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Effective Social Media Strategies for Leaders of Temporary Staffing Agencies

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Walden University
2025

Abstract

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MBA, The University of Phoenix, 2016

BS, The University of Wisconsin-Parkside, 2000

Research Project Submitted in Partial Fulfillment

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Abstract

Ineffective social media use strategies can negatively impact business recruitment capabilities. Temporary staffing agency (TSA) recruitment leaders who struggle to use social media for recruitment are at risk of business instability. Grounded in the Technology Acceptance Model, the purpose of this qualitative pragmatic inquiry was to explore social media strategies TSA leaders use for recruitment. The participants were seven TSA leaders who effectively implemented strategies to use social media for recruitment. Data were collected using semistructured interviews and publicly available industry documents. Using thematic analysis, four themes were identified: (a) social media platforms, (b) social media communications, (c) social media engagement optimization, and (d) social media challenges and advantages. A key recommendation is for TSA leaders to implement integrated social media strategies that combine platform diversification with strategic engagement timing and personalized communication approaches. The implications for positive social change include enhanced community economic development through increased employment accessibility and strengthened connections between employers and job seekers.

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Dedication

To my God and my ancestors who have showered me with blessings and protection throughout my life, I thank you. During my darkest hours, you and my ancestors have shone a light of faith, hope, resilience, and love upon me. God, I thank you for my life and for helping me get to this momentous milestone.

To my grandmother, Emma Visor, and my mother, Nancy Pearl Laymon, I dedicate this doctoral degree to you. My mother brought me into this world and my grandmother taught me the lessons and gave me the strength to walk and stand in it. I am your greatest dream come true; I honor your life. I'm so very thankful to you both.

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Acknowledgments

To my chair, Dr. Kim Critchlow thank you. You saved me when I was at my lowest and most uncertain. You are an abundant blessing to me and so many others. Your unwavering advocacy for my life and academic success will never be forgotten. Thank you…Thank you…Thank you.

To my fellow Critchlow Scholars, your selflessness inspired me and encouraged me to succeed no matter what- and do it quickly! The Critchlow Scholar motto “Run, walk, creep, or crawl ... succeed, WE MUST!” is forever imbued upon me. Thank you.

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Section 1: Foundation of the Project

Background of the Problem

The general business problem is that recruitment leaders of temporary staffing agencies, (TSAs) do not know how to use social media tools to achieve their hiring goals resulting in the unsustainability of their business. Social media, once a cultural phenomenon, is now essential for businesses to succeed and thrive. In 2020, 3.8 billion people or 49% of the world's population used social media platforms (Gasparėnienė et al., 2021). For recruitment leaders and staffing agencies who use social media strategies, it is essential to cultivate an effective recruitment strategy that conveys an impeccable employer brand, all supported by calculated targeted social media initiatives (Oncioiu et al., 2022). Social media brand communities are essential and comprise strategic instruments to entice relationships (Santos et al., 2022). Relational marketing can be fully fostered by recruitment leaders, employers, and applicants, but all entities must work in synergy to move the business forward.

Global brands realize the need for significant investments in their social media platforms and strategies, and as such, social media spending increased from $380.75 billion in 2020 to $491.70 billion in 2021, and spending may grow to an estimated $785.08 billion in 2025 (Lim & Rasul, 2022). The need to research effective social media strategies for leaders of temporary staffing agencies is further heightened by these estimated growth numbers. Additional research and targeted strategies may enhance leaders of a temporary staffing agency's profits and growth.

Business Problem Focus and Project Purpose

The specific business problem is that TSA recruitment leaders lack effective strategies to use social media tools to sustain their business beyond 5 years. Therefore, the purpose of this proposed qualitative pragmatic inquiry project was to identify and explore the effective strategies adopted by TSA recruitment leaders to use social media tools to sustain their business beyond 5 years. The targeted population consisted of six to 10 purposive samples TSA recruitment leaders from the western region of the United States who have successfully used effective strategies to sustain their business beyond 5 years. Data sources consisted of semistructured interviews, public data such as websites, social media sites, professional organizations, conferences, and literature sources such as books and peer-reviewed articles. The Davis (1986) technology acceptance model (TAM) is the conceptual framework for this research project.

Research Question

What effective strategies have TSA recruitment leaders adopted to use social media tools to sustain their business beyond 5 years?

Assumptions and Limitations

All research studies contain assumptions and limitations. When selecting a qualitative study design, significant thought should be given to the exact philosophical assumptions, data collection, and analysis approaches (Ritter et al., 2023).

Assumptions

Assumptions are defined as unverified beliefs and facts that can often guide a research study (Theofandis & Fountouki, 2018). Three assumptions were made for this

research project. One assumption is that the qualitative pragmatic inquiry is the most appropriate research design to identify and explore the participants' experience pertaining to the phenomenon to answer the research question. Another assumption is the participants would provide honest and accurate responses. Lastly, I also assumed the recruitment leaders would have appropriate experience, knowledge, and expertise in recruiting and staffing in a temporary staffing work environment.

Limitations

A limitation is defined as a weakness in a research study that can influence the outcome and findings of the study (Ross & Bibler, 2019). A limitation to this study is the limited sample size, which narrows the reach and scope of the study. Another limitation is the period in which this study takes place, because of the constant evolution of technology and social media marketing, things may change before, and certainly after the conclusion of the project. Addressing limitations within a study is essential to ensuring the correct conclusions come from the research (Nizamani et al., 2021).

Transition

Section 1 introduced the background of the problem, the business problem focus and project purpose, the research question, and the assumptions and limitations for the research project. Section 2 covers the review of the professional and academic literature inclusive of a critical analysis and synthesis of various sources of the literature, a critical analysis and synthesis of literature pertaining to the conceptual framework themes and phenomena and comparing and contrasting different points of view and the relationship of the project to previous research and findings. Section 3 comprises a discussion about

project ethics, the nature of the project, population, sampling and participants, data collection activities, interview questions, data organization and analysis techniques, and reliability and validity. Section 4 presents the findings, business contributions and recommendations for professional practice, implications for social change, recommendations for further research, and a conclusion.

Section 2: The Literature Review

A Review of the Professional and Academic Literature

The following literature review includes a critical study and synthesis of current literature related to the TAM conceptual framework as well as the literature related to social media tools and strategies for leaders in the temporary staffing industry. This review encompassed the following major topics; (a) application to the applied business problem, (b) conceptual framework analysis, (c) background of social media/strategies, (d) the evolution of social media, (e) use of social media strategies in the current job market, (f) the future of social media strategies, and (g) the impact of social media strategies on temporary staffing agencies. In this review, the intent is to describe the most prevalent, current, historical, seminal, and relevant literature related to these topics, including journal articles and publications from various organizations and websites.

Search Strategy

This literature review is a product of an exhaustive search of the academic databases EBSCO and Google Scholar using the Walden University Library portal. I used the following keywords for the literature search: social media strategies, *SMEs, social media, staffing agencies, recruitment agencies, human resources, staffing, and temporary agencies.*

Table 1

Number of Sources Used

	Total Sources	Peer-Reviewed	Non-Peer-Reviewed	< 5-Years	>5-Years
Journal Articles	116	110	6	92	24
Books	4	0	0	0	4
Government	2	0	0	1	1
Percentage	100			94	5

In selecting sources, the focus was on peer-reviewed literature published within 5 years of the likely completion date of this doctoral project. Of the 116 references within this study, 110 (94%) are peer-reviewed and published within the past 5 years. The remaining 6 (5%) non-peer-reviewed and older sources support the study's historical framework. This literature review includes an outline of the definitive subject points which include (a) the background of social media/strategies, (b) the evolution of social media, (c) the use of social media strategies in today's job market, (d) the future of social media strategies, and (e) the impact of social media strategies on temporary staffing.

Application to the Applied Business Problem

The purpose of this qualitative pragmatic inquiry project is to identify and explore the effective strategies adopted by TSA recruitment leaders to use social media tools to sustain their business beyond 5 years. The technology acceptance, (TAM), theory is the lens through which the phenomenon will be viewed.

The literature review provides a critique of contracting theories, further explaining the suitability of the theory guiding the study. The TAM centers on three elements of information technology (IT) adoption consisting of the ease of use, usefulness, and overall attitude of the business leaders (Juniarti et al., 2022). Moreover,

the TAM utilizes the belief-attitude-intention sequence that may better expound on the behaviors of consumers of emerging technology (Lucero-Romero & Arias-Bolzmann, 2019). The utilization of the TAM elaborates on how and why social media strategies are integral and should be adopted by recruitment leaders of temporary staffing agencies.

Conceptual Framework

The conceptual framework used to guide this study is the TAM theory by Davis (1986). The constructs of the TAM theory are system design features, perceived usefulness, perceived ease of use, attitude toward using, and actual usage behavior (1986). For the purpose of this research project, I focused my exploration on the perceived use of usefulness, perceived ease of use, and leader's attitude toward using social media tools to sustain their business beyond 5 years.

The conceptual framework may evolve and stretch to include additional meanings and concepts. The TAM continues to expand from its traditional definition of perceived ease of use and usefulness to perceived enjoyment, conductivities, social media image, and social media participation (Hussein et al., 2020). Small to medium enterprises (SMEs) must discern not only how technology continues to grow, but also how recent and future developments will affect their management, business sustainability, and the overall viability of their enterprises (Franco et al., 2021). Additional opportunities and evolutions continue to refine AI technologies in social media platforms which may increase cultural and business production (Mariani et al., 2021). With increased usage of social media and AI, the acceptance and use of these technologies can be better harnessed by understanding the TAM, and its many facets.

