Project Dissertation

"USE OF SOCIAL MEDIA IN RECRUITMENT"

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CERTIFICATE

This is to certify that the Project Report titled "Use of Social Media in Recruitment", is a bonafide work carried out by Ms. Malvika Gurung of MBA 2013-2015 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi - 42 in partial fulfillment of the requirement for the award of the Degree of the Masters of Business Administration.

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DECLARATION

I, Malvika Gurung, a student of MBA 2013-2015 of Delhi School Of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Dissertation Project Report on "Use of Social Media in Recruitment" submitted in partial fulfillment of Degree of Masters of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other university for award of any other Degree, Diploma and Fellowship.

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AKNOWLEDGEMENT

ABSTRACT

Social HR refers to the use of social media and social networking sites to perform human resource management functions like recruitment, employee engagement, internal discussions, performance management and employee learning. Social HR is extensively being used for recruitment these days owing to the widespread popularity and use of social media by the prospective employees. Personal as well as professional communication has been revolutionized by social media tools and social networking sites. Communication through social media makes use of an online platform or a social networking website that also allows employees and employers to connect for business purposes. Human resource is one of the most vital assets of an organization and the recruitment of candidates has a major bearing on lending competitive advantages to an organization. This study assumes relevance because it attempts to study the use of social media in recruitment in an Indian context. India is a nation where a majority of population, labour force and prospective labour force falls under Generation Y which is characterized by its frequent exposure to technology. There is an everyday increase in the number of people engaging with social media in India. The human resource landscape is also changing in India with the advent of technology and the HR managers in India have also started using social media in order to recruit suitable candidates and keep them engaged, committed and loyal to the firm. Therefore this study will discuss the various facets of using social media in recruitment and the future prospects of using social media for recruitment purposes in an Indian context. This report has been prepared by doing secondary research on the data available on social media and recruitment practices. A few HR managers of Indian firms were also contacted and their opinions on social media usage for recruitment were captured in the form of a questionnaire to arrive at conclusions for this research.

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1. INTRODUCTION

1.1 Introduction of the Project

Social HR refers to utilizing social media and social networking websites to perform human resource management functions like recruitment, employee engagement, internal discussions, performance management and employee learning.

Recruitment is an important function of the human resource department of organizations because it is aimed at enhancing the competitive prowess of organizations and lending strategic advantage to them. Humans are the vitals assets of an organization because the success of a company in the long run depends on the efforts put in and the talents possessed by the human resources of an organization. Recruitment may be defined as that process by which an organization attracts people to apply for their job openings. The goal is to recruit a pool of qualified candidates from which the desired people may be selected. Organizations make planning on the basis of which required number of human resources is determined and then the sourcing of manpower begins. Organizations have to recruit people with requisite knowledge, skills and abilities in order to outperform their competitors. Recruitment can be external or internal. Recruitment exploiting the advancement in information and communication technologies by using social media is gaining popularity these days. According to the top trends panel report given by Society for Human Resource Management in 2014, the influence of developments in information and communications technologies will make social media an important tool in recruitment.

Social media can be described as an internet based service that facilitated creation as well as exchange of digital material of varied nature among users. Social media is defined by Kaplan and Haenlein (2010) to be a "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content." Technologies that are related to web technology and mobile technology are extensively employed by social media in order to come up with an interactive platform that lets individuals create and share content. Social media tools and social networking sites have

revolutionized communication. Quality, reach, frequency, usability, immediacy, and permanence distinguish social media from conventional or traditional media.

Internet usage and social media usage is on the rise around the globe. Nielsen mentions internet users to be spending more number of hours on social media than other websites hosted on the internet. Therefore it is not surprising when we see the trend of recruitment using social media. The term 'social HR' has evolved due to the popularity and usage of social media in carrying out the human resource management activities of the organization.

Younger generation is making extensive use of social media to create a digital presence and look up for favourable employment opportunities. Social media recruitment throws opportunities as well as challenges for employers. Social media has speed and efficiency. It can also provide a lot of valuable information about prospective employees through the data generated from the social media activity of an individual. Social media offers multiple sources of information about the employer to the candidate. Candidates can also get to network and connect with existing employees of an organization to get somewhat more information about the work culture and career prospects in an organization.

