of personal information in the selection process is seen as intrusive (e.g., Stone-Romero, Stone, & Hyatt, 2003). When social media is used in the selection process, the organization is often perceived negatively. When candidates are aware their social media is being used for selection purposes; they feel their privacy has been invaded. This first hypothesis aligns with the current research about social media use in the selection process and candidates' candidates' perceptions of their invasion of privacy (Stone-Romero et al., 2003).

The second and third hypotheses were testing if education or age, respectively, moderated the relationship between the presence of social media in the selection process and perceived invasion of privacy. A two-stage hierarchical multiple regression was used to test the second hypothesis. The first model contains age and social media as predictors for the perceived invasion of privacy, and the results revealed that age and social media accounted for 8.3% of the variance in the perceived invasion of privacy. However, the interaction of the applicant's age and social media screening did not impact the participant's perceived invasion of privacy. The current research shows differences in social media usage by age (Perrin, 2015). In recent studies, many participants believe that social media should not be used for selection purposes or in selection at all (Drouin et al., 2015). The results indicate that both age and social media impact the perceived invasion of privacy; however, the results do not indicate if younger adults experience more invasion of privacy than other age groups. The research on age and social media indicates that 90% of the young adults use social media and post information that they sometimes regret (Perrin, 2015). The current research did not align with the results of our quantitative analysis.

Education impacted the perceived invasion of privacy; however, the results were the opposite of what was proposed. Specifically, participants with an associate degree or lower experienced more perceived invasion of privacy than those with a bachelor's degree or higher. However, the interaction between education and social media screening was not significant. Based on the current

research, there were notable differences in social networking users based on education level (Stoughton et al., 2015). Currently, the literature about education and the perceived invasion of privacy is limited. The current research examined if users with higher education levels have greater trouble with their privacy settings (Madden, 2012).

Given that the current research only identified difficulties in the privacy settings and not perceptions in the invasion of privacy when social media is used in the selection process, there may not be any differences based on education. From the research, it is apparent that social media impacts applicants' perceptions of invasion of privacy, where age and education play a role in those perceptions. To gather more information, we also analyzed the qualitative data that was collected in the archival data. Along with the qualitative data and the research, young adults also believe that social media should not be used in selection. This supports the findings that young adults share more information online and believe social media should not be used in selection; therefore, when it is used, their perceptions of invasion of privacy is higher. Some different information was some would change their privacy settings before applying and go from public to private. When the qualitative data was sorted by education, the responses were very mixed, and there were no noticeable differences by education level. The responses previously discussed were mentioned in both associates degrees or lower and bachelor's degrees or higher. Specifically, most participants kept their profile private and monitored their posts, and there were

participants in both education brackets that believe someone's personal social media account should not be used in the selection process.

Theoretical Implications

With the exponential growth of social media being used in the selection process, there are several theoretical implications for the research. As Gomez (2019) has established, the use of social media in selection influences the perceived invasion of applicants' privacy perceptions. The present study provided further evidence on the demographic differences of the perceived invasion of privacy perceptions. The research before this study only provided evidence that when social media is used in selection, applicants feel their privacy was invaded; it does not examine if differences exist among the applicants. Stoughton et al. (2015) conducted the initial study to determine if social media in selection impacted the perception of invasion of privacy. To further research in this area, I conducted a study to test age and education as a moderating effect between the perceived invasion of privacy and social media screening in selection. As discussed earlier, several studies out there discuss the differences in the age and education level of social media users (Drouin et al., 2015; Perrin, 2015; Stoughton et al., 2015). From the analysis, we discovered that social media screening does impact applicants' perceptions of invasion of privacy, age and social media contribute to 8.3% of the variance in the perceived invasion of privacy, and education level and social media screening do not impact the perceived invasion of privacy. From these results, we can see that the applicant's

age does affect the perceived invasion of privacy, which aligns with the current research.

McFarland and Ployhart (2015) discuss the importance of the contextual framework of personal social media platforms due to the different characteristics of the platforms' user. The contextual framework is used to show how person-centered theories change when social media is involved in an organization (McFarland & Ployhart, 2015). The paper by McFarland and Ployhart assisted with generating a theoretical understanding of the different features of social media and how this theory-based manner can contribute to individuals within organizations. Specifically, the contextual framework mentions social exchange. Social exchange is relevant to this study because due to the lack of social exchange and social media use in the selection process, specific demographic groups experience greater levels of perceived invasion of privacy when social media is used in the selection process (McFarland & Ployhart, 2015). The results contribute to this framework, given that age contributes to differences in the perceived invasion of privacy. As previously mentioned, many older adults are more reluctant to use different social media platforms (Chung et al., 2010).Younger applicants' perceptions or invasion of privacy are impacted when social media is used in the selection process since they make up most of social media users. There is a negative correlation between age and perceptions of invasion of privacy.