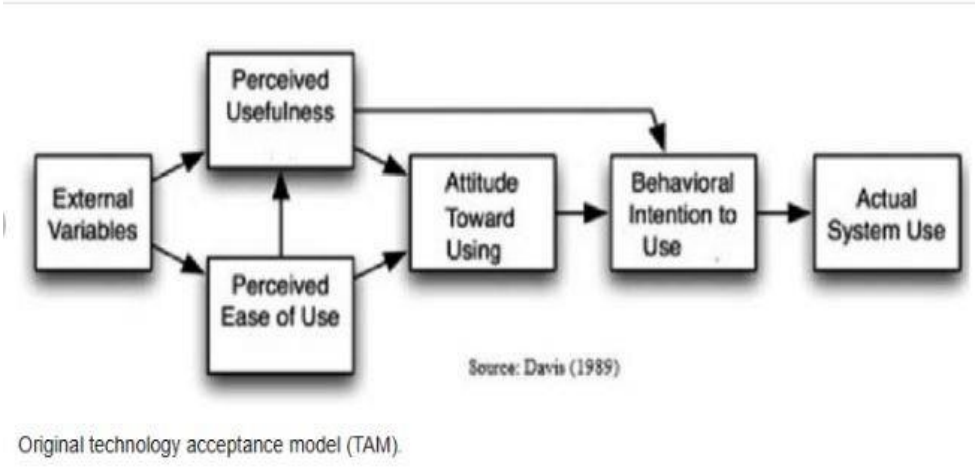
The Foundation of the Technology Acceptance Model (TAM)

The TAM is the conceptual framework that was used to explore the phenomenon of the project. Davis (1986) introduced the TAM to explain computer usage behavior. Among existing theories, the TAM is the most influential and frequently used theory for describing an individual's acceptance of IT systems (Lee et al., 2003). The TAM centers on three elements of IT adoption: ease of use, usefulness, and the overall attitude of business leaders (Juniarti et al., 2022). Moreover, the TAM utilizes the belief-attitude-intention sequence to expound on the behaviors of consumers of emerging technology (Lucero-Romero & Arias-Bolzmann, 2019). I expected the TAM theory to aid me in understanding how social media tools and strategies are integral to TSA business recruiters to sustain their business beyond 5 years.

Attitudes have an effect on purchase intentions and consequently should follow the belief-attitude-intention sequence described in the Theory of Reasoned Action (TRA) (Pennington et al., 2003). The TAM (Figure 1) and the TRA's connections, build upon a sequence of beliefs, attitudes, intentions, and behaviors, to explain the individual's IT acceptance behaviors (Zhao et al., 2021). The TRA provides a compelling predictor of both intentions and behaviors (Ackermann et al., 2021). This study is viewed through the TAM model which allowed us to see how recruitment leaders can learn effective strategies to use social media tools to sustain their business beyond 5 years.

Figure 1

The Technology Acceptance Model



Note. From "User acceptance of computer technology: A comparison of two theoretical models," by F. A. Davis, R. P. Bagozzi, and P. R. Warshaw, 1989, *Management Science, 35*(8), p.985. Copyright 1989 by The Institute of Management Sciences. Reprinted with permission see index.

According to Davis (1986), a key function of the TAM is to add a basis for tracing the impact of external factors on internal beliefs, attitudes, and intentions aimed at technology adoption. TAM aims to clarify the determinants of acceptance in IT (Toraman & Geçit, 2023). Perceived usefulness (PU) is the degree to which a person thinks using a particular technology boosts job performance (Rawat et al., 2022). Perceived ease of use (PEOU) is the measurement by which a person believes using a particular technology is seamless and needs no effort (Rawat et al., 2022).

The TAM can be a means for identifying variables that influence individual attitudes regarding technology adoption, concentrating on consumers' positive beliefs

regarding technology (Burgess et al., 2022). It is logical that the lack of effective social media tools and strategies can be further exploited by using the TAM as a lens. Kurnuc and Guzel (2022) researched the effects of social media marketing and innovation while using the TAM as a lens. Their study revealed that long-established conditions, compatibility, PU, and PEOU affected social media marketing, while cost simply had no effect (Kurnuc & Guzel, 2022). The TAM became more popular after the arrival of information systems and developed fundamentally for the IT space (Yadegari et al., 2022). Furthermore, firms apply technology or original systems to enhance processes in hopes of improving business performance, gaining better results, and ultimately reaching business goals and objectives.

Evolution of the Technology Acceptance Model

A seminal study by Davis et al. (1989) further elaborated on the TAM by detecting factors that shape the acceptance or rejection process for IT processes and systems. Over time, the TAM moved from Davis's (1986) original formulation to the TAM II, which describes and predicts the behavior of technology users (Förster & Schulz, 2022). Davis used the theory of reasoned action (TRA) to link the five factors of TAM beginning with system design features, PU, PEOU, confidence towards using the IT system, and the current system being used (Förster & Schulz, 2022). The TAM's central elements of PU and PEOU are significant due to external variables that control the beliefs that users have regarding the acceptance of technology and how this conceptual framework can aid in the growth of recruitment agencies and their social media strategies.

The TAM evolved even further by specifying external variables and their influence on PU and behavioral objectives. In doing so, the TAM revealed the external variables influencing PU and behavioral intentions, leading to TAM III (Venkatesh & Bala, 2008). The four core components of the TAM, PU, PEOU, behavioral intention, and user behavior); the moderating variable; voluntariness, and the variable experience influenced by time (introduced in TAM II) all evolved from the original TAM to the more thorough and accurate TAM III (Förster & Schulz, 2022). Leaders of temporary staffing agencies may need to move toward the adoption of effective social media tools and strategies in four key parts: PE, PEOU, overcoming the external variables, and beliefs that may hinder leaders from embracing IT, and understanding and accepting new IT can aid in their business outcomes.

Supporting and Contrasting Theories

Theory of Reasoned Action

Davis et al. (1989) first developed the theory of reasoned action (TORA). Davis then escalated the TAM model, and TAM became the leading model for forecasting the acceptance of technology within business organizations and other entities.

TORA's origins can be traced to Martin Fishbein and Icek Ajze in 1967 (David & Roberts, 2022). TORA's central concept is behavioral intention (Muhammad & Hartono, 2021). Recruitment leaders could use TORA to construct a plan of action to successfully implement effective social media tools and strategies while mitigating pushback from team members.

The central objective of TORA is to investigate and determine the fundamental drivers behind each intention, choice, and decision made by people, whether consciously or unconsciously (Ohiani, 2020). Embracing TORA includes understanding human dynamics in a social context. This theory contends that before deciding to engage in a behavior, individuals first consider its potential consequences and how the rest of society at large will view it (Arshad et al., 2022). Recruitment leaders of temporary staffing agencies should examine internal, external, and behavioral factors when implementing effective social media tools and strategies. What remains to be studied and discovered regarding TORA is the fluctuations in human behavior when utilizing technology. Supporting the need for research such as this study and its research of social media strategies for recruitment leaders of temporary staffing agencies.

The focus on emotions is also echoed in the design of social media platforms like Facebook, where users are often prompted with emoji reactions and controls below each post to highlight how a post elicits a feeling (Septianto & Mathmann, 2023). (David & Roberts, 2022) indicated that behavioral intention increases the chance of engaging in behavior. These fluctuations are based on human nature, and they can often be overcome with engagement tools for team members that may assist in the adoption of social media tools and strategies. The TORA encompasses four fundamental ideas: actual behavior, behavioral aim, attitude, and subjective norm (Isah et al., 2022). Effective social media strategies for leaders of TSAs can be brought about by adjusting behaviors and changing goals, attitudes, and standard practices that are currently governed by their business culture.

Diffusion of Innovation

The diffusion of innovation (DOI) theory was first brought about by (Rogers, 2002). The inverted U-shaped system explained by the DOI states that technology spreads throughout five different groups within a population from the time it is invented until it is obsolete (Okoli & Tewari, 2021). This theory tests the limits of technology, pushing it to a high point; once achieved, it then faces a slow and steady decline. As it declines, a new technology emerges and begins the cycle again. Kim (2021) found that technology adoption is affected by variables, including the technology's relative advantage, compatibility, complexity, and observability. This extends the need for this study by illustrating that the TAM is critical in the adoption and acceptance of new technology such as social media tools and strategies. The DOI's core focus is on the diffusion of innovation and not its evolution or continuation.

There are steps regarding the DOI theory that need to be stated when moving technology throughout an organization. Some of those stumbling blocks that prevent the dissemination of innovation are technology uncertainty, technical inexperience, business experience, and technology costs (Tortorella et al., 2022). The DOI theory centralizes the how, why, and at what rate new ideas and technological advances seep through a business organization (Swallehe, 2021). The DOI is a theory that seeks to flow through a person or organization to infuse technology while leveraging the technological benefits. Recruitment leaders of temporary staffing agencies may need to institute the step-by-step actions needed to transmit social media tools and strategies that may push their businesses forward. This theory is in contrast with the TAM theory, which embodies an

individual's intention to use a new technology due to its ease of use and overall usefulness. With the popularity of the TAM and its other models in IT adoption, some researchers call for further development of this important theory (Lim & Rasul, 2022). This study could enhance the potential knowledge of effective social media tools and strategies for recruitment leaders.

The Technology-Organization-Environment

The (TOE) framework was brought to light by (Tornatzky et al., 1990). In it, Tornatzky et al. (1990) explained how technological innovation can be adopted based on technological, organizational, and external contexts (Li et al., 2020). The need for organization leaders to adopt and disseminate technology is centered on the following when viewing through the lens of the TOE. This framework features three aspects of an organization's adoption of technological innovation: (a) when technological innovations refer to both an organization's internal and external technologies that are amenable to the firm, (b) when the organization's conditions announce descriptive measures such as size, scope, characteristics of the organization's structure and resources, and (c) when the organization's industry standing with business partners is floundering by competitors or the government (Li et al., 2020). The need for additional research is necessary to understand the influence of social media tools and strategies and how they can impact leaders of temporary staffing agencies.

