

Project Dissertation Report on
E-RECRUITMENT & THE INFLUENCE
SOCIAL MEDIA PROVOKE

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DECLARATION

I, hereby declare that the dissertation project report titled “**E-Recruitment & Influence Social Media Provoke** ” is my own original research work and this report has not been submitted to any University/Institute for the award of any professional degree or diploma.

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BONAFIDE CERTIFICATE

This is to certify that Ms. Deepika Sharma (Roll No. **2K16/MBA/13**) has completed the dissertation project titled **“E-RECRUITMENT & INFLUENCE SOCIAL MEDIA PROVOKE”** under my supervision in fulfilment of the **Masters in Business Administration** degree of Delhi Technological University.

DATE:

Prof. Meha Joshi

PLACE:

ACKNOWLEDGEMENT

It is my privilege to acknowledge profound Gratitude & indebtedness towards my respected & learned teachers for their inspiration, constructive criticism & valuable suggestions. Their precious guidance & unrelenting support kept me on track for the project. I want to thank all for their warm support & co-operations in successful completion of the project.

I am highly obliged to Prof.Meha Joshi, my project guide, whose timely advice & constructive criticism helped me in completing the project.

DEEPIKA SHARMA

IV SEMESTER

EXECUTIVE SUMMARY

The purpose of this study was to explore whether the traditional recruitment process has reduced and what social media has influenced. In this project report, quantitative analysis was done to gain an eagle's eye into the subject. Using secondary research to support many points made by the previous research, we reached to a conclusion.

Web 1.0 version didn't affect the recruitment process like social media does today. After the evolution from Web 1.0 to Web 2.0, a whole new world of recruitment appeared, i.e E-recruitment. E-recruitment is a recent phenomenon that has brought a challenge for recruiters and job seekers.

The research brought light to many findings, opening further research recommendations. E-recruitment is here to stay.

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CHAPTER - 1

INTRODUCTION

Recruitment is a foundation of HRM. It is the first step appointment.. Recruitment can also refer to processes involved in choosing people for unpaid roles. Mainly HR generalists and recruitment specialists are assigned to do the recruitment, but in some cases PSU sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to do the task. Internet-based technologies to support all aspects of recruitment have become prevalent.

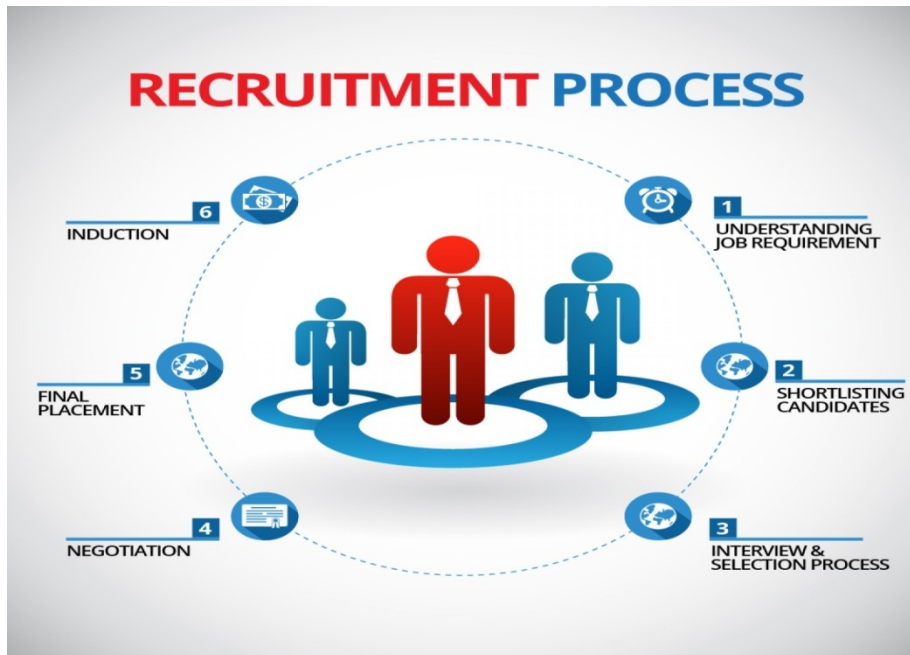


Figure 1: Recruitment Process

E-recruitment, is the exercise of using the technology for chore involved with finding, attracting, assessing, interviewing and hiring the new employee. The principle of the e-recruitment is to make the practice more efficient and effective, and less expensive. E- recruitment can reach a larger pool of budding employees and fasten the selection and recruitment process.

There are 10 steps in recruitment :

1. Identifying the hiring need

You must know the complete job description. Though, you must know the duty of the last employee who left in the position , NOT the description about when that person took the job. That's because the chances are quite good that they got on new duties while in the position.

2. Planning

Make sure that you get the “buy in” of everybody concerned with the hiring process on the steps that will be taken and the channels that will be used. All it takes is one wrong to get everything blown up.

3. Searching

Here you are “hunter” and not a “collector” Too many companies are “collectors,” thinking that star candidates are going to rain down from the sky. No, they are not. So, this is why companies hire “head-hunters.” They hunt, they do not collect. And they are good at what they do. Hiring officials and companies with internal recruiters often can't match the experts and contacts of a recruiter who works in the industry daily.

4. Identifying viable candidates

Finding candidate is also not enough. An organization (or its recruiter) must also find qualified candidates. Anybody can find candidates. They're everywhere. But those high-level A-players, the kind of candidates your competition would kill for? They're NOT everywhere. So searching them, and recognizing them will be more difficult if the first three steps.

5. Recruiting of A-level candidates

Once feasible applicants have been recognized, they must be recruited. In other words, they must be sold on not only the opportunity, but also on the organization. Some organizations miss this important distinction. Top applicants are not just interested in a good new job. They are interested in a good new job with a great new

employer and great organization. If they like the job, but they don't also like the employer, then they are not going to take the job.

6. (Telephone) screening

Sure, you have a batch of viable candidates, most likely passive candidates, who are interested in the position. But not every single one of them are going to make it through the process. That brings us to the first screening stage of the process, the telephone interview. You would have a list of 10 to 20 very strong candidates, all of whom are interested in the position. The phone screening serves to whittle that list down, so that you can move to the next stage of the process, which is . . .

