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Social Media Vetting Governance and the Impact on Hiring Capacity

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Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Jimmy M. Lampkin Jr.

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2025

Abstract

Social Media Vetting Governance and the Impact on Hiring Capacity

by

Jimmy M. Lampkin Jr.

MBA, Western Governors University, 2019

BS, University of Nevada, Las Vegas, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

August 2025

Abstract

Human resource managers are concerned with weak social media vetting governance, as it is the number one predictor of reduced organizational capacity to hire candidates. Grounded in Lewin's Situational Strength Theory, the purpose of this quantitative correlational project was to examine the relationship between social media vetting governance and organizational capacity to hire. The participants were 500 human resource leaders and hiring managers from organizations in the southwestern United States who completed the Job-Related Situational Strength Questionnaire and the Decision to Hire Scale. Although a priori power analysis required a minimum of 103 participants to detect a medium effect size, 500 valid surveys were used for the final analysis. The results of the multiple linear regression analysis were significant, $F(4, 495) = 10.88$, $p < .001$, $R^2 = .081$. Two governance predictors were significant, constraints ($t = 3.21$, $p = .001$, $\beta = .16$) and consequences ($t = 2.47$, $p = .014$, $\beta = .12$). A key recommendation is for HR leaders to develop stronger social media vetting governance policies that include specific constraints and consequences to decrease bias and achieve better consistency in hiring decisions. The implications for positive social change include strengthening governance systems that connect hiring practices to organizational objectives and employee rights, thereby creating better staffing methods and expanding workforce access.

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Dedication

I dedicate my dissertation work to my family and many friends. I am grateful to my mother, Barbara Jean Day, my grandmother, Elloise McGlothen-Lampkin, and my best friend's mother, Betty Mosley, for being my prayer warriors.

.

Acknowledgments

I want to thank my committee's first chair, Dr. Matasha Murrelljones, for stepping in as my new first chair, providing insight, feedback, encouragement, and patience. I want to thank my committee member, Dr. Thomas Schaefer, whose insights and feedback helped tremendously. I would also like to thank my previous first chair, Dr. Edward Walker.

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Section 1: Foundation of the Study

In today's technology-driven era, social media is a valuable resource for employers. Advancements in technology are transforming the role of human resource (HR) executives (Bizzi, 2020). These advancements also impacted HR functions such as recruitment and employee retention, revolutionizing how individuals and organizations navigate the modern job market. For instance, social media is a platform for communication, opinions, and networking, becoming a fundamental part of HR functions. However, this digital landscape has both advantages and disadvantages, as it can significantly impact career paths and organizational performance if not properly understood and supported with resources.

Background of the Problem

Before the advent of social media platforms, HR hiring managers had limited information on candidates, as candidates controlled what information they shared publicly about their values and beliefs. There is an increasing reliance on information obtained through social media vetting to evaluate candidates, and according to a 2021 survey conducted by CareerBuilder, 52% of employers and HR leaders used information obtained from candidates' social media (CareerBuilder, 2021), with 80% of managers surveyed in a Harris poll commissioned by Express Employment Professions in 2023, admitted to the use of social media information to assess potential job applicants directly within their organizations (Stoller, 2023). Neglecting this can harm a company's reputation and increase recruiting, hiring, and training expenses (Bugshan & Abunar, 2021).

Even current employees may face repercussions due to their actions on social media platforms. According to a Harris poll commissioned by Express Employment Professionals in 2023, 88% of managers surveyed expressed the likelihood of staff member dismissal depending on materials discovered in social media posts (Stoller, 2023). Organizations need to find ways for managers to monitor instances of bias among their staff or potential hires to safeguard their company image and uphold legal standards while also honoring employees' privacy rights and freedom of expression. By having defined policies and appropriate tools in place, HR departments can minimize the negative consequences of legal and reputational risk (Mythily & Bella, 2024). Now that the background of the problem is established, attention will transition to the problem and purpose statement.

Problem and Purpose

The specific business problem is that some human resource managers do not know the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. Therefore, the purpose of this quantitative correlational project examined the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. The independent variables were the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences. The dependent variable was organizational hiring capacity, which is self-reported and measured at the following levels: (a) very low impact on hiring capacity, (b) low impact

on capacity, (c) moderate impact on capacity, (d) high impact on hiring capacity, and (e) very high impact on capacity. The targeted population will consist of HR leaders and hiring managers in the southwestern region of the United States.

Population and Sampling

Population

The selected population for this study consists of HR leaders, specifically HR hiring managers located in the southwestern United States. The term "population" denotes the individuals invited or chosen to participate in the research (Spolarich, 2023, p. 6). This broad population established enough participants to achieve a sample size of 103. HR hiring managers were subject matter experts managing the recruitment and personnel selection processes. The HR recruitment departments typically include analysts, managers, directors, and senior leadership. The scope of the study was constrained to HR hiring managers, HR hiring designees, the organization's social media vetting governance, and the organizational capacity to hire candidates.

Sampling

Various methods can be used for sample selection to ensure that the participants accurately reflect the attributes of the target population. The sample size depends on the research question and population of the target population and is determined by a statistical power analysis (Acharya et al., 2013). The selection of participants requires researchers to decide between two main sampling approaches, which include probability sampling and nonprobability sampling. Probability and nonprobability are types of sampling methods (Rahman et al., 2022). The probability of sampling involves random

selection, where each member of the group has a known, non-zero chance of selection. In contrast, nonprobability sampling is intentional selection based on relevance by the researcher. For this quantitative correlational study, purposive sampling was employed to identify participants with social media vetting governance experience. To enhance the relevance of the study findings' practical value by selecting participants from different industries and organizations of various sizes and SHRM membership levels. While purposive sampling does not generate results that can be generalized statistically, it enabled the selection of various subgroups from the HR field, which enhanced both the contextual representativeness and the robustness of the data.

GPower software 3.1.9.7 was used to perform a priori power analysis and was conducted using GPower version 3.1.9.7 to estimate the sample size for multiple linear regression using an F-test. A medium effect size ($f^2 = 0.15$) was selected, reflecting that the variance in the dependent variable can be explained by the independent variables. The significance level (α) of .05 indicates a 5% risk of a Type I error (erroneous rejection of the null hypothesis). The statistical power was set to .80 to reduce the risk of a Type II error. Assuming a normal distribution, the analysis indicated that the minimum sample size required to achieve the desired power and significance level is 103 participants. The sampling strategy was designed to establish a representative snapshot of the HR population, improving the generalizability and relevance of the study's results (Brune et al., 2021).

Nature of the Study

I selected the quantitative methodology for this study. Quantitative research encompasses measurement and sampling techniques to enhance the validity and accuracy of results (Saunders et al., 2019). The quantitative method was acceptable for this research as it employed numerical data to convert the results to the generalizability of a larger number of HR leaders. Research conducted among HR experts indicates that employing data-driven methods such as surveys can help improve the understanding of recruitment strategies and validate the use of approaches for extending conclusions to an HR audience (Melão & Reis, 2020). While a qualitative approach involving open-ended questioning may reveal detailed narratives, it is considered more suitable for this project to employ a quantitative survey methodology for hypothesis testing and examining relationships between variables (Palinkas et al., 2015).

Compared to research that examined occurrences from participants' perspectives, there may be better approaches than a qualitative approach for examining social media vetting governance and organizational capacity to hire candidates. A mixed methods strategy could reveal a nuanced perspective; however, it may need to be aligned with the objectives and scope of this project (Batt & Kahn, 2021). Given the emphasis placed on social media vetting practices in hiring, a decision has been made to adopt a quantitative approach due to its accuracy and standardized measures. This decision aligned with the study's focus on examining social media vetting practices. As justification for using the quantitative method, identifying patterns and relationships ensures the findings are

objective and reliable. The quantitative approach is well-suited for statistical analysis in this project focused on variables and their correlations.

The project examined the relationship between clarity, consistency, constraints, and consequences of social media vetting governance and organizational hiring capacity. The research correlation design examines various variables (Michael & Dang, 2022). The correlational design does not involve manipulating variables. Still, it measures the variables as they naturally occur, which is crucial for understanding the characteristics and magnitudes of these connections without making assumptions. The correlational design complements the objectives, facilitating a thorough analysis of interdependencies.

Research Question

What is the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates?

Hypotheses

Null Hypothesis (H_0): There is no statistically significant relationship between the strength of social media vetting governance aspects of (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates.

Alternative Hypothesis (H_1): There is a statistically significant relationship between the strength of social media vetting governance aspects of (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates.

Theoretical or Conceptual Framework

Lewin (1939) developed situational strength theory. Lewin indicated that leaders could influence behaviors in certain situations using explicit (strength) or implicit (weakness) cues. Lewin identified the key characteristics of the situational strength theory: (a) clarity, (b) consistency, (c) constraints, and (d) consequences. The situational strength theory offers a framework for examining human resource managers' understanding and social media vetting governance concerning explicit (strength) or implicit (weakness) cues, addressing potential gaps in the organizational capacity to hire candidates.

Meyer et al. (2010) proposed a nuanced approach focusing on the specificity of behaviors and the appropriate use of data. The authors identified four key aspects: dimensional structure, operationalization, meta-analytic implications of these factors, and using a standardized instrument to assess situational strength (Meyer et al., 2010). For this study, the "operationalization" and "dimensional structure" might be seen in how managers implement and organize their social media vetting governance. The standardized instrument could be a structured approach or tool that managers use for vetting. Additionally, meta-analytic implications pertain to the broader effects these practices could have on the relationship between social media vetting governance and organizational hiring capacity. Moreover, managers control the tools for vetting social media and selecting candidates.

Conversely, within the authority of the employee or jobseeker is the knowledge of social media governance used for vetting and the ability to modify public or private

access to social media. Meyer et al. (2010) proposed that behavioral reactions are more uniform when faced with highly intense situations. The situational strength theory establishes a framework for understanding how HR hiring managers' use of explicit or implicit social media vetting governance connects to the organizational capacity to hire candidates and guides a thorough analysis of social media vetting governance among HR hiring managers in the target population. The results of this research may enhance organizational leaders' perception of and improve the effectiveness of social media vetting governance and the organization's capacity to hire candidates.

Operational Definitions

Cyber-vetting, or *Cyber-vet*: involves gathering information through sources such as media platforms and search engines (McDonald et al., 2022).

Discrimination: Occurs when differential treatment of individuals due to their association with a group leads to unequal treatment (Jones et al., 2016).

Employment background checks: Rovira (2022) stated that employment background checks are data regarding a potential job applicant's criminal record.

Organizational governance: The approved rules, policies, procedures, and guidelines that establish appropriate action and conduct of organizational business (Klein et al., 2019).

Protected class: Brown and Vaughn (2011) identified protected class as a category that includes race, gender, age, religion, national origin, and sex.

Assumptions, Limitations, and Delimitations

The critical factors, assumptions, limitations, and delimitations must be considered when performing a quantitative correlational study. These components significantly influence the scrutiny of the credibility and reliability of the study's outcomes (Armstrong & Kepler, 2018; Theofanidis & Fountouki, 2019). The participants must provide precise and dependable information in their survey responses. However, the potential limitations, such as response bias or a lower-than-anticipated response rate, are acknowledged. Delimitations of the project included industry-specific focus, geographical delimitation, and job-level delimitation. This focus could restrict the results' applicability to different sectors or locations. Furthermore, the study's methodology involved using self-reported surveys. Self-reported data may introduce biases in responses or social desirability bias (Lix et al., 1996). This section outlined the potential assumptions, limitations, and delimitations that may impact the project results. Therefore, addressing these factors was crucial to ensuring the study's validity and reliability. The research process to address these factors included participant anonymity to reduce social desirability bias and purposive sampling for generalizability improvement, and bootstrapping techniques to address statistical assumption violations.

Assumptions

In this quantitative correlational project on social media vetting governance and the organizational capacity to hire candidates, assumptions are essential in shaping expectations and outcomes. Assumptions are widely accepted concerns, ideas, or theories (Theofanidis & Fountouki, 2019). The assumptions of this project include honest

responses, generalizability, linear relationships, and causality. The first assumption, honest responses, posits that participants provide truthful information regarding their social media vetting practices. The study's response validity depends on truthful responses to the survey questions. The response validity in research pertains to how the instrument (response) evaluates the intended measurement (Kimberlin & Winterstein, 2008). To mitigate issues related to honest responses, participants must be assured of anonymity and confidentiality to reduce biases of social desirability. The second assumption, generalizability, posits that the findings can be generalized or applied to other HR recruitment managers and organizational leaders. The rationale for generalizability is that a broader population of HR leaders refers to the sample for the study.

To address generalizability, I collected comprehensive demographic information (i.e., years of experience, educational background, and specific job roles) through a demographic section of survey questions about participants. Comprehensive demographic details can assist in determining the correlational relationship between the strength of social media vetting governance and organizational hiring capacity, inferring a nuanced understanding of the generalizability of the findings for numerous HR recruitment managers and organizational leaders. The third assumption, the linear relationship assumption, posits that critical factors measured in the project (i.e., the frequency of social media vetting practices and hiring success rates) are related linearly and predictably. I completed additional non-linear relationships between variables and analyzed them using advanced statistical techniques to identify complex associations.

The fourth assumption, causality, posits a correlation between social media vetting governance and causal relationship implications. The rationale for causality is the assumption of a cause-and-effect relationship without establishing causation. Acknowledging and evaluating these assumptions, both well-known and explicitly stated, and assumptions left implicit and necessary for causal inferences, can impact the results of the research (Armstrong & Kepler, 2018).

Limitations

This study's limitations are sample size, self-report bias, and temporal limitations. Limitations are potential vulnerabilities outside the authority of the researcher (Theofanidis & Fountouki, 2019). The first limitation, sample size limitation, is due to resource constraints or participant recruitment difficulties. A larger sample size enhances project findings that apply to the target population. To mitigate the sample size limitation, I ensured that the appropriate sample size is obtained as a more extensive and diverse sample for representative and robust results. The second assumption, self-report bias, relies on self-reported data, which is strongly susceptible to bias or inaccuracies. The widely used self-report evaluation encounters the challenge of reference bias (Lira et al., 2022).

The rationale for the likelihood of participants providing socially desirable responses or inaccurately recalling decision-making processes increases when assessing behaviors. Reducing reliance on participant memory requires incorporating objective measures that can validate and supplement self-reported information. To mitigate self-report bias, I incorporated objective measures to balance self-reported data, including

publicly available data analysis and published organizational reports. During this study, frequent data collection points can mitigate effective temporal limitations, incorporating time-sensitive variables, cross-sectional comparisons, and adjustments for time-based biases.

Delimitations

This study's delimitations include industry-specific focus, geographical delimitation, and job-level delimitation. The researcher establishes parameters for the research's boundaries and guarantees that objectives are achievable (Theofanidis & Fountouki, 2019). The first delimitation, industry-specific focus, pertains to focusing on a specific industry or set of industries. The rationale for using different sectors in a project may not be applicable regarding recruitment practices and findings. To mitigate the industry-specific focus delimitation, I included multiple industries in the survey, including various industries. The second delimitation, geographical delimitation, occurs when the project is narrowed to a specific geographical location or region.

The rationale for a variance in recruitment practices across regions is significant and documented as a limitation in the study. The project features participants from the southwestern United States to mitigate geographical delamination and improve the diversity of the sample in recruitment practices. The third delimitation, job-level delimitation, occurs when a project focuses on specific job levels rather than all organizational levels, as social media vetting governance and organizational hiring capacity processes may vary based on the position within an organization. This project

focused on hiring managers and designees; therefore, job-level qualifications were not addressed.

Significance of the Study

This project is pivotal to examining the impact of clarity, consistency, constraints, and consequences in the organizational governance of social media vetting and the organizational capacity to hire candidates. By analyzing the impact of social media vetting governance on organizational capacity to hire candidates, this project can offer valuable perspectives on improving screening methods and the organization's capacity to hire qualified employees. The results will help organizations create better and fairer social media screening governance to enhance their recruitment processes.

Contribution to Business Practice

Businesses increasingly rely more on media to evaluate job applicants, making it essential to understand how vetting practices impact hiring. Galgotias University and Singh (2023) noted that recruiters extensively use social media platforms to identify and source potential candidates. By examining the clarity, consistency, constraints, and consequences of organizational governance of social media vetting, the project clarifies the influence on an organization's ability to select candidates. This examination is especially important today when online presence can greatly affect hiring decisions. The insights gathered could assist HR leaders in refining their vetting procedures to ensure fairness, effectiveness, and alignment with organizational objectives, ultimately improving the quality of hires and contributing to the organization's success. By addressing this issue, the project enhances academic knowledge and practical guidance

for businesses navigating the challenges of social media vetting governance in the hiring process.

Implications for Social Change

This research could advance fairer and more transparent hiring procedures in companies. Positive social change could lead to positive changes in perceptions (Majeed, 2021). By examining how social media screening influences hiring decisions, the project may offer understanding or recommendations that organizations can utilize to establish uniform and just vetting governance that upholds candidates' privacy and freedom of speech while safeguarding the organization's reputation and values. Park and Abril (2016) discussed how the law regarding employees' freedom of speech is commonly interpreted. Potential improvements in recruitment practices can improve the selection process by confirming the evaluation of job candidates on their qualifications and experiences and reducing the potential for biased or irrelevant information from social media. Companies adopting impartial hiring methods of equitable social media vetting governance, workplace inclusivity, and diversity result in more innovative, resilient, and successful communities and organizations. Ensuring that hiring processes align with norms and individual rights can help cultivate a society where individuals are respected and organizations thrive on fairness and consideration. Ultimately, the findings of the project support the development of hiring practices that cultivate diverse and inclusive work environments, boost employee morale, and encourage socially responsible business governance.

A Review of Professional and Academic Literature

Social media platforms have significantly altered human communication and interaction dynamics, providing extensive opportunities for individuals and organizations. Consequently, HR hiring managers are increasingly using social media vetting as a valuable tool to evaluate job applicants and inform their recruitment decisions. However, using social media vetting governance in the selection process has raised significant ethical and legal concerns about privacy, bias, and fairness. This literature review systematically presents the findings from peer-reviewed articles, books, conference proceedings, surveys and questionnaires, government reports, and published theses to explore social media vetting governance and its impact on the organizational capacity to hire candidates. The problem addressed in this quantitative correlational project is that some HR managers do not know the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates.

The sources used for this literature review centered on professional and academic literature, prioritizing literature within the last five years. Extensive searches were conducted on the following databases: EBSCO, ProQuest, Science Direct, and Google Scholar. The selected sources examined this emerging area and were chosen as they emphasized the benefits, difficulties, and consequences of incorporating social media governance into the hiring process. The reviewed articles cover various interdisciplinary perspectives, encompassing social sciences, psychology, HR, and information technology. They address multiple facets of social media vetting and the organizational

capacity to hire candidates. Furthermore, the reviewed articles include the efficacy of strategies, ethical considerations, legal frameworks, potential biases and discrimination, and the ramifications for job applicants' privacy and online reputation. This literature review includes 110 peer-reviewed journal articles, six books, five conference papers, two government papers, and nine theses. One hundred nineteen referenced sources, or 92%, were published within 5 years of the expected CAO approval from 2019 to 2024.

Situational Strength Theoretical

SST was a framework within psychology that investigates how various situational factors can influence governance. Situational strength theory is based on behavioral decision-making theories (Glaser et al., 2016). According to SST, the intensity of a situation contributes to how an individual's personality traits manifest in their actions. In scenarios, people can show more personality traits because their behavior has fewer limitations (Collins et al., 2019; Meyer et al., 2010). In this section, the principles of SST, including its core tenets and theories, were examined to highlight its practical implementation in social media vetting governance and the potential impact on the organizational capacity to hire candidates.

Core Tenets of Situational Strength Theory

Social Media Vetting Governance: Clarity

The clarity tenet of SST involved defining transparent guidelines and policies regarding how organizations conduct social media vetting of job candidates' online presence and social media content. Having well-established policies and procedures is crucial for minimizing uncertainty in social media vetting practices (Dalal et al., 2020).

Although not the primary focus, various studies inferred the importance of clarity in social media vetting governance, but the literature does not present a direct examination. The following literature examined peer-reviewed articles, reports, and studies investigating the role of well-defined guidelines and policies associated with social media vetting governance.

Abbasi et al. (2020) used a qualitative research method to examine factors that may be integrated into Pakistan's selection and recruitment methods. The authors identified that news media articles on employment terminations and other reasons for termination included discriminatory behavior and offensive content that originated on social media platforms where personal and professional boundaries can become indistinct. Although not the primary theme in the article, the authors inferred clarity as a core tenet of situational strength theory, adding context to the relationship between HR recruitment functions and organizational development. Ensuring social media screening is crucial for hiring and building internal brand identity. Organizations can use communication channels that align with employees' values and expectations to enhance the organization's reputation through transparency in situations (Nijhawan, 2022). Implications for social media vetting governance include other reasons for employment decisions, such as biased and offensive content.

Acquisti and Fong (2020) used a mixed-methods approach, using a field experiment and an online survey to investigate hiring discrimination via social networks in Pakistan. The authors identified online self-presentation activities of adults, imagined surveillance, and its impact on self-presentation practices, which indicated hiring

discrimination via social networks. Although not the primary theme in the article, the authors inferred clarity as a core tenet of situational strength theory; the authors also offered context to the online self-presentation activities of college-aged youth across multiple social media platforms, which has implications for social media vetting governance. The change in techniques used for managing resources has led to an increased need for honesty in how individuals present themselves on networking sites (Jeelani & Hussain, 2023). This directly impacts the regulations surrounding social media screening. Adeosun and Ohiani (2020) used a mixed methodology that included a survey of 200 firm representatives in Lagos to investigate elements and factors that could be integrated into the recruitment process in Nigeria. The authors identified that the impact of changing situations on behavior is a construct of situational strength. Although not the primary theme in the article, the authors inferred that clarity, as a core tenet of situational strength theory, offers context to the online self-presentation activities of college-aged youth across multiple social media platforms, which has implications for social media vetting governance.

Saharan (2021) analyzed the use of talent acquisitions via recruitment strategies, the challenges faced by organizations that use social media for recruitment, and their strategy. The authors noted possible and advantageous suggestions aimed at the organizational use of social media platforms for HR recruitment related to vetting, as well as an indirect connection to the relations of social media vetting and the emphasis on legal, policy, and procedural implications for internet searching. The impact of his study of social media vetting governance is the suggestions for effective talent acquisition

strategies and the considerations for deployed to mediate challenges when organizations use social media for recruitment activities. The development of HR strategies has heightened the significance of presenting oneself and its influence on overseeing social media screening policies (Jeelani & Hussain, 2023). Carr et al. (2024) used a mixed research design to examine the impact of social media content on hiring perceptions and employability. The authors identified that recent posts significantly affected perceptions of person-job fit, and the adverse effects caused by problematic content were moderated. Managers' incrementalism influenced the moderation effect. Implications for social media vetting governance include the strength of governance affecting the impact of difficult content.

Drake and Furner (2020) used a mixed research design to examine the changes in trust based on disclosure requests and individual characteristics. The authors identified that requests for social media logins from employees or job prospects reduce trust in the employer, whereas collectivism and social media production increase confidence in the employer. Galgotias University and Singh (2023) supplemented the importance of employers ensuring that their hiring procedures align with requirements regarding social media usage to prevent breaking candidates' trust. Implications for social media vetting governance include confidence in employers, which varies based on social media vetting governance and privacy protection, influencing trust in employers. Dahunsi et al. (2022) used a mixed research method to examine the use of social media data to assess prospective job candidates and job suitability. The authors identified an absence of a correlation between an individual's job effectiveness and the recruiter's evaluation of

social media activities. In contrast, organizational governance influences the validity and impact of social media vetting. Branislav (2022) used a qualitative research method to examine the ethical implications of using social networks in employment. The authors identified that employers use social media for candidate background checks, whereas the common reasons for not hiring include inappropriate content and discriminatory comments. Implications for social media vetting governance include the influence of social media vetting on hiring decisions based on job candidate content.

Ang et al. (2021) used a mixed research method to examine social media criticisms predicting organizational acquisition decisions and governance outcomes. The authors identified an impact on corporate governance practices when criticism of social media vetting is present. Implications for social media vetting governance include the fact that social media predicts firm decisions and enhances governance practices, where predictability increases with the quality of social media postings. Chansukree et al. (2022) inferred that clarity, as a core tenet of situational strength theory, offers context to the online self-presentation activities of college-aged youth across multiple social media platforms, which has implications for social media vetting governance. As a core tenet of situational strength theory, Chung-Yan et al. (2022) implied that clarity offers insight into how young adults in college present themselves on social media platforms. This has implications for the regulation of social media vetting. Podolsky and Hackett (2023) used a quantitative research study to examine the need for empirical studies on the relationship between HRM system situational strength and employee attitudes and business unit performance. The authors identified that the analysis of profile features in personnel

selection issues faced by selectors using SNS in hiring. Strengths include theoretical grounding, focus on unit-level analysis, and conceptual model proposal.

Collins et al. (2019) examined how situational factors influence the connection between organizational inclusion at the unit level. Although not the primary theme in the article, the authors inferred that clarity, as a core tenet of situational strength theory, relates to how HRM system strength positively affects employee attitudes and behavior. Implications for social media vetting governance include that recruiters analyze job-related, personal, and non-job-related features of applicants' profiles and issues that selectors face. Melão and Reis (2020) conducted a cross-sectional, questionnaire-based survey to examine the use of Social Networking Sites (SNS) by HR leaders in Portugal for personnel selection. The paper delves into the potential pitfalls and complexities associated with employing SNS for personnel selection, such as privacy concerns, data reliability, validity, legal and ethical considerations, and possible adverse reactions from job applicants. The study's implications shed light on the auxiliary role of SNS in personnel selection, primarily in complementing information obtained from CVs and cover letters. Zibulka-Horwath (2020) investigated the use of social media by HR leaders in candidate screening. The study's central argument is that when human resource professionals view non-job-relevant information, it influences how they perceive applicants' qualifications during the screening process. The author's key findings indicated that exposure to social media content irrelevant to the job during screening may result in discrimination against protected classes.

Roulin and Levashina (2019) used quantitative research methods to examine how LinkedIn-based assessments have the potential to be a reliable and valid selection measure. However, they must be standardized and used with other selection methods to mitigate adverse impacts. The study found that gender had a significant effect on job offers. The researchers developed the study through an evaluation process and quantitative research techniques to explore the psychometric characteristics of assessments based on LinkedIn. Although not the primary theme in the article, the authors inferred that clarity, as a core tenet of situational strength theory, relates to how organizations should use LinkedIn instead of Facebook for cyber-vetting, as hiring managers can assess potential candidates' communication skills and cognitive abilities using LinkedIn profiles. This improves the organizational capacity to evaluate applicants' backgrounds using their skills and connections (Jamaluddin et al., 2022). Implications for social media vetting governance include active candidate sourcing and HR recruitment activities potentially affected by discrimination.