The TAM, the conceptual framework used to view this study's phenomenon, consists of active use, intention, attitude towards innovation, perceived usefulness, and perceived ease of use of new technology that many use to view the adoption of evolving

technology (Toraman & Geçit, 2023). Pandey et al. (2023) researched how SMEs in India can better adopt technology. Once the study had concluded, they found the constructs of perceived time taken (PTT), an open route to and access to technology (AT), and perceived effectiveness (PE) are key components that impact the adoption of social media for any SME (Pandey et al., 2023). Effective social media tools and strategies can be viewed through the TOE method, but it can lack the adoption modality for ease of use, and this is critical to businesses, including recruitment leaders of temporary staffing agencies. This is an example of why further research is needed in recruitment leaders of temporary staffing agencies.

With the TOE framework, technology, the organization, and the overall environment should be considered while implementing technology adoption (Pandey et al., 2023). Overall, the TOE framework focuses exclusively on an organization's willingness to adopt technology, while encompassing environmental factors (Matsepe & Van der Lingen, 2022). With the use of TOE in the adoption of social media tools and strategies, recruitment leaders must account for the overall environment be it rivals, the business industry, or even governmental factors. The need for social media tools and strategies is further strengthened by the urgency and need to transfer useful technology to business leaders to push their companies forward, which highlights the need for this study. TAM serves as a useful and prevailing framework contrary to TOE: it shows how users decide to use technology based on their beliefs of ease and utility versus external outlets.

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Unified Theory of Acceptance and Use of Technology

The unified theory of acceptance and use of technology (UTAUT) was developed in 2003 by Venkatesh et al. (2012). The UTAUT includes four segments of behavioral intentions: (a) performance expectancy (i.e., the lengths to which the system will assist the individual to achieve gains in job performance), (b) effort expectance (i.e., the technology's ease of use), (c) social influence (i.e., impression of what others would deem inappropriate behavior, and (d) the facilitating conditions (i.e., the degree in which the infrastructure exists to support the technology system; Rejali et al., 2023). Merging the models lays bare the intricacies of technology adoption and the causes of behavior intention (BIs). The motive to engage in a particular activity is known as BI (David &

Roberts, 2022). In doing so, it is important to note the culture of the country, industry, and organization while cascading down technology and social media tools and strategies.

Social media adoption should be a methodical and conscious strategy that is led by leaders of temporary staffing agencies to yield continued success. The TAM illustrates this and predicts the acceptance of information technology without considering cultural considerations, unlike the UTAUT. To understand the phenomena in its truest form, studies have been conducted with the UTAUT as its foundation in varied settings. For example, Venkatesh and Zhang (2010) furthered the research on technology adoption by addressing the generalizability of the (UTAUT) in two different cultures, the United States and China. Ekka and Singh (2022) found that the UTAUT weakens the relationship between intention and behavior to adopt a new HR IT system by HR professionals. When implementing social media tools and strategies, it's often important to note the culture of the country, industry, and organization while cascading down this technology. Social media adoption should be a methodical and conscious strategy that must be led by leaders of temporary staffing agencies to yield continued success.

Background of Social Media and Social Media Strategies

Weinberg (2009) was the first to popularize social media marketing strategies to enable people to bolster their websites, products, or services via online social channels and leads, which could not be fully realized through previous methods (Bazrkar et al., 2021). Businesses and their brands compile social media tools and strategies to initiate and preserve customer engagement (Zhao et al., 2021). According to Koch et al. (2018), there are four primary drivers of social media: connect, create, consume, and control.

Weaving social media and social media tools and strategies to engage customers may lead to greater awareness of the brand and profits for leaders of temporary staffing agencies.

The growing surge of users on social media should be highlighted. This fact is crucial for leaders of temporary staffing agencies to know and understand in the hope of growing and expanding their businesses. Social media can be defined as an online platform where various people from all over the world share information, knowledge, and opinions (Katrodia, 2022). There are an estimated 3.6 billion users monthly on social media globally; 2.5 billion of those users are on Facebook, and Instagram has 1 billion active users every month (Farrell et al., 2021). Social media strategies can also be used internally, which may promote employee communication, participation, knowledge sharing, and increased innovation (Men et al., 2020). Implementing social media strategies is a significant leverage point for leaders of temporary staffing agencies to utilize these strategies not only to drive their businesses but also to further engage their team members for continued business growth. Further highlighting the need for this study.

The use of social media to recruit is particularly new, especially in healthcare (Purewal et al., 2021). At present, LinkedIn is the principle social media tool used by recruiters and is consistently used by professionals to assist with personnel and job-hunting decisions (Smith & Watkins, 2020). LinkedIn has a long history of more than a decade and a half, expanding from an online platform to submit a resume to an interchangeable social networking site where one can message, contribute stories, blog,

create content, post credentials/accolades, and, most importantly, search for employment (Smith & Watkins, 2020). Koch et al. (2018) found recruiters cannot implement effective recruitment without applying social media tools; they referenced LinkedIn as a primary example. Recruitment leaders of temporary staffing agencies should both understand and acknowledge the need for social media tools and strategies. Leaders of temporary staffing agencies should also find means to create successful strategies for LinkedIn and other job sites, by training their teams on social media tools and strategies.

The term social media was first introduced by Chris Shipley, the founder of Guidewire Group, which researches new technology (Newson & Patten, 2008). Social media strategies for recruitment leaders have their origins in Greece. The term strategy was first used by the people of Greece to describe the development of war plans, or as a design of activities to achieve applicable results (Tourani, 2022). The use of social media by recruitment leaders of temporary staffing agencies appears to be vague and nebulous, which leads us to a gap in knowledge about which social media tools and strategies to use and when. Many recruitment leaders prefer traditional sourcing tools, maybe because of their lack of knowledge of how to create effective social media tools and strategies (Koch et al., 2018). The need for this study addressing recruitment leaders of temporary staffing agencies is potentially beneficial, because of the need for constant and consistent employment of individuals.

Social media platforms continue to slowly dissolve into older traditional job search methodologies, in favor of technology (Gasparėnienė et al., 2021). Marketing platforms are elastic, meaning they can grow via conventional means and social media

forums (Katrodia, 2022). Applicants appear to be more comfortable using professional employment sites such as LinkedIn, because the information provided remains directly relevant to the jobseeker's qualifications and experiences (Choudhury, 2022). In previous studies, the TAM was introduced to key decision drivers when adopting new advertising media (Cho et al., 2021). Recruitment leaders of temporary staffing agencies can use the standard marketing initiatives (e.g., print advertisements, billboards, traditional job boards), but it is also necessary for these leaders to grasp the complexity of social media tools and strategies to move the business toward the future and gives more scope as to why this study is needed.

The Evolution of Social Media and Social Media Strategies

Organizations continue to lean into the evolution of social media by creating their own private social media platforms, or online enterprise networks, that shape interactions and information sharing (Farivar & Richardson, 2020). Social media has continued to evolve even further with the development and application of AI-based technology that yields an assortment of benefits to businesses, beginning with the recruitment and hiring processes while keeping costs down and generating higher-quality results (Farivar & Richardson, 2020). This evolution highlights the industry trajectory for recruitment leaders of temporary staffing agencies and that there is even more technology to grasp, adopt, and implement, furthering the need for this study.

It remains to be seen how social media strategies can merge with AI technology. This is a gap in knowledge related to social media tools and strategies. Chilunjika et al., (2022) determined that AI benefits recruiters by reducing routine administrative tasks

while improving the acceleration and quality of conventional recruitment processes. Further, social media has become a vital tool with numerous benefits that offer cost savings for marketing (Pham & Vo, 2022). The evolution of social media continues to expand the boundaries of social media tools and strategies for recruitment leaders for the better.

Candace Deans and Miller Tretola (2018) highlighted that the leadership role of the Chief Marketing Officer (CMO) has evolved into the Chief of Technology (CIT) as well, and it clearly illustrates the evolution of leadership concerning social media strategies. Organizational leaders' titles can and often do evolve to encompass many facets that the business needs for it to remain solvent. Researchers (Deans & Tretola, 2018) examined the development of social media and social media strategies in Fortune 100 companies over 5 years. study explicitly centered on three broad areas of social media and social media strategies and their impact: (a) the adoption of social media platforms, (b) the significance of social media adoption to the chief information officer (CIO) and chief marketing officer (CMO), and (c) the significance of social media on a company's organization's strategy, while enhancing its governance on IT and marketing systems (Deans & Tretola, 2018). Throughout this literature review, recruitment leaders of temporary staffing agencies play an integral role in steering their teams and businesses toward the use of effective social media tools and strategies. They are the catalyst, the instrument, and the conduit to technological change throughout their organizations, and why further study is needed regarding effective social media strategies for leaders of temporary staffing agencies.

When analyzing social media tools and strategies, one should look at the varied facets that drive it and continue the sustained ongoing advancement of this innovation. The evolution of social media tools and strategies plays a far-reaching role in the decision-making process of consumers; in doing so, it has transformed the way people think, feel, and absorb the world around them (Mohamad Yazid et al., 2022). The central function and use of social media tools and strategies is the amplification of word-of-mouth advertising and marketing, marketplace research, popular advertising, marketing new product development, consumer service, public relations, employee communications, and popularity management (Popescu & Tulbure, 2022). The evolution of social media tools and strategies remains encumbered by recent historical media patterns and the need to utilize technology for continued business growth.

The role of social media continues to progressively evolve from a single marketing tool to that of a marketing intelligence source, where organizations can observe, analyze, and predict behavior (Fuciu, 2022). Four distinct social media marketing strategies can be classified which have expanding strategic maturation: social commerce strategy, social content strategy, social monitoring strategy, and social CRM strategy (Li et al., 2020). Further, examining the evolution of social media tools and strategy is the acknowledgment of social commerce strategy, which relates to the exchange-related activities that occur in, or are influenced by, an individual's social network in computer-mediated social environments and constructs (Li et al., 2020).