Many issues need to be kept in mind while using social media in recruitment. The issues of privacy and legality of accessing information about someone's personal life are very crucial. Some of the potential candidates may be rejected by the employers because of the candidates' lifestyle as opposed to their professional information on social media. The employers may be accused of discrimination because using social media for recruitment could potentially discriminate against those who do not have access to social media. Social media profile can provide information about religion, family background, marital status, ethnicity and other such aspects of a candidate.

India is an emerging nation that has also not been left untouched by this wave of technological and communication revolution. India's digital landscape is evolving fast with internet use and social media use accelerating at a fast rate. Facebook, LinkedIn, Twitter, Google+ are some of the popular social networking sites which are adding new users from India every month, and also experiencing more user traffic from India. The availability of smart phones in India at reasonable prices is also driving India's digital growth and promoting internet use and social media use

through smart phones as well. It has been estimated that despite the slow connectivity speed in India, internet users in India spend a substantial amount of time on social media.

India also boasts of a young population. The labour force and prospective labour force in India falls under Generation Y. Generation Y is characterized by its frequent exposure to technology, increased desire for work–life balance, participatory versus results focus, seeking variety in tasks, immediate and continual need for recognition, and extreme technology literacy. This requires the human resource managers in India to practice social HR in order to source the right candidates as well as channelize the potential of the employees effectively and efficiently. Recruiters have realized that social media is a cost effective tool to reach a large number of candidates. It becomes necessary to see the contribution of social media in recruitment in an Indian context for assessing the impact of dynamic changes in the market environment on recruitment function of Indian organizations.

The use of technology in recruitment entails certain specific features for the employees as well as employers. The use of social media in recruitment is derived from the advancement in technology and the embedding of technology in recruitment process.

1.1.1 Changes in the Process of Seeking Employees with the advent of technology

Certain cultural changes in the company and social implications arise in recruitment processes once organizations involve use of social media to recruit people, rather than ancient and traditional ways. The culture of employee sourcing campaigns is changed. From a humanitarian point of view, communications relating to professions increase a lot of distance and reduce it at identical time, permitting people to attach relating to professions instantly and handily, with access to uploaded data. The most cultural and social widespread utilization of social media services is the decrease in personal communication. In the traditional recruitment initiatives, prospective employees gained more insights into an establishment's culture through personal communication with recruiters.

Social media comes with many advantages therefore several analysts have felt that the some of the constraints of social media is a minor price to be paid for utilizing the potential of social networks in recruitment. It has been stated by some scholars that Pareto's 80/20 rule can be found applicable to social networks because it is usually a small percentage of internet users who account for most of the traffic on the internet.

Barabasi (2002) declared that gaining a real comprehension of on-line environments is an absolute demand for developing ways and techniques that "offer a quick and reliable communication infrastructure".

Leader-Chivee and Cowan (2008) elucidated that within the past times, it's been rare that social trends would influence business. However, the creation of digital culture through new mediums, not to forget the means by which it has affected leader to worker relationships has altered several aspects of professional as well as personal culture. Cover (2004) said that rising media theories are often understood within the context of the older, however they have usually developed in a very new direction when considering their impacts in social science and culture.

Employment was looked upon as a burden during the earlier times in Balkan nations. It was only during the period of industrialization and industrial revolution that the concept of recruitment which we know today came up. The advancements in information and communication technologies have brought about a rampant modification in the recruitment process in the present times. Online tools and social media has been embedded in employee recruitment. The prospective candidates have come to know the expectations of their prospective employers, as well as to align their aspirations according to the prevailing scenario in the job market. Recruitment has advanced into a very formal and organized practice in the present times as compared to ancient times due to the technology seeping into recruitment domain.

1.1.2 Social Media as a tool for Employee Search

Prospective employees can be accessed through the many conventional recruitment practices that have been into use. Massive quantity of HR-specific literature from practitioners states the ways and means of optimizing the search for new employees.

