Effect of Social Media on Recruitment Processes of Human Resources Consulting Firms in Nigeria

Ugochinyere Evangelin Obi [1]

[1] *University of Lagos*
101017 University Road, Akoka, Lagos State, Nigeria

Abstract. This paper explores how a human resources consulting firm in Nigeria can apply social media to its recruitment process. The research design was descriptive, using a survey to collect data from 400 job applicants in the selected regions of Lagos State (Yaba, Mushin, Lagos Island, and Oshodi). Of the 400 questionnaires distributed, 370 were returned, yielding a response rate of 98.4%. The researchers used descriptive statistics (frequency distributions, means, and standard deviations) and inferential statistics (regression analysis) to analyse the data in SPSS version 20.0. The results indicated that Facebook significantly influences the recruitment process of HR consulting companies, with an R-square of 71.3% (F=7.008, p<0.05). LinkedIn (R-s= 82.5%, F=9.207, p<0.05) and Instagram (R-s= 91.2% F=9.049, p<0.05) exhibited the most major impact. The authors of the study concluded that social media sites were important for recruitment effectiveness, and that LinkedIn, Instagram, and Facebook exerted the greatest influence, respectively. The paper advised companies to strategically enhance social media marketing/operations to disseminate job information to targeted job seekers.

Keywords: Social Media; Recruitment Processes; Human Resources Consulting Firms; Facebook; LinkedIn; Instagram; Nigeria.

INTRODUCTION

Executives and managers must take a more critical look at human resource management as an effective means of sustaining organisational performance, given recent issues such as talent shortages, remote work adjustments, and global recruitment opportunities, which are affecting most organisations and industries due to the worldwide pandemic [1, 2]. Despite the global COVID-19 pandemic, contemporary businesses still hire new employees, even though before the pandemic, they could evaluate prospective employees' qualifications and select the best one in person. Still, methods are entirely different or distinct online because people are being questioned, recruited, and selected remotely [3]. Thus, the challenge experienced by most organisations is the best methods for employee resourcing in terms of recruitment and selection that can contribute to organisational performance.

Authors [4] stated that the relationship between recruitment and organisational performance is critical in employee resourcing processes, as the people who make up an organisation are the major contributors to its performance. This study examines social media's role in recruitment processes that can help human resource consulting firms get the right people into organisational clients. According to authors [5], human resources can be a critical corporate asset in achieving desired performance levels. Therefore, modern business organisations must be deliberate in their hiring and selection of human resources, as the right employees can lead to successful business operations and performance.

The rising advancement in information and communication technology has allowed modern business and marketing concepts to be integrated into organisational strategy. With its extensive reach and unparalleled analytics capabilities, social media marketing is undeniably an essential modern marketing management tool organisa-

tions use today [6]. Social media connects organisations, groups and individuals while offering a personal channel and currency for networking and social interaction [7].

According to the author [8], social media is a dynamic platform that enables users to share a range of content, including pictures, ideas, texts, videos, humour, opinions, rumours, and reports. Social media marketing combines the power of marketing with the engaging world of online communities. It empowers individuals, groups, and organisations to leverage social channels to promote their websites, products, or services and reach a broader community that may not be accessible through traditional marketing [8, 9].

Statement of the Problem. Generally, organisations and managers consistently face the challenge of capturing talent's attention. There has been a transition from conventional organisational marketing communication to modern approaches as more people embrace new communication media and technologies, enabling organisations to reach the target market 24/7. Social media has transformed marketing by creating a culture of critical engagement, instant access, and consistent communication with people. However, further research is still needed, and we are currently exploring the strategic utilisation of social media to connect organisations, management marketers, and people through consistent interactions, dialogues, trust-building, and engaging the right audience in the right way as quickly as possible.

The main issue addressed in this study is the impact of social media platforms such as Facebook, LinkedIn, and Instagram on creating awareness and attracting candidates for recruitment processes in Nigeria. Social media marketing has become a trailblazer, providing new opportunities for organisations of all sizes to engage their consumers online [8, 10, 11]; the critical question, however, is how influential social media is in the recruitment process in Human Resources consulting firms in Nigeria.