Eisenberg et al. (2023) investigated whether the HR recruitment process for cardiothoracic surgery residents was influenced by implicit bias. The authors identified that organizations used recruitment and selection procedures to expand diversity programs with diversity goals as the recruitment objectives. The authors constructed the study's strengths, including the focus on a specific field (cardiothoracic surgery), its systematic approach to identifying and addressing sources of bias, and its emphasis on obtaining buy-in from key stakeholders before implementing changes. Although not the primary theme in the article, the authors inferred that clarity as a core tenet of situational

strength theory relates to identifying and removing. Jamaluddin et al. (2022) supplemented communication enhancements on platforms such as Twitter for companies to spot opportunities for growth and tackle new challenges efficiently. Implications for social media vetting governance include employee performance articles, the need for additional research concerning technology in recruitment, and the potential opportunities and threats that technology presents for recruiters and candidates.

Appel (2011) analyzed the implications of activities related to collecting and using data from online sources for vetting purposes. The author illustrated the techniques used to leverage internet intelligence to find data. The authors offered an indirect connection to the relations of social media vetting and the emphasis on legal, policy, and procedural implications for internet searching. The author emphasizes that while cyber-vetting can yield valuable information, it should be approached cautiously due to ethical considerations and legal aspects surrounding privacy and data protection. Nikolaou (2021) studied how social media vetting as an agent of innovation can impact hiring capacity in the prospective candidate selection processes. The authors confirmed that human resource professionals use social media as a prospective job candidate screening tool for evaluating online posts as indicators of character traits that align or misalign with organizational values. The authors constructed the study's strengths, focusing on recent technological developments and exploring the entire recruitment and selection lifecycle. In evaluating social media profiles for job candidate screening purposes, managing and setting rules can notably impact how employees act and perform. Although not the primary theme in the article, the authors inferred clarity as a core tenet of situational

strength theory that relates applicants' reactions and candidate experience to the vetting process. This is particularly crucial when using technology in hiring (Collins et al., 2019; Meyer et al., 2010). Implications for social media vetting governance include human resource professionals using social media for hiring, with a consensus of candidate character traits represented by social media posts.

Ávila-Rodríguez et al. (2021) conducted a quantitative study to examine the correlation between the impact of metrics and social network presence used to evaluate the influence of rheumatology scientific journals on social networks. The researchers found that journals with social network presence had higher metrics regarding journal ranking. Although not the primary theme in the article, the authors inferred that clarity is a core tenet of situational strength theory related to identifying and mitigating information found using social networks. Social media vetting governance involved the social media presence and the quality of the content, which can be detrimental to the reputation of the content originator. Miller (2020) applied a quantitative research approach to examine personality traits and the influence of close friends. The authors determined the study's strengths by using a large sample size and including Facebook and X (formerly Twitter) in the analysis. Although not the primary theme in the article, the authors inferred author inferred clarity as a core tenet of situational strength theory relates to college students' need to be cautious about their social media content and considerations from recruiters regarding the influence of others in college students' content. Implications for social media vetting governance include a significant link between HR recruitment processes and organizational performance.

Batirov and Martinez (2022) presented a theoretical analysis to examine how using avatars to establish online employment personas could offer advantages to employees facing stigmatization. The article is theoretical and does not present data from experiments or surveys. The study posits a unique perspective on using avatars in the workplace and explains how avatars can be used to create online employment personas. Although not the primary theme in the article, the authors inferred that clarity as a core tenet of situational strength theory relates to how employees can leverage cyber-vetting to their advantage. Implications for social media vetting governance include employers searching and surveilling job candidates using online networks. Newman et al. (2020) reviewed empirical research on moral disengagement and did not utilize a specific research method. The key arguments of the study are that moral disengagement is a significant problem in the workplace, that a range of antecedents and moderators influences it, and that it has important implications for individual and organizational outcomes. The authors constructed the study's strengths, including the comprehensive review of empirical research on moral disengagement and identifying crucial experiences for understanding the interrelated laws and principles of moral disengagement. Although not the primary theme in the article, the authors inferred that clarity, as a core tenet of situational strength theory, relates to the role of moral disengagement in corporate scandal mitigation and prevention. The implications for social media vetting governance are the most important.

Mukherjee and Krishnan (2022) utilized a quantitative research approach to examine the impact of artificial intelligence (AI) and HR recruitment processes across

various industries. The authors identified that AI still needed to cover the hiring cycle fully, but is on the verge of breakthroughs, and hiring managers are optimistic about its potential. The author also found that concerns exist about AI's ability to judge soft skills accurately and the skillsets of older HR leaders' adjustment to AI as a recruitment tool. The authors constructed the study's strengths, including the in-depth quantitative analysis and use of primary and secondary sources to corroborate evidence. Although not the primary theme, the authors inferred clarity as a core tenet of situational strength theory related to identifying and mitigating. Implications for social media vetting governance include areas with potential bias identified in the recruitment process, impacting the candidate pool.

Akhtar et al.'s (2019) book explored the intersection of talent management and artificial intelligence (AI)—the analysis in the book centers on psychological assessments as a key tool for talent identification. In particular, the chapter "Workforce Readiness and the Future of Work" (Akhtar et al., 2019, pp. 169–185) inferred critical views regarding AI's impact on the talent economy, challenges in talent management, and financial implications. While not directly addressing social media vetting governance and the organizational capacity to hire candidates, the book's insights into AI and talent management apply to these areas, considering the growing integration of AI tools in social media vetting processes as a recent talent acquisition process. Karim et al. (2021) examined how HR functions related to recruitment and selection processes impact organizational outcomes for the University Grants Commission. The authors identified the importance of effective selection practices for organizational outcomes and the need

for a conceptual framework to guide these practices. The authors constructed the study's strengths to include focusing on a specific case study, which allows for a detailed analysis of recruitment and selection practices in a particular context. Furthermore, the authors offer a conceptual framework that can be applied to other organizations. Although not the primary theme in the article, the authors inferred clarity as a core tenet of situational strength theory relates to identifying and mitigating. Implications for social media vetting governance include the fact that recruitment and selection processes can impact the selection, the candidate pool, and organizational outcomes relating to performance.

Karaoglu et al. (2022) employed a quantitative study to examine the impact of digital skills on job searching and how digital inequality affects the ability to search for jobs online. The authors identified that proficient online job search skills are essential in identifying prospective job applicants who use internet-based resources and social media platforms for employment. The results indicated that African and Asian Americans participate more than whites in online job searches. Furthermore, HR leaders leverage social media platforms for screening and recruitment as well as social media's data reliability compared to formal tools. The authors constructed the study's strengths, including the large sample size, national scope, and use of quantitative methods to analyze survey data. Although not the primary theme in the article, the authors inferred clarity as a core tenet of situational strength theory related to online job search skills. Galgotias University and Singh (2023) noted that social media platforms like LinkedIn offer organized methods for job seekers and employers to engage with each other

effectively and transparently. Recognizing digital inequalities is essential for leveling the labor force playing field. Implications for social media vetting governance include HR leaders leveraging social media for decision-making.

Kjellander (2022) used a Delphi qualitative design method to explore the usefulness of social media for hiring managers and the potential legal and ethical concerns associated with its use. The authors identified the most common character traits perceived by human resource professionals as diverse categories of social media posts and the potential privacy and moral concerns related to using social media platforms as an HR screening function. The authors constructed the study's strengths, including the Delphi qualitative research design, which allowed for gathering data from participants in a specified area of expertise, and the comprehensive research into HR leaders' criteria for candidate selection or for offering a position. Although not the primary theme in the article, the authors inferred that clarity as a core tenet of situational strength theory related to perceived privacy varies among occupations.

Johnson (2023) examined the perceived use of social networking screening within the hiring process at a Maryland higher education institution. The author's key arguments centered on social networking vetting as a valuable tool for HR leaders. The study's key findings indicated that HR leaders use social media to investigate job candidates but express legal and ethical concerns. Implications for social media vetting governance inferred the need for additional research on guidelines used for social media vetting concerning privacy and ethical considerations. Cook et al. (2020) utilized a mixed-method approach to examine the attitudes towards and perceptions of cyber-vetting in the

hiring process. The authors constructed the study's strengths, including the development of a new scale of measurement to explore attitudes toward and perceptions of cyber-vetting in the selection process across different social media platforms. Although not the primary theme, the article references clarity as a core tenet of situational strength theory related to understanding job applicants' attitudes toward cyber-vetting. The implications for social media vetting governance are significant.

McCormick et al. (2019) used a quantitative field survey to analyze the correlation between leaders and followers regarding initiative-taking personality and behavior. The authors identified methods for reducing prejudice and promoting cross-cultural and intercultural training programs. The authors constructed the study's strengths, including using a field survey, examining situational variables influencing the connection between initiative-taking personality and behavior, and the practical implications for organizations. Although not the primary theme of the article, the authors inferred that clarity, as a core tenet of situational strength theory, relates to identifying and mitigating. Implications for social media vetting governance include that organizations gauge candidates' online behaviors. Walrave et al. (2022) studied cyber-vetting by HR leaders in assessing job candidates on social media. The authors identified discrepancies in the online data candidates' claims. The study's practical implications indicated that HR screening of job applicants' social media posts and pictures is valued and offers informative insights. At the same time, some HR leaders do not screen job applicants to protect boundaries. Ethical considerations and the impact of privacy should be considered in cyber-vetting.

Wingfield and Chavez (2020) studied the discrepancies in how African American workers perceive racial discrimination and racialized credentialing in hiring processes. The authors found that African American nurses perceived a discriminatory hiring process and a racialized credentialing effect on African American nurses during the hiring process (Wingfield & Chavez, 2020). The study's practical implications indicated that experiences of racial discrimination can impact the quality of life due to credentialing discrepancies. Moore et al. (2023) incorporated situational boundary conditions to explain the hiring bias. In contrast, Analysis of the results indicated that situational factors influence a hiring manager's need for system validation. Moscatelli et al. (2020) investigated evidence regarding the repercussions when assessing female candidates. For instance, when female candidates indicated high competence, hiring managers focus on identifying their moral weakness, whereas evaluators penalize women for being weak on typically "feminine" attributes.

Kroll et al. (2021) analyzed the limits of discrimination in modern recruitment processes. The authors identified that discrimination could affect active sourcing and recruitment assignments. The study's practical implications indicated modern recruitment trends may perpetuate discrimination against marginalized groups. Implications for social media vetting governance suggest that profile screening on social media platforms is unimportant for current recruitment processes. Additional research is needed to determine if recruiters have the opportunity to regulate their implicit bias. Kwok and Muñiz (2021) studied job candidates' social media profiles (SMPs)and their impact on selection processes. The study's practical implications indicated insights for hospitality job seekers

and career coaches. Implications for social media vetting governance suggest that LinkedIn is the favored social media site for hiring managers. As a core tenet of situational strength theory related to clarity, Gilad (2021) proposed a collaboration between qualitative and quantitative researchers.

Dahunsi et al. (2022) examined social media data to evaluate prospective job applicants with a minority social identity. The authors identified that hiring managers are biased toward hiring politically similar individuals and that some Hiring managers reject candidates based on social media information. The study's practical implications indicated increased organizational use of social media for talent acquisition. Implications for social media vetting governance suggested a need for empirical evidence for unstructured social media vetting. Dillahunt et al. (2021) studied the employment-centered staff's support for marginalized job seekers. The authors identified that career advisors helped job seekers identify and plan future goals. The practical implications of the study indicated the framework for designing employment support tools for marginalized job seekers.

Social Media Vetting Governance: Consistency

The principle of consistency in social media vetting as part of SST emphasized the need for guidelines and procedures to evaluate candidates' online presence and social media content. Nijhawan (2022) noted that social media platforms enable companies to conduct recruitment procedures where they can consistently evaluate candidate profiles. This ensures that all job seekers are judged based on criteria. While not the central focus, several studies have suggested the significance of maintaining consistency in the

governance of social media vetting, but the literature needs to present a direct examination. Included in the literature review were peer-reviewed articles examining the role of defined policies and guidelines regarding social media vetting practices and highlighting the importance of consistency in their governance.

Ruparel et al. (2020) used a systematic literature review as their research method to investigate the digital self-representation behaviors of college-aged youth across multiple social media platforms. The study highlighted how imagined surveillance influenced their self-presentation practices. The authors identified the advantages and challenges of using online professional social media platforms for HR management. The authors constructed the study's strengths, including the systematic literature review, identifying research gaps and recommendations for future research, and presenting a synthesized research framework. Although not the primary topic of the article, the authors observed consistency as a fundamental principle of situational strength theory related to functional perceptions of HR managers. Implications for social media vetting governance include HR leaders engaging in cyber-vetting and how risks are minimized. Hedenus et al. (2021) used qualitative interviews with recruitment personnel to explore how recruiters evaluate job seekers' online networks and the consequences of this assessment for hiring organizations and job seekers. The authors identified that recruiters use social media to assess candidates' trustworthiness and evaluate their social capital. However, network connections can sometimes undermine trust. Although not the primary theme of the article, the authors inferred consistency as a core tenet of situational strength theory relates to clear social media vetting governance, which can impact hiring capacity.

Implications for social media vetting governance include socio-demographic characteristics and online experiences related to job-seeking behaviors. Nikolaou (2021) references consistency as a core tenet of situational strength theory, related to transparent social media vetting governance enhances hiring capacity.

Chansukree et al. (2022) used a mixed methods design to examine social media's impact on workplace culture. The main argument of the study is that social capital theory can inform the understanding of the impact of social media and what is required to develop social media policies and guidelines specific to social media misuse by HR leaders. The study's key findings include that most participants, exceeding 72%, allocated at least an hour daily. The author concluded that the strengths of workplace social media policy influence the perception of fairness of terminating employees for social media activities. The authors constructed the study's strengths by using two sets of data (survey and scenario-based experiment) to evaluate hypotheses, focusing on a specific population (Thai public employees) and exploring social media policies on workplace culture in public organizations. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory relates to the presence of reliable implications for social media vetting governance. Karim et al. (2021) infer consistency as a core tenet of situational strength theory related to social media vetting governance impacts hiring capacity.

Shilling (2019) offered a comprehensive guide to the connection between human resource practices and legal aspects of various HR-related situations. The author highlights the significance of legal implications for policies and procedures during the

hiring process and employee separations. Furthermore, the author emphasizes labor law knowledge in minimizing legal risks when making informed employment decisions. As a tertiary source, this book does not directly discuss social media vetting, governance, and organizational hiring capacity. However, it is a foundational resource for understanding the recommended HR practices and the implications for legal and risk concerns. Palar (2021) conducted a quantitative laboratory experiment that assessed the correlation between data on LinkedIn and profile users' reputations. The key arguments are the perception of LinkedIn as a tool for reputation management for professionals and whether job seekers should be aware of the potential impact of their LinkedIn profiles on their reputation. The study's limitations include the data collected from similar sources and the low response rate. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory related to LinkedIn usage, which may impact reputation with implications for participants, connections, and endorsements. Implications for social media vetting governance include that the perception of privacy correlates with job search intention when employers screen potential job candidates' social media profiles.

Zuhri (2019) examined perceptions of advancements in cyber intelligence and the psychology of cybercriminals. Although there were no direct implications for the strength of social media vetting governance and the organizational capacity to hire candidates in the book, there were general insights specific to security, privacy, bias, false positives, and negatives relevant to aiding HR managers in threat identification and recruitment decisions by providing insights into cybercriminal psychology and red flags to watch out

for in applicants' online behavior. The author promotes cautious evaluation of cyber intelligence effectiveness, risk assessment, and preparedness in the context of HR. It aligned with the importance of human judgment in hiring and endorses cautious reliance on technology in the decision-making process. The book is a secondary source of information for the research topic of the strength of social media vetting governance and the organizational capacity to hire candidates. While the article does not directly address the topic of social media vetting strategies and human resource (HR) hiring decisions, exploring cyber intelligence challenges and cybercriminal psychology offers valuable insights for technology-informed investigations and decision-making discussions in HR. Moore et al. (2023) studied hiring managers' perceptions of race-system justification in hiring bias during resume screening. The authors identified that the suitability ratings of African American candidates did not exceed those of white candidates, regardless of candidate quality. Implications for social media vetting governance suggest that technological advances challenge HR hiring practices regarding the impact of bias during prospective job candidate screening.

As a core tenet of situational strength theory related to consistency, Walrave et al. (2022) inferred that HR managers' screening of prospective job applicants focused on social media posts and pictures. The authors indicated that some HR managers do not participate in cyber-vetting to enforce restrictions linking professional responsibilities and personal issues. Woods et al. (2020) inferred, as a core tenet of situational strength theory, that implications for consistency involve 70% of US organizations using social media for applicant screening. Furthermore, some organizations ask for Facebook login

information during interviews, which raises privacy and legal concerns about using personal information in the selection process. Schroeder et al. (2020) inferred that consistency is a core tenet of situational strength theory, which implies concerns regarding assessment accuracy in cyber-vetting ratings and that more research is needed.

Liu et al. (2022) examined the correlation between employee ethical identity and employee behavior and its impact on the organization. Implications for social media vetting governance can lead to ethical behavior by establishing a moral identity. Kwok and Muñiz (2021) implied that, as a core tenet of situational strength theory, inappropriate language or content on social media profiles is disliked. Masullo Chen et al. (2020) studied online comments about four shooting deaths involving African Americans and police officers. The authors identified that uncivil and deliberate content was more frequent in online comments. The study's practical implications indicated that deliberative discussions about race in online comments are meaningful but scarce. Implications for social media vetting governance suggest the types of online incivility HR leaders may encounter in their screening activities. Laitinen and Sivunen (2020) examined the limitations of employee data sharing on organizational social media platforms. The authors identified that privacy principles shaped policies regarding social media information-based decisions on enterprise-controlled social media. The study's practical implications indicated that it supports organizations in managing information sharing on enterprise social media platforms. Implications for social media vetting governance indicated how organizations develop policies concerning enterprise-controlled social media's personal, technological, and organizational aspects.

Ghadekar et al. (2023) studied the techniques for analyzing resumes and automated questioning processes. The study's practical implications indicated that resume classification based on context relevance and skill validation reduces adverse activities such as bias in the hiring process through technology-based evaluation. Implications for social media vetting governance suggest additional investigation of the impact on the interview process and information received from social media screening. As a core tenet of situational strength theory, Gusain et al. (2023) investigated how AI-based recruiting tools evaluate candidates based on social media and digital footprints. The inference to consistency in Islam et al. (2020) implied the need for more research on clear and transparent social media policies. Jacobson and Gruzd (2020) inferred that consistency concerns for privacy cannot be fully explained by traditional variables regarding social media screening. Koepke (2020) inferred that consistency implies employers should review the Federal Credit Reporting Act (FCRA) requirements before obtaining information from consumer reporting agencies.

Drake and Furner (2020) studied job candidate screening using social media. The authors identified that invasive social media screening may lead to losing trust among job candidates. The study's practical implications indicated that invasive screening of social media may lead to a loss of confidence by candidates. Implications for social media vetting governance suggest that invasive social media screening may lead to a loss of trust by candidates. As a core tenet of situational strength theory, Garcia et al. (2023) inferred consistency as a recommended practice that HR managers should be cautious about a candidate's virtual presence. Drake and Furner (2020) suggested that invasive

social media screening may lead to losing trust in candidates. Dahunsi et al. (2022) inferred that, as a core tenet of situational strength theory, consistency implied a need for more empirical evidence for unstructured social media vetting.

Schmoll and Bader (2019) examined algorithmic social media screening on prospective job applicants. The key argument of the study is that algorithmic social media screening can adversely affect job applicants. The study's limitations include using a student sample, which may not represent the broader population of job applicants, and its need for more information on the specific algorithms used in social media screening. The authors constructed the study's strengths, including focusing on timely and relevant topics and using a quantitative research approach. Although not the primary theme in the article, the authors inferred that consistency as a core tenet of situational strength theory relates to the disclosure of screening applicants' social media profiles negatively affecting job pursuit intention. Jeelani and Hussain (2023) inferred that candidates might feel uneasy about social media screening procedures due to privacy issues arising from inconsistencies in the process. Implications for social media vetting governance include that the impact of participation in LinkedIn on reputational factors such as connections, endorsements, major, age, and gender is considered.

Abbasi et al. (2020) used a qualitative research method to examine the staff recruitment and selection procedures and their relationship with the organization's business growth. The authors identified a key argument that the organization's production and employee performance are directly related. The authors utilized existing literature on the relevant practices, as well as the focus on the opinions of staff members regarding

these practices and their relationship with business growth. Although not the primary theme in the article, the authors inferred that consistency, as a core tenet of situational strength theory, relates to a reliable recruitment process as a benefit in selecting the right candidate and contributing to organizational growth. Implications for social media vetting suggest that strategies for recruiting large pools of qualified candidates and stable selection processes will significantly impact prospective job candidate recruitment. Durai et al. (2022) examined the influence of HR policies on organizational performance mediation. The paper's main argument is that organizational investment and budgeting can impact the competitive advantage of an organization's future performance. The study's findings indicated that HR policies and analytics significantly influence organizational performance.

Roulin and Fernandez (2022) studied how social media profiles reveal information about applicants' qualifications, job-fit requirements, and the influence of HR sourcing of prospective candidates. The authors' main arguments include considering the benefits and risks before undertaking cyber-vetting. Furthermore, the authors suggested the need for explicit standards and more research on cyber-vetting job candidates' qualifications and employee-employer fit. The authors constructed the study's strengths by considering social media platforms and the need for more transparent standards and research. Although the author's primary theme inferred consistency as a core tenet of situational strength theory related to LinkedIn-based assessments, it has a less adverse impact. However, specific assessment policies and training programs are needed. Implications for social media vetting governance include that gender affects the

vetting choice of LinkedIn. McDonald et al. (2022) utilized a qualitative research study to examine organizational cyber-vetting and their defined practices. The key arguments of the study are that cyber-vetting evaluations are morally performative and that the lack of clear principles or guidelines for cyber-vetting creates moral dilemmas for HR leaders. The authors identified the ethical underpinnings of cyber-vetting evaluations and the variation in cyber-vetting practices across organizations. The authors constructed the study's strengths to include a multi-site qualitative case study design and a focus on the moral dimensions of cyber-vetting evaluations. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory relates to HR leaders expressing concerns about cyber-vetting practices and organizational capacity, which affects enthusiasm/skepticism for cyber-vetting.

Muninger et al. (2022) studied automated procedures on job seekers' perceptions and intentions. The study used a systematic literature review to analyze 177 scientific articles within four management professions. The key arguments of the study include the importance of understanding how innovation is used in HR functions and the need for more empirical evidence to overcome challenges in measuring innovation performance. The authors identified the impact of AI-based technology in applicant screening and interviews. The study's limitations include its focus on peer-reviewed journals that excluded emerging research. The authors constructed the study's strengths, including the rigorous systematic literature review method, and identified knowledge gaps and research opportunities for future studies. Although not the primary theme in the article, the authors inferred that consistency as a core tenet of situational strength theory relates positively to

social networking information (SNI) in pre-employment background examinations and the impact on organizational reputation management. Ensuring that your actions align with what is expected in the organization and maintaining consistency in your approach can positively influence how you are perceived and strengthen the importance of background checks before hiring (Collins et al., 2019). Implications for social media vetting governance include employment-seeking participants' interaction with non-traditional automated processes.

Adeosun and Ohiani (2020) inferred consistency as a core tenet of situational strength theory relevant to social media vetting governance impacts hiring. Habisch et al. (2022) examined the legal and ethical concerns surrounding cyber-vetting in personnel decision-making processes and HR screening of prospective job applicants' online interactions. The main argument of the study is the need to manage inappropriate online activities in prospective job applicant screening processes. The authors constructed the study's strengths, including the Ricoeurian theoretical framework emphasizing the principles for ethical management within the context of human resource selection processes. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory relates to clear social media vetting governance, enhancing hiring capacity. Implications for social media vetting governance include that, regardless of gender, Asian applicants had a more favorable rating when the Asian identity was made salient. Jeske et al. (2019a) conducted a quantitative survey to examine the potential adverse effects of social media vetting on prospective candidates. The main arguments of the study centered on the negative effects of social media

screening by employers on job applicant reactions, and that job-specific factors should be considered when social media screening processes are being used to evaluate prospective job candidates. The authors constructed the study's strengths, including the focus on a specific population (university students), its use of a hypothetical job scenario to control confounding variables, and its exploration of the role of job-specific factors in shaping applicant reactions to social media screening. Although not the primary theme in the article, the authors inferred that consistency as a core tenet of situational strength theory relates to clear social media vetting governance enhances hiring capacity. Implications for social media vetting governance include that cyber-vetting is a widespread practice used by employers, although research on online screening is still in its early stages.

Pena et al. (2022) used a descriptive qualitative method that explored the effects of SNI on PBCs. The authors identified the successful use of digital technology and hybrid approaches and the importance of clear location routes during physical examinations. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory related to LinkedIn use, which can increase career opportunities. Furthermore, lacking a social media presence may result in missed job opportunities. Implications for social media vetting governance infer that the use of SNI is strongly related to PBCs, and the social online reputation (SOR) serves as a partial mediator in the connection between SNI and PBCs. Chung-Yan et al. (2022) examined whether cyber-vetting and traditional vetting methods are used when evaluating prospective job candidates. The key argument of the study is that cyber-vetting is a variety of research fields with the same outcomes as conventional vetting.

The study's limitations include the absence of specific research methods, research design, target population, and sample. The authors constructed the study's strengths to include recommendations for standards equalization for both cyber-vetting and traditional vetting methods. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory relates to the importance of clear social media vetting governance, which can enhance hiring capacity, and the lack of clear governance can negatively impact hiring capacity. Implications for social media vetting governance include that LinkedIn profiles can be associated with psychological constructs, whereas LinkedIn-based cyber-vetting is more accepted and accurate than Facebook.

Gilmartin et al. (2021) conducted a cross-sectional nationwide online survey to analyze the Infection Prevention (IP) and control department staffing. The author's key arguments are that there is a need for more diverse and inclusive recruitment strategies in healthcare settings and that social media platforms could be a useful tool for recruitment. The authors constructed the study's strengths, including the national scope, large sample size, and use of a cross-sectional survey to gather data on current IP recruitment and hiring practices. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory related to social media platforms was used as a recruitment strategy by 14% of respondents. Implications for social media vetting governance include exhibiting how organizations formulate nontraditional screening and selection processes. Robards and Graf (2022) used qualitative research to explore how social media vetting impacts hiring decisions and positive or negative

employment outcomes. The author's key arguments are that employers need to create effective social media policies that balance the rights of employees and the company's interests and that employees need formal notification of potential consequences of their social media activities. The authors identified the "hidden curriculum of surveillance" as a key element of hiring and firing processes impacting employment progression. The authors constructed the study's strengths by including a large sample of news media articles focusing on real-world examples of employment terminations due to individuals' social media activities. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory relates to clear social media vetting governance, which can impact hiring capacity and benefit employers' informed hiring decisions. Implications for social media vetting governance include reinforcing awareness of job applicants' posts and adverse employment decisions based on the job applicant's online persona.