Newspaper advertisements, paper based application forms and connecting through telephone or networking in person are the conventional ways of recruitment. As Joos (2008) puts it, these tools mostly deem the supposed 'spray and pray' technique where giant quantity of advertisements are said to be sprayed or are sent out to attract candidates for a job opening and candidates are said to pray through waiting for these job advertisements.

Joos (2008) has observed that new ways of recruitment haven't nevertheless replaced additional ancient approaches, rather added value to existing processes: "Social-media tools and techniques as presently used don't seem to be an instantaneous replacement for ancient hiring processes, however rather a supplement to them". Some individuals have mentioned that these net search facilities offer a distinctively different approach to recruiting, though once checked out in additional detail, it might seem that ancient headhunting remains being administered through this new medium, however simply the net makes such contact easier. Moreover, analysis suggests that a switch from ancient to on-line recruiting won't be as easy as simply changing the tools, because it would possibly need additional strategic changes within the wider enlisting method (Parry and Tyson, 2008). Parry and Tyson (2008) complete with relevance their analysis among United Kingdom of Great Britain and Northern Ireland corporations that though e-recruitment has become widespread among Great Britain and Northern Ireland corporations, it's not dominated the recruiting market within the means as expected.

The utilization of social media in recruiting may additionally be impacted by certain characteristics that are specific to a company. The size of a company for instance may be a crucial issue. Small and medium-sized corporations (SMEs) that recruit in smaller numbers may consider social media recruitment to be quite expensive, though this may be comparatively easy and cost efficient for them. Trade or domain may well be another vital issue like in industries belonging to technology and engineering domain where the utilization of social media is quite common to pursue a range of activities of the organizations.

It was shown through an experiment that social media will have a sway on the screening and choice of potential staff, just like the attitudes and preferences on social media pages of individuals had a big influence on the perception about them.

1.2 Significance of the Study

Social media is becoming a popular tool for carrying out a variety of human resource management functions of an organization. This study on the use of social media in recruitment assumes significance because it attempts to answer many questions in the context of social media use for recruitment purposes in India. Against the background of the issues in the present times in which technology is becoming very popular and more and more people are making use of social networking sites, this study tries to capture the current trends and issues, as well as the future prospects of using social media in recruitment.

1.3 Objectives of the Study

The use of technology to perform human resource management functions in an organization has seen a phenomenal increase. The use of social media for carrying out recruitment is also on the increase owing to the varied benefits offered by social media in the recruitment process. But the level of usage of social media in recruitment varies from one organization to the other depending on a number of factors. These factors may be linked to the target candidates for a particular organization and the extent of the use of the internet and social media by these target candidates. This study on "Use of Social Media in Recruitment" aims to discuss the usage of social media for recruitment purposes in the context of organizations in India so that the dearth of investigation in this regard can be filled up. By gaining an understanding of the advantages and challenges associated with the use of social media in recruitment, this medium of recruitment can be better optimized in order to provide competitive advantage to the recruiters. Social media has also given organizations an opportunity to pursue employer branding for attracting talent for the organizations. At the same time, this study can also be a helpful tool for the candidates looking up for employment opportunities in different sectors in India because the study will encompass them with insights into their prospective recruiter's activity on social media related to

recruitment. For example, the candidates can update their social media profiles by highlighting certain knowledge, skills and abilities that might catch the eye of the recruiters of a particular industry the candidates wish to target.

The study aims to assess the current trends in social media usage for recruitment as well as the benefits and concerns associated with the same.

The objectives of the report are as follows :-

➢ To study the application of social networking sites for recruitment and the reasons for the use of social media in employee recruitment

➢ To study the concerns of organizations in using social media for recruitment

➢ To study the ways in which social media is used for recruitment processes

➢ To study the effectiveness of recruitment processes by the use of social media

Literature review on the subject related to social media, contemporary use of social media to perform HR functions, the trends in recruitment and small case studies of two organizations that have used social media for the purposes of recruitment have been used in this study. Primary data collection from 8 HR managers of Indian organizations handling recruitment has also been taken up so that the opinions can provide insights into this relevant and significant issue that has the power to lend major competitive edge to many organizations.