Further, an examination of social content strategy, which refers to the creation and distribution of education and/or compelling content in varied formats to engage and/or

retain customers, is warranted (Li et al., 2020). The third social media strategy and tool that is highlighted is the social monitoring strategy. This strategy highlights a listening and response process in which marketers or businesses themselves become engaged, this requires active involvement throughout the whole communication process (Li et al., 2020). Understanding and comparing various social media tools and strategies should allow leaders of temporary staffing agencies to construct the correct strategy for their organizational growth.

The four central challenges of social media marketing tools and strategies are accessing the correct tools, finding the correct strategic design, determining the effectiveness of the strategy, and analyzing the data that social media generates (Gardner et al., 2022). The expansion of social media tools and strategies has evolved as technology has broadened, namely Artificial Intelligence (AI). AI continues to be used throughout the globe, and it is a critical component that allows processes to be completed seamlessly without reliance on individuals (Siddiqui & Malviya, 2022). Studies show that businesses have challenges when assimilating social media into their marketing mix owing most of this to planning, implementation, and allocating of resources (Lone et al., 2021). Technologically advanced businesses and platforms also observed that the incorporation of certain data networks and AI can provide additional value to consumers and possibly jobseekers (Sahoo & Roy, 2021). The recent past and looming future for social media tools and strategies for recruiters depend on the embracing and adoption of AI and its varied platforms.

When speaking about the evolution of social media tools and strategies, one includes speaking about disrupters of an industry or market. Social media exemplifies one of the most disruptive technologies in forming a business's digital marketing strategies (Castillo et al., 2021). Some businesses and brands include exploring the use of virtual influencers using AI algorithms to become more prominent in social media marketing (Appel et al., 2020). One of the biggest and most profound disrupters is AI, which is a virtually unexplored phenomenon in effective social media strategies. The gravity of AI and how it will eventually impact recruiters and jobseekers alike remains unknown, but its presence is keenly felt and must be reconciled soon.

Machine learning is a subset of AI that chiefly focuses on making a system learn and better itself without the involvement of definitive programming; this is done via statistics, probability, linear algebra, and differential calculus (Lamsal et al., 2022). The debate continues regarding which jobs and skills will be eradicated; the discussion goes further with which jobs can be transformed, and what new skills will be needed to work in this new age (Tschang & Almirall, 2021). Two decisive views have emerged, which are the replacement and the augmentation view: both house strong arguments (Tschang & Almirall, 2021). The replacement view illustrates that AI can reduce employment in many categories; the contrary view from industry and business scholars suggests that AI may complement human work, and humans will need to upgrade their skill set to remain viable (Tschang & Almirall, 2021). The debate will persist, but AI appears to be in the social media marketing mix for the long-term, and there will be a need to find viable solutions for questions that have yet to be asked or answered.

Advances in big data and AI, including machine learning, as well as additional cognitive computing technologies (CCT), created the development of human resource management (HRM) applications, encouraging increased efficiency, economy, and effectiveness for public administration, and recruiting efforts (Johnson et al., 2022). The adoption and usage of new technologies consistently reshape work, the workforce, and ultimately the workplace (Bailey, 2022). According to Diab et al. (2022), the incorporation of AI is believed to be the most impactful tool in the talent acquisition process of an HR department. The core role of HRM and AI working in synergy is to acquire, manage, develop, and retain human capital (Diab et al., 2022). Social media tools and strategies continue to work in tandem with HRM and AI to have a tangible impact on businesses.

HR managers and recruiters remain challenged with the task of where to locate talented job seekers, which candidate has the promise of having high potential and high performance, how to increase retention of employees, and succession planning (Johnson et al., 2022). The implementation of strategic social media tools and strategies may help in these pursuits. AI includes chatbots that interact with candidates who have applied for a position and find one that best fits the parameters and requirements of the job by filtering the talent pool down (Diab et al., 2022). One can conclude that AI is continuing to evolve as a key trend regarding hiring decisions. In 2019, AI in the recruitment market was worth an estimated $580 million (Mirowska & Mesnet, 2021). If the conclusion is that AI continues to evolve in HRM, then social media tools and strategies are closely aligned to that continued growth.

One of the powerful effects of AI in social media tools and strategies is predictive marketing, which may allow digital marketing to be made simpler when it comes to decision-making (Siddiqui et al., 2022). Theories can be refined by studying the impingement of technology, which includes AI on work logistic centers, gig economy firms, and professional service organizations (Bellace et al., 2021). As AI further progresses, the National Artificial Intelligence Advisory Committee should advise the U.S. President on AI topics (Bailey, 2022). Social media tools and strategies continue to evolve in unprecedented ways, bridging the latest in technology, artificial intelligence, business needs, and ingenuity together.

Social Media Strategies in the Current Job Market

Temporary workers and staffing agencies are not a new phenomenon in environments of accelerated change. In times of uncertainty, temporary work often echoes a business's response to unexpected challenges and impending opportunities, this catalyst occurs during periods of changeover or acts as an interim solution or bridge for a newly forming entity (Snell et al., 2022). Those who work in nonstandard employment arrangements are typically viewed as short-term team members and are often offered lower-cost staffing options by employers (Kuhn et al., 2021). The need for temporary workers is moved forward by the constant evolution of social networking technology. Internet-based applications that build on technological foundations are the parents of social networking technology, which can be seen when using Twitter, Facebook, Instagram, Snapchat, and even LinkedIn (Ghobadi & Mathiassen, 2020). This again

illustrates the need for effective social media strategies for leaders of temporary staffing agencies and this study.

Many characteristics of traditional work are their reliability, continuity, and relative permeance, but a growing amount of work tends to be temporary, episodic, cyclical, flexible, and/or malleable (Snell et al., 2022). The need for social media tools and strategies in today's job market is apparent. Leaders of recruitment and staffing agencies and other SMEs must grasp how to effectively use social media tools and strategies in their business, even if it includes driving online traffic to their websites (Burston Webster et al., 2021). A big change to note regarding social media tools and strategies is the incorporation of AI intertwined with chatbots, which is a natural evolution and can work to a firm's advantage (Burston Webster et al., 2021). Temporary staffing is a steady and growing phenomenon, but the adoption of social media tools and strategies could allow it the ability to grow at an exponential rate if the recruitment leader fully harnesses it. In studying effective social media strategies for leaders of temporary staffing agencies, leaders may gain an even deeper understanding of how to move their businesses forward into profitability.

Digital HRM strategies flow through an organization utilizing digital technologies, some of which are social media, mobile applications, Human Resources analytics, cloud-based computing, and other emerging technologies such as AI and virtual reality (Chapano et al., 2022). An additional social media strategy that is utilized in the current job market is crowdsourcing platforms, which are an essential part of HR practices such as recruiting, employee engagement, and marketing the organization's

brand (Siddiqui & Malviya, 2022). Crowdsourcing innovations illustrate organizational efforts to prune creative business solutions as well as product/service innovations from social media platform users (Yang et al., 2020). Social media tools and strategies for leaders of recruitment agencies are ever dependent on the evolving technological innovations for continued success, but also to deeply examine their organizations.

In the current job market, social media continues to be used during the hiring process (Pendyala et al., 2022). Rieger and Rozmus (2021) found successful social media engagement strategies comprised the following: (a) use social media platforms frequented by a current or planned target audience; (b) devise a platform if none exists; (c) apply multimedia materials such as photos, videos, or graphics that can capture the eye; (d) post to social media regularly at least once per week; (e) utilize scheduling features in social media platforms such as Facebook and other posting applications; (f) feature community members or leaders of the organization in the post when possible; (g) select individuals or social media firms to design and schedule posts; (h) work with company leadership to tie social media post to the organization's objectives and goals; and (i) enlist the community from diverse and professional backgrounds to contribute or be featured in the social media posts. The focus of this research study is to bridge the understanding of which social media tools and strategies should be used to create profitability and longevity for leaders of temporary staffing agencies.

Some of the most popular social media sites such as Facebook, Twitter, and LinkedIn each use algorithms to predict what content a user would like to see (Kimmel, 2021). An organization can leverage algorithms for targeted communication over online

platforms using social media to expand its outreach and engage potential candidates (Hunkenschroer & Luetge, 2022). According to Choudhury (2022), a Jobvite (2021) survey described that 30%—or 45,246—of U.S. recruiters continue to use social media to gather information about jobseekers. The wide use of internet recruitment platforms has broadened, and it assists in matching jobseekers and employers (Kim & Heo, 2021). The need to have effective social media tools and strategies that have merged with job platforms makes it even more necessary to employ both.

Recent business and HR literature reveal a heightened preference by organizations to use social media sites for recruitment, selection, and screening of candidates due in part to the investment-to-return ratio (Kimmel, 2021). Social media channels that are most utilized by recruiters are Facebook (68%), LinkedIn (65%), Twitter (48%), Instagram (46%), and YouTube (35%), the expanded use of these sites has several advantages compared to traditional recruitment and selection processes (Choudhury, 2022). The multi-tiered use of social media intertwined with strategic social media strategies that are orchestrated through tried and tested platforms can lead to positive results for leaders of recruitment agencies.

21st Century Social Media Strategies for Leaders of Temporary Staffing Agencies

Social media is the key for the 21st-century employment specialist and one that opens doors to expansive employment possibilities for individuals (Kimmel, 2021). Technological developments, namely the Internet and social media, have greatly altered recruitment practices since the start of the millennium (van Hooft et al., 2021). The virtual career fair (VCF) continues to become an increasingly important option for

recruitment leaders. VCFs remain more attractive than traditional career fairs while offering a broader reach and lower recruiting costs (Sen et al., 2022). The VCF may very well be the new norm for jobseekers assisting with meeting numerous employers with ease and gaining a more intimate connection (Dutta, 2014). As career fairs have always been an entry for candidates looking for employment, VCFs offer the ease of reaching recruitment leaders while offering a wider selection of candidates.