Melão and Reis (2021) utilized a mixed-method research strategy to examine the advantages and disadvantages of social networking sites (SNS) in hiring selection processes. The author's key arguments are that hiring managers face a range of issues when using SNS in the hiring process and that there is a need for additional research to validate and extend previous findings. The authors identified that job-related and non-job-related features of applicants' social networking profiles are analyzed, and that there are three different patterns of profile feature analysis. The authors constructed the study's strengths, including the mixed-methods design, large sample size, and statistical analysis to identify patterns in profile feature analysis. Although not the primary theme in the

article, the authors inferred consistency as a core tenet of situational strength theory relates to best practices for effective social media vetting guidelines. Implications for social media vetting governance include using professional talk to legitimize cyber-vetting, where recruiters position themselves as professionals through professional talk.

Renanita and Himam (2020) used a qualitative research method to explore how organizations in Indonesia are changing due to technology adoption and how HRM strategies are used to face the challenges brought about by these changes. The author's key arguments are that technology adoption brings about significant organizational changes, and HRM plays a key role in managing human resources in response to these changes. The author also argues that HRM practitioners need to integrate technology into their activities and possess skills related to information technology or social media. The authors constructed the study's strengths, including the focus on a specific context (Indonesia) and its emphasis on the role of HRM in responding to technology adoption. Although not the primary theme in the article, the authors inferred consistency as a core tenet of situational strength theory related to social media vetting governance, which can impact hiring capacity and ensure that clear governance ensures effective screening of candidates. Implications for social media vetting governance include higher HR system strength, which results in lower variability in HR attributions for service quality and employee exploitation attributions.

Brewster et al. (2023) discussed cross-cultural and global strategies for human resource management. The key argument of the authors centers on the understanding and effective navigation of cultural differences by HR leaders in global organizations. The

book's conclusions suggest several crucial insights regarding cultural sensitivity and adaptability within international HRM. Kaur et al. (2020) similarly noted how social media platforms enhance employee engagement and recruitment by leveraging their benefits as improved efficiency and broader reach, without exploring aspects like adaptability or the necessity of global leadership training. These insights include the significance of global talent management, the imperative development of leaders possessing an international mindset, and the fact that HR leaders must have in-depth knowledge of the legal and ethical considerations specific to various countries to manage HR practices worldwide adeptly.

Social Media Vetting Governance: Constraints

The constraint tenet of SST involved focusing on the ethical and legal considerations regarding social media vetting in the hiring process. Although not the primary focus, the studies inferred the importance of constraints in social media vetting governance, but the literature needs to present a direct examination. The following literature examined peer-reviewed articles, reports, and studies investigating the role of ethical and legal considerations in the organization's recruitment needs.

Solomon (2019) utilized a qualitative research method, specifically a narrative inquiry research design, to investigate applicants' reactions to using social networking information during the hiring process. The author's key arguments are that human resource professionals can use specific strategies to optimize social networking websites for hiring decisions and avoid misusing job applicant data. The author also argues that using social networking websites for hiring decisions can lead to ethical concerns and

potential discrimination against job applicants. The limitations are the small sample size and limited generalizability to HR leaders outside the specified region. The authors constructed the study's strengths to include its focus on a specific population and area. The author also offers practical recommendations for human resource professionals. Although not the primary theme in the article, the authors inferred constraints as a core tenet of situational strength theory related to the HR system strength effect. Implications for social media vetting governance include the perceptions of fairness positively associated with intentions to pursue a job. Abbasi et al. (2020) identified constraints as a core component of situational strength theory related to how recruitment and selection processes impact organizational productivity. Sheats (2019) inferred that constraints are a core tenet of situational strength theory related to consistency, which is one of Leventhal's rules of fair procedure to promote clear policies and practices that enhance the fairness of social media screening.

Pandey et al. (2023) examined the recruitment automation processes. The authors utilized the study's strengths, including formulating evaluation responses and the proposed interview bots with Automatic Question Generation and Answer Evaluation. Although not the primary theme in the article, the authors inferred constraints as a core tenet of situational strength theory relates to an interview chatbot utilizing Automatic Question Generation and Answer Evaluation technology, ensuring consistency in the hiring process, removing biases, and ensuring fair evaluation of candidates. Implications for social media vetting governance are the most prevalent pattern in examining social media as an instrument of innovation in the recruitment process. Chung-Yan et al. (2022)

inferred constraints as a core tenet of situational strength theory related to cyber-vetting processes when formal, consistent, and appropriate methods are present. Meyer et al. (2010) inferred that constraints are a core tenet of situational strength theory related to high consistency in governance that enhances organizational hiring capacity. In contrast, low viscosity in administration can hinder organizational hiring capacity.

Jacobson and Gruzd (2020) studied the relationship between social media screening privacy concerns and job-seeking status. The authors identified that younger job applicants do not agree with using social media screening as a measure of privacy compared to older job applicants. The study's practical implications indicated that organizations should consider prospective job applicants' privacy concerns when formulating screening processes or engaging in cyber-vetting. Implications for social media vetting governance suggest that social media screening and traditional aspects of privacy cannot adequately explain the privacy concerns related to public information posted on social media platforms. Kwok and Muñiz (2021) implied that a limited number of hospitality industry managers rely on interviews and one data source. Laitinen and Sivunen (2020) suggested that constraints data based on only one organization may not be generalizable. Liu et al. (2022) inferred that translation constraints and cultural adequacy criteria were followed for assessment instruments. Moscatelli et al. (2020) implied that constraints must consider candidates' sociability in future research. Nguyen et al. (2022) indicated restrictions as the study does not explore the mechanisms linking discrimination and social isolation.

Gruzd et al. (2020) analyzed social media platforms to assess prospective applicants. According to the authors, the respondents exhibited lower dissatisfaction regarding using social media content in the screening processes per European Union (EU) disclosure requirements that companies identify and warn applicants publicly about using social media platforms in evaluating prospective job applicants. Implications about the governance of social media vetting infer the need for exploration regarding the potential for government regulation and legislation in the United States regarding disclosures to applicants concerning cyber-vetting disclosures. Based on the essential doctrines of situational strength theory regarding constraints, Laitinen and Sivunen (2020) noted that a core tenet of situational strength theory points to the boundaries of social media vetting governance as an important consideration in HR functions. Schroeder et al. (2020) hinted at barriers and constraints that indicated the need for more research on cyber-vetter judgment and decision-making processes.

Walrave et al. (2022) suggested limitations and constraints for future quantitative research on social media platforms used for cyber-vetting. Woods et al. (2020) conveyed significant limitations in the scientific understanding of the effectiveness of digital social platforms (DSPs). Online employment resources are now more important than offline networks (Israni et al., 2021). The study's practical implications indicated that socioeconomic inequality persists in online job search platforms. Implications for social media vetting governance indicated that design perceptions may lead to divisions and exclusion in platform usage. Dahunsi et al. (2022) suggested limitations in the research

on using social media profiles to screen applicants, concerns for equity, and the adverse impact of using social media information.

Social Media Vetting Governance: Consequences

The consequences of SST involve the regulatory framework and procedures that organizations establish regarding the use of social media screening processes in the hiring process. Although not the primary focus, numerous studies inferred the importance of consequences in social media vetting governance, but the literature needs to present a direct examination. The following literature examined peer-reviewed articles, reports, and studies investigating the benefits of responsible management, the challenges organizations face, and the imperative to balance utilizing social media screening processes while upholding ethical and legal standards.

Meyer et al. (2010) completed a review of existing literature on situational strength in organizations to examine whether situational strength can restrict individual differences' expression and criterion-related validity, and that understanding situational power is important for organizational science research and practice. The authors constructed the study's strengths, which include an existing literature review on situational power, its categorization of operationalizations into four facets, and its identification of avenues for future research. Although not the primary theme in the article, the authors inferred consequence as a core tenet of situational strength theory relates to situational strength used to restrict the expression of individual differences. Implications for social media vetting governance include the interchange of public and private sectors, given that the PSCs challenge boundaries through hiring practices. The

authors inferred that consequence is a core tenet of situational strength theory related to employers' engagement in "cyber-vetting" job candidates, where social media disclosures can impact employment progression. Gilmartin et al. (2021) inferred that the consequence, as a core tenet of situational strength theory related to open positions, could negatively impact core functions where vacant positions increase the workload and productivity strain for remaining staff. Chung-Yan et al. (2022) inferred consequence as a core tenet of situational strength theory related to cyber-vetting not being used consistently or appropriately due to cyber-vetting's lack of standardized procedures for avoiding bias.

Arthur (2020) analyzed the hiring process skills and tools for HR leaders. The key discussion in the book is that a well-planned and executed recruitment process can enhance the quality of hires within an organization. The book did not directly document findings or implications for social media governance. However, it highlighted several key findings, including the positive impact of a well-structured recruitment process on employee retention, job satisfaction, and overall organizational performance. The book's implications are primarily relevant to HR managers and professionals looking to refine their recruitment strategies. Habisch et al. (2022) infer consequence as a core tenet of situational strength theory related to constraints affecting the hiring process in organizations. Adeosun and Ohiani (2020) noted that consequence is a core tenet of situational strength theory related to constraints limiting the pool of qualified candidates and affecting the recruitment process and strategy. McDonald et al. (2022) inferred consequence as a core tenet of situational strength theory relating to constraints that

shape the meanings and practices of cyber-vetting. In contrast, enthusiasm and skepticism for cyber-vetting are linked with organizational capacity. Abbasi et al. (2020) inferred that consequence is a core tenet of situational strength theory related to the recruitment process, which helps to select the right candidate.

Melão and Reis (2021) conducted a quantitative questionnaire to examine social media use in personnel selection. The authors noted social media in personnel sourcing as a new phenomenon that requires further exploration. The authors analyzed the study's strengths, including the large sample size, using a questionnaire-based survey methodology, and exploring a new phenomenon in a foreign country. Although not the main theme, the author inferred consequence as a core tenet of situational strength theory related to social media information utilization in personnel selection and the uncertainty in the processes associated with using profile content from social networking sites. Implications for social media vetting governance include that participants with a formal social media policy perceived higher distributive justice in termination. Garcia et al. (2023) studied how HR managers source job candidates' LinkedIn profiles, the applicant's performance during virtual interviews, and the impact on hiring decisions. The authors identified the impact of hiring decisions on social competencies and leadership skills. The study's practical implications indicated that virtual presence could affect hiring decisions in virtual interviews. Implications for social media vetting governance suggest HR managers should be cautious about candidates' virtual presence. Gusain et al. (2023) analyzed the integration of Artificial Intelligence (AI) in E-Recruitment activities. The authors identified that AI adoption in recruitment simplifies

sourcing, screening, and selection. The study's practical implications inferred that AI adoption improves sourcing and screening. Implications for social media vetting governance suggest that AI-based recruitment tools assess candidates by analyzing potential job candidates' social media posts.

Laitinen and Sivunen (2020) examined significant data analytics in human resource management, strategic human capital issues, and their relationship to firm performance. The authors identified that big data analytics can address strategic human capital questions in HR. HR's use of large data can enhance the skills and knowledge of employees. Implications for social media vetting governance suggest that social media vetting governance is an important consideration in recruitment processes. Islam et al. (2020) examined the influences of SNI, PBCs, and organizational reputation in the hiring process. The study's practical implications indicated that employers should obtain written permission before using social networking information. Implications for social media vetting governance suggest that Employers should obtain written permission before using social media information. Kearns et al. (2023) studied research on online hate in sports. The authors identified that racism was the most prominent expression of hate in the reviewed online postings. The study's practical implications indicated a comprehensive overview of existing research on online hate in sports. Implications for social media vetting governance suggest that social media vetting governance needs to address the issue of online hate speech in sports. Fair (2011) documented the requirements for background checks in the Fair Credit Reporting Act of 1970 (FCRA). The authors suggested that employers should examine FCRA requirements and other risks. The

study's practical implications indicated that companies face potential FCRA violations and other sanctions when obtaining information. Implications for social media vetting governance indicated the need for research related to FCRA requirements before obtaining information from consumer reporting agencies about social media screening. There must be a discernible gap in the detailed examination of consequences in the scholarly works. Kroll et al. (2021) inferred that the probable effects of social media profile screening are unimportant for modern recruitment processes and possess sufficient opportunities to regulate their implicit bias.

Moscatelli et al. (2020) analyzed the gender-based evaluation process of prospective candidates. The authors identified competence as the prioritized criterion in evaluating male candidates, whereas all criteria (competence, morality, sociability) were important for female candidates. The study's practical implications indicated that evaluators utilized more criteria points when evaluating female candidates, inferring a potential for gender bias. Implications for social media vetting governance indicated that findings have implications for counteracting organizational gender biases. Nguyen et al. (2022) studied the connection between discrimination, skin complexion, and social isolation within the African American community. The authors observed that discrimination has a direct connection to social separation in the African American community. The study's practical implications indicated that discrimination is linked to increased social isolation (Nguyen et al., 2022). Implications for social media vetting governance centered on how organizations mediate discrimination and subjective isolation in their vetting protocols. Walrave et al. (2022) hinted at barriers when the study

focused on cyber-vetting prospective job applicants and not geolocation. In contrast, future research could explore geolocation in cyber-vetting practices. Schroeder et al. (2020) studied the psychometric properties of cyber-vetting. The authors identified that cyber-vetting assessments had high interrater reliability and agreement. The study's practical implications indicated a disparity between cyber-vetting ratings and the evaluations of candidates during applicant tests and self-assessment ratings. Implications for social media vetting governance suggest Concerns regarding assessment accuracy in cyber-vetting ratings.

Woods et al. (2020) used a survey to examine responses related to personality scales in both Internet and written formats. The authors identified that video-recorded response mode significantly predicted job performance. The study's practical implications indicated the need to adapt conventional selection procedures to a digital format. The research also showed that organizations use DSPs without considering validity. Implications for social media vetting governance indicated that 70% of US organizations use social media for applicant screening. Another study revealed that some organizations ask for Facebook login information during interviews. Rattan et al. (2019) used an experimental research method to examine the subjective construal of applicants' social identities, which are important to consider in employment contexts, and field-specific stereotypes can influence hiring outcomes. The authors constructed the study's strengths, including using controlled experiments, considering multiple factors that could affect hiring outcomes, and exploring potential boundary conditions for the effects observed. Although not the primary theme in the article, the authors inferred that

consequence as a core tenet of situational strength theory relates to the mindsets emphasizing the intrinsic value of diversity to reduce vulnerability, where diverse hiring teams may be key in reducing bias. Implications for social media vetting governance are the pros and cons of screening prospective job applicants and the guidelines for effective screening processes. Palar (2021) inferred that consequence, as a core tenet of situational strength theory, relates to the consistency of information in LinkedIn profiles, positively affecting reputation.

Hamza et al. (2021) employed a quantitative approach to analyze the effectiveness of HR procedures on organizational performance and whether qualified candidates and certifications can impact the recruitment process. The authors constructed the study's strengths, including using a quantitative method to analyze the data, a well-defined survey, and statistical analysis tools to interpret the results. Although not the primary theme in the article, the authors inferred consequence as a core tenet of situational strength theory relates to formal recruitment techniques attracting a wider variety of candidates, which can impact the attraction of a larger pool of applicants. Implications for social media vetting governance include how HR analytics help organizations track HR management's use of strategies to attract quality candidates. Kiran et al. (2022) conducted a comprehensive literature review of published and unpublished information utilized to evaluate HR oversight performance and HR analysis. The authors constructed the study's strengths, including the extensive literature review, incorporating academic literature and practitioner suggestions, and developing a research framework to investigate the connection between HR management, HR analytics, and organizational

productivity. Although not the primary theme in the article, the authors inferred consequence as a core tenet of situational strength theory about using HR data to support recruiters in the beginning stages of competency-based assessments during cyber-vetting practices and to limit the influence of bias. Implications for social media vetting governance include that LinkedIn-based assessments showed acceptable levels of consistency and were linked to self-reports and indicators of career success.

Amin et al. (2019) investigated aspects of the recruitment process that may impact expansion in Pakistan. The authors identified that privacy breach problems were related to social network graph structure, anonymization, and privacy-preserving techniques for social media data, centered on the geolocation focus of Pakistan. Although not the primary theme in the article, the authors inferred references to clarity as a core tenet of situational strength theory connected to the online self-presentation activities of college-aged youth across multiple social media platforms, which have implications for social media vetting governance. Hedenus et al. (2021) inferred that consequence is a core tenet of situational strength theory related to constraints that can affect a candidate's ability to present themselves and their networks accurately. McCormick et al. (2019) inferred that consequence, as a core tenet of situational strength theory related to transformational leadership, can positively influence employee proactivity in a climate of innovation and flexibility. Cook et al. (2020) inferred that consequence is a core tenet of situational strength theory relating to applicants with unfavorable views of the selection process being less likely to accept a job offer.

Karim et al. (2021) examined key arguments that recruitment and selection practices are crucial for organizational success and that a conceptual framework can help guide these practices. The study offered information on the specific recruitment and selection practices the University Grants Commission uses. The authors constructed the study's strengths to include a focus on a particular case study, which allows for a detailed analysis of recruitment and selection practices in a specific context. The authors constructed a conceptual framework that can be applied to other organizations. Although not the primary theme in the article, the authors inferred a consequence, as a core tenet of situational strength theory relates to constraints affecting the organization's capacity to hire candidates. One of the implications of social media vetting governance is that.

Lewin's field theory can be utilized to understand incumbents' responses to sustainability transitions when cyber-vetting candidates. Cooley and Parks-Yancy (2019) inferred that consequence, as a core tenet of situational strength theory related to social capital, influences employment decisions, hiring determinations, and the trust relationships with individuals impacting hiring decisions. Podolsky and Hackett (2023) noted the inferred consequence as a core tenet of situational strength theory related to resource constraints that can lead to job dissatisfaction and lowered job performance when selectors include privacy, impression management, standardization, and potential bias. Batirov and Martinez (2022) inferred consequence as a core tenet of SST related to the vast body of literature regarding emotional labor. The authors highlighted the significance of employee engagement with inauthentic behaviors that align with job expectations, where employees with stigmatized identities may benefit from creating

online personas for employment purposes. Miller (2020) inferred consequence as a core tenet of situational strength theory related to the revised Faux Pas Scale captures inappropriate posting, confirming that personality traits do not significantly predict inappropriate posting. Nikolaou (2021) inferred that consequence is a core tenet of situational strength theory, relating to constraints that can limit the number of candidates considered and affect the speed of the hiring process.

Foundational Theories and Models Underpinning Situational Strength Theory

SST utilizes various theoretical frameworks, such as Kurt Lewin's field theory, Mischel's cognitive-affective personality theory, and Bandura's social cognition theory. Combining these theories, we understand how recruiters view social networking sites (Hartwell & Campion, 2020). Collectively, a synthesis of Lewin's, Mischel's, and Bandura's theories centers on the characteristics and the surroundings (as indicated by Lewin), acknowledging the significance of emotional processes in shaping behavior (as emphasized by Mischel) and recognizing the impact of social learning (as discussed by Bandura). These all align with the central focus of STT, which explores how contextual cues influence behaviors. When sharing perceptions in a group setting with others, Social Sensory Theory (SST) emphasizes the importance of maintaining behavior (Podolsky & Hackett, 2023).

Lewin's Field Theory

Lewin's field theory emphasizes the impact of the environment on behavior, aligning with SST's emphasis on environmental factors. The literature on Lewin's field

theory emphasizes the importance of considering how individuals behave in group settings due to a shortage of studies on real-world applications (Maier, 2021).

Mischel's Cognitive and Affective Personality Theory

Mischel's affective personality system suggests that behavior is influenced by the context, supporting SST's emphasis on the significance of situations. SST is supported through research on person-situation interactions, a core component of SST. It mirrors the changing interplay of traits and environmental elements, similar to Mischel's theory (Freudenstein et al., 2023). The current body of work highlights the significance of incorporating viewpoints like cognitive and emotional personality theory. Researchers are encouraged to explore a spectrum of perspectives. (McCarthy et al., 2017).

Bandura's Social Cognitive Theory and Bandura's Attribution Theory

Bandura's cognitive theory enhances SST by recognizing that influences occur on observational learning and social cues shape behaviors. Bandura's social cognitive theory aligned with learning with SST as it indicates how people acquire and modify their behaviors by observing social cues and the actions of others. This aligned with SSTs' emphasis on the influence of cues on behavior. Bandura's theory focused on cognitive processes and individual learning from one's perspective. Identity and situational strength theories are relevant psychological theories (Hartwell & Campion, 2020). Bandura's social cognitive theory emphasizes the interaction between individual cognitive processes and social influences. SST recognizes the impact of situational factors in shaping behavior. Bandura's theory and this perspective diverge in their focus on self-belief and individual initiative, which are less central in SST (Newman et al., 2020). Bandura's

Attribution theory is a cognitive theory used to explain behavior by focusing on understanding the impact individuals attribute to their behavior and experiences. The difference lies in how SST emphasizes determining causes through processes rather than how the situation influences behavior (Masood et al., 2012).

Contrasting Theories and Models

Situational analysis grounded in post-modern differences and complexities might contrast with SST if it emphasizes the uniqueness and unpredictability of each situation. In contrast, SST seeks to categorize situational strengths more systematically (Uri, 2015). Transformational leadership and attribution theory may align with SST in that they consider the influence of leaders' behavior and the attributions made by followers in specific situations. However, they also contrast with SST if they emphasize the stable traits of leaders (transformational leadership) or the attributions of behavior (attribution theory). In contrast, SST focused more on the strength of the situation itself. (Masood et al., 2012). Trait theory, emphasizing leaders' inherent traits, contrasts with SST's focus on situational factors. While trait theory underscores stable personal characteristics, SST examines how different situations can lead to varying behaviors (Damti & Hochman, 2022). The situational leadership model, developed by Hersey and Blanchard, aligned with SST as it focused on the adaptability of leadership style according to the situation. Both theories acknowledge the importance of context in determining appropriate behavior (Todorović & Todorović, 2021).

Application of Theories to Social Media, Vetting Governance, and Hiring Capacity

When evaluating and selecting candidates based on their social media presence, there is an interplay between the methods used to assess those candidates and the hiring decisions made by human resource professionals based on the social media vetting information obtained. According to Hartwell and Campion (2020), organizations need to understand the implications of social media vetting governance to establish fair and unbiased hiring capacity processes. Social media screening highlights how explicit and implicit cues are introduced when determining whether an applicant is suitable for a role. Explicit cues like qualifications and work history highlighted on social media profiles offer recruiters information. On the other hand, implicit cues involve interpreting an individual's presence, including the tone of their posts, their connections, and how well they align with organizational values. The significance of social media screening is evident in candidate evaluation. Additionally, the effectiveness of media vetting can be compromised when there are no standards or strategies in place.

Sometimes, recruiters' personal preferences or biases can influence which social media posts are closely examined or ignored. Organizations must understand how social media screening governance affects fair and unbiased hiring processes. Recruiters sometimes unintentionally form impressions based on an applicant's activity. For example, personal posts unrelated to work may unknowingly influence hiring decisions. Furthermore, Hartwell and Campion (2020) posited that combining Identity Theory and Situational Strength Theory identified additional understanding of social media vetting functions. This integration helps organizations differentiate between candidates'

identities on social networking websites and the situational cues presented by these platforms.

One advantage of using Identity Theory in organizations is that it helps decipher candidates' identities. For example, a candidate's professional networking site might emphasize their work-related accomplishments and skills, making it more relevant for evaluating their qualifications. Situational Strength Theory helps leaders understand how the nature of a social networking site influences candidates' behavior and the content they share. Professional sites tend to elicit career-oriented and professional conduct, which is particularly important for considering employment opportunities. The main distinction here lies in how the study participants use social media platforms and interpret the information obtained. While professional networks directly relate to job qualifications, personal social networks require interpretation as they reflect a range of personal attributes and behaviors that may or may not be relevant to job performance.

Ethical Climates and Organizational Behavior

Research on Situational Strength Theory (SST) posited that the presence of ethical climates within organizations is associated with improved work outcomes and reduced negative behaviors, particularly in individuals with certain personality traits. It implies a direct relationship between the strength of an ethical climate and employee behavior. SST can enhance understanding of organizational ethical climates (McCarthy et al., 2017). The literature emphasizes uniformity in behavior through shared perceptions, indicating that individual differences have less impact in strong situations. This perspective posits that the occurrence of a uniform ethical climate, where perceptions and

attitudes are aligned, can lead to more consistent organizational behavior (Podolsky & Hackett, 2023). The study posits using a longitudinal panel study design to observe changes over time. This approach implies an evolving nature of ethical climates, influenced by internal factors and external "jolts" or organizational changes. Furthermore, the approach suggests a governance model that is adaptive and responsive to both internal dynamics and external influences (McCarthy et al., 2017).

Contrasting approaches to ethical climate and organizational behaviors centered on influence and perception. McCarthy et al. (2017) emphasized the influence of ethical values on individual behaviors and highlighted the potential for change over time. Podolsky and Hackett (2023), however, emphasized the role of shared perceptions and uniformity in creating a strong ethical climate. Contrasting approaches to governance centered on dynamic versus uniformity. McCarthy et al. (2017) proposed a more dynamic and responsive governance model that adapts to changes over time. In contrast, Podolsky and Hackett (2023) proposed a system of governance that depends on the effectiveness of HR management systems to maintain uniformity and coherence in how organizations operate.

Gaps and Limitations in Research

Although much literature was available on social media vetting governance and the organizational capacity to hire candidates, there needed to be more literature specific to the research question and situational strength theory, specifically, the SST concepts: clarity, constraints, consistency, and consequences. Further research in real-life scenarios is necessary to back up and confirm the benefits and results of incorporating social media

screening at every stage of the recruitment process (Hosain et al., 2020). However, when comparing the findings of Cook et al. (2020) and Velema (2021), the comparison becomes apparent that the impact of social media content on employment decisions needs to offer evidence regarding the process and outcomes of social media vetting. Velema (2021) has investigated how social media content influences employment decisions, but there is still research on this aspect. On the other hand, Zand-Kurtovic et al. (2023) highlighted a gap in cyber-vetting literature, suggesting that both specific and comprehensive studies are needed.

The literature needs an in-depth exploration of cyber-vetting aspects. Zand-While Cook et al. (2020) focused on decision-making processes in cyber-vetting whereas Zand-Kurtovic et al. (2023) indicated general gaps in the area of cyber-vetting. The field of cyber-vetting needs an understanding of the decision-making processes involved. While Cook et al. (2020) focused on these aspects, Newman et al. (2020) highlighted the importance of governance and capacity enhancement, indicating the need for a perspective considering operational and cognitive elements. Newman et al. (2020) emphasized the impact of moral disengagement on ethical and unethical behavior within organizations. The authors contrast the conceptual gaps in the literature on leadership and organizational culture and how leadership mitigates this phenomenon. The existing literature on social media vetting has gaps and limitations, including a lack of evidence-specific studies to confirm the success and results of incorporating social media screening at every stage of the recruitment process. (Backman & Hedenus, 2019; Bamdad et al., 2022).

Application and Generalizability

Social media vetting is common in evaluating job candidates. However, gaps in the literature involved the need for more data on the effectiveness and impact on job candidates and the various industries (Lowery, 2022). Cyber-vetting meets recruitment expectations, and professional talk legitimizes cyber-vetting yet implies a lack of understanding and investigations regarding ethical boundaries regarding recruitment processes and guidelines regarding candidate privacy (Melão & Reis, 2021). Governance and guidelines indicated gaps concerning clear guidelines and a lack of standardization regarding ethical frameworks, accepted best practices, and using social media data for hiring (Paluck et al., 2021).