7. (Face-to-face) interviewing

There are **two important aspects** of this part of the recruitment process:

1. It can't stretch out too long, or candidates involved will lose interest.
2. Employers must communicate to candidates where they are in the process and what to expect in the near term or they will start looking elsewhere. This is a danger with the top applicants.

Sure, there are other important aspects of the interview stage, but these are the two that companies neglect the most, with predictably terrible consequences.

8. Offering of employment

The offer stage is one of the most crucial stages of the recruiting process. A hiring manager should never take them for granted that a candidate is going to accept an offer. Though, if they have done all of the right work in advance and they have double and triple-checked everything, then the applicant should accept the majority of the time. Here is an important note : if a firm is working with a search consultant, the hiring manager of that organization should let the search consultant enlarge the offer. That is what the applicant expects, and that is what it should be.

9. Hiring of the candidate

Why are the offer and the hiring not united into one step? Because not every offer is accepted. If every offer was accepted, then we could do that. If #1 applicant rejects

the offer, then the company might expand the offer to the #2 applicant . . or their #3 applicant, if #2 falls through. Once a applicant does accept the offer of employment, however, that is when the official hiring can be made.

10. On-boarding of the candidate

What's the point of hiring the best applicants in the marketplace if you can't retain those applicants after you have hired them? A good detailed on-boarding process is the most important steps in the recruiting process. Whenever we refer to on-boarding, we are talking about more than just new employee paperwork and knowing where the restrooms are. We are talking about to make the new employee feel wanted before they officially join the firm. Many firms has failed to do that and as a result, new employee never shows up for their first day of work.

RECRUITMENT OBJECTIVES :

1. It examines the list of objectives of the company and tries to achieve them by promoting the firm in the public's minds.
2. It forecasts how many people will be required in the company.
3. It enables the company to advertise itself and attract talented people.
4. It provides different opportunities to acquire human resource.

METHODS OF RECRUITMENT

Recruitment is a process of searching for the employees and attracting them to apply for the jobs. These methods are:

1. Internal sources
2. External sources

Internal Sources of Recruitment

Internal sources of recruitment refers to obtaining the people for job from inside the company. There are different methods of internal recruitment:

1. Promotion

Companies can give promotion to existing employees. It saves a lot of time, money and efforts because the firm doesn't have to train the existing employee. Since the employee has already worked with the company, he is well known with the working culture and style of the workplace .

2. Departmental examination

It is used by government officials to select employees for higher level posts. The ad is displayed on the notice board. People who are interested send their application forms to the HR department and appear for the exam. Successful candidates are given the higher level job.

3. Transfer

The goal is to select good employees from other branches of the company and transfer them to branches where there is lack of employees.

4. Retirement

Many companies call back employees who have already retired from the organization. The method is good because it gives a sense of pride to the retired when he is called back and helps the firm to reduce recruitment cost.

5. Internal advertisement

Vacancies are advertised on the notice board. Employees who are interested are asked to apply for the job. The method helps in getting employees who are ready to shift to another branch of the same company and it is also good for employees who want to shift to another branch.

6. Employee recommendation

Employees are asked to recommend people for jobs. Since the employee is aware of the working conditions inside the company he will suggest people who can tweak in the workplace.

ADVANTAGES OF INTERNAL RECRUITMENT

1. Time saving.
2. No separate induction program is required.
3. Increases loyalty and reduces labour turnover.
4. Less expensive.

DISADVANTAGES OF INTERNAL RECRUITMENT

1. No chances to get new talent.
2. Involves selecting people from those available in the company.
3. Chances of biased and partiality.
4. Chances of employee discontent.

CHAPTER – 2

LITERATURE REVIEW

The amount of empirical knowledge for E-recruitment is limited as it is a comparatively new subject. This topic is viewed in a traditional view of recruitment followed by the transformation to modern day recruitment.

PREVIOUS RESEARCH & FINDINGS :

Anna Holmes et.al(2012) : The recruitment process and applicant relationship management for the firms was chosen as a source; due to the relevance of the information. The version of the recruitment process in Holm's research was adapted from the different sources of known HRM authors as Alice Barber, Gary Dessler, Mike Millmore and Philip Lewis and researchers, Dave Bartram and Mary Starke. Regardless of the previous research from 2008 to 2010, the significance of the recruitment process has not changed, hence making this a suitable source for this research.

Danah Boyd, Nicolle Ellison et.al(2007) : They co-wrote the research paper "Social Network Sites: Definition, History, and Scholarship." In this research the definition of social media is found and the history of SM used later in this project report.

Sills Moreen et.al(2014) : A research paper describing , traditional recruitment has not completely gone behind the use of E-recruitment cycle. There are still traditional methods, i.e. job fairs that still remain highly significant and important in recruitment.

HUMAN RESOURCE MANAGEMENT

Human Resource Management has various meanings. In order to break down to a simple definition of HRM, we must explore how others see the topic of HRM. As a HRM author, Michael Armstrong (2006) views HRM as "a strategic and coherent approach to the management of an organisation's most valued assets – the people working there who individually and collectively contributes to the achievement of

the objectives of the business”. Another view of HRM is “HRM refers to all those activities associated with the management of work and people in firms.”

The activities are:

Staffing

Training & Development

Motivation

Staffing :

The staffing sector begins with human resource planning. Human resource planning is to ensure the firm has the long-term and short-term strategies in the overall firm's forecast, including the right type and amount of applicants for the positions to support the success of the organisation. Planning prepares HRM with a foresight of what present and future employees needs the firm will have.

Recruitment & Selection :

Generally "Recruitment and Selection" is read as a combined function. As these two have different responsibilities, it is reasonable to give separate definitions. Recruitment is not a simple process to put in a simple sentence. Recruitment strategies differs all over the globe, but the common elements are: attracting, finding and procuring. Recruitment is often reported in literature as the task of analysing the job requirements, pooling together a network of qualified applicants and hiring the best fit person for the role in order to gain the competitive advantage.

Selection is the process of choosing the best fit person for the role from the generated pool of qualified applicants. These two processes go hand in hand; without recruitment, there is no selection.

The Recruitment Process

Recruitment significantly brings the talent to the company. Recruitment can be a function of an organisation's in-house HR or it can be subcontracted through a Recruitment Processing Outsourced (RPO) company. An RPO replaces the

internal recruiting function, searching and attracting new employees for an organisation. Either way, recruitment follows a process. Lee (2005) makes note in his research paper about the evolution of E-recruiting that the traditional recruitment process follows a step-by-step process. In Anna Holm's (2012) research about E-recruitment and the recruitment process, she demonstrated a graphical summary of the traditional recruitment process which was taken from various HRM sources.

