# IS SOCIAL MEDIA A PREFERABLE SOURCE OF RECRUITMENT – AN EMPLOYER'S PERCEPTIVE WITH REFERENCE TO IT SECTORS IN BANGALORE

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*Abstract*
*The rapid growth and use of the Internet over the last several years has changed the way companies' conduct of business activities, including the activities of human resource management. To attract and recruit best employees is one of the great challenges for Human Resource Department. Today online recruiting has become a significant tool for Human Resource Department. Recruitment refers to the systematic process of searching for prospective employees and stimulating them to apply for jobs in an Organization. It results in a pool of applicants from among whom the right employees can be selected. Social Media Recruitment (SMR) refers to recruitment with the help of Social Media sites. Social Media has become an integral part of recruitment; through which people stay in touch, keep themselves aware of new developments and connect with the world around them. Human Resource professionals observed this pattern of behavior in regards to the usage of social media tools among employees and crafted innovativeness in HR practices and processes. As a result, social media got introduced into the world of human capital management. Such practices of social media applications were captured and categorized under various HR functions critical for organization's success. As part of an organization's recruitment strategy, social media is compelling.*

*This research paper aims to understand the Employers perception on recruitment through social Media application practices that were identified. This was performed to conduct a reality check between the expectation from the HR Department and the employers for whom these applications are embattled in order to bring the overall fulfillment of organizational goals.*

*Keywords: Social Media, Recruitment Strategies, Talent Pool, Job Search.*

## INTRODUCTION
Recruitment is an integral part of human resource planning of an organization. Companies use various sources – internal search, advertisements, employee referrals, employment agencies, Internet etc. – for carrying out recruitment activity. Recruitment is a vital function of human recourse management, which can be defined as the process of searching the right talent and stimulating them to apply for jobs in the organization. It is the process of discovering the sources of personnel to meet the requirements of the staffing agenda and attracting the adequate number of employees, so as to effectively select the applicants. Hiring is the act of employing new staff, to engage the services of (a person) for a fee or to employ (someone) for wages. Mandy and Noe (2008) state that recruitment is the process of identifying and attracting potential employees, whereas selection is the process of making decisions to select these employees though recruitment is considered the critical part of organizational human resource development.

Social Media Recruitment (SMR) refers to recruitment with the help of social media sites. In the age of social networking sites growing at a rapid rate, there are plenty of opportunities that can be gained through it other than networking. It is very easy to search for a prospective candidate. Increasingly, organizations are resorting to social media arena to get the right and viable candidate for a vacant position. SMR not only helps to find candidates for high level positions but it is also very useful to find candidates for lower level jobs. Many companies are using social media sites to do a reference check of the prospective candidates but now if they can also prefer Social Media it will cut their efforts of background checks at a later stage. Social networking websites like Face book, Twitter, and Linked In are promising as effective job search tools.

E-recruitment is a means of using information technology (IT) to perform, speed up or improves this process (Tong and Sivanand, 2005), E-recruitment also falls under e-HRM which is an organization's e-business system that uses web-based technologies for human resource management practices and policies (Ruel et al. 2007). E-HRM system and its subsystems, such as e-recruitment, produce a higher level of service delivery and a better strategic contribution. E-recruitment emerges as a handy and advantageous method over traditional methods of recruitment as it brings all benefits of e-business into the human resource field and improves the efficiencies of the recruitment process.

Face book and LinkedIn are most popular among young professionals. In a study conducted on 430 employees, LinkedIn and Face book use is highest among the employees who are aged 26 to 45. In addition, 52% of the people surveyed use LinkedIn, 49% use Face book, 31% use MySpace, and 6% use Twitter (Skeels, 2009). Employers who use LinkedIn and Face book, as a result, have the highest potential of reaching young professionals in the workplace.

In July 2010, Face book revealed that it had over 500 million active users (Schroeder, 2010). In August it was reported that U.S. web users spent 41.1 million minutes on the website. That is equivalent to 9.9% of their entire time web-surfing that month (Schroeder, 2010). LinkedIn, on the other hand, has 30 million users and is used purely for business and networking reasons (Bulik, 2008). LinkedIn is described by users a virtual contact book. Both these sites, as a result, allow users to connect with others and tap into their internal network and contact business professionals.