Aim and Objectives of the Study. This study explores how HR consulting firms in Nigeria use social media in their recruitment processes. A survey of job applicants in selected areas in Lagos state. The following are the specific objectives of this study:

a) To evaluate Facebook's effect on HR consulting firms' recruitment process.

b) To determine LinkedIn's effect on HR consulting firms' recruitment process.

c) To examine Instagram's effect on HR consulting firms' recruitment process.

Research Hypotheses

a) There is no significant effect of Facebook on the recruitment process of HR consulting firms.

b) LinkedIn has no significant effect on the recruitment process of HR consulting firms. iii. Instagram does not significantly affect HR consulting firms' recruitment process.

Literature Review

Concept of Social Media and Social Media Marketing. Social media as a concept has grown over the years, and its user base has increased to the point that the number of social media users exceeds the population of some countries [12]. Social media refers to the use of the Internet and mobile phones to share information among people. It also comprises a group of internet-facilitated applications built on the principles and technologies of Web 2.0 that enable multiple users to create and exchange content [7, 12, 13].

According to authors [14], social media are online resources individuals use to share content, such as photos, videos, text, images, audio, ideas, insights, and opinions. Authors [14] opined that social media is regarded as one of the greatest revolutions of the 21st century, changing the relationship between organisations and consumers in one of the essential marketing variables, communication or promotion.

Social media marketing is the utilisation of social networking sites, platforms, channels, and websites to advertise and market products or services; as such, it is the integration of technology applications into marketing as an organisational function and process that consists of creating value, exchanging value, communicating value and delivering value through products and services that cater to customers' needs and desires [15, 16].

According to authors [17], social media marketing uses social media to persuade consumers to buy an organisation's products or services. Several organisations have adopted social media marketing in their marketing decisions and activities, such as Coca-Cola, Starbucks, Google, Burberry, and Calvin Klein, to name a few. As a mar-

keting concept, social media marketing is a modern marketing orientation primarily associated with social media and social networks [17].

Forms of Social Media Marketing Platforms. There has been explosive growth in social media, with millions worldwide creating and sharing content [14]. Popular social media marketing platforms and tools include Facebook, Myspace, LinkedIn, Twitter, Instagram, YouTube, Amazon, and Yahoo [14, 18, 19].

Facebook as a Social Media Marketing Platform: Authors [12] noted that Facebook is one of the major social media platforms with a significant impact on marketing, as the number of Facebook users exceeds that in some countries, creating tremendous opportunities for target-market reach. Authors [14] asserted that Facebook is a great marketing tool for contemporary businesses, which will enable the company to identify itself, not just through listing product offerings and services but also by sharing links, images, and posts on a customisable page to give a better sense of a business's personality and character.

LinkedIn as a Social Media Marketing Platform: Authors [6, 20] stated that LinkedIn, as a social media networking site, is among the innovative ways for businesses to create opportunities for marketing communication activities. Authors [21] noted that companies are leveraging LinkedIn's importance for widespread human resources advertising and publicity.

Instagram as a Social Media Marketing Platform: Authors [18] opined that Instagram, as a social media marketing tool, came after Facebook and used social interactions with content sharing to bridge the gap between people; Instagram, being a prominent platform for visual content and influencer marketing, has successfully generated a plethora of marketing opportunities for millennials.

Concept of Staff Recruitment and Selection. Recruitment involves identifying and attracting potential talent to fill an organisation's open positions. It aims to identify individuals with the necessary skills and mindset to help the organisation achieve its goals. The recruitment process includes identifying job positions, analysing qualifications, evaluating applications, conducting screenings, shortlisting candidates, and selecting the most qualified individual. These five practices are essential for successful recruitment and guarantee consistency and compliance [22].

The importance of recruitment cannot be overstated because it is one of the most fundamental human resource management activities [1]. If the recruitment process is efficient, the organisation gets happier, more productive employees, reduces attrition, builds a positive workplace environment with strong employee relationships, and results in overall organisational growth [23].