The findings from the literature review as well as the case studies and the survey of the eight HR managers are presented together in this study.

2. LITERATURE REVIEW

2.1 Conventional and Current Recruitment Strategies

Recruitment is an important function of the human resource department of organizations because it provides competitive strength to the organizations. Humans are the vitals assets of an organization because their knowledge and skills can ensure sustainable success of the organizations. Recruitment may be defined as that process by which an organization attracts people to apply for their job openings. The goal is to recruit a pool of qualified candidates from which the desired people may be selected. Organizations make planning on the basis of which required number of human resources is determined and then the sourcing of manpower begins. Organizations have to recruit people with requisite knowledge, skills and abilities in order to outperform their competitors. Recruitment can be external or internal. External recruitment is when employee pool from outside the organization is searched to fill vacant positions within organizations. Internal recruitment can be defined as filling vacant positions in an organization through promotions of employees within the organization.
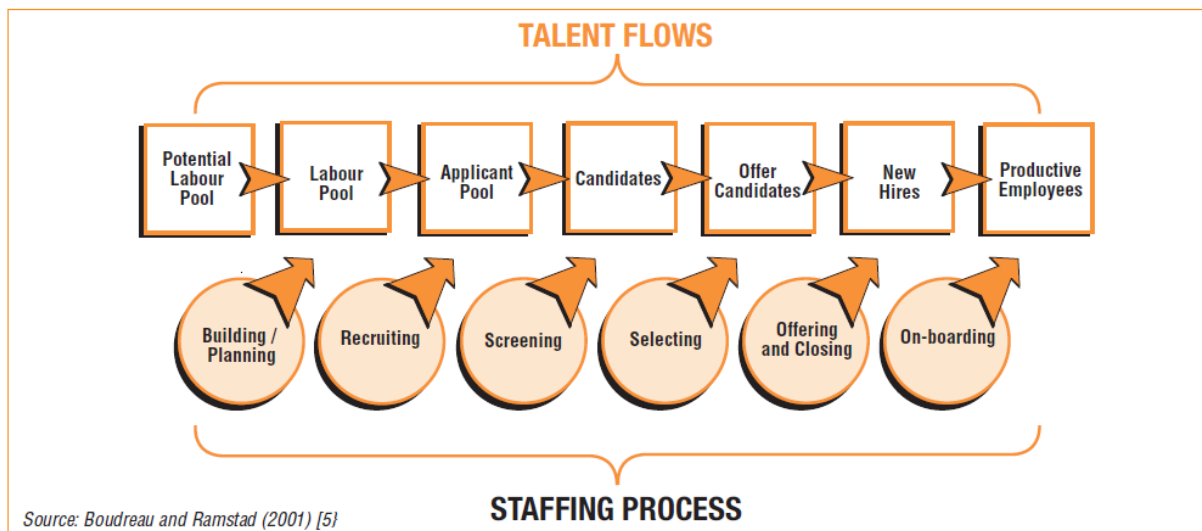

Source: Boudreau and Ramstad (2001) [5]

Figure 2.1 : Staffing Processes and Talent Flows

Social networking is a lot of value addition to the traditional methods of recruitment as it has significantly higher success rates than traditional method. The technology is being at the fingertips of managers and recruiters so it has been employed as a lot of value effective and a lot of time saving method of recruiting staff.

Social networks may be accustomed to portray a corporation's image in a greater light with a bigger reach across the network. This has been found to be an additional enticing factor to prospective patrons, particularly younger ones (Leader-Chivee and Cowan 2008). Leader-Chivee and Cowan (2008) said "many company challenges, like bridging geographic and people divide, decreasing attrition, enhancing methods of production or enhancing procedures and innovation, and building new businesses, are often increased through strategic on-line community initiatives." Firms are able to do that since there's very little investment, and also the results have paved the way to additional communication and a shift from ancient recruiting ways. Firms thus thought of innovation to be in terms of the effective uses of those tools ordinarily, and this has been the main focus of analysis and development in several firms whereas general recruiting ways have seen a way lesser stress. Meanwhile, culture has been dynamical between employers and workers, or the varied operations among job markets, whereas professional cultures normally are impacted by these trends. These changes have led to firms experiencing distinctive results that have proved the strategic good thing about transitioning to the new ways, where company social media is commonly accustomed to assist business managers in locating specific traits that may be simply browsed on-line through candidate profiles. New media theory considers the changes that have happened from this technology, whereas it's clear that a lot of aspects of job seeking, hiring, skilled culture, and thought culture have been modified with the adoption of those methods and trends.