In 2020, 73% or 56 million people between the ages of 18 and 34 found their previous job on a social media platform (Gasparėnienė et al., 2021). While many business leaders believe that the strategy adopted by a business or organization should navigate its use of social media, others argue that one should look at social media as a recruitment tool based on cost (Dutta, 2014). According to the Society of Human Resource Management Survey (SHRM; 2018), 541 HR managers stated that they used Facebook for recruiting and 42%—or 142,380—utilized Twitter (Gasparėnienė et al., 2021). The future of social media tools and strategies hinges on innovation, evolution, adaptation, and discernment to construct the correct strategy for recruitment leaders of temporary staffing agencies. In today's job market, HRM leaders continue to grasp, articulate, and put into action applicable recruitment strategies that can assist the entire organization (Dutta, 2014).

The future of social media strategies continues to veer even more with the inclusion and adoption of gig work. Further, the gig economy is an emerging labor market where independent workers engage in short-term contracts, usually through a platform-enabled digital marketplace (Jabagi et al., 2019). A noted advantage of

platform-based gig work is as an agent between the worker and the market, which can allow the gig worker to set up and control their availability to work (Cropanzano et al., 2023). The gig economy has exceeded 40% of the U.S. workforce by the year 2020 (Jabagi et al., 2019). Recruitment leaders of temporary staffing agencies will need to engage in this new form of employment, which also highlights a gap in knowledge regarding gig work and social media tools and strategies.

To understand the impact that gig work will play soon and the need for social media tools and strategies, it is important to examine the temporary staffing agency Randstad. It acquired the largest European freelance market platform, thereby shifting from small- to-medium-sized businesses to more corporate services (Kuhn et al., 2021). The recruitment industry is shifting towards a more demanding multimedia approach to attract and communicate with prospective team members (Sen et al., 2022). Gig work is a flourishing segment of the global labor market encompassing approximately 88% of businesses that integrate gig workers; over 27 million employees engage in gig work, and these trends exist in Europe and Japan as well (Cropanzano et al., 2023). The trajectory of gig work will shift recruitment leaders of temporary staffing agencies to employ additional social media tools, strategies, varied employment platforms, and AI strategies.

Digital labor platforms are surging as well as the number of people seeking temporary and gig work. Business leaders such as executives, line managers, HR managers, and recruitment leaders will continue to converge with the gig economy, and this will raise many questions of importance within organizations (Kuhn et al., 2021). IBM uses social media tools and strategies when they allow their AI robot called Watson

to interview the first round of applicants. Watson scrutinizes the recorded interviews and selects those to move forward to the next stage (Kim & Heo, 2021). Social media tools and strategies are implemented and exploited when using AI bots to determine the pool of active and passive candidates via LinkedIn or to re-discover top talent that applied previously via the automated tracking system (ATS; Hunkenschroer & Luetge, 2022).

In HRM, there are challenges to adopting social media by organizations (Huang et al., 2019). The positive is that job seekers see organizations differently after social media tools and strategies are implemented in their job search strategy. Some researchers tried to explore the presence of social media strategies on jobseekers and what was found is their perceptions shifted after exposure to the company's website (Yadav et al., 2020). Social media is omnipresent and pervasive and has shifted how basic HR functions such as selection and screening are now done (Johnson et al., 2021). What remains is the need for recruitment leaders of temporary staffing agencies to engage with those seeking employment and refine the use of social media strategies.

Despite the general understanding among organizations of the urgency to engage customers on social media platforms, very few intentionally strategized their social media strategy (Li et al., 2020). This study sought not only to stress the need for recruitment leaders of temporary staffing agencies to craft a strategic and impactful social media strategy but also to outline the argument of why this needs to happen sooner rather than later. Comparatively, there is a short history of social media due to its relatively newness; as little peer-reviewed academic research exists on social media, and its use in various industries and fields (Pender et al., 2014). These findings may answer some questions

surrounding the hesitancy of recruitment leaders of temporary staffing agencies in crafting social media strategies.

What is known regarding effective social media tools and strategies is that they can play a substantial role in assisting leaders of temporary staffing agencies to grow and maintain their organizations. What remains is which social media tools and strategies to implement, and how the leader of a temporary staffing agency should implement them. Jobseekers are essential stakeholders in the recruitment process, their opinions should be noted allowing for a better recruitment culture (Kim & Heo, 2021). Social media use continues to grow in importance and as an integral part of an organization's portfolio of strategies, there is minimal research to extend the knowledge of social media strategies (Li et al., 2020). Findings such as the ones listed further support the need for studies such as this, seeking effective social media strategies for leaders of temporary staffing agencies.

The ever-present themes throughout the study revolve around effective social media tools and strategies, but also the pressing need to elevate these short message services (SMSs) into business systems for social good and order. Long-established approaches to HR focus on strategic control and stability where temporary work assignments are contracted externally, augmenting the scope and elasticity of employment, and opening the doors to a broader talent pool in the employment ecosystem (Snell et al., 2022). Another theme woven throughout this study is the need to incorporate the changing dynamics of the jobseeker, who is no longer looking for traditional work but more pliable work settings and work structures. Recruitment leaders

of temporary staffing agencies should understand the dynamics that move their businesses forward, which include understanding the job seeker's viewpoints, perceptions, and shifting needs. This further illustrates the need for effective social media strategies for leaders of temporary staffing agencies.

Through this literature review, there are noticeable gaps in knowledge found, and further research and inquiry may be conducted. The first gap in knowledge is which effective social media tools and strategies should be used and how. The second gap in knowledge centers around how social media tools and strategies can further merge with AI. Lastly, recruitment leaders of temporary staffing agencies will need to learn to embrace gig work and use social media tools and strategies to do so. When and how leaders of staffing agencies decide to utilize gig labor platforms versus traditional temporary staffing agencies is a question that quantifies future research (Kuhn et al., 2021).

Transition

Section 2 outlined the review of the professional and academic literature incorporating a critical analysis and synthesis of various sources of the literature. It also contains a critical analysis and synthesis of literature of the conceptual framework, centering on potential themes and phenomena, and comparing and contrasting various points of view with previous research and findings. Section 3 incorporates a discussion about project ethics, the nature of the project, population, sampling, and participants, data collection activities, interview questions, data organization and analysis techniques, and reliability and validity. Section 4 includes the presentation of the findings, business

contributions and recommendations for professional practice, implications for social change, recommendations for further research, and the conclusion.

Section 3: Research Project Methodology

Section 3 is a discussion of the methodology, which is a qualitative pragmatic inquiry design. Semistructured interviews were conducted with TSAs who work at recruitment agencies located in the United States. This section encompasses specifics of the methodological principles of the study. Section 3 comprises the (a) role of the researcher, (b) research and methodology design, (c) population and sampling technique, (d) data collection, (e) interview questions (f), data organization and analysis techniques, and (g) reliability and validity.

Project Ethics

The role of the researcher in the data collection process is to conduct the study, acquire the data, analyze the data, set the scope of the study, and present findings (Yin, 2017). As the researcher, I did the following: (a) protected the participants' confidentiality, (b) gathered data and literature on social media strategies; (c) created interview questions relevant to the study components; (d) conducted the interviews; (e) transcribed, coded, and analyzed the data; (f) charted emerging themes; and (g) presented the research findings and suggestions for future research. As an HR and recruitment manager, I have some familiarity with social media recruitment strategies, however this is my first time researching the topic. I recruited participants from professional associations and my LinkedIn account; however, I did not recruit participants with whom I have a relationship.

I followed the Belmont Report protocol as it relates to my role as the researcher. The Belmont Report in the United States is legally codified and has an extensive

framework for ethical research regarding human participants, with emphasis on the importance of informed consent, minimizing harm, and ensuring fairness and justice (Vander Linden & Palmieri, 2023). Within the Belmont Report, three key principles flow throughout it: respect for the person, beneficence, and justice; three additional areas of application of principles are also defined: informed consent (respect for persons), assessment of risks and benefits (beneficence), and recruitment and selection of participation (justice; National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Researchers must ensure compliance with these three principles by (a) providing consent forms to each person who elects to be in the research project and ensuring each participant's autonomy is safeguarded, (b) focusing on maximizing benefits to the research participants while minimizing harm, and (c) ensuring fair and equal treatment is given to each research participant (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979).

An informed consent form was given to each research participant prior to their participation in this study, requiring that they return a signed form before conducting the interview. I explained the benefits of the study, and that there would be minimal risk, if any at all, as a result of their participation. The informed consent can be found in the table of contents and Appendix. Research participants could withdraw from the research project at any time without penalty by contacting me via email and stating their desire to withdraw. I did not offer incentives to research participants to take part in the study. I masked the identity of the participants to ensure that the ethical protection of the

participants was adequate. Further, I omitted the names, organizations, and other identifiable information to maintain the research participant's privacy and confidentiality. I used codes in place of names, such as R1, R2, R3, etcetera. The data will be maintained in an encrypted safe and secure place for 5 years to protect the rights of research participants. The Walden IRB approval number approval # is 08-09-24-0709832

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Nature of the Project

The methodology for this study is qualitative. The qualitative, interpretive, or naturalistic research paradigm outlines the methods and techniques most applicable for collecting and analyzing data (Merriam & Tisdell, 2015). The qualitative pragmatic inquiry is the design used for this research study. Pragmatic inquiry allows the researcher to seek practical and effective answers that can solve or at least supply direction in addressing pressing problems (Edwards et al., 2019). The qualitative pragmatic inquiry can be used to explore effective social media strategies for recruitment leaders working within the temporary staffing industry.