E-recruiting

The digital world has brought a new dimension to the world of recruiting. The WWW, shortened the search time, costs and offered a transparent method of information for candidates. In the early 2000s, companies only had their career websites running as their main source of communication about their organisation's news: current open vacancies, contact details and changes in the organisation. The design of the Web 1.0 imposed a one-way communication style where web surfers could get information from the site. Those applicants that did find the vacancies on an organisation's website and had interest sent an initial e-mail with their CV and a cover letter attached to the contact person listed on the website or still through Post. Two-way communication rarely occurred as it was an uncommon strategy in recruiting.

The modern web, like Web 2.0, has changed the talent acquisition process. This process is known as "E-recruitment".

What is E-recruitment?

The term "E-recruitment" has two parts. The "E" stands for "electronic" and "recruitment". E-recruitment is known as online recruiting, social recruiting or Internet recruiting, however, this report will refer to E-recruitment for ease. To add to the previously discussed definition of the recruitment, E-recruitment can only be described as the process of any employee advertising or attracting, selection and application processing via the Internet, for external applicants, or Intranet, for internal applicants. The findings from Holm's (2012) research paper were that there was a difference between the paper-based and the electronic-based recruitment process. From the findings, she found that the

E-Recruitment Channels



Figure 2 :E-recruitment channels

electronic-based recruitment process started with few electronic tools for line managers to start the recruitment process, e.g. line managers were putting their hiring needs into a Word doc and sending it to the concerned recruiter. The recruiter then had to read each applicant and rate the order.

SOCIAL NETWORK:

“Web 2.0 is a term that was first used in 2004 to describe a new way in which software developers and end-users started to utilise the World Wide Web” as a platform to be under continuous modification of content and applications. Because of the usage changes, Web 2.0 has evolved into something to satisfy the needs of the user without the need of a programming background. Web 2.0 allows users to smoothly alternate from being the creator or author to being a reader.

A definition of SM or of social media networks is provided below:

...as web-based services that allows individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site (Boyd & Ellison, 2007).

GROWTH OF E-RECRUITMENT

The use of E-recruitment grows, however the benefits for E-recruitment have not changed much over the ages :

Cost savings

Ease of use for candidates

Larger candidate pool

Ease of use for the organisation

Increasing the speed to hire

Success in finding candidates

Keeping ahead of competitors

Below, Figure 3 shows a timeline of how recruitment has changed and evolved from the traditional sense to the social media on the Internet. There was a five year interval between each innovation. Each media had its selective audience which it reached, for example, print media only reached a certain area of their audience, whereas SM now can attract different people in various areas.

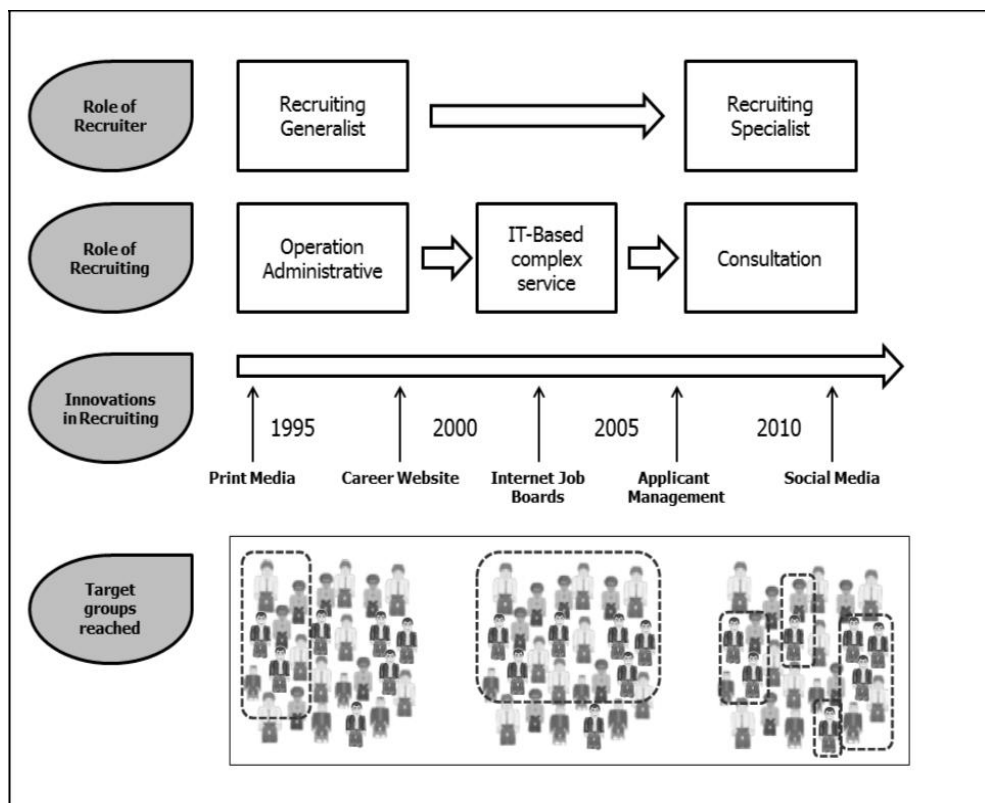


Figure 3: Development of Recruitment

Trends of E-Recruitment

SM networks have already been adopted by 93% of the companies in the USA. 93% of those are found in LinkedIn, 66% found in Facebook and 54% found in Twitter. These companies are actively searching for young talent employees. Companies are finding themselves in a tougher talent competition than they have in previous years, and they are already taking actions to trim down the risks. There has been an 85% increase in recruiting activities via SM since 2007.

Vacancy advertising

In 1997 when print advertisement was the popular form of advertisement, CareerXroads found that 23.7% of their 255 survey candidates attracted and hired employees from newspaper ads (Crispin & Mehler, 2010). Nowadays companies advertise the vacancies on the social media for quick action.

Use of social media :

SM use can support companies enormously, if properly utilised. For example, in an organisation of 100 employees who all have approximately 150 contacts on SM that firm can reach approximately 15,000 initial contacts. Eventually, the spread reaches 2.25 million secondary contacts. Because of the contacts, employees can support the company indirectly by sharing opinions or upcoming events in the firm.