Theoretical Framework

Technology Acceptance Model: Authors [24] proposed this model based on early users' adoption of computing. Authors [10] stated that the technology acceptance model (TAM) is the primary driver of individuals' use of modern technology. TAM constructs consist of perceived usefulness and perceived ease of use. Hence, an individual's utilisation of social media sites is based on the level of technology acceptance.

Theory of Reasoned Action: Researchers [25] stated that several theories can be used to understand customer patronage behaviour better. One of the most noteworthy is the "Theory of Reasoned Action" (TRA), developed by authors [26]. The theory asserts that "people possess a high intensity of volitional control and make reasoned choices among alternatives" [27].

Empirical Review

Authors [28] investigated the effects of social media marketing on online consumer behaviour. The study focused on social media as a tool that allows customers and prospects to communicate directly with products, brands, and services. Authors [28] used a linear model with 236 social media users to examine how different social media platforms positively affect online advertising.

Authors [8] examined business growth through social media marketing through an extensive literature review mentioning six independent factors of social media included six factors of social media marketing: social network reach, social news, low-cost marketing, customer relationship, branding, and sales have been shown to have positive effects based on the research conducted. Authors [29] analysed how social media marketing impacts customer engagement. They collected data for their study by distributing questionnaires to fans of a specific Facebook brand page. The findings revealed that the media type and post content significantly affect customer online engagement.

Authors [30] investigated the influence of social media marketing on small businesses' sales performance using information from women's clothing stores in Nyamagana District, Tanzania. They employed a quantitative research approach, gathering data through questionnaires, which were examined using statistical tools such as regression analysis. The findings showed that using Facebook, Instagram and Twitter for marketing purposes influences small businesses' sales performance in women's clothing retailing.

METHODS

Research Design. This study uses a descriptive research design, defined as fact-finding, which seeks to explore a phenomenon within a population through a sample, intensive study of the population's characteristics, and generalisations about the entire population. This approach is used for its cost-effectiveness, speed, and efficiency, and may also identify areas for further investigation using different techniques [31]. The descriptive research design would consider using a survey to collect data on the study variables (social media and recruitment processes).

Population of the Study. The population is the group of people or elements from which the study's sample is drawn. The population of this study consists of general individuals in Lagos State, based on the Lagos State Government's figure of 35 million as of 2020 [32]. However, because the research cannot cover the total population, a sample is required in this study.

Sample Size and Sampling Technique. In this study, the researchers determined the targeted sample size using the Yamane formula:

$$n = N/(1 + N(e^2))$$

where n – Sample size; N – Total Population; e – Precision estimate.

The confidence level is 95% with a ±5% margin of error.

$$n = 35{,}000{,}000/(1 + 35{,}000{,}000(0.05^2)) = 35{,}000{,}000/(1 + 35{,}000{,}000(0.0025)) = 35{,}000{,}000/(87{,}501) = 399.97$$

This study's sample size is 400, evenly distributed across Lagos's four selected geographical areas. The sampling technique used in this study is multistage, with purposive sampling to select job applicants. On the other hand, each research responder would be selected using simple random sampling.

Method of Data Collection. The main source of data was primary sources, collected through manually administered questionnaires. The questionnaire was split into two sections: Section A and Section B. Section A focused on respondents' demographic background, including gender, age, marital status, educational qualifications, and income level. Section B is the questionnaire's main body, seeking information on relevant study variables.

Method of Data Analysis. This study will analyse the collected data using descriptive and inferential statistics, including simple percentages, frequency distributions, means, and standard deviations. Regression analysis will be employed to test the hypotheses. Regression analysis is justified because it enables an investigation of the relationship between the variables. Regression analysis examines relationships and causal effects among variables [33]. The researchers will conduct the study using the Statistical Package for the Social Sciences (SPSS), version 20.

RESULTS AND DISCUSSION

Data Editing and Presentation. This study investigated the effect of social media on the recruitment processes of human resources consulting firms in Nigeria. Four hundred (400) respondents were selected as a sample from designated areas in Lagos state, including Yaba, Surulere, Ikeja and Victoria Island. The exact number of copies of questionnaires was distributed, out of which there were one hundred and seventy (370) copies of the questionnaire duly completed, returned, and found fit for data analysis; this gives an approximate response rate of 98.4%.