## SOCIAL MEDIA RECRUITMENT IN INDIA
Social media networks help companies get to know candidates in terms of areas of interest, proficient network, educational qualifications and look into their career graph so to find the best people who fit their company. Social networks also provide the opportunity to reach out to passive candidates, people who have posted their resumes on social networks but are not actively looking for work, save costs and have access to a great talent pool. Social media recruitment is the most popular recruiting trend in India with a rise of 20% in its popularity in the last 3 years according to the survey performed by Linkedin. 40% of people surveyed use this method to source candidates. It seems that this trend is here to stay since it has been suggested that those companies and recruiting organizations which will not be using this platform in the next 5 years will be out of business. HR managers across the world are constantly looking at adopting new and efficient recruitment practices to make sure that their organizations are able to acquire and retain talent. Having right human resources is probably the most important aspect of an organization to keep them ahead of the curve, especially in a talent driven economy. LinkedIn's annual global recruiting trends

## OBJECTIVE OF STUDY
- To study the employer's perception in regards to social media in recruitment.
- To Study the usefulness of Social Media Recruitment (SMR) from recruiter's perspective.
- To Study the Recent Trends in Social Media Recruitment

## METHODOLOGY OF THE STUDY
An exploratory research design was followed for this study, with an objective to find out the employer's perception towards the initiative taken by the human resource function IT Sectors through social media applications. The exploratory research was chosen due to its nature of collecting information in an unstructured and informal manner. This involved interviewing employers from IT industry considering general views in regards to the objective of the research. A Questionnaire was developed with disguised and close ended questions which were presented to the employees  Across all level of experience in IT industry.

The primary data was collected through a survey. Semi-structured interview was conducted from the IT employees. The survey was conducted via  face to face by interviewing the IT employees across all the hierarchy in IT Sectors. The secondary data was gathered from various research papers, company websites, and articles from business newspapers such as Business Line & Economic Times. An exploratory research was chosen due to its nature of collecting information in an unstructured and informal manner and gain background information about the general nature of the research problem.

**Target Respondents:** This involved interviewing various HR professionals across leading IT Sectors and IT employees to understand their perception the employers' effort towards the social media sites.

**Research Approach:** Secondary data analysis & interviews from the HR Professionals at mid senior Level and finally ending with survey across Employees using social media tools in their organizations.

A sample size of 100 HR professionals and employees across the IT Sectors were considered as respondents. set of Questionnaires was developed. The questionnaire was unstructured, disguised and had open & close ended questions for HR Professionals and the employee. The secondary data was gathered from various research papers, company websites, and articles from business newspapers such as Business Line & Economic Times. The primary data was collected through a survey. Semi-structured interview from HR professionals across leading IT organizations was conducted. In fact data was collected.Plan of Analysis: For the purpose of the study, respondents were asked to rate on 5 Point Likert Scale. Using the following scale the perception of employers towards social media application in organizations was measured.

**REVIEW OF LITERATURE**

To have a clear picture of this study it is important to understand key sources used for various recruitment methods. This is followed by investigating the importance of social media currently used in the Indian context. Literature to be reviewed encompasses all the material available in this field of study. For this study various sources such as books, articles, journals, research papers, e-resources, newspapers and magazines are reviewed.

- Social media allows free participation and engagement with wider communities (*Narvey 2009*). The process is proactive as both job seekers and recruiters are engaged in sharing and referring to each other using social media (Nel, Werner, Du Plessis, Fazey, Erwee, Pillay, Mackinnon, and Millett & Wordsworth 2012).

- Traditionally newspapers and professional journals have been the first place that recruiters placed job advertisements. However, during the last decade there has been a dramatic shift towards the internet and online recruitment advertising. These specific recruitment websites are called job boards (*Parry & Tyson 2008*).

- Both employment and recruitment agencies perform recruitment functions on behalf of a client company by charging fees. These agencies also attract talented candidates who are currently employed (*Nel et al., 2012*). Moreover, due to high costs, confidentiality issues, managements sometimes do not depend on these sources.

- The widespread nature of the Internet has played a large role in shaping the current state of the recruitment industry, and for this reason it is easier for recruiters to source job candidates using internet job boards and social media (*Mihelich 2014*).

- There is a strong relationship between the qualities of social networking sites and effective recruitment. The higher the quality of information, the higher the number of online users there will be (*Lee & Kozar 2006*), and hence more diverse applicants for recruitment. In addition, the navigation features of social networking sites help recruiters find what they need without difficulty, and allow them to maneuver easily and quickly back and forth through the pages (*Tong, Duffy, Cross, Tsung, & Yen 2005*).

- Allen, Van Scotter, and Otondo (2004) completed a study on recruitment communications. Through a study conducted on 989 undergraduate students, they found that media and media features have a direct effect on communication outcomes, attitudes, intentions, and behaviors related with potential employees for an organization. Conveying a constant recruiting message and utilizing media features such as two-way communication, personal focus, social presence, symbolism, and including a proper amount of organization, led to a positive opinion of the organization. In addition, these features were positively connected to the communication process. The findings show that media and media features have a significant effect on potential employees.