Millennial Generation (or Generation Y)

The workforce today comprises of four generations: the Veterans, the Baby Boomers, Generation X , the Millennial Generation, commonly known as Generation Y (Gen Y). The latest generation, “Generation Z” has yet to enter the workforce. The timeframe for each generation gap can differ:

- The Veterans, also known as the “Silents” cover the years 1922 - 1945
- Baby Boomers are those who are born between the years, 1946 - 1964.
- Generation X depicts the age group between the years, 1965 - 1980.
- Generation Y, the youngest working class , 1981 - 2000.
- Generation Z, the latest generation, from 2001 to present.

It is good to review the generations as each generation has added some value to the HRM.

Table: A comparison between 4 generations.

| | The Veterans (1922-1945) | Baby Boomers (1946 – 1964) | Generation X (1965 – 1980) | Generation Y (1981 – 2000) |
|----------------------|--|---|---|--|
| Work is ... | An - obligation | - An exciting adventure | - A difficult challenge - A contract | - A means to an end - Fulfilment |
| Communications | Rotary - phones | - Touch-tone phones | - Cell phones - Call me only at work | - Internet Picture phones - E-mail |
| Media | Write a - memo | - Call me anytime | | |
| Leadership Style | - Directive - Command- and-control | - Consensual - Collegial | - Everyone is the same - Challenge others - Ask why | - *N/A |
| Interactive Style | - Individual | - Team player Loves to - have meetings | - Entrepreneur | - Participative |
| Communications | Formal - Memo | - In Person | - Direct - Immediate | - E-mail - Voice mail - **Instant Message |

Figure 4

Each generation has had its challenges, disputes in work and way of life. The challenges set current posture of beliefs, laws, technologies for the times. Employment to the Gen Y is a means to an end, whereas previous generations saw work more as an challenge or adventure. The means of communication is through E-mail, Internet is familiar having grown up in the digital world. The myth is that because social media is faceless Gen Yers do not value face-to-face, in the same manner. The research conducted by PwC has found that “Gen Y have a natural aptitude for electronic forms of communication means, email and SM channels” but these “are not always their communication channels of choice, specially when it comes to discussions with their managers about their careers.” The leadership style of Gen Y cannot be analysed because there has not been enough working years to examine the style.

| The Veterans (1922-1945) | Baby Boomers (1946 – 1964) | Generation X (1965 – 1980) | Generation Y (1981 – 2000) |
|---|--|---|---|
| <ul style="list-style-type: none"> - Long-term organisation plan - Respectful of organisational Hierarchy - Likes structure - Accepting of authority figures in the workplace - Gives maximum Effort | <ul style="list-style-type: none"> Give maximum effort Accepting of authority figures in the workplace - Results driven - Long-term organisation plan - Retains what they learn | <ul style="list-style-type: none"> - Technologically savvy - Likes informality - Learns quickly - Seeks work-life balance - Embraces diversity | <ul style="list-style-type: none"> - Technologically Savvy - Likes informality Embraces diversity - Learns quickly Needs supervision |

Figure 5 : Top five worker traits for each generation from a survey conducted by SHRM Research

The generations have grown up in different eras. Technologies, societies, and the way of life have been modified as years continue to go. The traditional behaviour of a workplace has changed. Long-term career plans have shortened, not only because Gen Y has become more casual in the workplace, but because of the healthy large competition and the rising expectations of today's society in the workplace. However, PwC has found that there have been resemblances between today's generation and previous generations' reasons for staying or leaving companies, but there are differences. There is a greater hope of support, flexibility and appreciation from the Gen Yers. These contribute to the satisfaction Gen Yers have in their firms. Previous generations place pay and progression opportunities higher than the Gen Yers'. The sense that Gen Yers need regulation at the workplace hints that they look for a need for division of life and work life. PwC supports this reasoning in their NextGen research and says that Gen Yers are unwilling to make work a limited priority (PwC, 2013).

This is relevant for the recruitment process as it is important to understand how and what the Generation Y will expect for the future job offers. In the next few years, there will no longer be any Veterans in the workforce and there will be an increasing amount of Baby Boomers reaching their retirement. According to a survey, 55% of Generation Y is hopeful about finding a job in 2018, whereas only 11% of Baby Boomers were hopeful about finding a job.

CHAPTER - 3

RESEARCH METHODOLOGY

Need of the study :

- This study helps building progress towards organizational goals.
- To study need of E-recruitment strategies in emerging scenario.

Data collection:

Data were collected using combination of primary and secondary data. Primary data was collected using questionnaires. Secondary data were collected by referring various web articles, research papers, journals, etc.

This leads to the study of all articles and journals that discussed about the recruitment process and the effect of social media; which are mentioned in *Literature Review*. Many of the sources at present indicates that the recruitment process has shifted from the traditional recruiting to E-recruitment, removing hard-copy application. But, not all of the studies agreed.

Unable to see a convincing pattern in the case for today, as the empirical literature was out-dated by six to seven years, the question arises “What changes have occurred for traditional recruiting and how has social media influenced the process?”

Primary research and secondary research was used to support this study. To analyse how a job seeker/unemployed person sees the recruitment process and its behaviour trend, we conducted a survey to analyse the different views and trends. Various sources of secondary research were used to give comparison of the findings from this research study.

To understand previous research done on the topic of trends and processes of recruitment, the two following hypotheses were created:

H1: Traditional recruitment is disappearing behind the scenes of e-recruitment

H2: Social media is shortening the application cycle.

As a result of the research to be done, it should be possible to understand today's recruitment process and the future recruitment trends for companies and job seekers.

CHAPTER – 4

RESEARCH FINDINGS

I chose to support the study by conducting an online questionnaire. This is convenient, short and efficient for collecting data. The questionnaire was designed to allow respondents to find a suitable answer that best fit their opinion. Many of the questions were closed questions, there were only two open-end questions. The closed questions were mixed of different scales (e.g. likert scales) and multiple choices (e.g. yes or no). To answer all the questions asked was compulsory; thus, a participant could not skip a question without answering the whole questionnaire. The purpose for this whole criteria was that all the questions had importance to the next, and if one question was not answered, some of the significance would be lost in the survey. The target projected for the survey was for job seekers and/or social media users. The questionnaire was completed by 83 participants. Of the 83 participants, 33 (39%) were male and 50 (61%) were female.