Cover (2004) has expressed that with the rise of social technology, new media theory has shown that the rise of interactivity that has resulted from this can be thought of a culturally based aspiration to participate in new advancements and therefore the new data sharing potential that's doable from the technologies. This can be extremely relevant to human resources and recruitment practices.

Doherty (2010) examined the rising use and popularity of social networking as a recruitment tool. It was stated that the conventional methods of recruitment should go in parallel with the evolving recruitment strategies.

Smith and Kidder (2010) mentioned that social networking websites Facebook have garnered popularity among organizations. Managers usually resort to Facebook for looking into an employee's background and conceive to get a feel of their way of living, in spite of Facebook not being a recruitment site. Smith and Kidder (2010) stated that it is intelligible that managers would really like to understand the maximum amount about a candidate in as lesser time as possible. Facebook pages offer a plethora of insights beyond the documents submitted by a candidate and even contrasting the same. Employers might feel that they will get a glimpse into the non-public lives of candidates whereas attempting to visualize if they would in person be an apt fit to work at the respective job position or with a team of employees, and this will have an effect on recruiting practices.

The evolution of new media theory was demonstrated even in 2010 by Baehr and Schaller (2010) in spite of the impact of social media and technology on culture in question being in existence for several years. These analysts declared that while new media theory continues to be developed by academicians there are logical links that can be established with the earlier theory of mass communication. This is, of course in keeping with the logic of the world, that notes that just about all theory is made on, and is an extension of some earlier or 'existing' theory. This should be considered in every organization that has been affected by the changes from the new media, and those that have been pursuing it. Meanwhile, prospective staff and others that communicate with organizations having enforced the new media ought to contemplate the character of those changes and therefore the nature of the implications as delineated by new media theorists. Baehr and Schaller (2010) declared that past mass media continues to be applicable these days, however the variables of the audiences and media retailers have modified.

Davison, Maraist, and Bing (2011) have stated Twitter, Facebook, and LinkedIn to be the most commonly used online recruitment tools.

Davison, Mariaist, and Bing (2011) have talked about several questions that should be considered in recruitment as well as relevant media literature when referring to the use of social media in recruitment. These questions can be on validity questions, the perception of prospective candidates about the employers and the latter's use of the social media tools, legality issues when employers access websites like Facebook to examine a candidate or employee that has not formally connected with them through the site's mechanisms, and certain other questions legal usage of social media. Use of social media by organizations to perform many of its business processes also leads to uncertainty in business practices. There are definitely certain impacts on existing organizational culture and it leads to the establishment of certain new elements in the organizational culture. The absence of developed best practices in terms of social media usage by organizations leaves the question of addressing these issues entirely up to the company in question.

Segal (2012) who studied the use of social media in performing human resource management functions in an organization drew light to the fact that social media was not something new by industry standards but was something 'mainstream' in the present scenario. The organizations which are not deploying social media tools to perform HR functions are considered 'behind the times' or in requirement of system, technology, or process advancements in order to utilize the cost effective and efficient tools to the maximum. Segal (2012) referred to HR people avoiding social media as those business executives who were avoiding e-mail use 15 years ago.

The ever changing media is having a major impact on operational and organizational norms. These operational and organizational rubrics are evolving because of the ever changing media and corporations might benefit from assessing the change or prospective change in their norms with the use of social media tools. This is especially true in those organizations that have been using all mediums and treating all mediums as new expansions of existing technology.