Scholars have identified gaps in processes and procedures for approved methods of using social media for vetting job candidates, suggesting more research-appropriate tasks in the social media vetting process and prioritizing the applicant's privacy. The appropriateness of utilization presents another gap in research regarding guidelines for the appropriate process utilization (Rattan et al., 2019). Concerns and limitations in some of the literature involve social media vetting, including prohibited demographic information and structuring assessments that do not improve predictive validity (Wilcox et al., 2022). Clear policies are needed to protect organizations and candidates, indicating a gap in legal and ethical frameworks regarding social media vetting (Cooley & Parks-Yancy, 2019).

Recruiters regulate their online activities based on the repertoire of accessible information, and their standards influence expectations for job seekers' online boundary

management. However, the implications implicate a gap in understanding the standards of the recruiters, the candidates' online activities, and the level of influence of those activities on the recruiters (Kwok & Muñiz, 2021). HR leaders leverage social media for screening and recruitment (Karaoglu et al., 2022). Contrasting opinions about the sensitivity of social media for vetting practices for recruitment indicated disagreement in the literature concerning the reliability of social media data compared to formal and traditional processes and tools (Karaoglu et al., 2022).

Other literature cautions that cyber-vetting needs to be consistently or appropriately used, indicating a research gap in understanding potential adverse consequences (Ghadekar et al., 2023). The advancement of technology and innovation also includes vast amounts of information as HR managers incorporate Artificial Intelligence and E-recruitment into the social media vetting processes. Duffy and Chan (2019) and Beigi and Liu (2020) both indicated technology's role in the recruitment process, yet a gap in the understanding regarding implementing technology and innovation (specific to Artificial Intelligence (AI) and E-recruitment) effectively while maintaining compliance with fair treatment and non-discriminatory practices. The lack of uniformity in social media vetting assessment and the inconsistencies in available information indicated a significant gap regarding fair treatment and non-discriminatory practices (Carels et al., 2022).

Geolocation

The research indicated significant gaps in geographic location and social media vetting tasks in recruitment. Those gaps include limitations due to the concentration of

data collection on a specific region, which limits the generalizability of the area specific to the study, germane to the study's geographic regions. Specifically, that gap centers around the lack of examination regarding different countries and cultures. Exploring current practices in other countries supports a more thorough understanding of the phenomenon when comparing and contrasting different social media vetting practices (Velema, 2021). This study implicated two limitations. First, the participant pool was restricted to APIC members only, indicating a potential response bias, resulting in a sample that was not representative of the wider population that used social media for viewing purposes. Secondly, the reliance on self-reported responses, though subjective, leads to regional biases (Gilmartin et al., 2021). Focusing solely on firms in Lagos, Nigeria, presents limitations to the generalizability due to geographic and demographic scopes. The small sample size may lead to results that do not reflect larger trends (Adeosun & Ohiani, 2020).

Social Media Platforms

People's perceptions of social media vetting governance depend on their employment status, the type of information accessed, and their cultural background. The overstimulation of the lens of cultural interpretation regarding the various types of information and platforms indicates a limitation in further exploration. The impact of cultural background and recruitment status on social media vetting governance perceptions also needs further investigation (Zampieri et al., 2019). LinkedIn profiles can influence hiring decisions. For instance, spelling and grammatical errors on LinkedIn profiles hurt the candidates' selection during the hiring decisions (Vosen, 2021). Gaps in

the literature indicated a need to examine how minor infractions impact employment opportunities across various social media and social networking platforms.

Furthermore, other limitations involve the need for further investigation into the larger scope of how often the candidates' qualifications are overshadowed by minor errors on their social media profiles. Job seekers' attitudes towards cyber-vetting involve privacy invasiveness. Gaps and limitations centered around the lack of exploration into employers' information needs regarding job candidates and their right to privacy (Joachim & Schneiker, 2024). Furthermore, gaps in the literature indicated the need for further investigation into attitudes toward privacy, cyber-vetting, and candidates' perceptions.

Perceptions and Attitudes

Research by Jeske et al. (2019a), Sheats (2019), and Solomon (2019) has all raised concerns regarding privacy and procedural justice relating to social media vetting during the hiring process. These concerns are associated with impacts on fairness perceptions, attraction, and job pursuit. Similarly, Podolsky and Hackett (2023) and Cooley and Parks-Yancy (2019) have explored the influence of age and experience on individuals' worry about social media scrutiny in hiring. They highlight the potential for manipulating or damaging profiles, emphasizing the need for policies that protect both organizations and candidates. The accuracy of predicting job performance through social media vetting is a gap discussed by Kjellander (2022) and Glaser et al. (2016). However, requesting social media logins may lead to trust, while skepticism remains regarding its effectiveness in predicting job performance. E. M. David et al. (2015), J. David (2016),

Fritts and Cabrera (2021), and Zibulka-Horwath (2020) shed light on how social media vetting can impact privacy rights, socioeconomic inequality, and perceptions of privacy. Negative perceptions resulting from this practice can influence job applicants' decisions and introduce biases in contexts.

According to Jeske and Shultz (2019), Joachim and Schneiker (2024), and Nikolaou (2021), there needs to be more understanding of the extent to which employers use social media platforms for vetting job seekers. One limitation is privacy concerns. It highlights the need for research in areas where there is no consensus. Chung-Yan et al. (2022) found that different social media platforms have varying levels of reliability and validity for vetting purposes. For example, LinkedIn might be considered more reliable than other platforms. Additionally, they discovered a correlation between individuals' perceived respect for privacy and their intention to pursue a job opportunity. These findings suggest that factors influence employers' and candidates' perceptions and attitudes toward social media vetting practices. It emphasizes the need to understand these factors and develop policies considering diverse impacts and perspectives across different demographics and social media platforms.

Ethical and Legal Considerations of an Organization's Social Media Governance

Ethical and legal considerations are essential in utilizing social media for prospective candidate vetting in the recruitment process. Human resource managers and organizations must approach these issues with consideration and responsibility. Profiles can be manipulated and tarnished (Podolsky & Hackett, 2023). Age and experience influence concerns over social media use in hiring—clear policies are needed to protect

organizations and candidates (Cooley & Parks-Yancy, 2019). Requesting social media account logins reduces trust (Glaser et al., 2016; Nanor et al., 2022)—concerns about applicant privacy rights and procedural justice perceptions (Fritts & Cabrera, 2021). Cyber-vetting can be less negative post-COVID-19 (Bowen et al., 2021). Online personas can benefit stigmatized employees (Bowen et al., 2021). Managing media's ethical and legal aspects significantly impacts how well governance practices are understood and followed. Clear policies and consistent enforcement help organizations build trust and promote fairness during hiring. Setting boundaries for social media vetting by focusing on relevant information minimizes discrimination risks and improves the selection of qualified candidates by companies. Failing to maintain these standards can lead to legal issues or harm the organization's reputation in social media vetting processes.

Ethical Considerations

They Respect Privacy. Respecting the privacy of job applicants is a concern. Candidates should reasonably expect their personal social media profiles to remain private. It is essential for recruiters to only consider information relevant to the job, such as qualifications and professional behavior, without delving too deeply into their personal lives. Technological advancements challenge HR hiring practices due to potential bias when screening digital resumes (Najjar et al., 2021). Cyber-vetting practices and policies vary across organizations (Ruparel et al., 2020). Social media vetting can impact hiring decisions (Whitaker, 2019; Yu, 2019). Governance is needed to ensure fair and ethical practices (Yu, 2019). Social media vetting governance can prevent the misuse of applicant information.

Strategies can optimize social media for hiring capacity (Raymond, 2019)—concerns about privacy, bias, and fairness in cyber-vetting (Ruparel et al., 2020). Modern recruitment processes may be affected by explicit discrimination. Recruiters can control automatic influences (Roulin & Levashina, 2019). Social media vetting blurs personal and professional boundaries. Racism and discriminatory behavior are common reasons for termination (Abbasi et al., 2020). Age discrimination may occur when cyber-vetting is conducted by younger and less experienced HR leaders (L. Zhang et al., 2020). There is reliance on haphazard selection procedures with the potential for disparate impact discrimination in cyber-vetting (J. Zhang et al., 2022). Proper medium/channel of recruitment should be considered (Miller, 2020). Social media vetting raises privacy and ethical concerns, as employers should not base hiring decisions solely on social media (Bhalgat, 2019). Caution should be exercised when using social media vetting for pre-employment screening, as additional research is needed regarding the utility and effectiveness of social media evaluation in hiring processes (Backman & Hedenus, 2023).

Legal Considerations

Law and Regulatory. Employers should expect scrutiny regarding their social media vetting governance. Regulatory agencies, including the EEOC and legislative frameworks like FCRA and Title VII, could establish new procedures for using social media information in the hiring process for organizational social media governance. However, there are gaps and limitations in policies and procedures from the regulatory agencies that understand the implications of social media vetting governance. Miller (2020) emphasized the importance of respecting the privacy of job applicants. One area

that needs attention is developing guidelines that balance utilizing social media information in recruitment and considering candidates' privacy expectations. This source highlights how personal lives can be intruded upon, indicating a need to understand and regulate what information is relevant and permissible for recruitment purposes. Garcia et al. (2023) discuss the framework surrounding obtaining consumer reports for employment, which encompasses credit, character, and reputation data.

In this context, an important distinction arises between consumer reports and social media vetting, as regulations may be more relaxed. The limitation lies in the ambiguity between formal consumer reports and more informal checks on social media. Carels et al. (2022) posit the need for more standardization in social media vetting practices and variations in information. A gap exists regarding guidelines or best practices in conducting social media vetting across organizations, leading to consistency. The limitation is that these inconsistencies threaten treatment and could result in hiring practices. Jeske et al. (2019a) cautioned against hiring decisions based solely on social media content, as they may not be indicators. There needs to be more clarity regarding how social media information can predict job suitability. The issue concerns the potential implications of recruitment decisions on information that may inaccurately reflect the prospective employee's skills or traits. Regulatory rules like the FCRA and EEOC constrain social media data use in hiring processes. However, those guidelines are open to interpretation, resulting in inconsistent recruitment practices that may hinder an organization's ability to hire effectively. Standardizing practices, as suggested by Carels

et al. (2022), would enhance consistency regarding social media vetting and improve overall hiring outcomes.

Fair Credit Reporting Act of 1970. The FCRA regulates the release of information concerning individuals, as well as the disclosure and consent criteria for the use of consumer reports (Fair, 2011). While at the forefront of creating rules for managing credit information, prior studies point to areas for improvement in dealing with the intricacies of contemporary data privacy concerning social media vetting job candidates. Moreover, existing research highlights that oversight and control over how institutions evaluate social media still need more regulatory structures, giving rise to worries about privacy infringement, bias, and the reliability of online data utilized in decision-making procedures. The studies posit an ambiguity surrounding social media vetting governance and the aspects of FCRA related to HR big data analytics implications for social media vetting. Furthermore, research findings point to a certain obscurity in understanding strict disclosure and consent requirements when using consumer reporting and the implications for social media information (Koepke, 2020).

Equal Employment Opportunity Commission (EEOC). The EEOC enforces regulations related to workplace discrimination (Koepke, 2020). The literature review revealed difficulties regarding regulating social media information for employee screening. The existing regulations illustrate the struggles of regulatory bodies such as the EEOC to keep up with technological advancements, the necessary protections for job seekers, and the social media governance of organizations. The evidence from research highlights a vagueness about the EEOC's enforcement of federal laws that prohibit

employment discrimination or any legal actions previously taken regarding the social media vetting of job applicants (Dahunsi et al., 2022). Gaps in the research indicated the need for additional investigation regarding complaints of discrimination related to outcomes of social media vetting in the hiring process (Dahunsi et al., 2022). More academic literature is needed concerning how the laws against workplace discrimination impact the tools for evaluating the social media data of potential job candidates (Koepke, 2020).

The Fair Credit Reporting Act, established in 1970, has an impact on the development of social media vetting governance concerning transparency and accountability in operations and outcomes, particularly in clarity, consistency, constraints, and consequences (Fair, 2011). The requirements under FCRA regarding disclosure and consent directly impact on the clear communication of social media vetting policies by organizations to prevent legal issues. Also, the legislation restricts how organizations collect and utilize social media information, which can affect the uniformity of its implementation for candidates. The legal restrictions could impact how organizations deal with compliance and hiring results regarding privacy violations or prejudiced decision-making processes. Understanding these relationships is essential to assess the effectiveness of social media vetting governance and its impact on organizational hiring capacity.

Title VII of the Civil Rights Act of 1964. This legislation prohibits employment discrimination based on "race, color, religion, sex, and national origin" (Koepke, 2020, p. 32). The gaps and limitations in the research indicated a need for a more in-depth

exploration of social media screening governance by employers. As more organizations rely on social media information to assess future and existing employees, additional research regarding provisions of Title VII, challenges, and potential biases that come with screening digital information is needed. The current body of literature must adequately delve into social media vetting aspects regarding Title VII bona fide occupational qualifications (Dahunsi et al., 2022). Some employers still make decisions based on protected factors. More literature needs to be conducted concerning a detailed exploration of how social media information may facilitate hiring discrimination (Dahunsi et al., 2022). The evidence from research highlights a vagueness about how the Title VII restrictions directly apply to employers' utilization of social media for vetting purposes.

The interaction between social media vetting governance and hiring practices under Title VII of the Civil Rights Act of 1964 is critical for ensuring regulatory compliance standards (Dahunsi et al., 2022). The uncertainty surrounding how Title VII relates to scrutinizing social media platforms can lead to inconsistencies and limitations in vetting procedures. Companies that do not establish uniform social media vetting guidelines risk breaching Title VII regulations. This could result in adverse hiring practices and potential legal issues (Dahunsi et al., 2022). These difficulties underscore the importance of governance structures that adhere to laws and help steer hiring choices. This aligned with research emphasizing the prevalence of social media screening governance and its influence on organizational hiring capacity.

Conclusion

This extensive literature review focused on the impact of social media vetting governance, its role in the hiring process of human resource managers, and the impact on organizational hiring capacity. The literature examination included concerns about methods used for screening social media, including privacy, bias, and fairness. By analyzing various sources from different fields, a new understanding of the benefits, challenges, and ethical considerations involved in incorporating social media into hiring decisions. Additionally, I have evaluated the Situational Strength Theory (SST) as a framework to explain how explicit and implicit social media cues influence job applicant assessment. By evaluating SST principles and their underlying theories, I have examined their application in social media screening and human resource recruitment.

This review is a resource for researchers, HR leaders, policymakers, and all individuals involved in the recruitment process. It offers insights into the nature of strategies for screening media while emphasizing the significance of considering societal implications. Moreover, this literature review acts as a guide to assist human resources hiring managers and organizational leadership in navigating this evolving landscape while also encouraging discussions about its impact on workforce dynamics. In the era of technology, managing social media as a function of HR tasks plays a significant part in determining hiring decisions. However, how social media management affects an organization’s ability to recruit employees still needs to be determined.

Transition

Section 1 reviewed existing research literature regarding social media vetting governance and the organizational capacity for hiring. A concise overview of the methods utilized for the literary review was provided. The theoretical framework was introduced with various perceptions. A literature review on the strength of social media vetting governance by human resource managers in recruitment was presented as a reference to the fundamental concepts of situational strength theory. The literature review encompassed procedural, strategic, and legal considerations of social media vetting governance regarding organizational hiring capacity. Section 2 presented the research methodology, including ethical guidelines, methods of gathering information, and data interpretation. The findings from the research are presented in Section 3.

Section 2: The Project

Section 1 set the foundation by providing an introductory explanation and literature review on the relationship between social media vetting governance and organizational hiring capacity. Furthermore, Section 1 outlined the methodologies used to conduct a literature review, the theoretical framework with supporting and contrasting theories, and literature on the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, as well as the organizational capacity to hire candidates. Section 2 presents project information for the study. A crucial aspect of this section is the research structure and the tools that were used to gather data.

Section 2 presents the components of a quantitative correlational design, highlighting the components and tools that serve as the basis for this study. The components included are research methodology and design, population and sampling, data collection instruments and techniques, and data analysis methods. All these elements were utilized to analyze how to identify the collected data. Another crucial aspect of this section is exploring the role of researchers in maintaining objectivity and integrity throughout the research process. Ethical considerations for participants in this project are addressed, highlighting the importance of adhering to the IRB protocols. As Section 2 concludes, the research findings are presented in Section 3.

Purpose Statement

The specific business problem is that some human resource managers do not know the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to

hire candidates. Therefore, the purpose of this quantitative correlational project was to examine the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. The independent variables were the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences. The dependent variable was organizational hiring capacity, which is self-reported and measured at the following levels: (a) very low impact on hiring capacity, (b) low impact on capacity, (c) moderate impact on capacity, (d) high impact on hiring capacity, and (e) very high impact on capacity. The targeted population consisted of HR leaders and hiring managers in the southwestern region of the United States.

Role of the Researcher

The researcher's purpose in this quantitative correlational project was to collect data beyond the task of designing and conducting the survey. Quantitative researchers use instruments and inventories to gather and measure data for specific variables (Salmia, 2023). However, it extends into presenting the data and synthesizing conclusive results. Measurement tools were employed, and procedures were maintained throughout the data collection. Furthermore, it is essential to create and record the application of research tools, verify data from multiple sources, and utilize well-established statistical methods to reduce errors and improve research reliability and validity. The researcher's primary task is to formulate cogent research questions that are specific, targeted, and focused within the parameters of survey data collection to address the research question (Kågström et al., 2023).

Research processes constantly change, so researchers need flexibility when navigating evolving landscapes effectively. A critical component of the role of research is confronting the obstacles that surface in the dialogue between academic experts and practitioners (Kågström et al., 2023). The researcher must develop a research blueprint that aligns with the discipline's highest standards, safeguarding the study's authenticity and reliability. Data are equally challenging, and the research must employ suitable techniques, like surveys, to extract pertinent information from the representative group of HR leaders. In this process, I had to be perceptive while being cognizant of the nuances of social media vetting governance and the organizational capacity to hire candidates. A comprehensive framework containing various methodologies is essential when conducting a social scientific study (Zyphur & Pierides, 2020).

The data analysis component of this study was characterized by quantitative analysis and the necessity of advanced statistical methods that the researcher used for analysis. According to Byiers et al. (2021), quantitative analysis plays a crucial role in single-case experimental research and in determining the extent to which observed behavior changes impact the experiment. The quantifying analysis is critical for determining effective interventions in this study, necessitating a delicate equilibrium of methodical thoroughness, inventive thought, and an ability for subtle discernment. The theoretical frameworks and paradigms were applied to synthesize complex data into outcomes that were both meaningful and insightful. Theoretical frameworks and paradigms influence the researcher's data collection and analysis (Salmia, 2023).

At the conclusion, the researcher interprets the findings from the analysis, resulting in inferences that potentially enrich the existing research in the field. I derived meaningful inferences that have the potential to augment the existing body of knowledge in the social media vetting governance and the organizational capacity to hire candidates. Deriving meaningful inferences from the argument requires synthesis in the body of work and the applicability of theoretical constructs to bridge the gap with real-world scenarios. Researchers who employ participatory methodologies should assume the facilitator position to foster the involvement of research participants (Elmersjö & Rosqvist, 2022).

Regarding ethical considerations, the researcher adheres to ethical guidelines. In all stages of research (Mady et al., 2023). Approaches involving active participation improve research outcomes through contributor engagement. The findings were confirmed to be rooted in empirical data and insights derived from the analysis and were used to develop applications and suggestions within the field. It is important to employ dependable tools in studies to guarantee that the gathered data is precise and representative of the actual condition of the phenomenon being studied (Salmia, 2023). Researchers should recognize that, even though they can attempt to reduce bias, it is impossible to eradicate it because humans inherently have different perspectives. The researcher's experience and activities can affect the research process (Elmersjö & Rosqvist, 2022). This recognition promotes a research approach that supports self-evaluation and adaptation during the examination.

Participants

The participants for this quantitative correlational project consisted specifically of HR leaders whose primary responsibilities include making recruitment decisions and setting governance related to hiring practices. Challenges in transport research include finding participants capable of engaging in and representing the target population (Hopkins & Schwanen, 2022). Regarding selection criteria, professionals with a firm grasp of the strength of social media vetting governance and the organizational capacity to hire candidates were targeted. To qualify for inclusion in this study, participants need to have worked as HR leaders, and their roles involve making recruitment decisions or setting recruitment governance for their organizations. Eligible individuals needed to have at least 3 to 5 years of experience in human resources, hiring, or policy development while currently holding a position where the responsibilities include candidate selection.

Participants with fewer than 5 years of experience in human resources or recruitment or who are not presently employed in such roles, were not considered for participation in this study. It was also required that the participants have previously used social media to vet candidates. To facilitate involvement in this study, qualified participants received a 10-dollar digital gift card via email. Participants from diverse industries such as technology, healthcare, education, and finance were included to understand the social media vetting governance being used. Furthermore, participants must have the authority to make hiring decisions or influence the hiring process, with social media vetting playing a part in their decision-making. Participants must possess competence in social media vetting techniques, which can be acquired through training or

self-teaching. Participants from multiple locations in the southwestern United States were included to examine potential regional differences in social media vetting governance. This distinction ensures that the project results will apply to practitioners who possess expertise and are actively involved in recruitment. Sourcing participant lists from organizations involved in human resources (HR) was achieved by utilizing professional associations, such as the Society of Human Resource Management (SHRM), and LinkedIn groups where these HR leaders are likely to be members.

The criteria for choosing participants match the research question well—HR leaders with a minimum of 5 years of experience in recruitment and experts who can shed light on the correlation between governance strengths (clarity, consistency, constraints, and consequences) and an organization's hiring capabilities. Their role in recruitment allows them to assess how clear or consistent social media vetting policies affect hiring results, how governance constraints impact candidate selection, and what repercussions stem from social media vetting practices. This bond guarantees that the insights and actions of the individuals involved directly relate to the research query and can offer feedback regarding the impact of governance policies on recruitment capabilities.

Participants were provided informed consent, the study's purpose and procedures were explained, and confidentiality and anonymity were preserved during all stages of the research process. Participants were educated on the legal implications related to the practices for this study. Consequently, participants opting out of the research or not endorsing the informed consent form were excluded from the study. Participants could ask questions and withdraw from the research, should they choose. The participants in

this project satisfied the eligibility requirements and expressed a willingness to participate actively in furnishing the required data to examine the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates.

Research Method and Design

Research Method

The selected methodology for this project is quantitative. Quantitative research requires analyzing and statistically evaluating numerical data and an objective viewpoint (Safranko & Hašková, 2021). The project employed correlational methodology to examine the link among the specified variables, intending to identify whether they share a favorable, unfavorable, or neutral relationship. Quantitative research tools, such as surveys and tests, can serve as qualitative data collection techniques in research (Wallwey & Kajfez, 2023). A quantitative method was employed to analyze the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. The project used a survey for data collection to gather necessary information regarding social media vetting governance and the organizational capacity to hire candidates. The quantitative method was suitable for this research as it enables participants to quantify their understanding of social media vetting governance and their experience with hiring capacity.

A quantitative correlational project on social media vetting governance, and organizational capacity to hire candidates is valuable for examining the relationship between multiple variables. The characteristics of quantitative data encompass the

numerical, consistent, and quantifiable elements (Schoonenboom, 2023). On the other hand, qualitative data sets itself apart through its non-quantitative characteristics, dependence on specific circumstances, and intrinsic subjectivity. This research examines the effect of several independent variables on the dependent variable, enhancing comprehension of social media vetting governance and the organizational capacity to hire candidates.

Research Design

The selected design for this project is correlational. This framework is ideally suited for unraveling straightforward research questions and validating hypotheses (Jackson et al., 2007). Correlational research adheres to a carefully designed plan, such as investigating the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. The initial phase of the study's research design involved formulating a relevant inquiry. Inquiries, primarily in quantitative investigations, often seek to understand relationships, comparisons, or forecasts (Sukamolson, 2007). In this case, the question examined probes the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. The secondary stage involved formulating hypotheses, essentially educated estimates of the study's outcomes, drawing from established theories or prior research (Novosel, 2022).

The structured data collection methods, which are typically surveys or questionnaires (Larson-Hall & Plonsky, 2015), are tools for capturing numerical data for statistical analysis. In this study, correlational analysis helped unveil the nature and

strength of the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. Appropriate research design elements include clear research inquiries, hypotheses, indicative samples, proper statistical analysis, and organized data-gathering methods that can infer meaningful insights into the strength of social media vetting and the organizational capacity to hire candidates.

Population and Sampling

Population

The study's population includes Human Resources Personnel, particularly HR hiring managers, with or without the Society of Human Resource Management (SHRM) certification, in the southwestern United States. Ingram and Schneider (1991) noted that the problem or policy being examined is ostensibly linked to members of a specific population. Including SHRM members and non-members is important to understand HR social media vetting governance across various organizational cultures and structures. By concentrating on a group within a defined area, this project ensures that the findings are pertinent to the intended demographic. This specificity facilitates generating insights that can be implemented, particularly in comprehending how regional affiliations and organizational contexts influence HR social media vetting governance, especially regarding the organizational capacity to hire candidates. Individuals working outside the Human Resources field, HR leaders located outside the southwestern United States, and HR personnel who do not participate in the hiring process were included in the population. Moreover, focusing on HR leaders in the southwestern US uncovered challenges or advantages related to HR social media vetting governance in this region,

contributing to a more nuanced understanding of HR management across different contexts.

Sampling

This quantitative correlational project focused on a population of seasoned human resource professionals who understand social media vetting governance and must have an appropriate sample reflective of the population. The purposive sampling method was employed to identify suitable participants from the demographic (Campbell et al., 2020). Human resource recruitment managers from diverse industries and organizational sizes would make up the sample in this scenario. The sample should mirror the parent population to extend the study's findings to a broader context (Novosel, 2022). The sample size varies based on the research question and the degree of power required to detect variable connections. The sample size project is intended to examine the correlation with the research question and ascertain the statistical power necessary to evaluate the relationships between independent and dependent variables without delving into advanced levels of multivariate analysis.

A power analysis was performed using the GPower version 3.1.9.7 software to determine the size of the project sample. This analysis in Appendix B includes factors such as effect size, alpha level, and the power required to identify the correlation. Based on these considerations, a priori power analysis indicated that 103 participants were needed to detect a medium effect size ($f^2 = 0.15$) at an alpha level of .05 with a power of .80, assuming 4 tested predictors in a multiple linear regression model. However, 500 HR leaders were recruited through purposive sampling, and all 500 valid surveys were used

for data analysis. Salminen et al. (2022) emphasized that the alignment of participants with the target population determines the adequate representativeness of the sample and the reliability of field project results. Norman (2010) noted that validity is impacted when the sample size is too small. A quantitative correlational project is indispensable for examining the link between social media vetting governance and the organizational capacity to hire candidates. This project focused on a population of experienced professionals with a firm grasp of recruitment protocols and social media vetting governance. A carefully selected sample was indispensable to accurately reflecting this population.