Table 1 indicates that 53.2% of the participants are female, and 46.8% are male. Also, 45.9% of the respondents fall between 21 and 30 years, 29.7% fall within the 31 to 40 years age bracket, 18.9% fall within the 41 to 50 years age bracket, and 5.4% fall within the above 50 years age bracket. In addition, Table 1 shows that 29.7% of the respondents are WASC/GCE holders, and 42.2% are B.Sc/BA/HND holders, 28.1% are

M.Sc./MA/MBA holders. Table 1 reveals the respondents' marital status: 43.2% are single, and 56.8% are married. Finally, Table 1 indicates that all the respondents use social media platforms such as Facebook, LinkedIn, and Instagram. The table further showed that 54.9% of the respondents use social media platforms such as Facebook, LinkedIn, and Instagram products very often.

Table 1 – Frequency Distribution of Respondents' Demographic Data

Responses		Frequency	%
Respondent's Gender	Female	197	53.2
	Male	173	46.8
	Total	370	100.0
Respondent's age bracket	21 to 30 years	170	45.9
	31 to 40 years	110	29.7
	40 to 50 years	70	18.9
	Above 51 years	20	5.4
	Total	370	100.0
Respondents Educational	WASC/GCE	110	29.7
	B.Sc./BA/HND	156	42.2

Responses		Frequency	%
Qualification	M.Sc./MA/MBA	104	28.1
	Ph.D.	0	0.0
	Total	370	100.0
Respondent's marital status	Single	160	43.2
	Married	210	56.8
	Total	370	100.0
Employment Status	Unemployed	170	45.9
	Employed	150	40.5
	Self-employed	50	13.5
	Total	370	100.0
Do you use social media platforms like Facebook, LinkedIn, and Instagram?	Yes	370	100.0
	No	0	0.0
	Total	370	100.0
How often do you use social media platforms	Very Often	203	54.9
	Often	97	26.2
	Not as Often	20	5.4
	Sometimes	50	13.5
	Total	370	100.0

Table 2 – Respondents' opinion on Facebook as a Social Platform

Statements	5	4	3	2	1	Total	Mean	Std dev
I use Facebook regularly as a social media platform	247 (66.8%)	117 (31.6%)	3 (0.8%)	3 (0.8%)	0 (0.0%)	370	4.64	0.25
I usually respond positively to job adverts/marketing via Facebook	207 (55.9%)	133 (35.9%)	10 (2.7%)	20 (2.7%)	0 (0.0%)	370	4.42	1.54
Job recruitment offers on Facebook pages catch my attention positively	259 (70.0%)	91 (24.6%)	5 (1.4%)	5 (1.4%)	10 (2.7%)	370	4.58	0.38
Facebook pages of HR consulting firms give adequate information	291 (78.6%)	33 (8.9%)	41 (11.1%)	0 (0.0%)	5 (1.4%)	370	4.64	0.45
Facebook is a good social media platform that helps me to know more about recruitment offers	320 (86.5%)	30 (8.1%)	10 (2.7%)	10 (2.7%)	0 (0.0%)	370	4.78	0.33

Notes: 5 – Strongly agree; 4 – Agree; 3 – Undecided; 2 – Disagree, 1 – Strongly Disagree

Table 3 – Respondents' Opinions on LinkedIn as a Social Media Platform

Statements	5	4	3	2	1	Total	Mean	Std dev
I use LinkedIn regularly as a social media platform	221 (59.7%)	149 (40.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	370	4.60	0.62
I usually respond positively to job adverts and marketing via LinkedIn	259 (70.0%)	91 (24.6%)	10 (2.7%)	5 (1.4%)	5 (1.4%)	370	4.61	0.58
Job recruitment offers on LinkedIn catch my attention positively	320 (86.5%)	36 (9.7%)	10 (2.7%)	4 (1.1%)	0 (0.0%)	370	4.82	0.38

Statements	5	4	3	2	1	Total	Mean	Std dev
LinkedIn pages of HR consulting firms give adequate information	330 (89.2%)	40 (10.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	370	4.89	0.45
LinkedIn is a good social media platform that helps me to know more about recruitment offers	335 (90.5%)	30 (8.1%)	5 (1.4%)	0 (0.0%)	0 (0.0%)	370	4.90	0.30