Referring to issues specific to recruitment Segal (2012) elaborated that the LinkedIn network, which is an improvement over the Facebook and Myspace networks is popular in social media recruitment due to the fact that it was specifically hosted for job networking. Candidates create a profile on LinkedIn which is quite similar to filling out a resume or company profile. The

personal details and descriptions that are used on sites like Facebook and Myspace are not required. Candidates can connect with firms in a professional manner, without having to worry about sharing their personal information. The people working in the same field can also connect in a professional manner through LinkedIn. Notifications are sent to the users registered on LinkedIn as and when there are any changes with regards to the activity of the company which the candidate is following, any hiring coming up in the organizations being followed on LinkedIn and changes to individual job skills. All the changes in an individual's professional network are monitored by the networking site and notifications sent accordingly. People can request others to be a connection on their network by joining their network. This linking can help individuals in building their professional network whichever way they choose on the basis of their individual requirements or professional goals. This has enlarged beyond the ambit of initial social media because job-specific characteristics of the current media has provided individuals with an opportunity to network more efficiently with organizations and get more market awareness.

2.2 Social Media Tools Used for Recruitment

Social media facilitates applications such as podcasting and blogging. Facebook and LinkedIn are the highly popular social media sites which are increasingly being used by employers for the purpose of recruitment.

A study by Jobvite in 2012 among employers showed LinkedIn as the most popular social network tool used for recruitment. It was followed by Facebook and Twitter. The study also showed variation in the use of social media tools and their application among different employers and the way the tools were used also differed as per the different stages of recruitment.

The question of whom the companies are targeting through social media recruitment is as important as the question on the different ways in which social media is being used for

recruitment by the companies. Joos (2008) elucidated that online recruitment through social media can more easily reach certain specific groups of potential candidates as compared to others.

Joos (2008) stated that the internet can be utilized efficiently and effectively to search and attract individuals with demographics like college graduates, workers who are skilled, as well as managers and executives. People from these demographics are tech-savvy and know the use of computers. They consider technology as an integral part of their life and they can make efficient use of technology to connect with others.

All those employees who are employed with some organizations but are open to gathering information about job opportunities that might be available to them are known as passive candidates. These passive candidates are also attracted through social media recruitment methods. This was pointed out by Joos in the year 2008.

As of now the use of social media in the recruitment process remains somewhat under-researched. There are only a small number of studies on this topic. But these studies show the increased use of social media in recruitment and the widespread popularity of social media in job search among young job seekers. For example, in 2011 research firm Potentialpark conducted a research on over 30,000 students and graduates the world over. The study found that the preference of nearly 100 percent young job seekers in Europe was to interact with their prospective employers online.

LinkedIn is specifically targeted at professionals. Therefore it is very rational and logical for organizations to make use of LinkedIn for sourcing potential candidates. Facebook can be used for recruitment purposes by directing candidates to the 'careers page' on Facebook as well as to the careers site of the organizations.

LinkedIn has usually been rated as the most popular social networking site used in recruitment and this has been followed by Facebook and Twitter, in most of the global surveys on social media recruitment.

Social media sites should be used very carefully in recruitment because they may lead to instances of breaching candidate privacy. One of the surveys that was conducted by SHRM in 2001 used social media recruitment for receiving information amount candidates by spending lesser time, getting a lot more data and information than through a CV, validating data, and assessing a candidate's match with the organization. The organizations that avoid or make lesser use of social media in recruitment have been troubled over concerns of not having the ability to verify data obtained and had considerations concerning offending applicants' privacy.

The most prominent reasons for rejecting candidates on the basis of their social media profiles included weak communication skills of candidates, transfer data related to liquor or substance abuse, mentioning fake and illusionary achievements as well as posting inappropriate content about others. The positive qualities in a candidate that are highlighted in social media profiles include expertise, exceptionally suave communication skills and robust references.

Many of the scholars have listed breach of privacy in social media in recruitment as the major area of concern. This is a result of the fact that people might not recognize that their on-line profiles are being viewed and they would be having objections to it. Further, employers can not be sure that the content of on-line profiles is correct as people might produce profiles expressly for potential employers to look at.