Employment

It was found that 72 (87%) of the applicants were currently employed or had been in the past 2-3 years. The follow-up question asked how they had found their current job. In Figure below, a bar graph shows the different methods of how each candidate who answered, found or heard about their job. This question was a multiple choice question(MCQ); so more than one answer was able to be selected. A marvellous detection with this question was that WoM (Word of Mouth) or referrals had more than expected responses with 41%. This result tends to have no effect on E-recruitment. The second most response was the “Other” option. This option gave the applicant a chance to fill out with their own words. The open responses were rather asked and random. The most of the answers(7) were through University or school related activities. The others were family and friends(4), from the search engine, Naukri, and sector-specific job site (3), created my own position(2), job fair(2), recruited by employer(1), and lastly, walk-in(1). The interesting connection about these are that they are following a pattern.

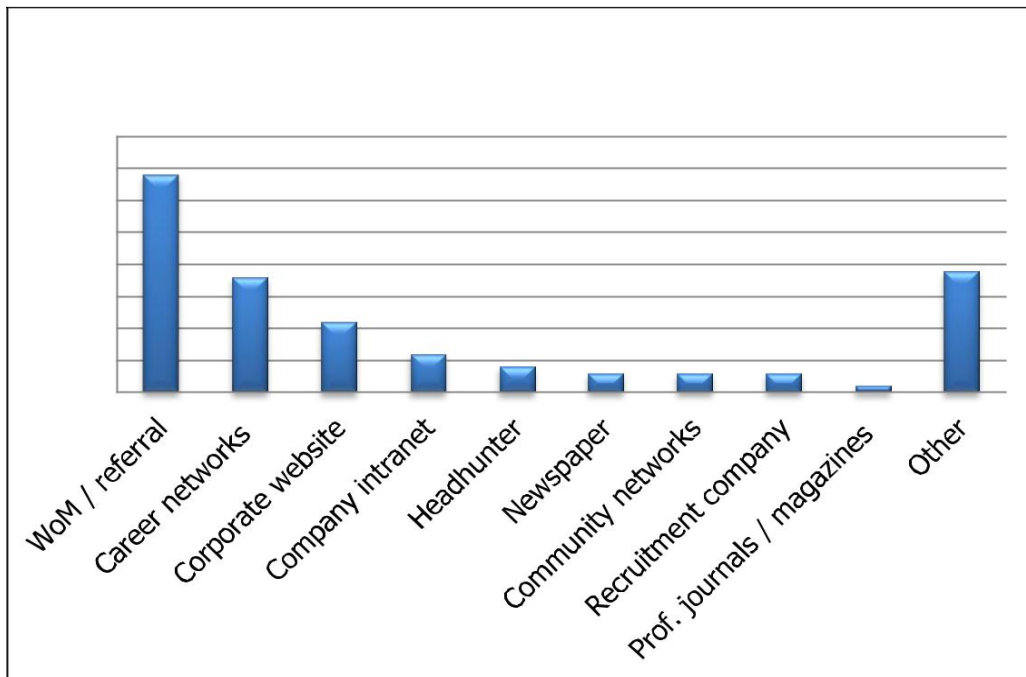


Figure 6. Different methods/mediums that were used to find a job.

SOCIAL MEDIA USAGE

When asked about the time spent on social media, more of the people (59%) mentioned they spent one hour or more. As mentioned previously, 94% of recruiters are vigorously searching on social media, so one can retreat the idea that these applicants have a high possibility of finding a new job opportunity through the internet, whether they currently were employed or not. The idea of this question was to cast together the next few questions that were asked about what type of SM networks the applicants uses and how often did they used them.

In Figure , it can be seen which social media networks are actively in use. Facebook has an unarguably high activity from the participants compared to the other social media networks, followed by YouTube and Twitter.

65% of recruiter's highest used social networks choice for recruiting is job sites; YouTube followed with 15% and Twitter with 55%. To compare this data, it is interesting to note that Facebook and YouTube don't have a elevated usage rating from recruiters.

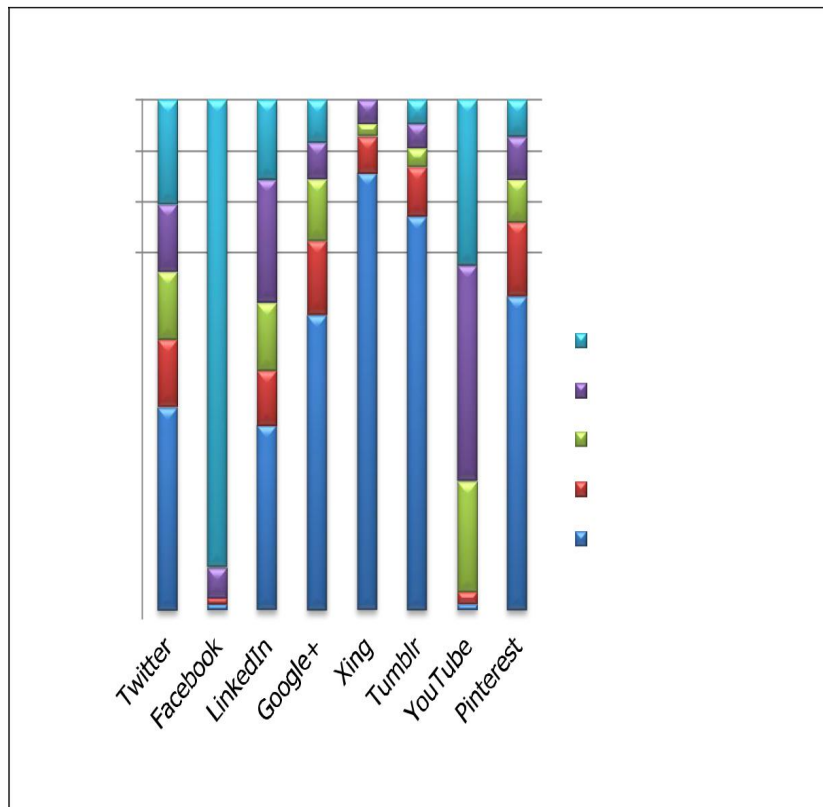


Figure 7: The amount of uses of different social media networks.