Population, Sampling, and Participants

The population of this project consisted of TSA recruitment leaders in the United States who adopted effective strategies to use social media tools to sustain their business beyond 5 years. I identified and recruited participants from my professional social media accounts and professional staffing organizations. I contacted the participants via email and called them to introduce myself to discuss the research project to establish a working relationship with them once they expressed an interest in taking part in the study. I used

purposive sampling to locate and identify up to 10 participants and include at least seven in the study. The purposive sampling technique entails the deliberate choice by the researcher to focus on the specific population similarities and how they relate to the topic at hand (Zaman et al., 2020). I anticipated achieving data saturation with six participants; however, I utilized one other participant I have identified but not used in the study. Once I reached data saturation, I interviewed one more participant to ensure there was no new information to be obtained and data saturation had been reached.

Data Collection Activities

As the researcher, I serve as the primary data collection instrument in this qualitative pragmatic inquiry. I used semi structured interview questions to collect data and followed an interview protocol to ensure consistency in the interview process. A semistructured interview format can be valuable, because they are clarity-seeking questions, especially if the research participant chooses to answer vaguely or ambiguously (Gumede & Govender, 2022). I used the interview protocol to ensure uniformity, to introduce them to the project and process, and to set the stage for the semi structured interview questions that followed. According to (Becker et al., 2022) the interview protocol provides a limited structure to guide the interview while still allowing the participant to tell their story. Research study protocols are crucial in identifying, describing, explaining, and justifying the plan for conducting research (Vander Linden & Palmieri, 2023). The process I followed to collect data began with semistructured interviews. In addition to the primary data collection source, I collected secondary corroborating publicly available data. For example, some data included the research

participant's current website and social media accounts. A review of the data, accounts, and postings may aid and support my understanding of effective social media strategies used by TSA recruitment leaders. I created a spreadsheet to document and categorize the data collected to ensure consistency in the data being viewed and collected for each research participant. I enhanced the reliability and validity of the data collection process by incorporating member checking to ensure my interpretations were accurate. The semistructured interview questions and interview protocol can be located in Appendix B and in the table of contents.

Interview Questions

1. What effective strategies did you adopt to use social media tools?
2. What was the impact of the adoption on the sustainability of your business?
3. What were some of the challenges you encountered during the adoption of the strategies?
4. How did you address the challenges?
5. What social media tools did you find most effective to meet your business strategies?
6. What social media tools did you find easier to adopt?
7. What social media tools did you find the most useful?
8. How would you describe the overall attitude of your business leaders in the adoption of the social media tools? and strategies did you find the easiest to use and implement to increase business profitability?
9. How did you measure the effectiveness of your social media?

10. What other information pertaining to the effective strategies you adopted to use social media tools?

Data Organization and Analysis Techniques

As the primary data collection instrument for this qualitative pragmatic inquiry, my responsibilities also included the organization and storage of the data obtained and the collection process to keep track of data and emerging understandings. A poorly planned data management and data analysis process may lead to trustworthiness issues in a qualitative study (Bingham, 2023). A spreadsheet was created to track each research participant's responses to the interview questions and to input the data that was retrieved from the research findings. The spreadsheet outlined (a) the date of each research participant's interview, (b) reflective notes from the interviews as a file, (c) the date my interpretations of the interview were sent to the research participant for member checking, (d) the date when confirmation of the accuracy of the interpretations was received back, and (e) final confirmation date of the confirmation that my interpretation of the information presented by the participants matched what they intended to convey. Bingham (2023) stated to aid in trustworthiness, recording data collection, and analysis decisions allows the researchers to keep a record of information, emerging codes, themes, and conclusions as they develop. The data were coded and categorized, then analyzed using thematic analysis. Thematic content analysis is one of the most common analysis methods in qualitative research that emphasizes identifying patterns or themes within a particular data set (Wang et al., 2020). The plan was to track and organize the data by using research logs, reflective journals, and a cataloging/labeling system.

The collection and protection of the data were as follows: (a) I utilized a digital recorder and transcription service to transfer the data to a PC using password protection and a secondary recorder was also used as a backup, (b) imported the interview data into a qualitative analysis software, and (c) exported the data into Excel. Researchers use data analysis software to organize and analyze qualitative data, making it easier to identify patterns, themes, and relationships within the data being studied (Suan et al., 2023). I focused on key themes throughout my study and correlated them with the literature, recent studies, and the conceptual framework the TAM. I retained all electronic data collected and maintained on a password-protected PC. The paper data will be housed in a secure and locked box for 5 years and then permanently destroyed.

Reliability and Validity

Central to the researcher's responsibility is to maintain and demonstrate quality assurance throughout the research study, this can occur through reliability and validity testing and protocols (Murphy et al., 2023). I addressed dependability by (a) utilizing member checking of the data, (b) member checking via review of my interpretations of what the participants shared, and (c) follow-up interviews with the research participants to obtain additional information for clarification purposes if it was necessary. A qualitative research methodology can add further insight to a research study, resulting in enhanced dependability and validity (Ibrahim & Fernando, 2023). Dependability refers to the strength of the findings over time (Danaeefard et al., 2022). To establish dependability, I (a) viewed online social media sites, posts, and accounts, (b) used member checking, and (c) ensured that I achieved data saturation.

Credibility refers to the acknowledgment of the data, using comparative findings during the research, a review of the findings by the researcher, and most importantly specifying direct quotes from research participants can add to the credibility of the data (Danaeefard et al., 2022). Qualitative researchers assure validity by substantiating and demonstrating the confirmability, credibility, and transferability of their research findings (Murphy et al., 2023). I established credibility by triangulating the data collected from the sources and via member checking my interpretations with the participants. Member checking is used to increase the credibility of the study by providing the research participants with the opportunity to give feedback on a verbal or written summary of the central points and findings at the end of the interview (Ritter et al., 2023).

Transferability centers on the capacity to apply, transfer, and generalize the findings in a research study to similar situations or circumstances (Danaeefard et al., 2022). I used member checking to enhance transferability. Additionally, I included a review of my reflective journal and a review of secondary data sources such as the recruitment leader's social media and website sites. This may enhance transferability by allowing for corroboration of the data sources. A critical determinant of confirmability is the degree to which the researcher admits to his own biases (Jacob et al., 2023). The researcher employs bracketing to minimize bias and unjust and unwarranted assumptions. Bracketing reduces the bias in the collection and analysis of qualitative data (Crick, 2021). There were several measures taken to preserve credibility, beginning with (a) the interview protocol and ensuring the questions were unbiased, (b) recruiting research participants who were engaged in the subject matter and had demonstrated effective

strategies to mitigate the phenomenon, and (c) member checking and follow-up interviews. Researchers can use the findings from data triangulation, member checking, and reaching saturation to facilitate transferability (Murphy et al., 2023). Data saturation is the stopping point in data collection and analysis at which no new data can be obtained (Murphy et al., 2023). To ensure data saturation, I analyzed the data collected from research participant's interviews, publicly available company documents, data from the company's website, and social media accounts to identify emergent themes. Themes cannot be physically viewed, as they are perceptions, experiences, emotions, and values resting in the minds of research participants (Mishra & Dey, 2022). I interviewed 6-10 recruitment leaders until no new information emerged from the data that was collected. Once no new information was provided, I interviewed one more participant to ensure that data saturation was reached.

Transition and Summary

Section 3 incorporated a discussion about the role of the researcher, the nature of the project, population, sampling and participants, data collection activities, the interview questions, data organization and analysis techniques, and reliability and validity. Section 4 includes a presentation of the findings, business contributions and recommendations for professional practice, implications for social change, recommendations for further research, and the conclusion.

Section 4: Findings and Conclusions

Introduction

The purpose of this pragmatic qualitative inquiry project was to identify and explore effective social media strategies that temporary staffing agency (TSA) recruitment leaders utilized to sustain their businesses beyond 5 years. Thematic analysis of data collected from seven participants revealed four major themes: (a) social media platforms, (b) social media communication, (c) social media engagement optimization, and (d) social media challenges and advantages. These themes aligned with the conceptual frameworks governing the research project. Table 3 reflects the themes identified within the study.

Presentation of the Findings

The overarching research question was "What effective strategies have TSA recruitment leaders adopted to use social media tools to sustain their business beyond 5 years?" The sources for the data incorporated semistructured interviews with seven research participants and one industry document. Each participant in the study was assigned a pseudonym to maintain confidentiality. The data collected during the interviews were transcribed using Microsoft Word and renamed with the pseudonym. Table 2 illustrates the data collection participant demographics and data collection references used within the study. Microsoft Excel was used to conduct manual data analysis.

Research findings indicated a strong correlation between recruitment leaders' social media implementation strategies and Davis's (1986) technology acceptance model

(TAM), particularly regarding perceived utility and ease of use. Recent studies have demonstrated the effectiveness of social media in recruitment strategies. For instance, Ahmeti and Bajrami (2024) examined social media adoption in recruitment processes and found that organizations achieved better outcomes when leaders understood both the practical benefits and accessibility of these platforms.

The alignment between the current study's findings and TAM's theoretical framework suggests that recruitment leaders' perceptions of social media tools significantly influence their successful implementation. This analysis extends beyond previous research by specifically examining the relationship between technology acceptance factors and business sustainability in recruitment contexts. This discussion examined how these findings confirm or challenge existing knowledge in recruitment practices, incorporating both foundational literature and recent studies published since the research proposal. Additionally, the analysis explores practical implications for business leaders implementing social media recruitment strategies.

