

A STUDY ON SOCIAL MEDIA RECRUITMENT & IT'S EFFECTIVENESS AND RELIABILITY

Salma Khan*

ABSTRACT

The popularity of social media drives recruitment managers to adopt it for hiring. Yet, little is known about its effectiveness from the recruiter's viewpoint. This study, influenced by diffusion of innovation theory, gauges social media recruitment's usefulness in rehire and post hire outcomes. It also employs media richness theory to explore credibility and satisfaction as mediating variables. Data is collected from recruiters in India's public and private sectors. Literature review informs a validated survey instrument designed with input from industry and academia experts. The study's practical implications advise HR professionals to be cautious with social media recruitment information. Establishing credibility increases applicant satisfaction and attraction to the organization, leading to more applicants. This original quantitative study examines social media recruitment's efficacy, considering the mediators: credibility and satisfaction.

Keywords: *Social Media, India, Employee Recruitment, Effectiveness, Recruitment Challenges, Social Recruiting.*

Introduction

The increasing popularity of social media has spurred recruitment managers to adopt social media recruitment strategies. However, there remains a paucity of research focusing on the effectiveness of social media recruitment from the recruiter's perspective. In this study, influenced by the diffusion of innovation theory, we aim to assess the utility of social media recruitment by analyzing various prehire and post hire recruitment outcomes. Additionally, the study employs the media richness theory to investigate the role of credibility and satisfaction as crucial mediating variables. Social recruiting extends beyond merely posting job ads on company social networks. It involves proactive candidate search, relationship-building, and encouraging applications for vacant positions. As technology evolves rapidly in the globalized era, communication and information technology, including the internet and social media, significantly impact various aspects of life and influence the development of mass media. The widespread use of social media in business activities directly or indirectly affects individuals and organizations.

Effective management of businesses and organizations necessitates competent leaders and skilled workers. Human resources play a vital role, and a growing business requires capable individuals. To meet the demands of the organization, human resources must continually develop their skills and efficiency.

* Research Scholar, Department of Business Administration, Sri Venkateswara University, Amroha, Uttar Pradesh, India.

Social media recruiting, also known as social hiring, has become a crucial HR practice. Companies utilize social media sites, blogs, and various online platforms to connect with potential job candidates. It is now a standard component of comprehensive human capital management strategies. Social media recruiting allows employers to tap into a broader candidate pool and target them more effectively than traditional methods.

Today, social media recruitment is a widely adopted talent acquisition tactic, given the widespread usage of social platforms among the population. This study examines how recruiters perceive online personal brand image and virtual trust when evaluating candidates. The research instrument was developed through expert interviews and validated for a quantitative survey. Factor analysis revealed three sub-constructs for each independent variable: professional competencies, business skills, and personal attributes for online personal brand image, and cognition-based trust, institution-based trust, and disposition-based trust for virtual trust.

Social media recruiting encompasses various HR marketing initiatives across popular platforms like Facebook, Twitter, Instagram, LinkedIn, and more. It includes both passive efforts, such as maintaining career portals, and active approaches, like seeking out and engaging with potential candidates in online communities. The ultimate goal is to match job seekers' profiles with recruiters' expectations, making effective social media recruiting a vital aspect of modern talent acquisition strategies.

The study examined trust and identification-based trust in the context of social media recruitment success. Eight critical factors measured employer satisfaction with employee behavior. A structural equation model revealed a positive relationship between sub-constructs of online personal brand image, virtual trust, and social media recruitment success. Domestic companies showed a stronger positive relationship than multinational companies in the Bangalore zone. Recruiters in domestic companies had higher virtual trust expectations compared to multinational companies, influencing online personal brand image relationships.

The research provides predictive, testable propositions, and causal explanations for information system theory. The findings offer practical insights to improve job seekers' social media profiles. Social media recruitment offers quick communication with candidates and facilitates building a vast network of contacts. In this context, we define social media recruitment, highlight its benefits for talent acquisition, and discuss best social recruitment practices. Social media serves as a multifaceted platform for entertainment, e-commerce, networking, and information sharing. This research sheds light on its potential as a recruitment-based information sharing system, benefiting both recruiters and job seekers. The study aims to identify crucial elements in a job seeker's social media profile, facilitating the perfect match for competent job vacancies from the recruiter's perspective and enhancing the online recruitment process for employers.

By examining online personal brand image and virtual trust factors on job seekers' profiles, this study investigates their impact on the success of social media recruitment, focusing on the recruiter's viewpoint. Ultimately, this research contributes to the broader goal of utilizing social media as a comprehensive Human Resource Information System (HRIS) with extensive implications for effective talent acquisition.