Notes: 5 – Strongly agree; 4 – Agree; 3 – Undecided; 2 – Disagree, 1 – Strongly Disagree

Table 4 – Respondents' Opinions on Instagram as a Social Media Marketing Platform

Statements	5	4	3	2	1	Total	Mean	Std dev
I use Instagram regularly as a social media platform	307 (82.9%)	47 (12.7%)	3 (0.8%)	13 (3.5%)	0 (0.0%)	370	4.75	0.79
I usually respond positively to job adverts and marketing via Instagram	300 (81.1%)	57 (15.4%)	0 (0.0%)	13 (3.5%)	0 (0.0%)	370	4.74	0.29
Job recruitment offers on Instagram catch my attention positively	320 (86.5%)	38 (10.3%)	4 (1.1%)	3 (0.8%)	5 (1.4%)	370	4.80	0.29
The Instagram pages of HR consulting firms give adequate information	324 (87.6%)	36 (9.7%)	0 (0.0%)	8 (2.2%)	2 (0.5%)	370	4.82	0.63
Instagram is a good social media platform that helps me to know more about recruitment offers	330 (89.2%)	40 (10.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	370	4.89	0.30

Notes: 5 – Strongly agree; 4 – Agree; 3 – Undecided; 2 – Disagree, 1 – Strongly Disagree

Table 5 – Respondents' opinion on Recruitment Processes

Statements	5	4	3	2	1	Total	Mean	Std dev
I am willing to go on social media in search of job offers	307 (82.9%)	47 (12.7%)	3 (0.8%)	13 (3.5%)	0 (0.0%)	370	4.75	0.59
I consider job openings whenever I see them on social media platforms	313 (84.6%)	57 (15.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	370	4.85	0.19
I am attracted to an organisation over others because of its active social media platforms	320 (86.5%)	38 (10.3%)	4 (1.1%)	3 (0.8%)	5 (1.4%)	370	4.80	0.29
Organisations offer better recruitment options based on interactions on their social media platforms	332 (89.7%)	36 (9.7%)	0 (0.0%)	0 (0.0%)	2 (0.5%)	370	4.88	0.33
A good recruitment process is simple, convenient, and easy to access	340 (91.9%)	30 (8.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	370	4.89	0.30

Test of Hypotheses

Hypothesis I: H0: There is no significant effect of Facebook on the recruitment process of HR consulting firms.

A close examination of the regression analysis indicated an R-value of .855a, indicating that Facebook can account for 85.5% of the recruitment process as a social media marketing platform.

The R-square value of .731 indicated that about 73.1% of the total systematic variation in the recruitment process was due to variations in Facebook as a social media marketing platform; this means that only 26.9% of the total periodic variations in the recruitment process remain unexplained and are captured by the stochastic error term in the estimated model. The ANOVA table shows that the overall model (F = 7.008; Sig. =

0.01) is statistically significant, as the p-value is less than the significance level (p < 0.05). Thus, the results lead the researchers to reject the null hypothesis and accept the alternative hypothesis, indicating that Facebook significantly affects the recruitment process of HR consulting firms.

Hypothesis II: LinkedIn has no significant effect on the recruitment process of HR consulting firms.

A close examination of the regression analysis indicated an R-value of .908a, indicating that LinkedIn can account for 90.8% of the recruitment process. The R-square value of .825 suggests that about 82.5% of the total systematic variation in investment in the recruitment process was due to LinkedIn; this means that the estimated model captures only 17.5% of the total periodic variation in the recruitment process in the stochastic error term. The ANOVA table shows that the overall model (F = 9.207; Sig. = 0.02) is statistically significant, as the p-value is less than the significance level (p < 0.05). Thus, the null hypothesis two should be rejected, and the alternative hypothesis two should be accepted, indicating that LinkedIn significantly affects the recruitment process of HR consulting firms.

Hypothesis III: H0: There is no significant effect of Instagram on the recruitment process of HR consulting firms.