**DATA ANALYSIS AND FINDING**

| Table 1: Cronbach's Alpha | |
|---|---|
| No of Statements | Alpha Value N=80 |
| 26 | .72 |

From table1 it can be found that cronbach's Alpha reliability seems to be good for the combined scale (0.72). As per Nunnally (1978), an alpha coefficient of 0.7 or higher is required for accepting the scale which is fulfilled in our study.

**Table 2: Demographic Variables**

| CATEGORY | ITEMS | FREQUENCY | PERCENTAGE |
|---|---|---|---|
| AGE | 31-35 | 24 | 30.0 |
| | 36-40 | 39 | 48.8 |
| | 41 & Above | 17 | 21.3 |
| | Total | 80 | 100.0 |
| GENDER | Male | 49 | 61.3 |
| | Female | 31 | 38.8 |
| | Total | 80 | 100.0 |
| MARITAL STATUS | Married | 59 | 73.8 |
| | Unmarried | 21 | 26.3 |
| | Total | 80 | 100.0 |

**Demographic Findings**

The findings related to the demographic variables are presented in Table 2. In terms of age wise classification it was found that 48.8% of respondents are in the age group of 36-40 years followed by 30% in the age group of 31-35. In terms of gender 61.3% are male and 38.8% are female. The table above also reveals that 73.8% are married and 26.3% are unmarried.

**Table 3: Most preferred site for Recruiting Candidates**

|  | Frequency | Percentage |
|---|---|---|
| Linkedin | 52 | 65.0 |
| Facebook | 13 | 16.3 |
| Twitter | 3 | 3.8 |
| Jobportals | 3 | 3.8 |
| Youtube | 3 | 3.8 |
| Flickr | 3 | 3.8 |
| Google + | 3 | 3.8 |
| Total | 80 | 100.0 |

It can be observed from Table 3 that Linked In seems to be the preferable site for recruitment with 65% of respondents followed by Facebook (16.3%), Twitter, Job portals, Youtube, Flickr and Google+ with 3.8% of respondents.

**Table 4: Usage of Social Media**

| Usage | Frequency | Percentage |
|---|---|---|
| Internal Communication | 2 | 2.5 |
| External Communication | 5 | 6.3 |
| Networking | 9 | 11.3 |
| Marketing | 31 | 38.8 |
| Recruiting | 33 | 41.3 |
| Total | 80 | 100.0 |

Table 4 indicates the usage of Social media in the organization. It was inferred that 41.3% of the employer's use social media for recruitment followed by 38.8 % for marketing their product or service.

**Table 5: Pearson Correlations Analysis**

|  | Mean | S.D | Recruitment response through social media | Matching of requirement through Social Media Recruitment | Satisfaction with Social Media Recruitment |
|---|---|---|---|---|---|
| Recruitment response through social media | 4.28 | .656 | 1 |  |  |
| Matching of requirement through Social Media Recruitment | 3.48 | .573 | .288** | 1 |  |
| Satisfaction with Social Media Recruitment | 3.69 | .894 | .256* | .225** | 1 |

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

Table 5 shows the correlation analysis using Bivariate Pearson Product-moment for finding the relationship between recruitment response through social media, matching of requirement through social media recruitment and satisfaction of employers with social media recruitment. It was observed at 0.01 level of significance that, employers are satisfied with the response through social media for recruitment (.256) and the applicants match with the requirements for the job (.225)

**CONCLUSION**

In the Era of Globalization, progression of technology and stiff Competition particularly in the I.T Industry, new H.R.Strategies and practices have to be constantly adopted. In this perspective, Existing Recruitment Strategies have to be replaced by new strategies. The Internet has had a good impact on the way companies recruiting employees. E-recruiting system is newly invented and sharply growing but traditional ways of recruiting, through newspapers or employee referral, have not become outdated. There is no doubt that the number of Internet users is increasing still its incursion is low, in most

of the cases they use Internet for limited purposes. Therefore, studying internet recruitment is very significant in order to maximize its financial and non-financial benefits for employers. In this study, it was found that the use of the Internet for recruiting is influenced positively. Intentions to use the Internet for recruitment are influenced by internet usage habits and performance expectancy of the internet services. The findings reveals that the response rate from the employers is comparatively superior, so searching job through Internet is becoming very popular.

The Usefulness of Social Media Recruitment is that it helps to gain an overall view of the prospective recruitment and saves time and cost involved in the recruitment process. Social media sites carry with it the distinct advantage of enabling companies to reinvent themselves internally as well as externally. The rapid and proficient use of SMR will enable the company to realize the greatest benefits in terms of recruitment.

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