Review of Literature

Social networking websites have proven to be highly effective tools for job searching, presenting a formidable challenge to traditional job fairs. Numerous companies have established formal pages on these platforms, providing job seekers with valuable insights into their business, culture, and ethics. Consequently, recruiters have access to a vast talent pool from which they can search for prospective employees. Social media has become an integral and cost-effective component of the hiring process, offering convenience and efficiency without the need for physical office setups, making it an essential tool for recruiters.

Recruiters primarily employ social networking sites (SNS) to search for talents in middle management positions, followed by top-level management, and then lower-level positions. The rationale behind this preference is that lower-level positions often have a surplus of available talent in the job market, while top-level candidates tend to be less reliant on these sites. Experience has revealed that the most lucrative segment for recruitment lies within middle-level managers.

LinkedIn emerges as the topmost sought-after recruitment site through social networking, with 52% of firms utilizing it to shortlist candidates, followed by Facebook (25%), and a combination of both

platforms at 23% [3]. Professionals are spending approximately 21-30 hours per week on these sites. Remarkably, nearly 83% of firms anticipate that social networking sites will revolutionize the recruitment landscape, emerging as a cutting-edge tool for hiring in the new age of recruitment.

Social media has emerged as the second most prevalent hiring source, alongside corporate career websites. Companies are now shifting away from heavy reliance on external recruitment firms and job boards, focusing instead on finding specialized talent through platforms like LinkedIn. Between 2011 and 2016, the percentage of employers using social networks for recruitment surged from 29% to 42%, while other hiring origins like Internet job boards and online resume databases declined during the same period.

With the average Facebook user spending 15 hours and 33 minutes per month on the platform, companies must utilize Facebook ads to compete for top talent. Facebook fan pages serve as effective recruiting and sourcing tools, akin to company blogs. LinkedIn remains highly influential, with 38% of job seekers using it for job searches in 2012. Additionally, 19% of job seekers found job leads shared by contacts on LinkedIn, and 11% searched for jobs directly on the platform. Most LinkedIn users (79%) are 35 years or older, with an average user age of 40.5 years. Sixty percent of LinkedIn-using job seekers are male, with 62% below the age of 40, 51% earning over \$75,000, and 50% being college graduates.

Social networks provide a powerful means for recruiters to access a qualified candidate pool that may otherwise be inaccessible. Employers who incorporate social media elements into their hiring methods gain a significant advantage. LinkedIn remains the preferred platform for candidate searching (96%), contacting (94%), vetting (92%), and tracking (93%). Across industries, social recruiting has experienced near-universal adoption, with percentages reaching 78% in 2008, 89% in 2011, and 97% in 2016. Social media is a permanent fixture in the recruitment process, enhancing openness and democracy in hiring procedures.

The objectives of this paper are as follows:

- To assess the awareness level regarding recruitment through social media sites.
- To measure the satisfaction level of job seekers regarding social media recruitment.
- To identify the specific uses of Social Networking Sites that contribute to effective recruitment and sourcing.
- To evaluate the overall effectiveness of Social Networking Sites in the recruitment process.

Research Methodology

This research explores the use of social media for recruitment, employing similar methods as other recruiting channels, with the distinction being that the interactions occur within social networks. The following key approaches are utilized:

Active Sourcing: Suitable candidates are identified based on the information they share on social networks. Recruiters directly engage with these potential candidates, persuading them to apply for open positions.

Content Marketing and Employer Branding: Regular content, such as texts, images, and videos, is published on social profiles to capture the attention of the target audience and enhance the employer brand. Tailoring the content to the specific target group is essential.

Referral Marketing/Influencer Marketing: Building strong networks with employees, customers, and business partners helps leverage the reach of influential users (influencers) in relevant markets. These networks facilitate reaching a wider audience and recruiting through referrals.

Career Pages and Job Postings: Integrating the career portal into social networks or linking it to them allows for direct access to potential candidates. Additionally, job postings can be published on social media, leveraging paid campaigns and online ads offered by various platforms to reach a broader pool of candidates

Benefits of Recruiting through Social Media

Recruiting through social media offers several unique advantages as a recruitment channel:

- **Informal Setting:** You can reach your target group in a relaxed and informal setting, where they spend their leisure time, making it easier to engage with candidates who may not actively be seeking a new job or might not typically respond to traditional job ads.