A close examination of the regression analysis indicated an R-value of .955a, showing that Instagram can account for 95.5% of the recruitment process as a social media marketing tool. The R-square value of .912 indicated that about 91.2% of the total systematic variation in the recruitment process was due to variations in Instagram as a social media marketing platform; this means that the stochastic error term in the estimated model accounts for only 8.8% of the total periodic variation in the recruitment process. The ANOVA table shows that the overall model (F = 9.049; Sig. = 0.012) is statistically significant, as the p-value is less than the significance level (p < 0.05). Thus, this study rejects null hypothesis three and accepts alternative hypothesis three, indicating that Instagram significantly affects the recruitment process of HR consulting firms.

This study investigated the effect of social media on the recruitment processes of HR consulting firms in Nigeria using a survey of job applicants in selected areas in Lagos. Based on the data analysis and test of hypotheses, the following discussions of findings are made concerning previous studies:

Firstly, the study's findings highlighted the significant effect of Facebook on the recruitment process of HR consulting firms, given its advertising reach in providing information about job openings. The findings of this study also agreed with previous work by authors [19, 34], which found that contemporary organisations use Facebook for social media marketing. However, this study disagreed with the survey by authors [35], asserting that Facebook use does not enhance the effectiveness of social media as a marketing tool because of the social nature of engagement, which sometimes reduces business value and opportunities. The study supported the authors' [9] argument that Facebook was one of the evolutionary social media platforms that changed the dynamics of consumer behaviour.

Furthermore, the study's findings indicated the significant effect of LinkedIn on the recruitment process of HR consulting firms. The respondents found that LinkedIn marketing helps create awareness of the job market in Nigeria. Research shows that LinkedIn social media marketing is widely adopted because it can reach a broad job market. The findings were consistent with the studies by authors [8, 29] on the influence of social media marketing on customer engagement, providing insight into how social media marketing on LinkedIn can foster organisations' engagement with the target market. Social Media Marketing (SMM) brings new customers to the organisation through social media advertising and marketing campaigns. The outcomes of this study thereby assert that, when used strategically, social media marketing on LinkedIn can be a valuable, and even necessary, tool for organisations. The study aligned with the authors [36] in asserting the significant impact of social media marketing channel usage on business performance in small businesses in Pakistan.

Finally, the study's findings stated the significant effect of Instagram on the recruitment process of HR consulting firms. The findings agreed with those of the authors [6, 14] that social media marketing in contemporary recruitment organisations is based on interaction between employers and employees. Job seekers can enquire and gather information about job openings. This study has demonstrated a strong correlation between social media and recruitment processes. The results support authors [11] findings, which

highlight the powerful impact of social media marketing on attracting job applicants in today's competitive labour market.

CONCLUSIONS

The study's findings demonstrate that social media has a remarkable positive impact on the recruitment processes of HR consulting firms in Nigeria. Based on the research objectives and questions, this study concludes that the three selected social media platforms significantly enhance recruitment effectiveness. Job seekers use LinkedIn, Instagram, and Facebook to gather relevant job information. LinkedIn had the most significant impact on HR consulting firms' recruitment processes, followed by Instagram and Facebook. The researchers found that job seekers preferred to engage more with organisations on social media platforms. Overall, organisations used social media marketing as an extension of their marketing activities during the pandemic, thereby increasing their impact and effectiveness despite lockdowns, travel restrictions, and other movement restrictions.

The following recommendations are proposed in light of the findings and conclusions of this study:

a) Organisations and management should focus on strategically improving social media marketing operations that can provide relevant job information for targeted job seekers.

b) It is recommended that social media marketing platforms be used in line with the understanding of job seekers' behaviour and preferences.

c) Lastly, it is recommended that the government and key policy stakeholders work on improving the technology infrastructure that enables social media marketing in Nigeria.

The study provides insights into the usefulness of social media in contemporary marketing. It established that Facebook, LinkedIn, and Instagram are more than social networking sites; they are platforms organisations can use to extend marketing communication for job openings, HR training, etc. The study infuses knowledge on critical aspects of social media marketing in advertising and marketing communication. The study contributes to knowledge in marketing management and consumer behaviour by expressing consumers' perceptions of social media platforms in purchasing organisations.

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