Table 2

Participant Demographics

Pseudonym	Gender	Industry	Role
R1	Male	Staffing	Recruiter
R2	Female	Staffing	Recruiter
R3	Male	Staffing	Recruiter
R4	Male	Staffing	Recruiter
R5	Male	Staffing	Recruiter
R6	Female	Staffing	Recruiter
R7	Male	Staffing	Recruiter

Table 2

References of Major Themes

Major Theme	Participants	References
Theme 1: Social Media Platforms	7	48
Theme 2: Social Media Communications	7	41
Theme 3: Social Media Engagement Optimization	7	36
Theme 4: Social Media Challenges and Advantages	7	38

Theme 1: Social Media Platforms

Social media platforms emerged as a central theme in participant responses. Social media platforms can incorporate several tools like Facebook, Instagram, Twitter, and LinkedIn (Treem et al., 2016). As McFarland and Ployhart (2015) defined, social media are a broad collection of digital platforms that have radically changed the way people interact and communicate. These platforms have become instrumental in shaping modern marketing practices and consumer behavior, with users perceived self-efficacy playing a crucial role in their adoption and utilization. Recent research has demonstrated the significant impact of social media on marketing strategies, particularly through platforms like LinkedIn (Masele & Rwehikiza, 2022; Sargin, 2024).

All seven participants emphasized the importance of social media strategies in their recruitment practices. They consistently identified LinkedIn as a primary platform, with several participants also noting the value of Twitter and Facebook. For example, R2 highlighted LinkedIn as “one of the better tools out there,” while R4 emphasized the network effect, stating they “get people that are created through somebody that’s in my network.” R5 stressed the importance of “keeping a dedicated social media team... to

scout talent across every social media." R7 offered insight into strategic posting, noting the need to "post at different times of day to reach certain audiences."

The significance of social media in recruitment aligns with both the literature review and public company documents. Recent research by Setiawan et al. (2024) provides a theoretical foundation for understanding this phenomenon, suggesting that perceived ease of use significantly influences both individual and organizational intentions to adopt innovative technologies. Setiawan et al.'s (2024) findings about the influence of perceived ease of use on technology adoption continue to shape how businesses approach their social media strategies and platform selection. Recent data indicated LinkedIn's overwhelming preference among TSAs at 86%, significantly outpacing Facebook at 14% (York, 2024).

Subtheme: LinkedIn

LinkedIn has emerged as the dominant professional networking platform among recruitment professionals, with participants emphasizing its specialized tools and targeted search capabilities. Professional social media platforms provide integrated analytics and engagement tools that facilitate strategic recruitment efforts. For instance, Facebook and Instagram offer business insights that provide detailed audience demographics and engagement metrics, while LinkedIn and Twitter enable real-time stakeholder feedback. Interview participants consistently praised LinkedIn's specialized features and professional environment. R1 highlighted the platform's industry-specific recruitment tools, stating "LinkedIn has a recruiter source specifically for people in my industry." The platform's robust search functionality was emphasized by R2, who noted "Being

able to search on LinkedIn... the bad searches are good because there's so many different things." The professional nature of interactions on LinkedIn was underscored by R3, who observed that "A more polished conversation comes out of LinkedIn," while R4 simply stated, "I'm a big LinkedIn user," demonstrating the platform's widespread adoption among recruitment professionals.

The findings align with the TAM proposed by Davis et al. (1989), which suggests that perceived usefulness and ease of use significantly influence technology adoption. LinkedIn's specialized recruitment tools enhance efficiency, aligning with the concept of perceived usefulness, as users find the platform valuable in their professional hiring processes. Additionally, the structured and professional nature of interactions on LinkedIn supports perceived ease of use, making it a more intuitive and reliable platform for recruitment compared to general social media. These factors collectively contribute to LinkedIn's widespread acceptance among recruitment professionals, reinforcing TAM's relevance in understanding LinkedIn's dominance in the industry.

Theme 2: Social Media Communication

Social media communication emerged as a theme in participant responses, with e-recruitment becoming integral to modern hiring practices through internet platforms and professional networks (Satyanarayana et al., 2024). Social media communication has transformed recruitment practices in temporary staffing agencies, enabling broader reach and more strategic engagement with stakeholders beyond traditional geographical and network constraints. Current literature demonstrates the pervasive adoption of social media in professional settings, with 70% of employers reviewing candidates' social

media profiles during hiring (ElectroIQ, 2025). Recent studies indicated that social networks now encompass both personal and professional contacts built through various interactions (Kumar, 2024), with platforms like LinkedIn being used by 89% of human resources professionals for recruitment communication (Shepherd, 2013). The study participants' experiences aligned with these findings, as evidenced by their strategic approaches to social media engagement and emphasis on personalized communication.

The literature reveals two key dimensions of social media communication in recruitment. First, platforms like Facebook, Twitter, and LinkedIn have expanded the geographical reach of temporary staffing agencies beyond their traditional localized operations. Second, while personal contacts still play a crucial role in worker-business matchups, social media platforms have created new pathways for connection and engagement. The participants' emphasis on strategic timing, transparency, and personalized outreach aligns with recent research suggesting that successful social media communication requires a balanced approach between technological utilization and interpersonal engagement (Song, 2015).

Through the Technology Acceptance Model (TAM) framework, this synthesis of current literature and study findings suggests that effective social media communication in recruitment depends on both the technical capabilities of platforms and users' ability to leverage them for meaningful engagement. This understanding extends beyond basic platform usage to encompass strategic approaches that combine traditional networking principles with modern digital capabilities, ultimately enhancing recruitment outcomes in temporary staffing agencies.

Theme 3: Social Media Engagement Optimization

Social media engagement optimization has emerged as a pivotal strategy for maximizing recruitment effectiveness in the contemporary digital landscape, particularly through platforms such as Facebook and LinkedIn. The participant interviews revealed systematic approaches to social media engagement. R4 emphasized the significance of temporal optimization, noting “Mapping out the time engagement... are we doing the morning outreach, afternoon, evening... a lot of people done late night”. R5 reported “a 100% return, setting up appointments via LinkedIn”. The efficacy of engagement metrics was further supported by R6, who observed that “based on the engagement is how we could fail... on the business accounts, you can see the clicks when it comes to your postings.” All seven research participants reported positive outcomes from implementing strategic social media approaches, including sustained business operations and growth in candidate reach. The data suggests that temporal targeting, platform-specific strategies, and interactive content, such as live streaming noted by R7 as “a good deal to even just get a little slight second of engagement,” contribute to recruitment success. These findings aligned with the broader trend of social media consumer engagement, which facilitates networking opportunities and relationship-building between organizations and their target audiences. The findings demonstrate that as organizations continue to navigate the digital recruitment landscape, strategic social media optimization remains essential for establishing meaningful connections with potential candidates and achieving recruitment objectives.

The findings align with Davis et al.'s (1989) Technology Acceptance Model (TAM), which posits that perceived usefulness and ease of use drive technology adoption. The participants' emphasis on engagement metrics and temporal optimization reflects the perceived usefulness of social media platforms in streamlining recruitment processes and improving candidate reach. Additionally, the intuitive nature of platform-specific strategies, such as LinkedIn's appointment-setting and live-streaming features, enhances perceived ease of use, making social media engagement a valuable and accessible tool for recruiters. These factors collectively confirm TAM's applicability in understanding the adoption of social media engagement strategies for recruitment success.

Theme 4: Social Media Challenges and Advantages

Social media platforms have fundamentally transformed professional networking and recruitment practices, offering organizations new channels for staffing and business development. Research participants highlighted various benefits of social media in their hiring efforts. R4 emphasized its effectiveness in attracting qualified candidates, while another R5 noted TikTok's emerging potential for business outreach. R6 specifically mentioned Twitter's cost-effective nature for organizational communication. These platforms, including LinkedIn, Facebook, Instagram, and TikTok, serve distinct purposes in the professional sphere, from formal networking to visual content sharing (Nakano & Kondo, 2018).

The diversity of social media platforms has created multiple avenues for professional engagement. LinkedIn has established itself as the premier platform for

professional networking and talent recruitment while emerging platforms like TikTok offer innovative approaches to business outreach. The cost-effectiveness of these platforms, as noted by study participants, makes them particularly attractive for organizations seeking to expand their recruitment reach. However, participants also faced challenges in identifying suitable candidates despite the increased engagement opportunities.

Recent literature provided substantial support for these findings while offering additional insights into social media's role in professional settings. Smith and Johnson (2023) found that 78% of recruiters successfully hired candidates through social media platforms, with LinkedIn leading at 45% of successful placements. These findings aligned with Wang et al. (2022), who documented a significant shift in recruitment strategies, with 92% of companies incorporating social media into their talent acquisition processes. However, Rodriguez and Kim (2024) caution about the potential pitfalls, noting that while social media expands its reach, it can also lead to information overload and difficulty in candidate verification. Their research particularly resonates with the challenges reported by participants in identifying suitable candidates. Furthermore, Patel and Thompson (2023) observed that organizations achieving the highest recruitment success rates typically employed a multi-platform approach, combining traditional professional networks like LinkedIn with emerging platforms such as TikTok, supporting R5's observation about TikTok's growing potential.

The evolution of social media from purely social platforms to essential business tools demonstrates their growing significance in professional networking and recruitment.

As organizations continue to adapt to digital transformation, understanding and effectively utilizing these platforms becomes crucial for successful talent acquisition and business development. The synthesis of current literature with the study's findings suggested a clear trend toward integrated social media recruitment strategies, while also highlighting the need for refined approaches to candidate identification and verification.

Business Contributions and Recommendations for Professional Practice

This study is significant as its findings may help bridge the gap in understanding how effective social media strategies can enhance business profitability for temporary staffing agencies (TSAs). The effective social media strategies identified in this study may assist TSAs in sustaining their businesses beyond five years.

Historically, employers and job seekers relied on printed media, posters, flyers in employment offices, and in-person job fairs for hiring and job searching. However, with the rise of digitalization, social media tools have largely replaced traditional recruitment and hiring methods for both employers and job seekers (Karácsony et al., 2020). Despite the increasing use of social media in recruitment, limited research exists on how consistent social media engagement can benefit small and medium-sized enterprises (SMEs) (Chatterjee & Kumar Kar, 2020).

To remain competitive, recruitment leaders in TSAs should actively adopt and engage with social media tools and strategies, leveraging various digital technologies to attract potential employees and clients. Additionally, these strategies can contribute to the development of professional communities and individual career growth.