Twitter vs Facebook

These two social media have many reasons for why they are comparable. They both are a community based network. These networks strive on the fact that people have other people with which to communicate, network and share. This research has found some interesting comparisons between these two media. Firstly, these media are used for different functions. Twitter's maximum use for 41% of the applicants is for news and articles. Facebook's maximum use is for photos and videos, and used for messaging. Secondly, the number of users that use either media for networking is considerably low, particularly when the existence of these media is for networking with others. Thirdly, it is interesting to see that barely any of the applicants use Twitter or Facebook as a source of job searching. The results from this study find that only 4% of Twitter users and 2% of Facebook users uses these media mediums for job searching.

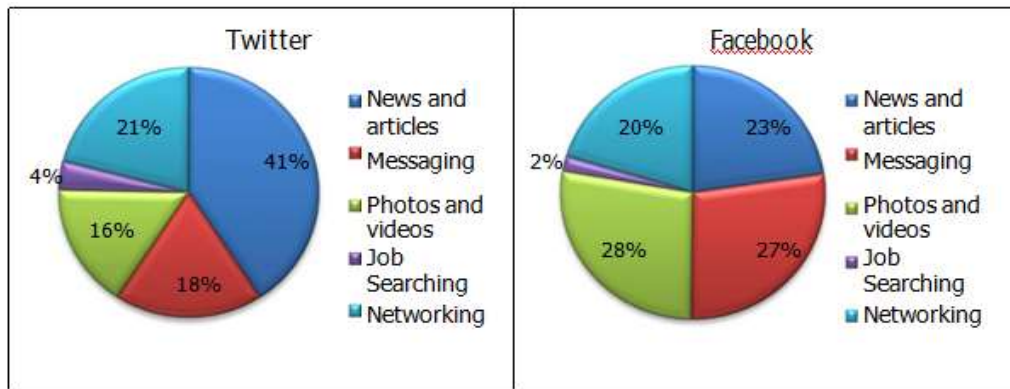


Figure 8: A comparison of survey results between Twitter & Facebook usages.

Traditional versus online job applying :

The contrast between those who have applied for a job through traditional channels and those who have applied for a job through a social media network vary very much. Figure 8 shows the responses for the two questions regarding applying for a job through traditional and online channels. 80% of the applicants have found a job through traditional means whereas only 32% of the applicants have applied through an online channel. It was fascinating to see that 25 respondents alleged they have applied for a job using both traditional and online channels.

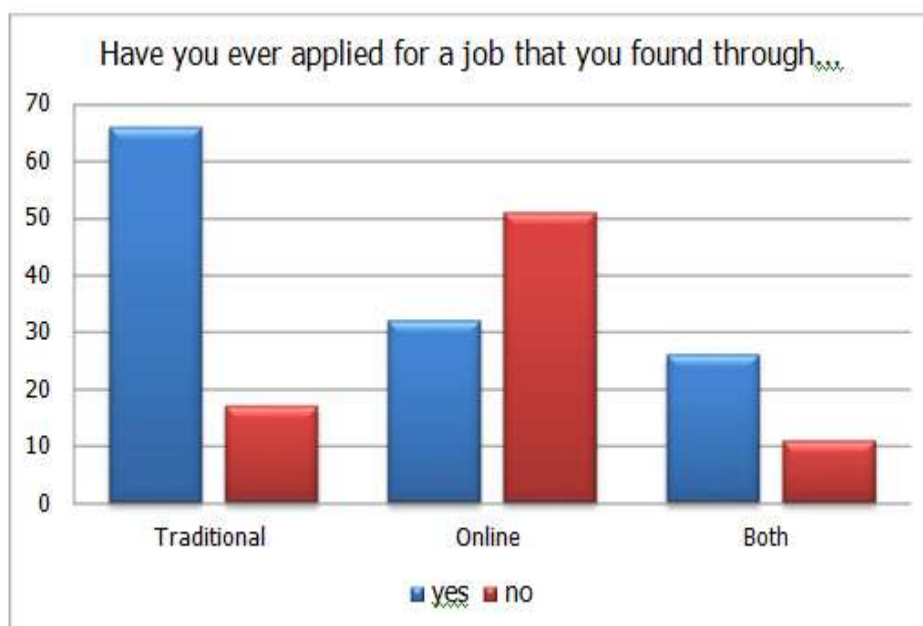


Figure 9 :The difference between the traditional applying and online applying for jobs questions.

The questions did not offer a “both” option because they were split questions, though, it was made possible for applicants to select “yes” and “no” on both questions. In the figure 8, it is shown as “Both”. We considered about the responses that said no to both, this summed to 11 out of the 83 respondents. After exploring to see if the interpretation behind this was due to never having a job, however, we didn’t find a connection. Every applicant that answered no to both the questions said they were either currently employed or have had a job within the last 2-3 years. The next interpretation that could be behind these responses is that they have never had to apply for their work; maybe working at a family business or was inactively recruited for their role. There is also a possibility that the applicants misunderstood each of the question.

Job searching – preferred online channel :

In the survey/questionnaire, there were 2 open ended questions. One of them asked applicants, “If you were job searching today, which online channel would you most prefer and why?” Some of the responses were quite strong and others were straight to the point. Majority of the responses (around 45 responses) supported career online networks like LinkedIn and Naukri.com. The least stated channels were newspapers and Twitter. Since the statistics from this survey have pointed out that Twitter not a choice of channel for job searching, well, this is not a surprise.

The question had specifically asked which online channel was chosen; seven responses said that they would prefer face-to-face applications, phone applications, and even the traditional hard copy application.

Job searching – using Social Media Network?

As a concluding question for the survey, I asked if the applicants would use social media networks to find employment and why. Figure 10 below gives a graphical difference of the responses. Majority (70%) of them said yes they would. There were 7% that said maybe they would use SM to find employment and 4% were unsure of it.

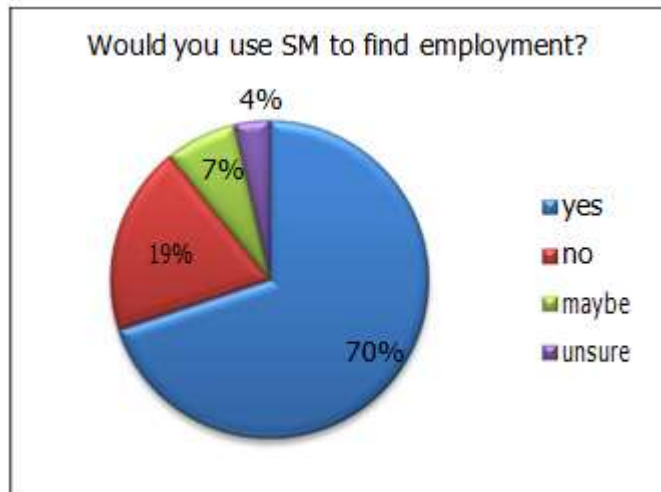


Figure 10 : Responses for using SM to find employment.