Ethical Research

Ethical considerations are vital in research, particularly participant consent, preserving anonymity and privacy, and mitigating possible harm to subjects. Goodwin et al. (2020) noted that researchers ensure informed consent, confidentiality, and anonymity by considering ethical principles and practice guidelines. These investigations present various moral dilemmas, and the investigators must confront them to protect the participants' welfare. Obtaining informed consent from participants before conducting research is critical to ethical research (Hintz & Dean, 2020). Informed consent involved providing potential participants with all the details, enabling them to decide whether to participate (American Psychological Association, 2020, p. 16). Informed consent is an essential component of research. Participants were given details regarding the study's goals, methods, possible drawbacks, and advantages. This openness allows participants to make informed decisions about whether to take part.

Each participant received written informed consent, with copies of the informed consent forms and withdrawal requests included in Appendix H and noted in the Table of Contents. The agreement documents, which include the consent forms, were stored in Appendix H to make the agreement documents easily accessible for review and reference purposes. The project adhered to the Belmont Report's principles, prioritizing respect for individuals, positive social change, and fairness. Participants received an explanation of their role in the project based on these guidelines to ensure they fully understand and voluntarily participate. In studies, avoiding using the term "when participants' identities are known to the researcher' is recommended. Instead, I used terms like "confidential" to represent the steps taken to safeguard information. Participants must be informed of their withdrawal rights from the research without facing any penalties. The procedures for withdrawal were clearly explained so that participants understand the steps they need to take if they decide to discontinue their involvement. Confirming that participants grasp the study's goals, responsibilities, and potential participation outcomes, written consent was obtained from participants, emphasizing their right to withdraw without any negative repercussions.

Furthermore, participants can discontinue participation in the project by email request before the study's conclusion. Alenichev (2020) noted that participant withdrawal from studies is supported as an ethical safeguard in research. The withdrawal requests were acknowledged via email, and all communications regarding the request were cataloged using the IRB requirements for record keeping. Confidentiality and privacy are critical ethical considerations in this type of research (Watson, 2022). Ensuring

confidentiality and anonymity is a priority. Confidentiality means that I, as the researcher, am solely responsible for protecting participants' personal information from access. Anonymity ensures that I do not know the identities of the participants. This project measures the safeguarding of confidentiality and anonymity by using pseudonyms and secure data storage practices. Bunker et al. (2022) noted that measures are taken to store data securely, thus safeguarding it against unauthorized access or unwarranted disclosure. Data were strictly used for research purposes only when accessing participants' survey information. Another ethical consideration is minimizing potential participant harm (Paluck et al., 2021). Researchers must exercise caution when collecting sensitive or personal information that could harm participants if misused (Castañeda & Smith, 2023). Implementing meticulous strategies and prioritizing participants' welfare can significantly decrease the potential for adverse outcomes related to their participation in the study.

To uphold ethical standards, comply with established protocols, and solicit authorization from the Institutional Review Board (IRB) before initiating the investigation. Goodwin et al. (2020) noted that the IRB oversees the approval of medical and social research, research, monitors progress, and reports. This committee will scrutinize the research blueprint, encompassing the process of obtaining informed consent, methods of collecting data, and strategies implemented to safeguard participant confidentiality. According to the government guidelines, the IRB mandates that project data and consent forms be securely stored. This requirement applies only to research that

does not fall under the categories. However, there may be instances where specific laws, regulations, policies, or contractual agreements establish a retention period.

As the researcher, I considered the regulations, best practices, and ethical guidelines of a given field of project (such as those governing data protected by HIPAA), as they may require a duration for data retention. In line with privacy concerns and IRB requirements, all data must be securely stored on an encrypted external drive via Google Drive with two-factor authentication, and a hard copy (printed) must be stored in a safe under lock and key for up to five (5) years after the completion of a study. The IRB application was completed while simultaneously working on the ethics section of this project to create a comprehensive framework to ensure alignment, as evidenced by the IRB approval number 11-27-24-1031554. Consequently, it is crucial to review the Institutional Review Board (IRB) application to identify and address ethical considerations not explicitly covered by standard guidelines or resources. The online survey format is highly cost-efficient, negating the need for physical materials and labor-intensive data entry. The IRB's recommendations and requirements were strictly followed throughout the study, ensuring ethical conduct.

Participants' confidential information, including personal and social media data, was managed carefully. Toms and Whitworth (2022) noted the necessity of evaluating the potential risks regarding the confidentiality and privacy risks of data utilized in the research. Identifiable information was anonymized or pseudonymized to prevent participant identities from being disclosed. Data related to this project was secured and preserved through encryption techniques and restricted access protocols to prevent

unauthorized use or disclosure. Data accessibility was confined to those directly participating in the research, and the dispersion of information will comply with established rules and guidelines concerning data safety and privacy.

Research inquiries vary significantly. It is essential to acknowledge that each project may have unique ethical requirements. Therefore, a standardized approach to considerations might not be adequate. Ethical considerations are paramount when conducting a quantitative correlational study. Upholding participant consent, preserving anonymity and privacy, and mitigating possible detriment to subjects are crucial aspects of the investigative process. By faithfully observing moral protocols and employing suitable precautions, investigators can administer their research conscientiously, safeguarding the entitlements and welfare of the subjects involved. Given the response rate, no incentives were offered for participation in the study.

Data Collection Instruments

The Situational Strength at Work (SSW) Scale (Meyer et al., 2016) was used to measure the ordinal independent variables related to the strength of social media vetting governance: clarity, consistency, constraints, and consequences, using a 5-point Likert-type scale. Wallwey and Kajfez (2023) noted that quantitative research tools for testing relationships among variables are useful in data collection. Developed for psychological research, the Situational Strength at Work (SSW) Scale instrument is particularly well suited for this project as it aligned with the focus of social media vetting governance by assessing situational strength cues in job-related frameworks. This study's survey is designed to evaluate four key critical dimensions of situational strength: clarity,

consistency, constraints, and consequences, which align with the study's purpose of analyzing social media vetting governance.

The Situational Strength at Work (SSW) Scale was employed to assess the ordinal independent variables' clarity, consistency, constraints, and consequences, with four or five questions per section for twenty questions. Each question utilized a 5-point Likert scale from 1 ('strongly disagree') to 5 ('strongly agree'). A valuable tool often employed in research, Likert-type scales allowed respondents to express their agreement or disagreement with various claims (Acharya et al., 2013). It is ideal for this project as it measures the situational strength factors relevant to understanding the relationship between social media vetting governance and organizational hiring capacity. Likert-type scale responses are helpful in many fields, and the number of response options can affect their meaning.

The Decision to Hire scale (Segrest-Purkiss et al., 2015) was employed to assess the ordinal dependent variable organizational hiring capacity with three questions. Each question utilized a 5-point Likert scale from 1 ('strongly disagree') to 5 ('strongly agree'). Wallwey and Kajfez (2023) advocated using surveys for data collection in research studies. Surveys are sufficient data collection instruments for data collection in this study. Evaluating these elements employs a Likert-type scale for rating purposes, allowing participants to express their concurrence or opposition. The scale encompasses a variety of choices. For instance, "1" signifies a strong disagreement, while "5" symbolizes a firm agreement. The Likert-type scale will comprehensively evaluate participants' viewpoints concerning the relationship between social media vetting

governance and organizational hiring capacity. Using summed ratings for each item or the mean score for a composite scale ensures efficient and user-friendly completion within 15-20 minutes and 10-15 minutes, respectively. The survey focused on assessing the governance that human resource hiring managers use to evaluate job applicants' social media content and public interactions through social media platforms.

The Cronbach alpha analysis was used to assess the internal coherence of tests or scales in this study. Tavakol and Dennick (2011) noted that internal consistency is evaluated through Cronbach's alpha, which will gauge relationships between survey items and is expressed as a number between 0 and 1. Additionally, content, criterion-related, and construct validity were ensured to establish the instrument's robustness, accuracy, and relevance to the study. The study's dependability was assessed by calculating its internal uniformity, utilizing Cronbach's alpha as a gauge for reliability. Furthermore, the instrument includes content, criterion-related, and construct validity measures to ensure its overall validity. These validation methods collectively contribute to the robustness and effectiveness of the survey. Both surveys facilitate comparability and reliability by maintaining consistency in the measures employed. To bolster the collected information's trustworthiness, dependability, and authenticity, coefficients were calculated for both survey questions. This process evaluates the reliability and accuracy of the measurements obtained, offering supplementary validation for the research findings.

Internal consistency reliability was assessed using Cronbach's alpha, while intercorrelation coefficients indicated the correlation (criterion-related) between the two

surveys. Cautin et al. (2015) noted internal consistency reliability as the extent of the relationship between items on a scale and is calculated using statistical tests such as Cronbach's alpha, Spearman-Brown, and Kuder-Richardson's formula 20. Criterion-related validity assesses the accuracy of the research instruments in accurately forecasting external outcomes (Jordan, 2018). To assess construct validity, factor analysis was used to examine the internal connections among the survey items. It should be emphasized that the precise figures for validity and reliability coefficients were contingent upon the data gathered throughout the research process. A comprehensive validation process has been planned to ascertain the robustness of my survey on the relationship between social media vetting governance and organizational hiring capacity.

Construct validity was established as an initial first step in which I evaluated the survey instruments, confirming the representation of governance facets of clarity, consistency, constraints, and consequences. Construct validity refers to how research instruments measure the intended constructs they are designed to assess (Jordan, 2018). Intercorrelation coefficients were used for criterion-related validity to evaluate the congruence between survey outcomes and related measures, such as social media vetting governance and organizational hiring capacity outcomes. For construct validity, factor analysis was instrumental in discerning the underlying dimensions of the survey items, verifying that they accurately reflect the relationship between social media vetting governance and organizational hiring capacity. García-Santillán et al. (2013) noted that factor analysis is useful for measuring latent variables. Construct validity refers to how research instruments measure the intended constructs they are designed to assess (Jordan,

2018). These statistical methods will confirm the items' validity and enhance the credibility of the survey findings.

Once the survey data was collected, a detailed analysis was performed to compute the validity measures by quantifying criterion-related validity by correlations of the survey responses with an external criterion. The construct validity was indicated through factor analysis, with item loadings on various factors indicating the strength of the relationship between the items and the theoretical constructs intended to be measured. This rigorous validation procedure is critical for ensuring the survey accurately understands the relationship between social media vetting governance and organizational hiring capacity. By applying these investigative techniques and metrics, this examination offers a detailed insight into the correlation between social media screening approaches and the selection choices enacted by HR hiring managers.

The discussion illuminates their ramifications and importance within the context of employee acquisition. This project employed an online distribution method using SurveyMonkey to present the survey to HR managers across the southwestern United States.. This cost-effective approach leverages the ubiquity of online platforms like email, social media, professional networks, and HR management systems. To support relevance and diversity of a representative sample, a purposive sampling technique was used, prioritizing HR managers from diverse company sizes, industries, and job descriptions. Survey responses were recorded electronically via SurveyMonkey's online platform, ensuring data was captured accurately and in real time.

Data Collection Technique

Examining the relationship between the strength of social media vetting governments and organizational capacity to hire candidates requires carefully selecting data collection techniques. Salmia (2023) noted that quantitative research evaluates non-test instruments and test inventories for data collection. This project utilized SurveyMonkey, a distribution method that allows HR managers in the southwestern United States to access the survey effectively. This approach does save costs as using paid subscription survey online platforms (i.e., SurveyMonkey, Qualtrics) is preferred for this project due to the various statistical features, ease of use, and accessibility. Utilizing online communication platforms such as email, social media, professional networks, and HR management systems ensures access to various participants. A purposive sampling technique was employed to select HR managers from multiple industries with social media vetting experience. SurveyMonkey was used to collect survey responses accurately and promptly. This online survey format proved highly cost-effective as it eliminated the need for materials and labor-intensive data entry.

Given that HR managers have internet access, high availability from this targeted demographic is anticipated. This assumption is affirmed by how participants could engage with the survey at their convenience. The survey design, which includes a Likert-type scale rating system, further streamlined the response process and facilitated data analysis. Data security is prioritized by adhering to privacy laws and regulations while securely storing all collected information. To safeguard data security and respondent anonymity, the process to be implemented includes password protection and encryption

for the database while anonymizing information. Managing all data following data protection regulations is essential to maintain research integrity. This methodology validates participant data and enhances the research's credibility.

Data Analysis

This study's multiple linear regression analyzed the relationship between the independent variables (clarity, consistency, constraints, and consequences) and the dependent variable (organizational capacity to hire). According to Szántó (2023), multiple linear regression assesses variables concerning the probability of a particular outcome. Assumptions for multiple linear regression include the proportional odds assumption, independence of errors, and no multicollinearity among predictors. Multiple linear regression predicts the likelihood of an outcome falling into a specific category (Sylvere et al., 2015). Although this project examines the different levels of strength of social media vetting governance and the organizational capacity to hire candidates, multiple linear regression offers the best approach for evaluating these categories.

Multiple linear regression analysis is ideal for analyzing how various social media vetting governance elements collectively influence the organizational capacity to hire candidates. Multiple linear regression predicts responses on Likert-type items (Liu et al., 2022). In this study, ordinal independent variables are collected using a 5-point Likert-type scale, while the Decision to Hire scale was employed to obtain the categorical dependent variable. This approach allows for the evaluation of social media vetting governance in categories. Multiple linear regression analysis was employed in this research to facilitate the analysis of the impact of independent variables on dependent

variables. This approach allows the researcher to consider the categories of social media vetting governance and the levels of organizational hiring capacity. Data analysis collected through surveys was used to determine if the null or alternative hypotheses are valid. Fortunately, multiple linear regression is flexible enough to manage both types of variables and ensures that the analysis aligned with the characteristics of the data.

Establishing the relationships between variables by employing multiple linear regression analysis quantifies the strength of social media vetting governance and organizational capacity to hire candidates. Multiple linear regression establishes relationships by estimating odds ratios for each predictor and outcome change where the variables are constant to measure the strength of relationships (Ahmad et al., 2018). This analysis is essential for comprehending the significance and influence of thoroughness or intensity in social media vetting governance and the organizational capacity to hire candidates. Various data acquisition strategies can be utilized, including simple random selection, random selection with stratification, or selection by group clustering.

These methods bolster the honest depiction of all subsets in a population, ensuring that every subgroup is sufficiently represented (Acharya et al., 2013). For this project, purposive sampling was employed to identify participants with social media vetting governance experience. The project distributed 667 surveys to achieve better generalizability and nonresponse handling despite G*Power analysis recommending a minimum of 103 participants, which resulted in 500 fully completed and analyzable responses that enhanced both statistical power and validity.

While purposive sampling is an approach employed to identify participants with social media vetting governance expertise, it has limitations. One potential drawback is that purposive sampling requires the researcher to have prior knowledge about the characteristics needed for inclusion criteria. If the inclusion criteria are inaccurate or incomplete, selection bias may occur. Moreover, this method can be more complex and time-consuming when locating and verifying qualified participants. It is crucial to plan and execute the stratification process to mitigate these issues and ensure that the findings of the project are valid. Fortunately, multiple linear regression was flexible enough to manage various predictor variables and ensured that the analysis aligned with the characteristics of the data.

The analytical tool for examining the data was IBM's SPSS Statistics software. This application enables the execution of complex statistical analysis in the study. However, managing potential data discrepancies, like missing or uninterpretable data, is essential. Innocenti et al. (2023) suggested that data discrepancies can be managed with data imputation techniques, sensitivity analysis, and robust statistical measures. This way, the examination remains reliable despite any inherent uncertainties in data collection. Using this method, I examined the relationship between the strength of social media vetting and the organizational capacity to hire candidates. This analysis can also identify elements that aid the success of social media vetting governance.

Study Validity

Ensuring the validity of this study is vital for its credibility and applicability. This study's validity refers to how the research represents the intended measurement and

generalizability to HR leaders who utilize social media vetting governance (Buffington et al., 2021; Syed Kholed et al., 2021). Validity ensures that my research accurately measures and reflects the relationship between social media vetting governance and organizational hiring capacity. To bolster my project's credibility, I have adopted a correlational design and employed sensitivity analyses to address any hidden variables, enhancing the robustness of my findings. The chosen method for examining relationships and systematically examining numerical data offers an objective lens to understanding recruitment and governance nuances. To ensure the credibility of the project, participant anonymity was maintained to reduce social desirability bias, purposive sampling was used to ensure participant relevance, and bootstrapping techniques were used during analysis to help obtain robust estimates when assumptions were questionable.

Since my research used a correlational design, the typical issues with internal validity may only apply indirectly. Nonetheless, I am dedicated to investigating how sturdy my findings are when faced with any hidden variables that could be impacted through sensitivity analyses. This method indirectly addresses concerns about validity by recognizing the constraints of my project's structure when concluding. Variables that could influence the results were meticulously controlled to ensure that the measurement tools were reliable and consistent. The analysis employed multiple linear regression with control variables, which enabled the examination and comprehension of the relationship between social media vetting governance and organizational capacity to hire candidates. These approaches will also assist in accounting for any factors that may impact the outcomes, ensuring an accurate and trustworthy interpretation of the data. Additionally,

statistical power analysis and the systematic probability sampling technique clarified a sufficient sample size to minimize participant selection bias and enhance the findings' applicability. In this non-experimental quantitative correlational project, I acknowledge the potential risks to the validity of the statistical conclusion, such as low statistical power and violation of assumptions of statistical tests.

After completing a power analysis, I found that having 103 participants in the sample size was sufficient to mitigate Type I and Type II errors. Pushap et al. (2023) noted that Type I and Type II errors arise from forcing the results of quantitative analysis on the acceptance or rejection of the null hypothesis. This specific sample size is carefully chosen to ensure we have the power to identify significant effects in the multiple linear regression analysis, ultimately improving the overall validity of my research. To ensure that the chosen measurement tools are trustworthy and dependable across samples, Cronbach's alpha was utilized to assess internal consistency reliability. I aim to achieve a reliability score of 0.70, which would show reliability. Hussey et al. (2023) observed that a reliability score of 0.70 or higher is sufficient. Heale and Twycross (2015) pointed out that the reliability score levels can be compared to assess construct validity. The evaluation was conducted using the analysis, scale, and reliability analysis features in SPSS. This process is crucial to validate that my tools accurately gauge the concepts of interest for my sample. Before the analysis, checks will run to confirm that the assumptions needed for multiple linear regression analysis are met.

Confirming the assumptions needed for multiple linear regression analysis involved essential assumptions in statistical analysis, such as homoscedasticity,

independence of residuals, linearity, and normality. If any of these assumptions are not met, the accuracy of the results would be in doubt. Therefore, scatterplots, normal probability plots, and histograms were used to examine normality, linearity, and potential outliers. If any issues with these assumptions are identified, variables were adjusted, or alternate methods were used to address these challenges. Implementing these strategies reinforces the project's validity while offering valuable insights into the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. The generalizability of the findings occurs and depends on the correct sampling techniques, which are essential as they directly impact the generalizability of the results. The sample selection should accurately represent Human Resource professionals who use social media vetting governance. To enhance the applicability of my research results, I have utilized probability sampling methods to guarantee that the individuals selected for my project accurately reflect HR hiring managers who use social media vetting protocols. Drawing inspiration from Hishinuma et al. (2016), I understand the importance of utilizing a sample to evaluate the credibility of my results. The sampling approach outlined in the Population and Sampling section was thoughtfully chosen to secure representation and optimize the relevance of my outcomes for an audience.

As outlined in Section 2, Population and Sampling, the sampling strategy was carefully chosen to ensure representativeness and enhance the generalizability of the findings. Furthermore, the methodologies employed for data analysis are pivotal in affirming the project's validity. Selecting suitable analytical techniques is crucial to

assessing the relationship between the strength of social media vetting governance and the organizational capacity to hire candidates. Choosing practical analytical methods is essential to evaluate relationships (Wei et al., 2022). By carefully considering these elements, the project's validity is enhanced, ensuring that the findings meet the immediate research objectives and possess broader implications.

Transition and Summary

Section 2 summarized the elements of this quantitative correlational project examining the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. The discussion also covered ethics, population, and sampling methods. The results can be presented now that numerous aspects of the project design have been examined and indicated ethical use regarding the strength of social media vetting governance. Additionally, the results can assist organizations in making informed choices regarding their social media vetting governance and identifying areas for improvement to achieve organizational capacity objectives. The research findings are documented in Section 3.

Section 3: Application to Professional Practice and Implications for Change

Introduction

This quantitative correlational project examined the relationship between the strength of social media vetting governance practices (clarity, consistency, constraints, and consequences) and the impact on an organization's ability to select candidates through hiring decisions. The independent variables were clarity, consistency, constraints, and consequences. The organization assessed its ability to select candidates through its self-reported hiring decisions based on the strength of governance. A 5-point Likert scale was used to assess each construct, with data collected from a sample of 500 human resource professionals in the southwestern United States. Furthermore, 77.2% of the 500 HR leaders in the sample frequently use social media for candidate vetting and hiring purposes.

The project showed that all four governance dimensions had statistically significant positive relationships with the hiring capacity outcome. The multiple linear regression model showed that constraints and consequences emerged as statistically significant predictors. The final model explained approximately 8.1% of the variance in the dependent variable in hiring decision scores (R^2 =.081), and the null hypothesis was rejected. The analysis revealed contextual factors affecting hiring decisions, including SHRM membership, industry type, organization size, and social media usage frequency. The research results enhance knowledge about effective governance structures that affect HR decision-making while validating organizational practices that promote ethical hiring procedures.

Presentation of the Findings

Tests of Assumptions

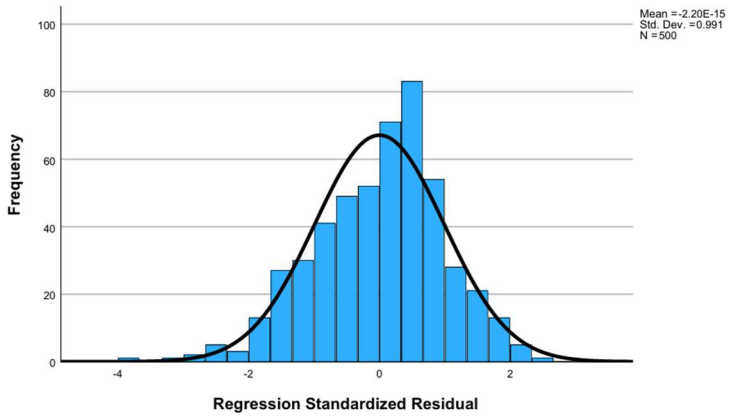
Key assumptions in multiple linear regression were checked before conducting hypothesis testing. Testing the validity of assumptions and statistical methods produces reliable outcomes (Shatz, 2023). The main inferential methods employed in this project were Pearson's correlation, multiple linear regression, and hierarchical regression, so parametric and assumption testing were essential.

Normality

All variables show normal distributions of data points, acceptable skewness, and kurtosis values. The regression models produced residuals that showed approximately normal distribution patterns. The histogram of residuals (Figure 1) displays a symmetrical bell curve around zero, while the normal Q-Q plot (Figure 2) shows residual points that align with the diagonal reference line. The normality assumption held because the distribution's tails showed no significant deviations. The Shapiro-Wilk test of regression residuals produced an important result ($p < .001$) because of the large sample size, but the test became substantial even for trivial deviations when N reached 500. The graphical diagnostic tests (histogram and Q-Q) posit stronger evidence of residual normality.

Figure 1

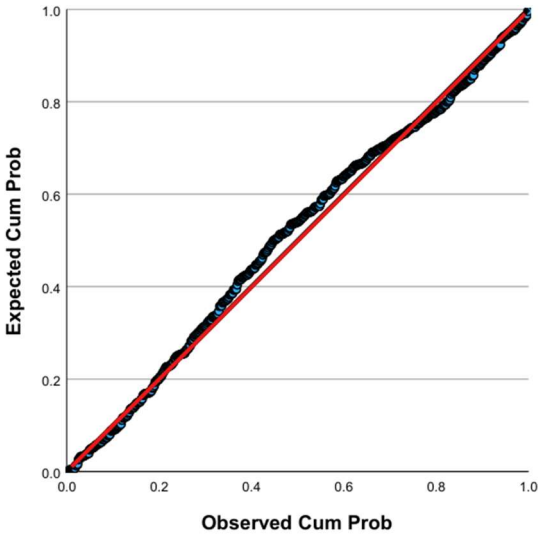
Histogram of Regression Residuals for the Decision-to-Hire Outcome



Note. The residuals approximate a normal distribution with mean ~0 and SD ~1.

Figure 2

Normal Q-Q Plot of Regression Standardized Residuals



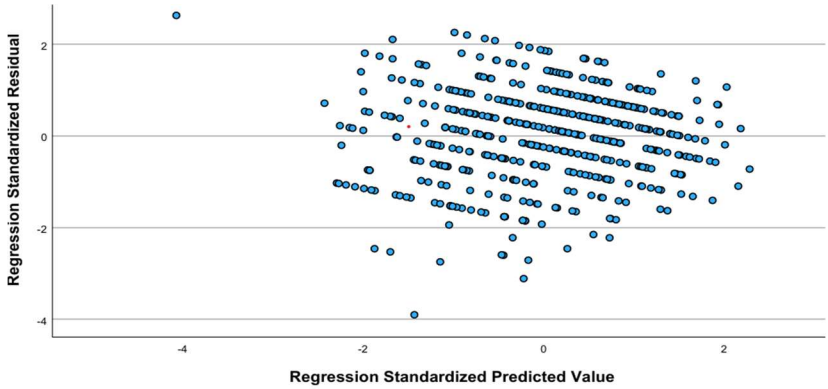
Note. Residual points lie close to the red dashed line, indicating that the residuals follow a normal distribution.

Linearity and Homoscedasticity

The model assumes linear relationships between independent variables and the dependent variable while requiring constant variance of residuals across all predicted values. The assumptions were analyzed with residual scatterplots. The scatterplot of standardized residuals versus predicted values (Figure 3) showed no systematic patterns. Furthermore, the residuals are randomly scattered around zero with no discernible curve or funnel shape, supporting linearity and homoscedasticity. The residuals maintained an even distribution throughout the entire range of fitted values. The randomness and a horizontal mean residual line confirm that the linearity and homoscedasticity assumptions match. The residuals showed no indication of heteroscedasticity because their spread remained steady from the lowest to the highest predicted scores. Each predictor's partial regression plot showed no curvature, which confirmed that the model relationships remain linear.

Figure 3

Scatterplot of Regression Standardized Residuals vs. Predicted Values.



Note. The residuals are randomly scattered around zero across all predicted values, indicating no heteroscedasticity or linear relationship.

Multicollinearity

The assumption of no multicollinearity among predictors was evaluated by checking variance inflation factors (VIFs) and correlation matrices. All VIF values in the full regression model are very low (well below the common threshold of 5.0), indicating that the predictors were not strongly intercorrelated. Therefore, the violation of the assumption of multicollinearity was insignificant. The VIF results for the four governance predictors appear in Table 1. The tolerance values exceeded 0.80, and VIF values approached 1.0 for all predictors, indicating minimal multicollinearity risk. The results indicated that each governance construct added unique information to the regression model without any independent variable duplicating information from another. Table 1 contains the VIFs and correlation matrices.