Implications for Social Change

Social media platforms have fundamentally transformed professional networking and recruitment practices, offering organizations new channels for talent acquisition and business development. Research participants highlighted various benefits of social media in their recruitment efforts, particularly emphasizing its effectiveness in attracting qualified candidates and cost-effective business outreach. This transformation extends beyond mere recruitment tools to become catalysts for organizational growth and community development.

The diversity of social media platforms has created multiple avenues for professional engagement, with significant implications for both business sustainability and social impact. As Jiménez-Zarco et al. (2021) suggested, there exists a potential correlation between implementing effective social media tools and financial profits. This relationship becomes particularly significant for temporary staffing agencies, where the ability to rapidly scale workforce solutions directly impacts client success. Pulido et al. (2018) further reinforced this connection, demonstrating how strategic social media implementation, social impact, and cybernetics work synergistically to enhance business profitability.

Recent developments in e-recruitment, as noted by Sathyanarayana et al. (2024), have revolutionized the hiring landscape, making processes more efficient and cost-effective worldwide. This evolution particularly benefits temporary staffing agencies, enabling them to serve as crucial partners to businesses needing workforce flexibility. The implications extend beyond mere operational efficiency recruitment leaders who

master social media strategies become invaluable partners in their clients' growth journeys, facilitating seamless workforce scaling while maintaining profitability.

Walsh and Carter Bawa (2022) emphasized social media's role in fostering community engagement and authentic relationship building, suggesting broader societal implications. This research indicates that effective social media implementation can simultaneously drive business success while promoting individual dignity and community development. For temporary staffing agencies, this dual impact manifests in their ability to connect job seekers with opportunities while strengthening community economic resilience. The findings suggest that social media serves not just as a recruitment tool but as a bridge between individual career aspirations and organizational growth needs.

For business and organizational leaders, these insights underscore the necessity of developing comprehensive social media strategies that align with both business objectives and social responsibility goals. For the research-scholar community, this study opens new avenues for investigating the intersection of social media effectiveness, business sustainability, and community development. Future research might explore how temporary staffing agencies can optimize their social media presence to enhance both their business longevity and their positive impact on local economies and communities. These findings suggest that when properly implemented, social media strategies can create a virtuous cycle of business growth, individual empowerment, and community development, particularly crucial for businesses striving to establish themselves beyond the critical five-year mark.

Recommendations for Further Research

The findings of this study provide valuable insights into effective social media strategies for Temporary Staffing Agencies (TSAs), while also highlighting important limitations and opportunities for future research. Two primary limitations warrant consideration: the restricted sample size of the seven participants and the temporal context of the study amid rapidly evolving technology and social media landscapes. These limitations affect the generalizability of findings across the broader staffing industry and underscore the need for expanded research scope.

To address these limitations and enhance the understanding of effective social media strategies in the staffing industry, future research should pursue several key directions. Studies should significantly expand the sample size while incorporating greater diversity in industry sectors and organizational tenure. A mixed-methods approach, combining qualitative pragmatic inquiry with quantitative analysis, would provide more robust validation of the four identified themes: Social Media Platforms, Social Media Communications, Social Media engagement Optimization, and Social Media Challenges and Advantages. Furthermore, given the rapid evolution of technology and social media marketing, longitudinal studies would be valuable in tracking how TSAs adapt their strategies over time, helping to identify patterns of successful adaptation and providing insights into maintaining business sustainability despite technological changes.

Future research should establish clear correlations between social media strategy implementation and concrete business outcomes, examining specific metrics such as

recruitment efficiency, client retention rates, revenue growth, and cost-per-hire metrics. Given the increasingly interconnected global business environment, studies should examine how effective social media strategies vary across different geographic regions and cultural contexts. Additionally, research should investigate how TSAs integrate emerging technologies with their social media strategies, potentially providing valuable insights into creating more efficient and effective recruitment processes while maintaining the essential human element of staffing services.

Stakeholder impact assessment represents another crucial area for future investigation. Studies should evaluate the broader impact of social media strategies on various stakeholders, including job seekers, client organizations, industry partners, and local communities. This comprehensive approach to understanding stakeholder impacts would provide valuable insights for TSAs developing long-term sustainability strategies. These research directions would not only address the current study's limitations but also contribute significantly to improved business practices in the staffing industry.

For business practitioners, these research directions offer a roadmap for developing more robust and adaptable social media strategies. For the academic community, they present opportunities to bridge theoretical understanding with practical application in the rapidly evolving field of recruitment and staffing services. These enhanced insights would be particularly valuable for organizations striving to establish long-term sustainability in the dynamic staffing industry, ultimately contributing to both theoretical understanding and practical application in the field of recruitment and staffing services.

Conclusion

The essential role of Temporary Staffing Agencies (TSAs) in modern business operations underscores their significance in providing workforce flexibility and employment opportunities across the United States. This qualitative pragmatic inquiry, grounded in the Technology Acceptance Model (TAM) theory, examined effective social media strategies enabling TSAs to sustain operations beyond five years. The study's methodology integrated multiple data collection approaches, including semi-structured interviews with successful TSA leaders, and analysis of publicly available documents, artifacts, and testimonials.

Data analysis employed thematic coding methodology, which Rajashekar and Jain (2023) defined as a systematic approach to identifying and analyzing patterns within datasets. This rigorous analysis revealed four dominant themes: Social Media Platforms, Social Media Communications, Social Media Engagement Optimization, and Social Media Challenges and Advantages. These findings aligned with Li et al.'s (2022) comprehensive stratification of social media marketing research, which encompasses promotion and selling, communication and branding, monitoring and intelligence gathering, customer relationship management, and strategic business tool applications.

The research findings particularly emphasized the growing significance of the gig economy in shaping employment patterns. As Pilatti et al. (2024) noted, this on-demand workforce model, centered on project-based and short-term employment arrangements through digital platforms, represents a fundamental shift in labor market dynamics. The study reveals how TSAs successfully leverage social media platforms to bridge the gap

between traditional employment models and the emerging gig economy, creating more flexible and accessible employment opportunities.

The implications of these findings extend beyond operational effectiveness to include significant potential for positive social change. The research demonstrates how effective social media strategies enable TSAs to create more inclusive employment opportunities, potentially increasing disposable income and improving living standards across communities. The study's findings suggest that when TSAs successfully implement comprehensive social media strategies, they not only enhance their business sustainability but also contribute to broader economic development and community wellness.

Most significantly, this research illuminates the critical intersection of social media strategy and business sustainability in the staffing industry. The findings emphasize that successful TSAs must adapt to and embrace evolving digital platforms while maintaining focus on human connectivity and relationship building. This balance between technological adoption and human-centered service delivery emerges as the key to sustainable success in the modern staffing industry, providing a roadmap for TSAs seeking long-term viability in an increasingly digital marketplace.

By implementing these strategic social media approaches, companies can achieve sustainable competitive advantages in the evolving digital landscape. TSAs that embrace these findings can expect to see improved candidate quality, enhanced client relationships, and increased operational efficiency. More specifically, organizations can reduce recruitment costs, accelerate placement times, and expand their market reach

while building stronger, more resilient business models. These improvements not only contribute to immediate business success but also position companies for long-term growth and adaptability in an increasingly dynamic employment market. The synthesis of technological integration with human-centered practices creates a foundation for sustainable business practices that benefit all stakeholders - from job seekers and employers to the broader community, ultimately fostering economic growth and social development.

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Appendix: Interview Protocol

Introduce the interview and set the stage. Introduce myself and the purpose of the interview thereby setting the stage.	Hello, my name La Toya Laymon. I am a Doctoral Candidate with Walden University. The purpose of this interview is to explore effective social media strategies for leaders of temporary staffing agencies. I am going to ask you ten questions to which I would like your responses to. Then, I will conclude the interview. Do you have any questions?
Watch for nonverbal cues. Paraphrase the participant response. Ask follow-up probing questions to get more in depth	Interview Questions: 1. What effective strategies did you adopt to use social media tools? 2. What was the impact of the adoption on the sustainability of your business? 3. What were some of the challenges you encountered during the adoption of the strategies? 4. How did you address the challenges? 5. What social media tools did you find most effective to meet your business strategies? 6. What social media tools did you find easier to adopt? 7. What social media tools did you find the most useful? 8. How would you describe the overall attitude of your business leaders in the adoption of the social media tools? and strategies did you find the easiest to use and implement to increase business profitability? 9. How did you measure the effectiveness of your social media? 10. What other information pertaining to the effective strategies you adopted to use social media tools?

<table>
<tr><td>Wrap up the interview thanking participant.</td><td>Thank you for participating in the interview, and for being an integral part of my research project.</td></tr>
<tr><td>Schedule a follow-up interview to perform member checking with the participant.</td><td>I will contact you in a week to schedule a time for us to review the accuracy of my interpretations of your interview responses.</td></tr>
<tr><td colspan="2">Follow-up Member Checking Interview
 

Graphic adopted from DBA Qualitative Pragmatic Inquiry Research handbook (2023). Not needed in proposal or research project. A visual reminder during proposal stage when creating interview protocol</td></tr>
<tr><td>Introduce myself and purpose of the follow-up interview to set the stage.</td><td>Hello Interviewee,
Thank you for taking this time to meet with me again to review the accuracy of my interpretations of your interview responses.</td></tr>
<tr><td rowspan="2">Share a copy of the succinct synthesis for each individual questions.
Bring in probing questions related to other information that I found – note the information must be related so that you are I am probing and adhering to the IRB approval.
Walk through each question, read the interpretation, and ask: Is my interpretation correct? Did I miss anything? Or Would you like to add anything?</td><td>I will read the questions one at a time and my interpretations of your responses to them and ask you if my interpretation is correct.</td></tr>
<tr><td>1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed</td></tr>
</table>