The present study results indicate that there are demographic differences in the perceived invasion of privacy when social media is used in the selection process. However, within the existing literature, there are not many theories that directly explain these findings. The contextual framework assists in explaining some of the findings to explain why there are differences when social media is used in the selection process (McFarland & Ployhart, 2015). The current contextual framework only touches on the surface of this study, and it does not provide a theoretical explanation as to why the differences may occur. The contextual framework helps understand that the digital communication that social media has, this impacts the cognition, affect, and behavior of individuals (McFarland & Ployhart, 2015).

Practical Implications

The results also contribute to several practical implications of the study. Not only do the study's findings impact organizations, but individuals as well (McFarland & Ployhart, 2015). Specifically, organizations can see demographic differences in the perceived invasion of privacy when social media is used in the selection process. Additionally, this study's proposed model may assist human resource professionals when implementing selection procedures in further understanding the implications of the use of social media in selection. Despite the numerous studies and the controversy surrounding social media usage in the selection process, organizations still use social media in selection, potentially to their detriment (Jeske & Shultz, 2016). The present study results also prove that

when social media is used in selection, applicants experience higher levels of perceived invasion of privacy. There can be underlying reasons for what specific demographic characteristics perceive higher privacy invasion levels compared to other groups. For example, age does contribute to the perceived invasion of privacy when social media is used in the selection process. With age impacted invasion of privacy, this can pose many other legal and ethical issues for the organization when specific demographic groups experience a higher perceived invasion of privacy based on their recruitment tactics. Although the cost of using social media in selection may be beneficial, these tactics can lead to other unexpected costs that can be detrimental to an organization (Caers & Castelyns, 2011; Jeske & Shultz, 2016; Roth et al., 2016). Applicants want to trust an organization that they are applying for. When their privacy is invaded, they no longer trust that organization. In many cases, they do not want to work for them anymore. By recognizing these differences in age and education level, organizations can take preventative measures, so they use selection methods that do not invade the applicant's privacy.

The organization will need to consider that applicant's age does impact the perceived invasion of privacy when using social media in selection, especially higher-level positions that require greater education. When some perceive their privacy is invaded, they lose trust in that organization (Stoughton et al., 2015). As a result, there is the potential to lose many qualified applicants if they perceive their privacy has been invaded and do not trust the organization.

Limitations

The most significant limitation was the use of archival data. This limited the study to the previously collected sample and did not leave room to gather additional data. As mentioned in the initial analysis, some limitations were the participants were not actively seeking a job and were instead asked to play a role in the scenario (Gomez, 2019). Another limitation is the data and the limited participants in specific age ranges and education levels. The archival data did not contain enough information for specific age ranges and education levels to adequately represent that population. Most of the sample were younger adults and those who had an associate degree. An additional qualitative analysis targeting specific education groups would be useful. Posing questions regarding privacy settings, social media usage, and perceptions on social media usage in the selection process would help determine why participants with different education levels differ in the perceived invasion of privacy. Additionally, collecting additional data would also be helpful given that many participants were between the ages of 18 to 49, and there was only a small representation of participants 50 years of age or older (Perrin, 2015).

Another limitation is the perceived invasion of privacy. In the qualitative data, many participants believe their profiles are very secure and private. Therefore, they do not have anything to worry about when their social media is searched for selection purposes. What the participants did not realize is that although your profiles are private, some organizations and people are still able to

view specific aspects of their profile despite their privacy settings (Davison et al., 2016).

Directions and Future Research

Given the results and limitations, there are some possibilities for future direction. Due to the limitations of this study in future research, the archival data alone should not be used. Based on this study and the initial study by Gomez (2019) and Stoughton et al. (2015) that social media screening does impact an applicant's perceived invasion of privacy. Additional data would need to be collected to gather a larger sample size to run additional studies. The results indicate that age does contribute to perceptions of invasion of privacy. A future study can be gathering additional data and gathering more qualitative data to help explain why there is a difference, and what age range differs since, in this study, the results were only partially supported. Future researchers could also examine if there are other demographic characteristics that lead to differences in the perceived invasion of privacy. For example, might there be differences base on ethnicity and gender? Specifically examining ethnic groups who have faced more discrimination and determining if there is a difference in the perceived invasion of privacy. People of color tend to be more cautious on specific platforms due to historical discrimination, and this may or may not impact their perceptions of invasion of privacy.