I found that the responses for this open question also held up the responses for the likert scale question, the second to last question. Three statements were “SM Networks has assisted me find a job fastly than the traditional channels”, “SM Networks assisted my decision-making about a job” and “I think SM Networks makes the job searching easier and simpler than traditional channels.”

Unexpectedly, the responses were more positive than negative; these responses are shown below. One comment was holding up the use of SM for job searching, though, sensed it depended on the job sector:

I will continue to use SM to look for employment. I feel a company is advanced if they shows that they post the job openings also online, and keep their available positions current.. If companies want to be known, they have to be present online because if they aren't, I think people won't know about them and the fact they are recruiting or even know such a business or organization exist. (Participant, 2018)

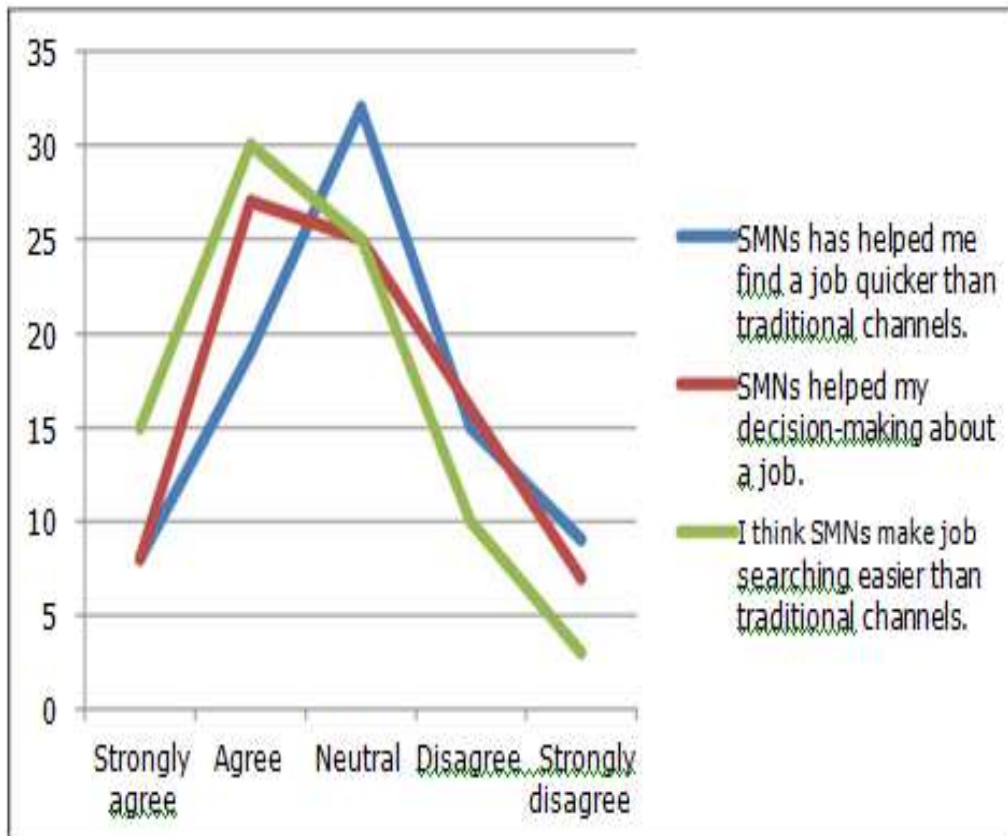


Figure 11 : Comparison of agreements between three statements asked in Question 11 of the survey.

There is a valid concern behind “employers spying” or “judging one” from their SM behaviour. LinkedIn found that 92% of recruiters are likely to look at a candidate’s social media profile with 43% reassessing their decisions based on subject viewed on an applicant’s SM profile, in positive and negative re-evaluations. In Figure12,it shows the results of each situation by positive, neutral and negative ratings. The results were fascinating as they support what the applicant, about what my survey was concerned about.

How would you react to these possible items discovered by reviewing a candidate's social network profile?

| | POSITIVE | NEUTRAL | NEGATIVE |
|---|------------|------------|------------|
| References to doing illegal drugs | 1% | 7% | 83% |
| Posts/tweets of a sexual nature | 1% | 16% | 71% |
| Profanity in posts/tweets | 4% | 20% | 65% |
| Spelling/grammar errors in posts/tweets | 3% | 29% | 61% |
| References to guns | 1% | 31% | 51% |
| Pictures of consumption of alcohol | 1% | 39% | 47% |
| Volunteering/donations to charity | 65% | 26% | 1% |
| Political posts/tweets | 2% | 65% | 18% |
| Overtly religious posts/tweets | 2% | 55% | 28% |

Figure 12: Question asked how a recruiter would react to content on a SMN

CONCLUSION :

This project report provides an **exploratory study of the recruitment process and the influence social media networks provoke**. The purpose was to investigate how the recruitment process has evolved from the traditional paper-based process to the modern day recruitment process with E-recruitment. This project report concerted on two view points: **recruiters and the job seekers**. The objective was to find how each side alleged the current trends and behaviour and the effects on job searching today.

With the two hypotheses in mind, the results from the quantitative researches were exciting.

Firstly, traditional recruitment has not completely disappeared behind the invention of E-recruitment. There are still traditional methods, i.e. job fairs that still are highly practical and significant in recruitment. However, newspaper advertisements are losing touch in recruitment, word of mouth and referrals were found to still be successful and going strong in the recruitment cycle. The personal relation between applicants and recruiters is still important for the accomplishment of an application but creating a personal connection without face-to-face communication is challenging. E-recruitment is the present and the future of recruitment; but, some of the characteristics of traditional recruitment are here to stay.