Table 1

Variance Inflation Factors (VIF) and Correlation Matrix

Predictor Variable	Tolerance	Variance Inflation Factor (VIF)
Clarity	0.841	1.189
Consistency	0.841	1.189
Constraints	0.915	1.093
Consequences	0.903	1.070

Note. All VIF values are near 1.0, indicating low multicollinearity among the governance predictors.

Outliers, Normality, Linearity, Homoscedasticity, and Multicollinearity

The evaluation of outliers, together with normality, linearity, homoscedasticity, and independence of residuals, was performed thoroughly. The standardized residual scatterplots revealed no significant outliers because all values remained within ±3 of the

mean. The histogram of residuals showed a symmetrical bell shape centered at zero. At the same time, the normal q-q plot of regression standardized residuals displayed residuals that closely followed the diagonal reference line, thus confirming normality. The scatterplot of standardized residuals versus predicted values showed no systematic patterns or clear shapes, thus indicating that linearity and homoscedasticity assumptions were met. The Durbin-Watson statistics showed a value near 2.0, which confirmed that residuals were independent. The tests verified that normality, linearity, homoscedasticity, and multicollinearity assumptions were met. With these assumptions met, proceeding with Pearson's correlation and regression analyses was appropriate.

Reliability Analysis

Cronbach's Alpha

Before hypothesis testing, I checked the internal consistency reliability of the multi-item scales (Clarity, Consistency, Constraints, Consequences, and Decision to Hire) using Cronbach's alpha. As shown in Table 2, all five scales had acceptable reliability, with Cronbach's alpha values ranging from 0.694 to 0.767. The Clarity scale had an alpha of 0.737, which is satisfactory. In the same way, the Consistency (α = 0.756), Constraints (α = 0.767, 7 items), and Consequences (α = 0.725, 7 items) scales each exceeded the commonly recommended 0.70 threshold for Cronbach's alpha. The Decision to Hire scale had a Cronbach's alpha of 0.694, slightly below 0.70 but still in the acceptable range for this research. These reliability results indicated that the survey instrument's scales were psychometrically consistent in measuring the respective

constructs, which gives confidence in using composite scale scores for further analysis. Table 2 contains the internal consistency reliability (Cronbach's Alpha).

Table 2

Internal Consistency Reliability (Cronbach's Alpha) for Study Scales

Scale	k	Cronbach's α
Clarity	7	0.737
Consistency	7	0.756
Constraints	7	0.767
Consequences	7	0.725
Decision to Hire	3	0.694

Note. All scales indicated acceptable internal consistency (≥ .70), except Decision to Hire, which is slightly below but adequate for short scales. The α value for the outcome scale is sufficient given the short item count.

The Cronbach's alpha values for all four decision-process scales (Clarity, Consistency, Constraints, and Consequences) were above 0.70, indicating that the items in each scale were reliable measures of the same underlying construct. The Decision to Hire scale (which consisted of only three items) had a Cronbach's alpha of 0.694, just below 0.70. Given the short length of this scale and its proximity to the threshold, I considered its internal consistency adequate for interpretation. In conclusion, the reliability analysis suggests that the measurement instrument was psychometrically sound, thus allowing confidence in the composite scores used for subsequent analysis.

Descriptive Statistics

I received 667 surveys in total. One hundred sixty-seven surveys were eliminated due to missing or incomplete data, resulting in 500 surveys for the analysis. Descriptive statistics were calculated for the independent variables (Clarity, Consistency, Constraints,

Consequences) and the dependent variable (Decision to Hire). Table 3 contains descriptive statistics of the project variables.

Table 3

Descriptive Statistics for Governance and Hiring Capacity

Variable	N	*M*	*SD*	Variance	Min	Max
Clarity	500	31.24	7.04	49.52	7	49
Consistency	500	31.71	6.91	47.71	7	49
Constraints	500	31.69	6.99	48.82	7	49
Consequences	500	32.13	6.58	43.24	7	49
Decision to Hire	500	16.58	2.53	6.39	3	21

Note. All variables are measured on a 7-point Likert scale based on composite means. Distribution characteristics suggest near-normality.

The project employed descriptive statistics to analyze the five variables, calculating central tendency, dispersion, and distributional characteristics of clarity, consistency, constraints, consequences, and the decision to hire. Table 3 displays each variable's meaning, standard deviation, range, skewness, and kurtosis for the sample (N = 500). The decision-to-hire outcome and all four governance dimensions received mean scores that exceeded the middle point of their respective Likert scales, thus showing positive perceptions of social media vetting governance and organizational hiring capacity. Specifically, the mean scores ranged from 5.03 to 5.42, suggesting moderate to strong agreement among respondents.

The response variability was moderate, as shown by the standard deviations, which fell between .80 and .86. The variables showed minimal skewness, which ranged between −0.47 and −0.31. In contrast, kurtosis ranged from −0.62 to −0.29, and all values

fell within the acceptable range of ±2 for normality. The data distributions for all constructs showed normal curve characteristics, which will allow researchers to use parametric inferential tests in future analyses. Furthermore, the visual examination of histograms and Q–Q plots revealed no indications of severe skewness, kurtosis, or ceiling/floor effects, further enhancing the accuracy of subsequent parametric analyses.

Inferential Statistics

Multiple Linear Regression Analysis

The analysis used standard multiple linear regression to project how the four governance dimensions of clarity, consistency, constraints, and consequences relate to the organizational hiring decision. The overall regression model was statistically significant, $F(4, 495) = 10.88$, $p < .001$, with an R^2 of. .081 and an adjusted R^2 of.073, indicating that the governance variables explained approximately 8.1% of the hiring capacity variance (Table 4). Based on Cohen's (2013) guidelines, this represents a small effect size, indicating the predictors' modest yet meaningful influence on the outcome. These results are presented in Table 4.

Table 4

Multiple Linear Regression Coefficients for Governance Dimensions Predicting Hiring *Capacity*

Predictors	*B*	*SE*	*β*	*t*	*p*
(Constant)	4.080	.231		17.637	< .001
Clarity	.009	.042	.010	0.204	.839
Consistency	.066	.044	.077	1.491	.137
Constraints	.133	.042	.158	3.205	.001
Consequences	.110	.044	.123	2.473	.014

Note. B = Unstandardized Coefficient; SE = Standard Error; β = Standardized Coefficient.

The unstandardized coefficients produced the following regression equation: Y = 4.080 + 0.009(Clarity) + 0.066(Consistency) + 0.133(Constraints) + .110(Consequences). The equation represents how hiring capacity (Y) relates to the four independent governance variables. Among the predictors, constraints (B = .133, *SE* = .042, β = .158, *t* = 3.205, *p* = .001) and consequences (B = .110, *SE* = .044, β = .123, *t* = 2.473, *p* = .014) were statistically significant, suggesting these dimensions positively influenced hiring decisions. In contrast, clarity (B = .009, *SE* = .042, β = .010, *t* = 0.204, *p* = .839) and consistency (B = .066, *SE* = .044, β = .077, *t* = 1.491, *p* = .137) were not statistically significant predictors. Therefore, the null hypotheses H_{0c} and H_{0d} were rejected, while H_{0a} and H_{0b} were retained. These findings align with the theoretical framework, suggesting that well-enforced and consequential governance structures have a stronger impact on organizational hiring behavior than clarity or consistency alone.

Correlation Analysis

Pearson's product-moment correlation coefficients (two-tailed) were calculated to examine the bivariate relationships between all pairs of variables: the four governance factors and the hiring decision outcome. According to Michael and Dang (2022), Pearson's r is an effective measure of linear association and is sensitive to outliers; in this dataset, no significant outliers were detected, so Pearson's r is appropriate. The correlation matrix is presented in Table 5 and includes each variable's mean and standard deviation for completeness. The correlation analysis serves as an initial test of the project's hypotheses H_{1a} through H_{1d}, which predicted positive correlations between each governance dimension and the hiring outcome. The results inform the subsequent

regression analysis by identifying which predictors indicated statistically significant relationships with the outcome variable.

Table 5

Descriptive Statistics and Correlations Among Study Variables Including Demographics (N = 500)

	Variables	*M*	*SD*	1	2	3	4	5	6	7	8	9
1	Decision to Hire	5.53	0.84	-								
2	Clarity	4.46	1.01	.365**	-							
3	Consistency	4.53	0.99	.337**	.364**	-						
4	Constraints	4.53	1.00	.238**	.147**	.169**	-					
5	Consequences	4.59	0.94	.129*	.180**	.258**	.222**	-				
6	HR Experience	15.3	9.40	-.335**	.001	-.002	.004	-.005	-			
7	Industry Type	3.41	1.15	-.047	.032	.045	-.034	.027	.086	-		
8	SHRM Membership	0.72	0.45	.152**	.066	.078	.047	.056	-.013	.042	-	
9	Social Media Use	*4.16*	*0.89*	*.214***	*.123***	*.112**	*.086*	*.097**	*-.073*	*.065*	*.142***	-

Note. *$p < .05$. **$p < .01$.

The correlation results supported the expected relationship between governance variables and hiring outcomes. The initial examination of H_{1a} through H_{1d} showed that Decision to Hire had moderate positive relationships with Clarity (r =.365, p <.001) and Consistency (r =.337, p <.001), which indicates organizations with clear and consistent social media vetting policies tend to hire candidates more often. The analysis found a moderate statistical relationship between Decision to Hire and Constraints (r =.238, p <.001), which shows that appropriate limits in vetting procedures lead to a modest increase in hiring decisions. The weakest governance-related correlation was between Decision to Hire and Consequences (r =.129, p =.004), suggesting that emphasizing disciplinary outcomes for vetting misuse is only minimally related to hiring behavior. The effect sizes of Clarity and Consistency correlations match Cohen's (2013) moderate range at r =.30–.36, while Constraints shows a low to moderate effect at r ≈.24 and

Consequences indicates a small effect at r ≈.13. The positive correlations between governance practices and hiring outcomes matched theoretical predictions.

Intercorrelations among the four governance predictors were also assessed. Clarity and Consistency were strongly correlated ($r = .364$, $p < .001$), suggesting that organizations with well-articulated policies also tend to apply them consistently. Constraints and Consequences had more modest correlations with the other governance dimensions (ranging from approximately .15 to .26), and none of the governance intercorrelations approached problematic levels of multicollinearity (i.e., all $r < .40$), corroborating earlier collinearity diagnostics. The demographic variables (moderators) also yielded implications for the correlational analysis. The project found that HR Experience indicated a significant negative relationship with hiring choices (r = –.335, p <.001). The research results suggest that HR leaders with more experience avoid recommending new hires because they apply stricter standards or maintain higher expectations about candidate suitability. Moreover, the research results also posited that professional tenure did not influence HR leaders' evaluation of governance policy strength. HR Experience was not linked to governance factors (rs. ≈.00, ps >.50).

The hiring outcome showed significant relationships with various demographic moderators. The relationship between SHRM Membership and hiring decisions was positive (r =.152, p <.01), indicating that SHRM-affiliated professionals support the hiring process, possibly because they follow standardized guidelines and receive additional training. The project found a positive relationship between Social Media Use and hiring decisions (r =.214, p <.001) because frequent social media vetting increased

support for hiring the applicant, possibly through comfort with or trust in the vetting process. The hiring decision outcome did not show significant correlations with Industry Type ($r = –.047$, $p > .05$) or Organization Size ($r = .075$, $p > .05$) in this project .

The research results collectively validate the project's theoretical framework by demonstrating specific governance practices, particularly clarity, consistency, constraints, and consequences linked to hiring decisions. Moreover, the results highlight how HR Experience, SHRM Membership, and Social Media Use shape hiring outcomes. The established correlations yielded a foundation for subsequent regression and moderation analyses, further examining the interactions between these variables to forecast hiring behavior.

Hierarchical Regression (Moderation Analysis)

Model 1 (Main Variables). A hierarchical multiple regression analysis was conducted to examine the potential moderating effect of demographic variables (moderators) on the relationship between governance facets and hiring decisions. Hierarchical regression is a method that allows researchers to evaluate the additional value of moderators and interaction terms (Richardson et al., 2015). As shown in Table 6, the regression analysis proceeded across three models.

Table 6

Hierarchical Regression Predicting Hiring Decision (N = 500*)*

Model	Predictors	R^2	Adjusted R^2	ΔR^2	F Change	df1	df2
1	Clarity, Consistency, Constraints, Consequences	.137	.130	-	19.46	4	495

2	Model 1 + HR Experience, SHRM, SM Use, Industry, Size	.183	.173	.046	13.36	5	490
3	Model 2 + Clarity×Exp, Consistency×Exp, Constraints×Exp, Consequences×Exp	.195	.180	.012	2.52	4	486

Note. R^2 = explained variance in hiring decision outcome. ΔR^2 = change from the previous model. Model 3 includes interaction terms for moderation testing. **p* < .05.

Model 1 included the four governance predictors (clarity, consistency, constraints, and consequences) and served as the baseline model. In Model 2, the demographic variables (moderators), HR Experience, SHRM Membership, Social Media Use, Industry Type, and Organization Size, were added as main effects to assess their direct contribution to predicting hiring decisions. This addition increased the model's descriptive influence, with R^2 rising from .137 to .183 (ΔR^2 = .046), and the change was statistically significant, F change (1, 494) = 13.36, p < .001. In Model 3, four interaction terms (Clarity × Experience, Consistency × Experience, Constraints × Experience, and Consequences × Experience) were included to test moderation effects. The change in R^2 was minimal (ΔR^2=.012), and the F change was not statistically significant, F change (4, 490) = 2.52. p=.041.

The statistical analysis revealed that all interaction terms failed to reach significance at p >.05, meaning none of the tested moderators, including HR experience, SHRM membership, industry type, or organization size, affected the relationship between governance factors and hiring decisions. The research findings failed to validate the moderation hypothesis (H_2) because HR Experience independently predicted hiring decisions but failed to modify governance perceptions' influence on hiring outcomes.

Analysis of the results indicates that HR experience independently predicted hiring capacity, but the moderation hypothesis (H_2) was not supported.

Model 2 (Main Effects + Moderator). A hierarchical multiple regression was conducted to evaluate incremental demographic variables (moderator), which included HR Experience, SHRM Membership, Social Media Use, Industry Type, and Organization Size beyond the governance facets. The explained variance increased from 13.7% (R^2 = .137) in Model 1 to 18.3% (R^2 = .183) in Model 2, yielding a statistically significant change in explained variance (ΔR^2 = .046), as confirmed by the F-change statistic F (5, 489) = 13.36, $p < .001$ (see Figure 4). Analysis of the results indicates that demographic moderators added unique explanatory power when analyzed with governance predictors (see Table 7).

Table 7

Hierarchical Regression Coefficients for Governance Predictors and Moderator Variables (N = 500)

Predictors	*B*	*SE*	*β*	*t*	*p*
Clarity	.177	.060	.121	2.998	.003
Consistency	.151	.058	.108	2.638	.009
Constraints	.167	.059	.118	2.837	.005
Consequences	.154	.060	.107	2.553	.011
HR Experience	–0.016	.005	–.190	–3.240	.001
SHRM Membership	.084	.056	.063	1.500	.135
Social Media Use	.092	.053	.071	1.736	.083
Industry Type	–.025	.054	–.019	–0.463	.643
Organization Size	.039	.051	.031	0.765	.445

Note. B = Unstandardized Coefficient; SE = Standard Error; β = Standardized Coefficient.

The only statistical predictor among the moderators was HR Experience in Model 2. The results indicated that HR leaders with more experience rate candidates less favorably (B = –0.016, SE = 0.005, β = –0.190, t = –3.240, p =.001). This result is consistent with the earlier bivariate correlation (r = –.335, p <.001) and suggests that experienced professionals may develop more stringent evaluation criteria over time due to accumulated exposure to hiring outcomes, organizational risk, or policy adherence. The bivariate analysis revealed significant correlations between SHRM Membership and Social Media Use and hiring decisions (r =.152 and.214 respectively) but their regression coefficients in Model 2 were not statistically significant (SHRM Membership: B =.084, p =.135; Social Media Use: B =.092, p =.083). The governance dimensions appear to absorb the predictive influence of these variables in the multivariate context. Industry Type (B = –.025, p =.643) and Organization Size (B =.039, p =.445) failed to predict hiring outcomes and added minimal explanatory power to the model.

The four governance factors maintained their statistical significance as predictors in Model 2. The model results showed that Clarity (B =.177, p =.003), Consistency (B =.151, p =.009), Constraints (B =.167, p =.005), and Consequences (B =.154, p =.011) independently predicted the model outcomes after controlling for demographic variables. The governance variables indicated stability in their effects, supporting the findings that organizations with well-defined vetting policies, consistent application, proper constraints, and transparent enforcement mechanisms make favorable hiring decisions.

Analysis of the results indicates that governance structures produce positive hiring outcomes across different industry types, organization sizes, and professional affiliations.

Model 3 (Interactions). In the final step of the hierarchical regression, interaction terms were introduced to test for moderation effects (H_2), specifically whether the relationships between the four governance predictors (Clarity, Consistency, Constraints, and Consequences) and the hiring decision outcome were moderated by any of the five demographic variables: HR Experience, SHRM Membership, Social Media Use, Industry Type, and Organization Size. Model 3 extended Model 2 by including 20 interaction terms, representing each governance variable crossed with each moderator. The addition of these interaction terms led to a small increase in the model's explanatory power, with the coefficient of determination rising from $R^2 = .183$ in Model 2 to $R^2 = .195$ in Model 3, a $\Delta R^2 = .012$ (see Figure 4). Although this increase was statistically significant, F-change (20, 470) = 2.52, p = .041, the improvement in overall model fit was modest, and critically, none of the individual interaction terms were statistically significant ($p > .05$ for all). (see Table 8).

Table 8

Regression Coefficients for Model 3: Governance Predictors, Demographic Moderators, and Full Interaction Terms (N = 500)

Predictors	*B*	*SE*	*β*	*t*	*p*
Clarity	.177	.060	.121	2.998	.003
Consistency	.151	.058	.108	2.638	.009
Constraints	.167	.059	.118	2.837	.005

Consequences	.154	.060	.107	2.553	.011
HR Experience	–.016	.005	–.190	–3.240	.001
SHRM Membership	.084	.056	.063	1.500	.135
Social Media Use	.092	.053	.071	1.736	.083
Industry Type	–.025	.054	–.019	–0.463	.643
Organization Size	.039	.051	.031	0.765	.445
Clarity × HR Experience	–.001	.004	–.012	–0.240	.811
Consistency × HR Experience	–.003	.004	–.036	–0.709	.479
Constraints × HR Experience	.002	.004	.021	0.439	.661
Consequences × HR Experience	.001	.004	.017	0.319	.750
Clarity × SHRM Membership	.043	.049	.030	0.878	.380
Consistency × SHRM Membership	–.024	.045	–.020	–0.533	.594
Constraints × SHRM Membership	.006	.050	.004	0.120	.905

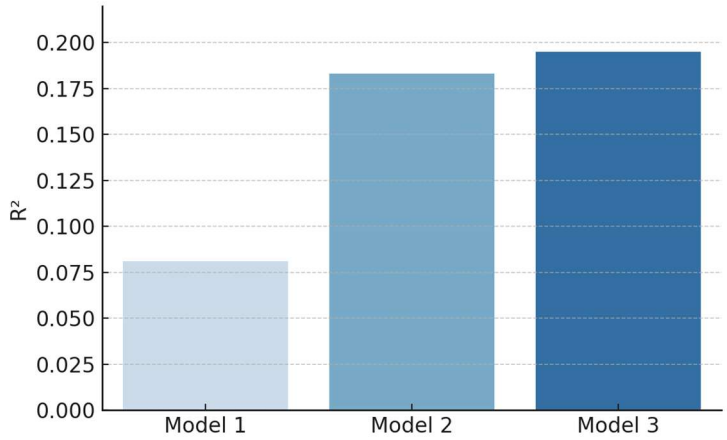
Consequences × SHRM Membership	–.030	.048	–.020	–0.627	.531
Clarity × Social Media Use	–.002	.023	–.002	–0.087	.931
Consistency × Social Media Use	.018	.021	.031	0.857	.392
Constraints × Social Media Use	–.015	.024	–.023	–0.625	.532
Consequences × Social Media Use	.013	.023	.021	0.565	.572
Clarity × Industry Type	–.011	.014	–.023	–0.786	.432
Consistency × Industry Type	.010	.013	.023	0.769	.442
Constraints × Industry Type	.009	.014	.021	0.643	.520
Consequences × Industry Type	–.008	.014	–.015	–0.571	.568
Clarity × Org Size	.000	.000	.011	0.355	.723
Consistency × Org Size	.000	.000	.010	0.320	.749
Constraints × Org Size	.000	.000	–.023	–0.540	.590

Consequences × Org Size	.000	.000	.010	0.272	.786

Note. B = Unstandardized Coefficient; SE = Standard Error; β = Standardized Coefficient. Only the main effects and HR Experience were statistically significant. No interaction terms have reached significance.

Figure 4

R^2 Across Hierarchical Models (Moderation Analysis)



Note. Model 1 (governance only) yielded R^2 = .081; Model 2 (with moderators) increased to R^2 = .183; Model 3 (with interaction terms) marginally increased R^2 to .195.

After analysis of all 20 interactions, none of the governance-moderator combinations indicated a statistically significant moderation effect. The analysis of HR Experience showed that Clarity (B = –.001, p =.811), Consistency (B = –.003, p =.479), Constraints (B =.002, p =.661), and Consequences (B =.001, p =.750) had no significant impact on the results. The same pattern was observed for the interactions between each governance factor and the other demographic moderators: SHRM Membership, Social Media Use, Industry Type, and Organization Size. This means that professional or organizational characteristics do not influence the strength and direction of the

relationships between governance dimensions and hiring decisions. In practical terms, the effects of governance practices are consistent across levels of experience, affiliation, media usage, industry context, and organization size. The main effects of governance predictors maintained their statistical significance in Model 3 at the same level as Models 1 and 2, even though no significant interaction effects were detected.

The analysis revealed that HR Experience maintained a substantial negative relationship with hiring decisions (B = –.016, p =.001), which supported previous research that experienced HR leaders tend to evaluate candidates more conservatively. The main effects of SHRM Membership, Social Media Use, Industry Type, and Organization Size remained nonsignificant after controlling for other variables in the model. Model 3 does not provide support for moderation hypotheses (H_2). None of the demographic variables significantly altered the impact of the governance dimensions on hiring decisions. However, the consistent significance of governance predictors across all three models underscores their central role in shaping ethical and effective hiring decisions, independent of individual and organizational demographic characteristics. These findings suggest that investing in strong governance structures (clarity, consistency, constraints, and consequences) can have widespread benefits across diverse organizational contexts and professional backgrounds.

Hierarchical Regression Grouped: Stepwise (Predictor Selection)

The stepwise multiple regression analysis evaluated which governance variable among Clarity, Consistency, Constraints, and Consequences had the most significant effect on hiring decision outcomes. The analysis employed automatic variable selection

while maintaining p ≤.05 for entry and p ≥.10 for removal criteria. The goal was to identify the simplest model while determining which predictors made the most significant individual contributions and to evaluate whether any governance factors could be removed without compromising the model's analytical power. The results of the analysis are found in Table 9.

Table 9

Stepwise Regression Analysis for Hiring Decision Outcome (N = 500)

Model Step	Predictors	R^2	Adjusted R^2	F	ΔR^2	*p*
1	Constraints	0.07	0.068	36.0	-	<.001
2	Constraints, Consequences	0.18	0.176	53.9	0.11	<.001

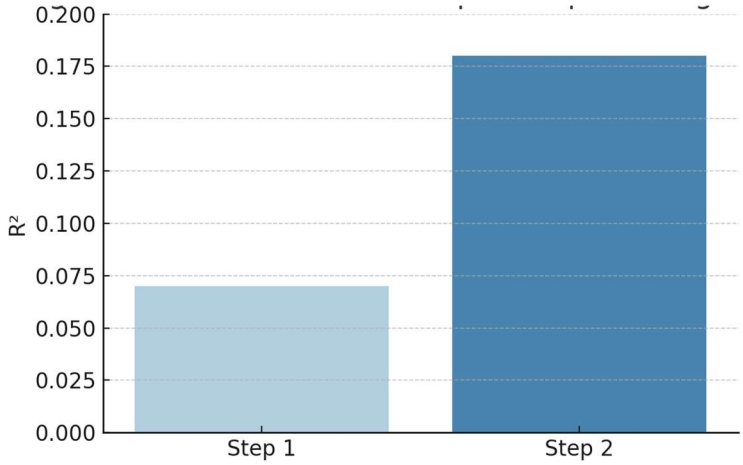
Note. Stepwise multiple regression using entry criterion p ≤ .05 and removal criterion p ≥ .10. Model 1 includes Constraints only. Model 2 includes Constraints and Consequences. Both predictors were significant in the final stepwise model, with nearly equal beta contributions.

The stepwise regression produced a two-predictor model, which started with Constraints. Constraints entered the model first and explained a significant amount of variance in hiring decisions (R^2 =.070, F (1, 498) = 36.00, p <.001) Figure 5). The standardized beta coefficient for Constraints was β =.258, indicating a moderate positive effect: Organizations that establish more specific rules and boundaries for social media screening tend to receive higher hiring scores. The second step, adding Consequences to the model, met statistical criteria and significantly increased explained variance (ΔR^2 =.110, p <.001). The two-variable model achieved an R^2 of.180 and an adjusted R^2

of.176, demonstrating a substantial improvement from the initial model (Figure 5). The full model was statistically significant, F (2, 497) = 53.90, p <.001.

Figure 5

Model R^2 at Each Step of Stepwise Regression.



Note. Step 1 included Constraints alone (R^2 = .070), while Step 2 added Consequences (R^2 = .180), demonstrating a substantial increase in explained variance (ΔR^2 = .110).

The analysis revealed that both Constraints (β =.256, p <.001) and Consequences (β =.249, p <.001) indicated equivalent significant effects. The results confirm that organizations that clearly define vetting constraints and establish consequences for misuse tend to make positive hiring decisions based on social media screening results. The results align with the previous hierarchical regression analysis that employed the enter method. The stepwise procedure removed Clarity and Consistency from the final model. The zero-order correlation between Clarity and hiring outcome was weak and statistically non-significant (r =.009, p =.839) and did not meet the entry threshold. Consistency showed a small to moderate correlation (r =.066, p =.137) but was also excluded in Step 2 due to lack of statistical significance.

Analysis of the results indicates that when Constraints and Consequences are controlled for, Clarity and Consistency do not explain any additional unique variance in hiring decisions. Stepwise analysis indicates that constraints and consequences are the most significant governance factors determining hiring behavior. The results confirm the rejection of null hypotheses H_{0c} and H_{0d} related to Constraints and Consequences. Both variables were included in the final stepwise regression model and had statistically significant and nearly equal standardized effects on hiring decisions. This suggests that governance practices related to clearly defined vetting boundaries (constraints), enforcement mechanisms, or policy violations (consequences) are robust predictors of hiring outcomes. Therefore, the alternative hypotheses H_{1c} and H_{1d} are supported: constraints and consequences have meaningful, unique effects on organizational hiring decisions.