Conclusion

In this study, I sought to examine demographic differences in the perceived invasion of privacy when social media is used in selection. Overall, we found some demographic differences but that additional data is needed to determine where those differences are. Age and social media do contribute to a perceived invasion of privacy, but we are unable to determine if a specific age group experiences a more perceived invasion of privacy due to the low number of participants across different age groups. Additionally, education does not impact the perceived invasion of privacy. There may be other demographic differences that can impact the perceived invasion of privacy, which can be done in additional studies. Due to the risk and adverse impact, the organization should limit selection via social media.

APPENDIX A

MEASURES

Invasion of Privacy (Alge, 2001; Tolchinsky et al., 1981)

Please reach each statement carefully and then use the rating scale below to indicate the extent to which the various statements describe you.

1 = very inaccurate
2 = somewhat inaccurate
3 = neither accurate nor inaccurate
4 = somewhat accurate
5 = very accurate

1. It was acceptable for the organization to collect the information that it did during the selection process. *
2. It was not necessary for the organization to collect the information it did when deciding who to hire.
3. I felt comfortable with the personal information the hiring organization collected. *
4. I felt like the manner in which I was screened for employment was an invasion of my privacy.
5. I feel that the information being collected by the organization is none of anybody's business but my own.

*reverse coded items

Demographic Information

Gender:

Male   Female   Other

Ethnicity:

Asian

African American

White/Caucasian

Middle Eastern

American Indian

Hispanic/Latino

Other

Age: ____

Job Type:

Which of the following options best reflects your current job? Please select only

one.

Currently seeking work

Customer service

Administrative support

Professional specialty

Managerial

Executive

Technical

Sales

Intern

Other

Education Level:

Please choose the option that best described your education level:

Less than High School

High School Diploma

Some College

Associate or Vocational Degree

Bachelor's

Master's (MA/MS)

 Professional Degree (MD, JD) Doctorate (Ph. D. / Ed.D.)

APPENDIX B

SELECTION SCENARIO

Introductory Statement

Please think of yourself as a job seeker applying for a job with X Corporation.

This company is offering a yearly salary 10% higher than other companies in

your industry as well as generous stock options. This company is located in a

town you like. In talking with people hired in the last 5 years, you have

discovered that employees received an average of three promotions in that time.

The company has also been rated as a leader in the industry in terms of

proactive environmental policies and was rated as one of the top 100 places to

work by the US News & World Report

Pre-Offer, No Social Media Screen

Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé.

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process included a drug screening and criminal records check.

Pre-Offer, Social Media Screen

Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé. Further, in order to corroborate information provided on your résumé and application, human resources examined your social media profiles through the use of an open web search for all finalist, such as yourself. A lack of social media profiles, such as Facebook or Twitter, did not disqualify any candidates, only the presences of disqualifying information.

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process includes a drug screening and criminal records check

Post-Offer, No Social Media Screen

Thank you for interviewing for a position with X Corporation. You are the selected candidate for this position. Congratulations! This decision was made after careful review of your application, résumé, and successful completion of a pre-employment interview.

Now that you have successfully completed all stages in the selection process, we will need to schedule a time for you to come in for your medical clearance appointment. Upon successful completion of your medical clearance, we will have you fill out paperwork in order to conduct a background investigation. This process includes a criminal records check.

Post-Offer, Social Media Screen

Thank you for applying for a position with X Corporation. You were chosen as a finalist for this position. Congratulations! This decision was made after careful review of your application and résumé.

The next step of the selection process involves setting up a time to interview. The hiring manager should be reaching out to you in the next several days to schedule an interview. Should you be provided an offer of employment after your interview, we will be in contact with you to schedule a time for your medical clearance and fill out paperwork for the background investigation. This process includes a drug screening, a criminal records check, and an examination of your social media profiles. Human resources will examine your social media profiles through the use of an open web search for all individuals given a conditional offer of employment, such as yourself. This final screening process is intended to corroborate information obtained throughout the selection process and assess professionalism.

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