Social media undeniably curtails the application cycle. This doesn't disturb the recruitment process as budding employees are quick to respond to advertisements. They are able to feel positive and understand the technology used by recruitment websites. On the other hand, recruiters are able to be in contact easily and quicker with budding employees, hence reassuring the candidate of the company veracity. The recruitment process still goes through all of the stages in E-recruiting, same as in the traditional methods. In a world where technology is continuously changing and improving, one can anticipate the recruitment process becoming more digital and less personal interactive. This could convince a petite recruitment process, a shorter recruitment cycle and less administration for the recruiters.

In analyzing the discoveries, the important note for the recruiters is to acknowledge that the implementation of e-recruitment is about more than just technology. It is about the whole recruitment system being able to fetch the right applicant, the selection process being based on good and believable criteria, and the tracking process being able to integrate with the existing systems. Possibly most importantly, e-recruitment is about cultural and behavioural change, both within HR and at the line management level. From the data support, I suggest that for e-recruitment to deliver, it is about expanding the capability of HR to make easy the system and to view the staffing process as an end-to-end process, similar to that of a supply-chain process.

LIMITATIONS :

The analysis of the results justified interesting findings; though, the sample size and reach were not large enough for a reliable census. Officially 113 people filled the survey, however, only 83 of those filled questionnaires were suitable for consideration. This sample size can be seen as a full representation of social recruiting executives and job seekers; this survey is only a trailer of how the recruitment trend and behaviour is currently working. There was a time restriction for the research project. This limits the amount of applicants for the survey, causal to the lack of sample

Another limitation for this research project is the **lack of information**. As E-recruitment is a new occurrence, there is a limited amount of empirical studies, detaining the studies to be taking sides to the first researchers. The recitation of this topic as more studies are discovered will show how recruitment trends has developed over years.

FUTURE RESEARCH :

Further research inspecting the **cultural differences** should be carried out to see how culture affects the applicant's choice of job search channels. In addition, research searching to **unwillingness to use of social media** could be investigated. This would have a positive outlook for the behaviour of recruitment.

RECOMMENDATIONS :

1. Track the performance of new hires and use that data to identify the best social network sources.
2. Ensure that e-recruitment options are available on a variety of platforms, including mobile.
3. Quickly respond to candidate's questions.
4. Appeal to your applicant's desires. Focus on potential employee's desires and you can create a social media value proposition that candidates can't resist.
5. Keep the conversation going by sharing and re-sharing.

6. A company should have a “e-recruitment team” for managing e-recruitment fruitfully.

7. Job seekers should be on professional networks like LinkedIn, Naukri and should make a strong profile.

CHAPTER – 5

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CHAPTER – 6

APPENDIX

QUESTIONNAIRE :

Recruitment and Social Media 20 %

Recruitment

Are you currently employed or have been in the last three years? (Internships, apprenticeships included) *

yes

no

If you are not currently employed, please answer the following questions based on your past employment.

How did you find out about your job? (Select all that apply.) *

Newspaper

Career networks (e.g. Monster.com, LinkedIn, StepStone, Xing)

Community Based Networks (eg. Facebook, Twitter)

Corporate Website

Company intranet

Word of Mouth / Referral

Headhunter

Recruitment Company

Professional Journals / Magazines (e.g. Harvard Business Review)

Other, please specify.

Do you have a Social Media Network (SMN) profile? *

yes

no

Social Media

How much time do you spend on Social Media Networks each day? *

- Less than 30 minutes
- 30 minutes - 1 hour
- 1 - 2 hours
- More than 2 hours
- Never

How often do you use the following Social Media Networks? *

| | Daily | Weekly | Monthly | Less than once in 6 months | Never |
|-----------|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|
| Twitter | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Facebook | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| LinkedIn | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Google+ | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Xing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tumblr | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| YouTube | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pinterest | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

What do you use the following Social Media Networks for? (Select all that apply.) *

| | News and articles | Messaging | Photos and videos | Job Searching | Networking | N/A |
|-----------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Twitter | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Facebook | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| LinkedIn | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Google+ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Xing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tumblr | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| YouTube | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pinterest | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Have you ever applied for a job that you have found through traditional methods? *

Traditional method: newspapers, employment offices, temp agencies, help-wanted posters, etc.

- yes
- no

Have you ever applied for a job through Social Media Networks? *

For example, found a job on LinkedIn or Facebook and then applied through electronic means.

- yes
- no

How do you feel comfortable applying for a job? *

| | Most preferred | | Neutral | | Least preferred | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Through traditional methods (eg. hard copy documents sent through Post) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Through e-mail | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Through career networks (eg. Monster, Xing, LinkedIn, StepStone) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Through Word of Mouth / Referrals | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Through corporate websites | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Through community based networks (eg. Facebook, Twitter) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

If you were job searching today, which online channel would you most prefer and why? *

This is an open question for all, not just those who are currently searching for work.

Recruitment and Social Media 60 %

Social Media

How do you feel about the following statements? *

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| SMNs has helped me find a job quicker than traditional channels. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| SMNs helped my decision-making about a job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I think SMNs make job searching easier than traditional channels. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would consider a company as an employer who is not present in SMN. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| SMNs has hindered my chances of getting hired. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I censor my content in order to avoid future career problems. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I need a SMN in order to advance in or secure my career. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

In the future, would you use Social Media to find employment and why? *

Please note: this does limit the answers about job searching. You may be as open as the question allows.

For example, how do you think Social Media will develop for employment searching? Will there be more Social Media Networks that will open up more opportunities? Will companies be more present on Social Media?

Recruitment and Social Media 82%

Demographics

What is your age? *

18 to 24
 25 to 34
 35 to 44
 45 to 54
 55 to 64
 65 or older

What is your gender? *

Female
 Male
 Other

Where do you reside? (Please state country only.) *

| | News & Articles | Message | Photos & Videos | Job Searching | Networking | N/A |
|-----------|-----------------|---------|-----------------|---------------|------------|-----|
| LinkedIn | 23 | 15 | 3 | 38 | 41 | 32 |
| Google+ | 10 | 10 | 11 | 1 | 8 | 61 |
| Naukri | 11 | 2 | 0 | 7 | 7 | 74 |
| Tumblr | 3 | 1 | 17 | 0 | 2 | 66 |
| YouTube | 11 | 1 | 72 | 0 | 2 | 10 |
| Pinterest | 7 | 1 | 21 | 1 | 5 | 57 |
| Twitter | 33 | 15 | 13 | 3 | 17 | 40 |
| Facebook | 60 | 73 | 73 | 5 | 54 | 3 |

The usage results of each social media network.