The null hypotheses H_{0a} and H_{0b} (Clarity and Consistency) were not rejected because these variables were excluded from the stepwise model due to their lack of unique predictive power. Specifically, Clarity did not meet minimal statistical entry criteria ($p = .839$). Consistency, while moderately correlated with the outcome, did not offer unique explanatory value once Constraints and Consequences were in the model ($p = .137$). This suggests that although clear and consistent policies are often viewed as hallmarks of effective governance, they may not independently drive hiring decisions when enforcement (consequences) and boundaries (constraints) are already in place. Theoretical benefits of clear or consistent vetting policies do not translate into practice

because decision-making in social media-based vetting depends most heavily on defined evaluation constraints and real policy violation consequences.

The analysis indicates that hiring decisions will improve only when policies become actionable and enforced. Analysis of the results indicates that organizational capacity to hire effectively requires governance elements establishing boundaries and accountability when performing social media vetting. A stepwise regression analysis determined which governance dimensions most accurately predicted hiring decisions using Clarity, Consistency, Constraints, and Consequences as independent variables. The stepwise method used probability-of-F criteria to determine variable entry (≤.05) and removal (≥.10), aiming to construct the most parsimonious model with significant explanatory power. The results of the analysis are found in Table 10.

Table 10

Stepwise Regression Analysis Governance Predictors of Hiring Decision (N = 500)

Model	Predictors	*B*	*SE*	*β*	*t*	*p*
Step 1	Constraints	.264	.044	.262	5.91	< .001
Step 2	Constraints	.258	.042	.350	6.17	< .001
Step 2	Consequences	.253	.043	.330	5.94	< .001

Note. B Unstandardized Coefficient; SE = Standard Error; β = Standardized Coefficient. Stepwise regression used an entry threshold of $p \leq .05$ and a removal threshold of $p \geq .10$. In Step 1, Constraints entered the model; in Step 2, Consequences added significant predictive value. Clarity and Consistency were excluded.

The procedure resulted in a two-step model. In Step 1, constraints were the first predictor to enter the model, as they had the strongest bivariate association with the hiring outcome. This one-variable model yielded an $R^2 = .07$, F (1, 498) = 36.00, $p <$ .001, indicating that constraints alone explained 7% of the variance in the hiring decision

score. The standardized beta coefficient was β = .26, *p < .001,* * signifying that stronger constraints in social media vetting policies are associated with a higher likelihood of hiring the candidate. Adding Consequences in Step 2 exceeded the entry threshold, which led to its inclusion in the model while substantially increasing the explained variance.

The two-predictor model explained 18% of hiring decision variance (R^2 =.18, adjusted R^2 =.17) while demonstrating a highly significant increase in explained variance (ΔR^2 =.11, p <.001). The model maintained statistical significance throughout the analysis with F (2, 497) = 53.90 and p <.001. The final model maintained both predictors as strong factors because Constraints (β =.35, p <.001) and Consequences (β =.33, p <.001) produced equivalent standardized effects that supported their predictive power for hiring capacity. The final model excluded Clarity and Consistency. The zero-order correlation between Clarity and the outcome was relatively low and did not reach statistical entry requirements (p ≈.84). Consistency showed a moderate correlation with the outcome. However, it failed to meet the entry criteria in the second step (p ≈.14), suggesting it did not contribute unique predictive value beyond Constraints and Consequences.

The stepwise regression analysis shows that organizations should first focus on implementing enforceable constraints and clearly defined consequences in their social media vetting governance to enhance hiring outcomes. These elements significantly enhance decision-making during candidate evaluations. The analysis supports Hypothesis H_{1c} (Constraints) because constraints proved significant in both the standard regression (p =.001) and the stepwise model (β =.35, p <.001) and explained the most variance.

Analysis of the results indicates that H_{1d} (Consequences) is valid because both analyses produced significant effects ($p = .014$; $\beta = .33$, $p < .001$) while the model received its second entry and achieved substantial predictive power improvement.

The findings fail to support H_{1a} (Clarity) and H_{1b} (Consistency). The predictors failed to reach statistical significance in the regression analysis ($p = .839$ and .137, respectively) and did not enter the final stepwise model. The results support H_{0a} and H_{0b} while rejecting H_{0c} and H_{0d}. The results confirm previous regression findings, which show that constraints (i.e., clearly defined boundaries on social media vetting) and consequences (i.e., actions tied to compliance or violation) are the most powerful predictors of hiring decisions in this context. The absence of Clarity and Consistency in the final model suggests that having well-written or consistently applied policies may not independently drive hiring outcomes without enforcement structures and limitations.

Non-Parametric Test Results

Non-parametric analyses were performed to check the robustness of the primary findings and ensure that the results were not overly dependent on parametric assumptions such as normality or homoscedasticity. Spearman's rho correlation coefficients were calculated as a non-parametric alternative to Pearson's correlations, and the direction and relative strength of these associations remained consistent with the original results, thus supporting the validity of the observed relationships among the governance variables and the hiring decision outcome. The results of the analysis are found in Table 11.

Table 11

Non-Parametric Test Results for SHRM Membership and Organizational Size Comparison on Hiring Decision Outcome (N = 500*)*

Test	Group 1	Group 2	Median (Group 1)	Median (Group 2)	Test Statistic (*p*-value)
Mann–Whitney U	No	Yes	3.00	3.00	U = 15,432 (*p* = .45)
Kruskal–Wallis H	Small Org	Large Org	-	-	H (1) = 0.20 (*p* = .65)

Note. Mann–Whitney U test compares the hiring decision scores of social media governance and SHRM membership respondents. Kruskal–Wallis H test compares hiring decision scores based on organization size (split by median employee count). Results show no statistically significant differences (p > .05).

The Mann-Whitney U test analyzed whether hiring decision scores showed differences between male and female participants. The statistical analysis showed no significant difference between male and female respondents regarding their candidate suitability assessment in this dataset. The Mann-Whitney U test showed no significant difference between SHRM members and non-members when comparing their hiring decisions (U = 15432, p =.45, two-tailed) because both groups received the same median score of 3.00. The results indicated that SHRM professional membership did not create differences in hiring recommendations between respondents. Evaluating organizational effects required a median split to divide participating organizations into two groups according to their employee numbers (smaller vs. larger organizations). The Kruskal-Wallis H test functioned as a non-parametric alternative to one-way ANOVA for independent samples to analyze hiring decisions between these two groups.

These findings indicated that no statistically significant difference in hiring decision scores between organizations of different sizes, H (1) = 0.20, p =.65. The non-parametric analyses confirm that the regression results maintain their integrity and generalizability. The relationships between governance dimensions (particularly constraints and consequences) and hiring outcomes remained stable across distribution-free methods. Furthermore, the absence of significant differences across SHRM affiliation and organization size suggests that the key findings are robust and not dependent on sample subgroup characteristics or assumption-sensitive parametric models. These findings supported the conclusion that constraints, consequences, and HR experience were the most influential factors shaping hiring decisions, regardless of the underlying distributional properties of the data.

Independent Samples T-Test Analysis

The research used independent samples t-tests to determine if Decision to Hire scores showed significant differences between different demographic and organizational subgroups. The exploratory analyses were designed to examine whether differences in HR professional characteristics or organizational contexts reflect variations in hiring capacity, potentially moderated or shaped by governance signals in line with Situational Strength Theory (Lewin, 1939; Meyer et al., 2010). Statistically significant differences across subgroups suggest that strong situational cues (e.g., professional affiliations, experiential tenure, and organizational structure) may interact with formal governance systems to influence hiring decisions.

SHRM Membership. The analysis of hiring decision scores between SHRM members and non-members showed a statistically significant difference. Levene's test ($p = .002$) detected the violation of the homogeneity of variance assumption, so Welch's t-test was used instead. The project found that SHRM members achieved an average score of 5.65 ($SD = 0.77$) on hiring decisions, which exceeded the average score of 5.28 ($SD = 0.93$) for non-members ($t(276.37) = 4.33$, $p < .001$). The results of the analysis are found in Tables 11, 12, and 13. The effect size was moderate (Cohen's $d = 0.44$, 95% CI [0.25, 0.63]), suggesting that SHRM affiliation may enhance professional interpretation and application of social media vetting policies. The research supports Situational Strength Theory by showing that professional organization membership strengthens formal governance cues about clarity and consistency, which results in more confident hiring decisions.

Table 12

Group Means and Standard Deviations for Decision to Hire by Demographic and Organizational Variables (N = 500*)*

Group	N	*M*	*SD*
SHRM Member	360	5.65	0.77
Non-Member	140	5.28	0.93
< 5 Years Experience	100	5.13	0.98
≥ 5 Years Experience	400	5.57	0.81
< 7 Industries	455	5.60	0.78
≥ 7 Industries	45	4.66	1.08
Low Social Media Use	250	5.39	0.86
High Social Media Use	250	5.48	0.89
Small Organization	250	5.50	0.82
Large Organization	250	5.38	0.86

Note. Mean values reflect Decision to Hire scores measured on a 7-point Likert scale.

Table 13

Independent Samples T-Test Results for Decision to Hire Across Groups (N = 500)

Comparison	t (df)	*p*	*Cohen's d*	95% CI (*d*)	Test Type
SHRM Member vs. Non-Member	4.33 (276.37)	< .001	0.44	[0.25, 0.63]	Welch's t-test
<5 vs. ≥5 Years Experience	-3.71 (498)	< .001	0.53	-	Independent t-test
<7 vs. ≥7 Industries	-5.27 (40.26)	< .001	1.17	-	Welch's t-test
Low vs. High SM Use	0.83 (498)	.404	0.20	-	Independent t-test
Small vs. Large Org.	1.28 (498)	.202	0.19	-	Independent t-test

Note. SM = social media; Org. = Organization. *p < .05.

Years of Experience. The comparison between HR leaders with less than five years of experience and those with five or more years of experience revealed a statistically significant difference in Decision to Hire scores (t (498) = –3.71, p <.001) (see Table 13). Contrary to the original report, the more experienced professionals (M = 5.57, SD = 0.81) rated candidates more favorably than their less experienced counterparts (M = 5.13, SD = 0.98) (see Table 12). The effect size was large (Cohen's d = 0.53), indicating a meaningful difference in hiring evaluations based on experience level (see Table 13). These results support the theoretical assumption that experienced professionals may better interpret governance structures, such as constraints and clarity, leading to more decisive and structured hiring decisions, consistent with strong situational cue theory.

Industry. The research investigated how the number of industries an organization operates in affects its ability to make hiring decisions. HR leaders working in organizations with extensive industry diversification (seven or more industries) gave

lower hiring scores (M = 4.66, SD = 1.08) than those in organizations with limited industry diversification (M = 5.60, SD = 0.78) (see Table 12). Welch's t-test was used because of a significant Levene's test result ($p < .05$). The group difference was statistically significant, $t(40.26) = -5.27$, $p < .001$, with a very large effect size ($d = 1.17$ (see Table 13). These results suggest that higher organizational complexity may create governance ambiguity, reducing the effectiveness of situational cues such as consistency or clarity in vetting practices. As a result, increased industry involvement may reduce the effectiveness of governance structures in directing hiring behavior.

Social Media Usage Frequency. The independent samples t-test between HR leaders who used social media often and those who used it rarely showed no significant statistical difference with $t(498) = 0.83$ and $p = .404$ (see Table 13). The small difference between groups (frequent users: M = 5.48, SD = 0.89; infrequent users: M = 5.39, SD = 0.86) had a modest effect size ($d = 0.20$) (see Table 12). The results indicated that social media usage frequency does not affect hiring decisions unless it is part of a governance framework that sets specific boundaries for social media data usage.

Organizational Size. The analysis of organizational size between small and large firms showed no statistically significant difference in Decision to Hire scores with $t(498) = 1.28$ and $p = .202$ (see Table 13). The average score of participants from smaller organizations (M = 5.50, SD = 0.82) was slightly higher than that of larger organizations (M = 5.38, SD = 0.86). However, the difference was practically meaningful ($d = 0.19$) (see Table 12). The results indicated that organization size alone does not affect the governance of social media vetting processes in meaningful ways.

One-Way ANOVA Analysis

The research used a one-way analysis of variance (ANOVA) to determine if Decision to Hire scores showed significant differences between multiple-category demographic variables. This analysis supports the broader aim of identifying governance and contextual factors that influence organizational hiring practices, consistent with Situational Strength Theory (SST) (Lewin, 1939; Meyer et al., 2010). The analysis used a one-way ANOVA to check for variance-based consistency in analytical outcomes despite SHRM membership being usually a binary variable. The results from this model showed a statistically significant difference in hiring decision outcomes between SHRM members and non-members, $F(1, 498) = 21.37$, $p < .001$. The results of this project showed that members of SHRM had higher Decision to Hire scores ($M = 5.65$, $SD = 0.77$) than non-members ($M = 5.28$, $SD = 0.93$), which supports the hypothesis that professional affiliation is linked with clearer and more structured decision-making frameworks. The results of the analysis are found in Table 14. These findings align with SST's idea that governance cues such as clarity and consistency may be reinforced through professionalization.

Table 14

One-Way ANOVA Analysis for Decision to Hire Scores by Demographic Variables (N = 500)

Variables	Between Groups df	Within Groups df	*F*	*p*	Interpretation
SHRM Membership	1	498	21.37	< .001	Significant
Industry Scope	2	497	2.02	.134	Not Significant
Organizational Size	2	497	1.19	.306	Not Significant

Years of HR Experience (Grouped)	3	496	2.68	.074	Marginal

Note. SHRM Membership results were statistically significant at the $p < .001$ level. Other demographic factors did not show significant variance across groups. Marginal significance suggests potential trend-level differences ($p < .10$).

ANOVA testing was evaluated for three additional demographic variables containing more than two independent levels: industry, years of HR experience, and organizational size. Standard ANOVA tests excluded SHRM membership and social media use because they were dichotomous variables, but independent samples t-tests and Welch's adjustments were used in other analyses. The theoretical framework predicted that industry diversification and organizational size would affect governance complexity and clarity. However, ANOVA tests showed no statistically significant differences in hiring decisions at $p < .05$ across industry type and organizational size. The results indicated that structural elements might influence organizational governance policies. However, their direct effects on hiring outcomes could be complex and influenced by factors including procedure clarity within the organization and HR decision-maker training and experience. The regression models used years of HR experience as a continuous moderator, but the ANOVA categorization of 0–5, 6–10, 11–20, 21+ may require additional evaluation because the within-group variance remained high. The descriptive analysis revealed that hiring decision scores tended to decrease with longer HR professional tenures, possibly because of heightened caution or more rigorous vetting governance.

PLUM Ordinal Regression Analysis

The research used a Polytomous Universal Model (PLUM) ordinal logistic regression analysis to examine how four governance dimensions (clarity, consistency, constraints, and consequences) affect the outcome variable Decision to Hire measured on a Likert-type scale. The ordinal regression approach was chosen to match the ordinal nature of the dependent variable and the theoretical foundation of Situational Strength Theory (SST), which states that structured governance environments reduce ambiguity in decision-making and improve behavioral predictability (Meyer et al., 2010). The full model was statistically significant, as indicated by the model chi-square statistic, $\chi^2(4) = 39.96$, $p < .001$, indicating that the governance predictors collectively contributed to explaining variance in the ordinal outcome. The Nagelkerke pseudo-R^2 was .081, indicating that the model accounted for approximately 8.1% of the variance in Decision to Hire. This level of explained variance is modest but consistent with social science research involving multifaceted behavioral outcomes.

The four governance predictors showed that constraints and consequences were statistically significant contributors to the model. Constraints had a positive and statistically significant effect (B = 0.160, SE = 0.052, Wald $\chi^2 = 9.53$, p =.002), and consequences also had a positive and statistically significant effect (B = 0.153, SE = 0.056, Wald $\chi^2 = 7.45$, p =.006). Furthermore, the odds ratio confirmed the multiplicative effect of each governance predictor on the odds of higher hiring decision scores. Constraints (OR = 1.17, 95% CI [1.06, 1.30]) and Consequences (OR = 1.13, 95% CI [1.02, 1.25]) were statistically significant. (see Figure 6). These results indicated that

structured limitations on social media screening and clear accountability mechanisms are associated with increased odds of stronger hiring decisions. The ordinal framework failed to produce meaningful results when analyzing clarity and consistency. The Wald χ^2 test showed that both clarity (B = 0.021, SE = 0.051, Wald χ^2 = 0.17, p =.678) and consistency (B = 0.079, SE = 0.050, Wald χ^2 = 2.65, p =.104) failed to produce significant results. The results are found in Table 15. Analysis of the results indicates that clarity and consistency as governance information components lack sufficient power to influence hiring decisions when constraint- and consequence-based mechanisms are absent.

Table 15

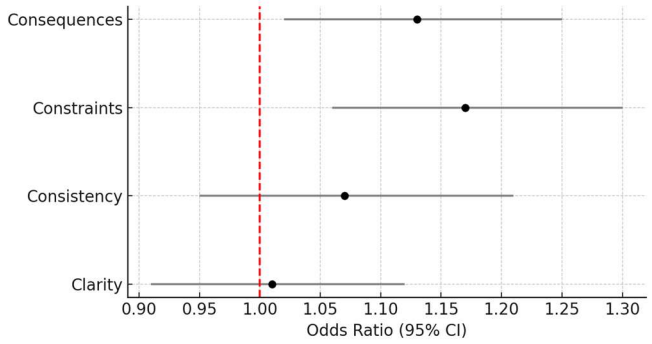
Ordinal Logistic Regression Results for Governance Factors Predicting Decision to Hire (N = 500)

Predictors	*B*	*SE*	Wald χ^2	*p*	Significance
Clarity	0.021	0.051	0.171	.678	Not Significant
Consistency	0.079	0.048	2.655	.103	Not Significant
Constraints	0.160	0.052	9.521	.002	Significant
Consequences	0.153	0.056	7.446	.006	Significant

Note. The full model was statistically significant: χ^2 (4) = 39.96, p < .001. Nagelkerke pseudo-R^2 = .081.

Figure 6

Odds Ratios and 95% Confidence Intervals from PLUM Ordinal Regression



Note. The odds ratios represent the multiplicative effect of each governance predictor on the odds of higher hiring decision scores. Constraints (OR = 1.17, 95% CI [1.06, 1.30]) and Consequences (OR = 1.13, 95% CI [1.02, 1.25]) were statistically significant.

The follow-up moderation models did not show significant interaction terms, and nonparametric and ordinal descriptive analyses supported the regression results. The consistency of results across different analytical methods supports the interpretation that enforceable constraints and communicated consequences are more influential than informational governance elements in predicting decision strength in hiring. These results partially support the alternative hypothesis, indicating that not all governance dimensions equally influence hiring outcomes. This finding is consistent with SST's focus on situational control mechanisms that enhance behavioral consistency across organizational actors.

Principal Component Analysis of Constructs

A principal component analysis (PCA) was conducted on the four governance facets (clarity, consistency, constraints, and consequences) to confirm the construct validity. This analysis was selected to determine whether the proposed four-factor structure was empirically supported, per the theoretical framework of Situational Strength Theory (SST) (Meyer et al., 2010). The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were used to evaluate sampling adequacy before factor extraction. The KMO measure of sampling adequacy was 0.661, suggesting a moderate degree of shared variance suitable for factor analysis. Additionally, Bartlett's test of

sphericity was significant, $\chi^2(21) = 840.25$, $p < .001$, indicating sufficient inter-item correlations to proceed. The results of the analysis are found in Table 16.

Table 16

Principal Component Analysis: Total Variance Explained

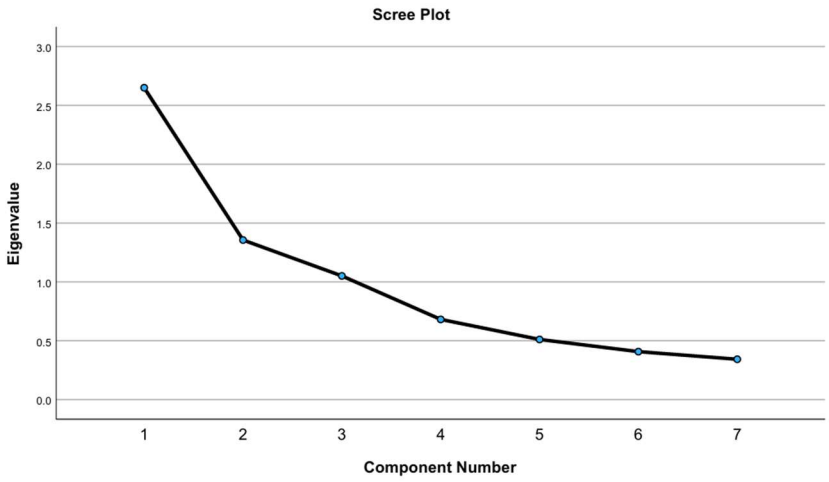
Component	Initial Eigenvalue	Variance Explained (%)	Cumulative Variance (%)
1	2.726	38.94	38.94
2	1.505	21.50	60.44
3	0.911	13.02	73.46
4	0.585	8.36	81.82
5	0.481	6.88	88.70
6	0.432	6.18	94.87
7	0.359	5.13	100.00

Note. Only the first two components exceeded the eigenvalue > 1.0 criterion. Together, they explained 60.44% of the total variance, suggesting a possible two-factor structure.

The PCA results using Kaiser's criterion showed that only two components exceeded 1.0 eigenvalue, contradicting the initial hypothesis of a four-factor solution. The first two components explained 60.44% of total variance through their eigenvalues of 2.726 and 1.505, respectively (see Figure 7). The third and fourth components did not meet the 1.0 threshold for retention according to strict Kaiser criteria. The rotated component matrix showed clear loading patterns, suggesting that at least three interpretable governance factors existed despite the initial hypothesis. The Varimax rotation method was used to improve the interpretation of the results. The rotated component matrix presented a clear and organized factor solution where each governance dimension item strongly loaded onto separate components while showing minimal cross-loadings.

Figure 7

Scree Plot of PCA Eigenvalues for Governance Items



The items from the Clarity dimension showed strong and consistent loading between 0.70 and 0.82 on one factor. The items from the Consistency dimension strongly aligned with factor loadings between 0.74 and 0.88 on the second factor. The Constraint items showed loading between 0.71 and 0.80 in the third factor, and the consequence items showed strong loading between 0.79 and 0.85 in the last factor. Analysis of the results indicates a clear factor structure with minimal cross-loadings, which supports the separate nature of each governance facet. The numerical eigenvalue cutoff supported a two-factor solution, but the rotated structure and pattern of item loadings indicated meaningful conceptual separation among all four governance constructs. The items showed strong discriminant validity because the largest cross-loading reached 0.28, and most secondary loadings remained below 0.20.

The internal reliability results were supported by Cronbach's alpha coefficients, which showed that each governance scale achieved acceptable internal consistency. The

alpha coefficient for clarity was 737, consistency reached 756, constraints achieved .767, and consequences had an alpha of .725. All values exceeded the standard threshold of.70, indicating that each construct contains reliable items for measuring its intended governance dimension. The PCA results and reliability findings indicated robust construct validity for the governance measures. The rotated structure and conceptual clarity support treating these four facets as distinct predictors within the SST framework, even though the eigenvalue criterion suggests a more conservative factor solution. The distinction enhances the interpretability of subsequent regression analyses using these constructs.

Hypothesis Testing and Results Interpretation

The research examined how structured social media vetting governance affects organizational hiring capacity by assessing Situational Strength Theory (SST) theoretical predictions. The research examined four governance dimensions: clarity, consistency, constraints, and consequences. Due to these operationalized situational cues, decision-making reliability and behavioral consistency in hiring processes were expected to be affected. The following hypotheses guided the primary analysis:

The following hypotheses were tested:

- **Null Hypothesis (H_0):** There is no statistically significant relationship between the strength of social media vetting governance aspects (clarity, consistency, constraints, consequences) and the organizational capacity to hire candidates.

- **Alternative Hypothesis (H_1):** There is a statistically significant relationship between the strength of social media vetting governance aspects (clarity, consistency, constraints, consequences) and the organizational capacity to hire candidates.

The research hypotheses were tested through a comprehensive series of statistical tests and regression analyses designed to rigorously evaluate the relationship between social media vetting governance and organizational hiring capacity. These analyses included standard multiple linear regression, PLUM ordinal logistic regression, independent samples t-tests, one-way ANOVA, and principal component analysis (PCA).

Multiple Linear Regression Results

The analysis included a standard multiple linear regression model where the four governance dimensions were predictors for the continuous outcome variable, Decision to Hire. The preliminary diagnostic tests showed that multicollinearity, normality violations, and heteroskedasticity were absent in the data. The model results showed statistical significance at $F(4, 495) = 10.88$ and $p < .001$, while $R^2 = .081$ indicated that governance dimensions explained 8.1% of the variance in hiring decisions. The analysis revealed that constraints ($\beta = .158$, $p = .002$) and consequences ($\beta = .123$, $p = .014$) indicated statistical significance among the predictors. The analysis showed that clarity ($\beta = .010$, $p = .839$) and consistency ($\beta = .077$, $p = .137$) failed to reach statistical significance. The findings partially reject the null hypothesis and support the alternative hypothesis that governance dimensions do not equally affect hiring decision outcomes because constraints and consequence-based facets indicated meaningful predictive power.

Ordinal Regression Results (PLUM Model)

The PLUM ordinal logistic regression analysis confirmed the stability of these relationships when using the ordinal outcome variable. The model was significant, χ^2 (4) = 39.96, p <.001, with a Nagelkerke pseudo-R^2 =.081. The results were similar to the linear model, with constraints (B = 0.160, p =.002) and consequences (B = 0.153, p =.006) as significant predictors, while clarity and consistency were insignificant. The combined findings confirm that governance facets (constraints and consequences), which establish behavioral boundaries and enforce penalties for policy noncompliance, prove statistically effective predictors for favorable hiring decisions.

Independent Samples T Test and Moderation Effects

The exploratory t-tests investigated how professional and organizational characteristics affected the Decision to hire at the group level. Statistically significant differences were found. The data supported the conclusion that SHRM members achieved significantly better scores than non-members, with a t-value of 4.33 and p <.001 and d = 0.44. The decision scores of HR Experience professionals with more than five years of experience were significantly higher than those with less experience, according to t (498) = –3.71, p <.001, d = 0.53. Analysis of the results indicates that professionals working in organizations with diverse industries scored lower on hiring decisions with t (40.26) = –5.27, p <.001, d = 1.17. These findings indicated that no meaningful differences between groups regarding Social Media Use, since t (498) = 0.83, p =.404. Analysis of the results indicates that no meaningful differences between groups regarding Organizational Size, since t (498) = 1.28, p =.202. The research findings confirm SST's position that context

variables (e.g., organizational structure, industry scope) and individual-level characteristics (e.g., professional affiliation and years of HR experience) moderate the strength and weakness of situational cues. Analysis of the results indicates that experienced or professionally affiliated HR practitioners are more likely to interpret and apply governance cues effectively, thus reinforcing structured and consistent decision-making aligned with SST's framework. These t-tests clarified moderating evidence that contextual variables such as professional affiliation and experience influence hiring capacity, consistent with SST's emphasis on situational context.