- **Attracting Passive Candidates:** Social media recruitment allows you to connect with candidates who are not actively searching for job opportunities. By showcasing your employer brand and company culture, you can attract potential candidates who may not have considered your organization otherwise.³
- **Building Employer Brand:** Social media provides a platform to rapidly build an attractive employer image, particularly among younger audiences who are heavily engaged on these platforms.
- **Precise Candidate Selection:** Leveraging the data provided by social networks, you can identify and preselect suitable candidates and directly approach them for recruitment opportunities.
- **Viral Potential:** Engaging and shareable content has the potential to go viral, reaching a vast audience in a short span of time, thereby increasing brand visibility and candidate reach
- **Performance Tracking:** Social media recruitment enables real-time tracking of the effectiveness of your activities, providing valuable insights to make informed decisions for future recruitment strategies.

Challenges of Social Recruitment: Media

Implementing social media recruitment comes with its share of hurdles that require careful navigation to attract new hires successfully. Some key challenges include:

- **Platform Diversity:** Different target groups inhabit various social platforms, making it essential to identify the most suitable ones for your company. Some demographics may not use social media at all or prefer not to be contacted by companies through these channels
- **Adapting to the Context:** Social media is primarily perceived as an informal environment, necessitating an appropriate approach. Communication must be entertaining, creative, personalized, fast, and direct to resonate with users.
- **Streamlining Application Processes:** Application and selection procedures, including semi-structured interviews, should be optimized for social networks. Complicated and time-consuming processes may deter potential candidates.
- **Technological Expertise:** Mastering new technologies is vital to stand out in the competitive landscape and capture user attention effectively.
- **Collaborative Efforts:** Successful social media recruitment involves collaboration across multiple departments, including marketing, PR, and all employees, necessitating streamlined coordination.
- **Image and Communication:** Any communication errors can adversely impact the company's image, necessitating meticulous messaging and content management.
- **Data Protection:** Managing data protection in the context of social networks is a complex area that requires careful handling to safeguard user information and comply with regulations.

Findings and Suggestions

The study on recruitment through social media highlights the following major findings:

- **Daily Internet Usage:** A significant 96.25% of students access the internet daily, providing a substantial pool of potential candidates for companies.
- **Platform Popularity:** Among students, 77.27% are on Facebook, 20% on LinkedIn, and 14.55% are subscribed to Naukri.com. These platforms offer valuable opportunities to stay updated on job availability.
- **Job Seeker Satisfaction:** Many students express high satisfaction with applying for jobs on social media platforms, citing the ease of accessing job details and prompt responses.
- **Employers' Perspectives:** 83.3% of management and consultancies believe they can effectively hire candidates through social media. Furthermore, 76.9% foresee social sites like LinkedIn becoming more effective in future recruitment.

Suggested Strategies

- **Embrace Modern Methods:** Companies should adopt social networking sites for recruitment, offering a cost-effective alternative to traditional methods like advertisements in newspapers, news channels, job portals, or consultancies.
- **Utilize Candidate Insights:** Leveraging the information available on social media sites can help companies understand potential candidates' psychology and improve employee-job fit, enhancing recruitment success and employee retention initiatives.
- **Enhance Employer Branding:** Employers can establish themselves as attractive employer brands on social media, attracting the best talent by highlighting benefits and tapping into potential candidates.
- **Encourage Job Seeker Engagement:** Job seekers should actively search for jobs on social networking sites like LinkedIn, leveraging its professional nature and avoiding using these platforms solely for casual purposes.
- **Site Maintenance:** Using social networking sites for recruitment requires regular site maintenance to ensure queries are addressed promptly and the information is up-to-date.

Conclusion

The paper concludes that social media recruitment is well-known and accepted among students, management, and job consultancies. The adoption of this modern recruitment method is seen as effective and cost-efficient, particularly through platforms like LinkedIn. However, further education and learning may be required to optimize its implementation. Overall, leveraging social media for recruitment presents significant opportunities for companies to attract and hire top talent.

References

1. Afshar, Z. A., & Fayyazi, M. (2014). E-recruitment in Iranian Bank and insurance industry.
2. Bratton, J., & Gold, J. (2000). HR Management: theory and practice.
3. Chuan, C. L., & Penyelidikan, J. (2006). Sample size estimation using Krejcie and Morgan and Cohen statistical power analysis: A comparison.
4. Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members' continuous knowledge sharing intention: A commitment-trust theory perspective.
5. Arruda, W. (2000). Personal Branding Trends for 2015.
6. A study on recruitment through social media in the IT industry - International Journal of Research in IT, Management and Engineering Volume 3, Issue 12 ISSN: 2249-1619.
7. Methew, R. (2013). Analyzing the Effect of Social Media on Recruitment - International Journal of Management and Social Sciences Research (IJMSSR) ISSN: 2319-4421 Volume 2, No. 9, September 2013.

