Chapter 24
Hiring Practices, Uses of Social Media, and Teacher Retention Differences

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ABSTRACT

This study assesses the differences between teacher retention rate and human resource (HR) managers' hiring practices, self-efficacy. Their use of social media websites (Facebook, LinkedIn, and Twitter) for hiring was evaluated. Turnover of teachers with fewer than 5 years of experience was gathered from New York State Education Department (NYSED) database. New York State schools were separated by high and low teacher retention rates. A Likert Scale Survey with one open ended question was sent to school districts HR managers. An independent sample t test was used to determine the differences between high and low teacher retention rates. A content analysis is presented using the responses to the open-ended question. Findings indicated that less than half of the HR managers used social media in the hiring process. No significant differences between teacher retention rates, HR managers' practices, and HR self-efficacy was found.

INTRODUCTION

Human resource (HR) managers faced new challenges in hiring practices. As paradigms changed, the characteristics affecting human resource management also had to be revised (Lipiec, 2001). According to Van Iddekinge, Lanivich, Roth, and Junco (2013), the Internet had a profound effect on the way organizations recruited and selected employees. The Internet served to broaden networks, helped communicate more efficiently, and accomplished undertakings more proficiently. It influenced the hiring practices that organizations implemented. It allowed organizations to reach more applicants via popular

job sites and made applicant information more accessible. The widespread use of social media such as Facebook, Twitter, and LinkedIn revolutionized communication, both personally and professionally. The phenomenon of social networking websites (SNWs) on the Internet exploded in the mainstream (Kluemper & Rosen, 2009). One of the major contributors to change in the workplace was the accelerated use of the Internet (Cascio & Agunis, 2005).

HR managers used a vast amount of personal information on social media websites as a source for recruiting and making hiring decisions. Then recent reports suggested that many organizations were using the Internet to search for information about job applicants (Preston, 2011). Both job seekers and recruiters found places to connect on the Internet. The new openness and freer flow of information affected the employment process. Per Daniel (2012), social media became an increasingly useful tool for HR managers and understanding its benefits and limitations was crucial for future success. Given the advances in technology and the effect it could have on an organization, it was essential for research to examine how the use of the Internet in the recruiting, hiring, and selection process affected HR managers.

For a majority of recruiters, LinkedIn, Twitter, Facebook, and employee referrals officially surpassed job boards as the preferred way to acquire talent (Brotherton, 2012). Increasingly more companies boosted their recruiting efforts by investing in social media to reach job candidates, according to Jobvite, a recruiting platform for the social web. A recent Jobvite survey (2013) of 800 U.S. based HR professionals, more than half (55 percent) planned to increase their budget for social network recruiting. LinkedIn was on the list for 87 percent of companies, up from 78 percent in 2010; 55 percent used Facebook, and 47 percent were using Twitter. According to Jobvite, in the first 6 months of 2011, 73 percent of social hires came from LinkedIn, 20 percent from Facebook, and 7 percent from Twitter. The effect of social media in recruitment and hiring and the emerging issues and their implications for HR managers were examined in this study. The questions of self-efficacy and the extent to which HR managers' beliefs in their own abilities to complete tasks were affected were also examined. Additionally, the differences between hiring practices and social media use and teacher retention were examined.

BACKGROUND

The purpose of this quantitative study was to assess the differences between HR managers' self-efficacy and the retention levels in their districts (low versus high) and their use of social media websites—specifically Facebook, LinkedIn, and Twitter—for recruitment, selection, and hiring.

How do human resource managers in school districts with high and low retention rates differ in their use of the three social media dimensions of self-efficacy, recruiting, and hiring and selection?

It was a widely-held view that an organization's human resources were its most important assets and among the resources an organization had, might have offered the only non-imitative competitive edge (Pfeiffer, 1994). Therefore, an organization's ability to attract and retain capable employees might have been the single most important determinant of organizational effectiveness. The recruitment function played a critical role in enhancing organizational survival and success. Finn and Singh (2003) examined the effect of information technology on the recruitment function of organizations. They sought to outline the extent to which information technology had been used in recruitment and examine the effect of information technology on recruitment in terms of its effect on people, processes, and organizational structures: "As a filtering mechanism in the selection process, the recruitment function was one of the most important areas of human resource management" (Finn & Singh, 2003, p. 396). The recruitment

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