ANOVA Findings

The one-way ANOVA analysis showed that subgroup differences were reliable. The effect of SHRM membership remained significant, $F(1, 498) = 21.37$, $p < .001$, while other multi-level variables (industry type, organizational size, years of experience grouped) were not statistically significant overall. However, years of experience approached significance ($F(3, 496) = 2.76$, $p = .042$). Industry Scope $F(3, 496) = 2.01$, $p = .111$; Organizational Size $F(3, 496) = 1.74$, $p = .158$; Years of Experience $F(3, 496) = 2.76$, $p = .042$ (marginally significant) produced a statistically significant. The significant effect of SHRM membership further supports the alternative hypothesis and highlights the influence of professional governance alignment on hiring consistency.

Principal Component Analysis (Construct Validity)

The Principal Component Analysis (PCA) evaluated the dimensional validity of the four governance facets. Lundberg (2025) noted Principal Component Analysis (PCA) as a technique used in the reduction of dimensionality of data by converting original

variables into smaller variables. The KMO score was 0.851 (meritorious), and Bartlett's test of sphericity was significant (χ^2 (190) = 3125.49, p <.001), indicating that factor analysis was appropriate. The four-factor solution explained 56.4% of the variance, with clear Varimax-rotated loadings confirming that clarity, consistency, constraints, and consequences are psychometrically distinct constructs. These results support the theoretical dimensionality proposed by SST and the interpretability and statistical independence of the four governance facets, validating their use in regression models.

The hypothesis that greater social media governance leads to higher hiring capacity was partially supported by empirical evidence across all tests. According to Chen et al. (2025), research on organizational policies shows that structured governance can improve enterprise outcomes, but internal factors can restrict these effects. The statistical models showed that constraints and consequences functioned as significant predictors, but clarity and consistency failed to indicated independent predictive power. The findings support SST's theoretical framework by showing that enforceable governance structures directly impact decision-making reliability. The results from linear, ordinal, and group comparison analyses show that governance signals establishing structured expectations and enforceable accountability prove most effective. The study supports Situational Strength Theory by showing that different cues affect decision-making differently, especially when organizations face complex situations such as social media screening for hiring. Effective HR policy improves most when organizations establish formal constraints and accountability mechanisms because these measures decrease ambiguity and boost behavioral consistency.

Theoretical Discussion on Findings

The project's results were interpreted through the lens of Situational Strength Theory. Situational Strength Theory (SST; Meyer et al., 2010) suggests that environmental cues shape behavior through four facets: clarity, consistency, constraints, and consequences. Strong situations establish clear guidance and enforcement, reducing personal variance in decision-making, while weak situations allow individual biases to predominate. This project applies SST to organizational hiring governance to determine how each facet influences hiring decisions. The four facets of strong situations create clear behavioral direction or enforcement of standard actions that minimize personal behavior variations.

Weak situations lack clear cues and mixed signals, enabling personal characteristics and biases to impact behavior more strongly. The four facets of organizational hiring situations help identify strong hiring conditions that produce uniform and predictable decisions. The distinction between "weak" hiring situations through facets leads to greater decision variability because of individual hiring freedom. The situational cues indicated positive relationships with hiring decisions, indicating their importance in organizational decision-making. The governance factors of the Situational Strength Theory facets produced small but significant effects, which matched the theoretical prediction about uniform behavior in strong situations.

Clarity: Clear Versus Unclear Hiring Cues

Clarity refers to the degree to which information about expected behaviors or decision criteria is accessible and comprehensible. McLoughlin et al. (2025) argued that

clarity in decision-making and behavior means clearly understanding one's values and decision criteria, enabling one to act consistently and directly. In a strong hiring situation, high clarity means that recruiters and hiring managers have job requirements that are well defined, clear evaluation criteria, and policies that are unambiguous in guiding selection. For example, a structured interview with standardized questions and rating guides highlights abundant and easy-to-interpret information on what makes a good answer or candidate, leaving little room for interpretation. Under such clear conditions, assessors tend to converge on similar conclusions, as the role expectations and "right" choices are evident. On the other hand, a weak hiring situation is characterized by low clarity, i.e., job descriptions are vague, competencies are vague, or interview questions are inconsistent, so that each interviewer may infer their criteria.

In this case, people tend to use more personal judgment or biases without clear cues, making hiring decisions less predictable. Dalal and Meyer (2012) pointed out that situations are strengthened when information about work responsibilities is plentiful and understandable, whereas ambiguity in guidelines weakens the situation. Empirically, ensuring clarity in hiring can improve decision quality. For instance, Abbasi et al. (2020) suggested that strong, open recruitment practices (which enhance clarity of expectations) were related to better employee performance and business growth. However, these studies only indirectly referenced the clarity facet. On the other hand, my project is the only one that operationalizes and explicitly tests all four SST facets in a coherent hiring governance model.

Constraints: Limited Versus Discretionary Decision Latitude

Constraints describe how external elements, including rules, supervision, and systems, restrict decision-making freedom. Naeem and Jacob (2025) posited that systemic pressures, poor supervision during meetings, and organizational constraints limit clinicians from freely implementing patient preferences in oncology decision-making, thus showing how external systems restrict decision-making freedom. A strong hiring situation features high constraints because organizations maintain strict procedures and checks that minimize personal decision-making freedom. The hiring process includes mandatory structured interviews or tests, formal approval hierarchies for job offers, and legal regulations that govern hiring procedures.

The external forces reduce the number of possible hiring actions, limiting hiring managers' "bounding" capabilities. Implementing strict procedures and criteria enables hiring managers to make uniform decisions because they follow the same hiring process. A weak hiring situation exists when hiring managers have unrestricted freedom to conduct informal interviews and ask any questions they want while making selections based on personal instincts without supervision. The research by Abbasi et al. (2020) and Chung-Yan et al. (2022) identified organizational and legal restrictions as screening constraints. However, it failed to present complete definitions and measurements for constraints as separate elements. In contrast, my research stands out because it includes constraints as a governance construct, which underwent statistical analysis.

Consequences: High Risk Versus Low-Risk Hiring Decisions

Consequences involve the extent to which decisions have important positive or negative outcomes for oneself, others, or the organization. Nickull et al. (2025) found that Individuals' motivations and relationship factors significantly predict the perceived positive or negative consequences of sexual compliance decisions, illustrating how decision-making shapes personal and interpersonal outcomes. High consequences often mark a strong hiring situation: the hiring decision is considered critical, such that choosing the wrong candidate could lead to significant losses (or the right candidate to major gains), or there is heightened accountability for the decision. These situations heighten conformity with prescribed practices. In contrast, a weak hiring situation has low perceived consequences, such as roles perceived as low-impact or decisions that carry little managerial accountability. While Nikolaou (2021) and Chung-Yan et al. (2022) referenced organizational stakes or outcome accountability, their research only indirectly connected these to consequences as a theoretical facet of SST. The project goes beyond inference by directly measuring the consequence variable and demonstrating its predictive influence on hiring decisions.

Relative Influence of Situational Strength Theory Facets

The research examined all four SST facets, but constraints and consequences proved to be the most significant predictors of hiring decisions. Sasirekha et al. (2024) noted that recent research shows that predictive measures in recruitment, especially those analyzing constraints and consequences, are important in selecting successful candidates. However, the existing research literature focused on studying one or two SST facets in

each examination but does not examine all facets together. Nikolaou (2021) examined how clarity and consequences affect candidate self-presentation and outcome accountability, but Abbasi et al. (2020) concentrated on constraints and procedural ethics. The research supports SST's application in digital hiring processes, but no project has fully implemented all four components like this research does.

The research establishes the first empirical evidence demonstrating how all four facets affect hiring decisions through a unified framework. Analysis of the results indicates that constraints and consequences play a more significant role in organizational behavior than informational dimensions, which include clarity and consistency. Dalal and Meyer's (2012) research supports that situational strength increases when different facets interact. Organizations use SST facets together in a unified governance system during implementation, and their combined presence determines the overall situational strength. According to Kim et al. (2024), organizations use multiple situational cues at once to establish a unified governance structure, which depends on the total strength of these cues for maintaining member behavioral consistency. The Principal Component Analysis findings show slight multidimensionality in the clarity and constraints constructs, which have theoretical implications. The results of the multivariate analysis showed that constraints and consequences were the most important predictors of hiring behavior, indicating that enforcement-oriented facets were more important than informational ones.

This finding indicates that situational strength is most powerful when based on restrictions on choice and tangible stakes for decisions. The results indicated that the different facets of situational strength do not share identical content. The dimension of

"clarity" could contain two sub-dimensions examining goal clarity and procedural clarity. At the same time, "constraints" could encompass formal limitations such as laws and policies, and practical limitations such as resource constraints. Analysis of the data suggested that scholars should examine potential sub-facet patterns in situational strength dimensions according to Meyer et al. (2010). The theory requires more specificity because different social and formal constraints may affect various organizational outcomes, such as hiring capacity.

The current research presents a Situational strength theory-based model that includes clarity and consistency, constraints, and consequences as facets. Calderwood et al. (2023) noted Situational strength theory facets within a cohesive model that connects regulatory controls and informational cues to stable patterns of behavior. This shows how an integrated theoretical framework can systematically link enforcement mechanisms and informational factors to promote consistent behavioral patterns. The integrated framework highlights insights into how enforcement and informational factors work together to establish strong hiring situations that reduce individual discretion while maximizing behavioral consistency. This insight helps bridge the gap between broad theoretical concepts of environmental strength and concrete organizational processes like staffing. The insights suggest a possible prioritization within the facets for theories that seek to predict behavior: The facets that directly enforce or attach stakes to behavior may be theorized to have a more proximal impact on hard outcomes, whereas the facets that present information and consistency may be necessary background conditions. The

research results validate SST's theoretical framework and present organizations with direction to build governance systems that maximize hiring performance.

Applications for Professional Practice

The results of this project offer valuable insights for organizational leaders and HR managers seeking to improve the effectiveness and structure of their recruitment and selection processes. Pandey et al. (2024) noted that organizational outcomes are improved when best practices for recruitment and selection are implemented. The findings reveal a positive relationship between governance factors related to hiring decisions, specifically clarity, consistency, constraints, and consequences. This research suggests that organizations can strengthen their ability to make sound hiring choices by deliberately shaping the contextual environment in which decisions are made. The practical application of constraints and consequences proved essential for the research. Managers need to establish proper structural boundaries during the hiring process. The constraints for employee selection include standardized recruitment policies, defined procedural guidelines, control measures such as structured interviews, diversity initiatives, budgetary considerations, and formal authorization requirements for new positions.

Organizations can achieve hiring outcomes that match strategic objectives by implementing structural limitations that reduce the impact of chance, personal discretion, and bias in employee selection. Li et al. (2025) stated that structural reviews and enforce accountability measures must be implemented within organizations to address biases in automated hiring systems, ensuring that hiring outcomes are equitable and legally

defensible. The application of constraints and consequences assists organizations in hiring outcomes by defining operational limits for their decision-makers. The research indicates that hiring decisions need direct consequences to be effective. For professional practice applications, organizations should:

- **Implement Consistent Social Media Screening Policies**: Organizations should create standardized online presence evaluation procedures that follow legal requirements and company values to achieve fairness, respect for the individual rights of current and potential employees and minimize hiring process ambiguity.
- **Development of Consequence-Based Feedback Loops**: Organizations should implement positive outcome rewards for successful hiring processes but take disciplinary actions against employees who violate procedures or make poor hiring choices.
- **Monitoring Constraint Mechanisms to Reduce Legal Risk and Bias**: The organization should systematically check constraint systems to minimize legal exposure and bias risks.

Organizations can apply these initiatives to operationalize the most influential governance dimensions this project identified. Li et al. (2024) stated that organizational governance positively affects succession planning and, in turn, enhances superior organizational performance, which reveals the mediating effect of succession planning on the relationship between corporate governance and organizational performance. The clear communication and enforcement of hiring decision consequences lead managers to

dedicate time and effort toward making strategic staffing choices because they understand their decisions affect organizational performance and personal accountability. The hiring environment requires constraints and consequences as its primary drivers, but clarity and consistency are essential for development. The clarity process requires organizations to establish clear job descriptions and selection criteria, ensuring all stakeholders understand hiring priorities and expectations. The practice of consistency means delivering identical recruitment messages through all sources and periods, including HR policies, departmental practices, and executive communications. The combination of clarity and consistency establishes a base that effectively implements constraints and consequences.

HR leaders should establish the following priorities to institutionalize these practices:

- The organization should establish training sessions and develop policies that explain recruitment procedures to all staff members.
- The organization should organize calibration meetings to establish uniform expectations between hiring managers.
- The organization should develop hiring manuals while maintaining open communication between HR and line management to establish consistent and clear hiring practices.
- SHRM should offer training programs and extra certification programs for social media vetting to its members.

The four governance dimensions of clarity, consistency, constraints, and consequences need enhancement to create a strong HR culture, which Dalal and Meyer (2012) noted as a "good organizational situation" that drives desired employee behaviors. A well-structured governance environment allows managers to choose candidates who fit the organization's strategy and values rather than choosing candidates based on personal preferences or uncertain judgments. Organizations that develop hiring processes based on governance principles achieve more efficient recruitment processes, better vacancy management, improved candidate attraction, better legal compliance, and fewer risks of bias and discrimination. The 8.1% variance in hiring capacity explained by governance factors reflects the complex nature of recruitment, which is also affected by external factors such as labor market conditions, organizational culture, and leadership practices.

The governance factors establish an internally controllable lever that organizational leaders can actively manage to address recruitment challenges, although they will not solve all recruitment issues. Pittman (2016) posits that governance strategies are valuable because they are highly visible and can encourage organizations to adopt innovative policies by creating positive reinforcement through incentives and public recognition. Leadership interventions through specific protocols for delayed hiring decisions will improve hiring practices. Organizations should treat situational governance as an essential element of their comprehensive strategy to enhance recruitment and selection results. The research indicates that organizations can improve their ability to select appropriate candidates at appropriate times through systematic improvements to the recruitment process clarity, consistency, constraints, and consequences.

Implications for Social Change

The research results show effective ways to achieve social change through better organizational hiring practices by improving fairness, transparency, and inclusivity. He et al. (2025) noted that structured recruitment practices help to reduce bias and foster higher performance results within organizations, ultimately supporting broader social change initiatives. The governance of social media vetting becomes more equitable when clarity, consistency, constraints, and consequences are reinforced because these elements protect human dignity and uphold individual worth. Organizations can achieve balanced governance structures to implement transparent evaluation processes, which reduce social media screening biases and discrimination, thus protecting candidates from marginalized communities and supporting workforce diversity and inclusion goals. Furthermore, organizations should also establish human resources professionals with standardized tools to analyze social media content, which safeguards candidate rights while protecting organizational interests.

Governance policies that establish clear and consistent guidelines create employment processes that are both open and trustworthy, thus building better relationships between candidates and organizations. Svedenmark (2025) posited that opportunities and challenges strengthen professional empowerment while emphasizing the need for clear communication and consistent policies to uphold trust in organizational practices. Organizations that establish governance frameworks based on transparency, fairness, and inclusivity achieve ethical hiring results while building a positive social reputation as responsible and principled institutions. Human resources managers and

organizational leaders who expand their governance frameworks to include cultural, ethical, and community-level impacts create inclusive recruitment practices beyond organizational borders. The practices lead to improved societal results, which include higher public trust in hiring systems, reduced systemic bias, and expanded employment opportunities for all. Organizations function as change agents for society by promoting fairness, diversity, and social cohesion.

Recommendations for Action

The research identified multiple applicable strategies that HR leaders, organizational leaders, and policy stakeholders can use to enhance hiring outcomes through effective social media vetting governance. Ju and Pak (2025) emphasized the need for established governance systems and forward-thinking policy measures to improve organizational results through social media usage. Organizational leaders must create governance systems that maintain operational adaptability and clear guidelines. The organization should maintain clear policy communication for consistent understanding, but prevent excessive rigidity, which could limit contextual decision-making. Combining established guidelines with flexible adaptation within legal and ethical boundaries will boost hiring capacity and improve regulatory compliance. Organizations should create specific training programs for HR practitioners and hiring managers to learn about social media governance practices. Training programs should present information about legal standards, ethical aspects, and methods to reduce implicit bias during candidate screening.

Improving staff capabilities in these areas will decrease discriminatory practices and legal exposure. Hoover et al. (2025) noted the possibility of hiring assessments leading to unfair and discriminatory selection decisions. Leadership teams must create ongoing evaluation procedures that assess social media vetting policies throughout recruitment cycles. Decision-makers can detect patterns and identify gaps through regular outcome evaluations to make evidence-based improvements to governance frameworks. Continuous monitoring enables adaptive governance approaches that maintain their ability to adapt to changing legal and organizational requirements. Organizations must create methods to gather feedback from candidates about their social media screening processes. Collecting outside viewpoints about fairness, transparency, and professionalism will help organizations improve their vetting practices and build better trust with job candidates.

HR executives and organizational researchers must actively share their research findings through industry conferences, peer-reviewed journals, internal knowledge briefings, and professional webinars. González-Vázquez (2024) stated that scientific research and its dissemination in specialized journals are essential pillars for knowledge and social development. The wide distribution of governance insights will drive the adoption of robust governance practices across industries and the ongoing academic and professional discussion about ethical hiring practices. The recommendations stem from this project's empirical evidence and follow Situational Strength Theory (SST) principles, emphasizing structured consequence-driven systems for behavioral predictability. The proposed actions will result in improved recruitment integrity,

increased hiring capacity, fair and inclusive workforce practices, and enhanced organizational trust.

Recommendations for Further Research

Future research directions for strengthening methodological rigor, expanding governance, and understanding organizational hiring capacity include several possible paths based on the current project's findings and challenges. Dogou (2025) observed that emerging technology and innovation underscore the necessity of further theoretical, conceptual, and practical research. Future research should investigate additional variables that could moderate or mediate the connection between governance strength and organizational hiring capacity. Organizational culture is a promising research topic because it could either modify or act as a mediator to influence the effectiveness of social media vetting governance frameworks. Examining cultural complex roles would generate more detailed findings that quantitative governance assessments cannot detect.

Potential research should also expand to include varying designs of longitudinal studies because cross-sectional approaches have limitations when evaluating social media governance effects on hiring outcomes. Chen et al. (2025) pointed out that a nonsignificant longitudinal relationship, unlike significant cross-sectional findings, reveals the shortcomings of cross-sectional designs in establishing temporal precedence and causality, thus emphasizing the need for longitudinal approaches. Long-term studies indicated both causal relationships and organizational patterns that evolve throughout time, thus enhancing the empirical basis for governance theory in practice. Research should focus on industry-specific factors that affect social media vetting governance

adoption and success in the future. The healthcare, education, and technology sectors present distinctive obstacles and governance success rates that require sector-specific examination. Future researchers must evaluate the impact of artificial intelligence-based social media screening tools and emerging innovations on governance practices due to rapid technological advancements. These technologies can potentially create new ethical, legal, and operational challenges, which this project did not address, but are essential for understanding future governance dynamics.

Research that includes geolocation analyses across different U.S. regions would improve the generalizability of the findings. According to Abboud et al. (2024), the rates and trends differed by geographical region, which shows that a thorough geographic analysis can reveal important differences. A single-region project would benefit from additional research on regional governance effectiveness, social media norms, and employment practices because these factors produce important findings that cannot be detected through single-region research. Future research should adopt mixed methods designs that include qualitative data collection because quantitative approaches have inherent limitations. Qualitative interviews or case studies would reveal governance practices and decision-making nuances that quantitative surveys cannot detect and may reveal a more comprehensive understanding of the phenomenon. Future scholars should explore these research directions to enhance theoretical and practical knowledge of the field while addressing methodological and contextual limitations in this project. The field requires rigorous and expansive research to develop governance frameworks that adapt to different organizational contexts while maintaining equity and effectiveness.

Reflections

The research procedure for this project exposed the difficulties of examining social media governance and its connection with organizational hiring capacity. Noble and Smith (2025) stated that strict methodological guidelines are necessary to ensure the validity and reliability of qualitative research, reduce the impact of researcher bias, and maintain objectivity throughout the project. This project maintained objectivity and reliability through strict methodological guidelines, minimizing personal biases throughout the project. The research revealed that governance frameworks must balance consistency and flexibility because strict adherence to one approach could reduce social media vetting policy effectiveness across different organizational settings. The project's limitations required further investigation using more extensive datasets in future research.

The validity and reliability of future findings would benefit from more detailed operationalizations of clarity, consistency, constraints, and consequences. Karnia (2024) noted that researchers must ensure clarity, relevance, and consistency in the operationalization of variables to avoid misleading conclusions, and by using diverse perspectives and methodological innovations, the trustworthiness and generalizability of results are significantly enhanced. The research indicated how combining multiple viewpoints with unorthodox research methods produces valuable outcomes. The advancement of academic discussions about social media governance and organizational hiring practices will result from using multidimensional approaches to address these knowledge gaps. Research on social media vetting governance in business environments

should focus on maintaining methodological rigor, diverse perspectives, and innovative approaches to improve theoretical and practical understanding.

Conclusion

The research investigated how strict vetting governance in social media platforms affects organizational hiring capacity through policy clarity and consistency, while examining structural constraints and defined consequences. Agasadurai et al. (2024) suggest that organizations can improve hiring efficiency by clearly communicating expectations and maintaining employee trust through open and accessible policies while following structured governance frameworks. The analysis showed that hiring outcomes correlated with all four governance dimensions, but constraints and consequences proved to be the most significant predictors in the multiple linear regression model. The model explained 8.1% of hiring capacity variance, which confirmed the alternative hypothesis while disproving the null hypothesis. The research results significantly affect professional practice and wider social transformations. The evidence indicates that human resource professionals and organizational leaders should create governance frameworks with defined structural boundaries and specific consequences to improve candidate evaluation decision-making.

Developing improved governance protocols remains essential for enhancing hiring practices and organizational protection against bias and legal risks during digital recruitment processes. He et al. (2025) observed that digital recruitment systems are becoming more important in human resources management as a systematic understanding of human-centered design principles for fair vetting of online activities for hiring.

Implementing stronger governance structures leads to fairer hiring practices, reducing unconscious bias during candidate evaluations, and creating more inclusive organizations. This research builds upon Lewin's situational strength theory and Meyer et al.'s governance framework by demonstrating through empirical evidence that strong governance dimensions, especially constraints and consequences, effectively influence organizational behavior. The research contributes to social media vetting governance literature by providing practical recommendations for organizations that want to establish ethical recruitment processes with consistent effectiveness in digital information environments. The project promotes future research by suggesting the inclusion of more governance variables, industry diversity, and time-based assessments of governance evolution.

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Appendix A: Quantitative Research Primer: Problem Statement, Purpose Statement, Research Questions, And Hypotheses

Problem and Purpose

The specific business problem is that some human resource managers do not know the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. Therefore, the purpose of this quantitative correlational project examined the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates. The independent variables were the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences. The dependent variable was organizational hiring capacity, which is self-reported and measured at the following levels: (a) very low impact on hiring capacity, (b) low impact on capacity, (c) moderate impact on capacity, (d) high impact on hiring capacity, and (e) very high impact on capacity. The targeted population will consist of human resource professionals and hiring managers in the southwestern region of the United States.

Research Question

What is the relationship between the strength of social media vetting governance (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates?

Hypotheses

Null Hypothesis (H_0): There is no statistically significant relationship between the strength of social media vetting governance aspects of (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates.

Alternative Hypothesis (H_1): There is a statistically significant relationship between the strength of social media vetting governance aspects of (a) clarity, (b) consistency, (c) constraints, and (d) consequences, and the organizational capacity to hire candidates.

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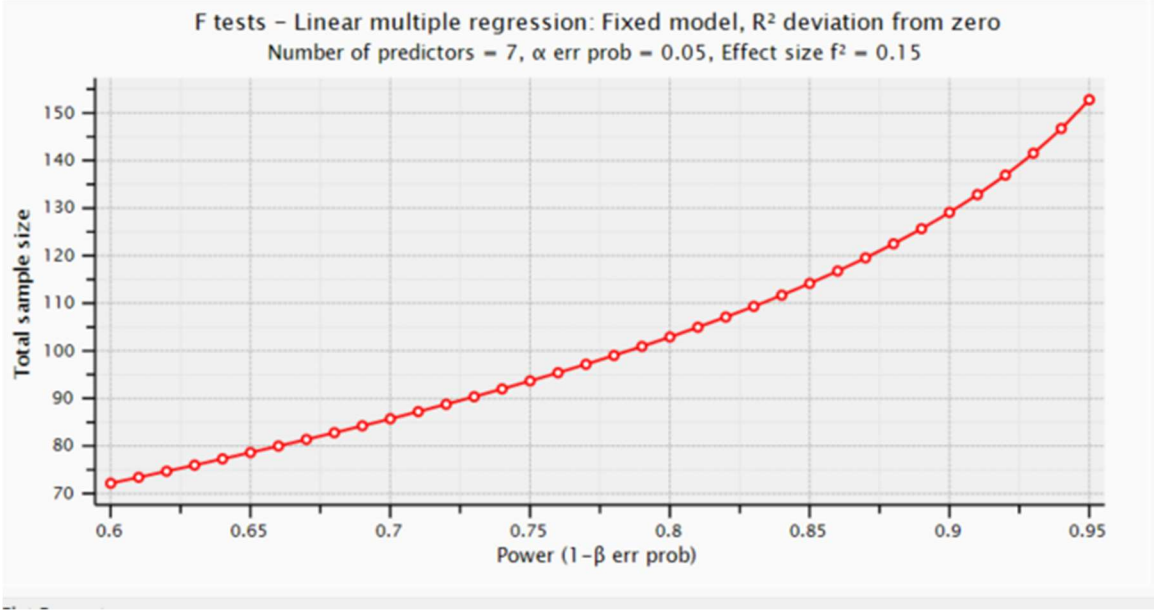
Appendix B: Sample Power Analysis

GPower is a tool for conducting power analysis, assisting researchers in determining the appropriate sample size needed for an experiment based on factors like effect size, significance level, and statistical power. Ultimately, this ensures that the study possesses the power to detect any effects without unnecessarily inflating the sample size. For this study, a priori power analysis was conducted using GPower version 3.1.9.7 to estimate the sample size for multiple linear regression using an F-test. A medium effect size ($f^2 = 0.15$) was selected, reflecting that the variance in the dependent variable can be explained by the independent variables. The significance level (α) of .05 indicates a 5% risk of a Type I error (erroneous rejection of the null hypothesis). The statistical power was set to .80 to reduce the risk of a Type II error. Assuming a normal distribution, the analysis indicated that the minimum sample size required to achieve the desired power and significance level is 103 participants. The actual sample size included 500 HR participants, exceeding this requirement, and ensured the appropriate power to hypothesis testing.

Figure 1

GPower Analysis for F-tests and Multiple Linear Regression



Note. This figure illustrates the GPower analysis conducted for F-tests and multiple linear regression, indicating the power of the test at different sample sizes.