Most of the material obtainable on social media usage in recruitment suggests that social media tools are most ordinarily employed for advertising job vacancies in parallel to conventional recruitment channels.

2.3 Use of social media in recruitment resulting into transparent society

Social media has been considered to make society transparent because it provides a glimpse into the personal as well as professional life of individuals. Therefore the concept of a transparent society assumes a lot of significance while discussing the use of social media in recruitment. Castells (2002) emphasized that the internet has led to the birth of its own culture, apart from having a major bearing on the organizational culture and social culture.

It was also mentioned by Castells in 2002 that new rubrics pertaining to instant messaging, electronic mails and social media have come up as a result of the transparency that dictates what can be made accessible and public by someone. One may expect some degree of formality in letters and electronic mails, but these formalities are generally not expected in social media use and instant messaging through Web 2.0 technologies (Castells, 2002). A somewhat novel culture has come up with the advancements in communication technologies that facilitate sending messages or posting comments on social media, and individuals can choose to create online networks with anyone they wish to. Each of the social networking websites possesses the power to create a unique culture of its own by means of design, features, structure and themes etc. The type of communication among people in different social networking sites is guided by the culture of the respective sites. All the social networking sites are unique in one way or the other and the culture of these sites lends uniqueness to them. Castells (2011) described these networks to be utilized as a kind of power because the manager of the company possesses the power to control the design and utilization of social networking websites.

The charges of invasions of privacy can be levied against the employers as well as the employees so they must exercise caution in using social media. Walker (2010) suggested that organizations must make use of publicly available information when looking up social networking information to examine the candidates in order to avoid charges of breach of privacy.

The issue of privacy and transparent society is quite closely intertwined with many experts and analysts making significant contribution to this literature. The impact of social media on privacy is an important issue to consider in social media recruitment. Most of the tech-savvy individuals are well versed with the privacy options available to them on social networking sites which

provide them with the facility to share posted content only with those that they are linked to on these sites. But some of the people who let their posts remain public are the ones who make their posts and their information available to even all those people whom they do not know. The material that is public may be judged by anyone as offensive or politically inappropriate, thereby leading to stresses and unfavourable situations for employees as well as. Some of the individuals may perceive their freedom of leisure time as not being a freedom due to the fact of their social connections with their colleagues on social networking websites.

Brin (1999) talked about the increase in camera and CCTV use in society. He talked about the negative impacts and outputs in a world that is always under the surveillance of CCTV, camera or otherwise. He described a situation where "everything is always under observation", stating that "the first generation of people were likely to feel more nervous about it than their next generation". He also said that the paranoids would consider that something more experimental and more evil would result given the presence of so much surveillance regarding. Brin(1999) also discussed another issue arising from transparency, and referred it as data smog. He said that presence of quantum amount of information would lead to a state of information pollution that would have a negative impact on the standard operations of the firms.

Lyons (2008) discussed this issue of transparency and privacy by stating that the coming of surveillance society is not an event of the future, but most of the rich and developed nations have entered into surveillance society where the life of individuals is monitored not just from dawn to dusk but also each and every second. Lyons (2008) mentioned that although surveillance is not incorrect or inappropriate, yet it has the potential to turn incorrect and inappropriate. He recommended people to be careful and vigilant in taking up corrective actions as and when required.

Vattimo (1992) had discussed the repercussions of constant monitoring of society through technology even before the usage and popularity of technology has reached scalable heights. Certain issues discussed in his theory are equally relevant in the modern times, warning the people need to be human alongside all the developments that take place on the technological front.

3. METHODOLOGY

The research methodology will present the direction of data collection for this project so that the research questions can be answered.

3.1 Research Approach

The project on "Use of Social Media in Recruitment" is an exploratory cum descriptive research. This project is taken up in an Indian context. The dearth of conclusive studies in an Indian context on this topic makes one explore the topic of "Use of Social Media in Recruitment" thereby lending the characteristics of an exploratory research. This study is of descriptive nature because it also tries to study certain issues related to the topic in some depth. The factors that are identified as relevant to this project through exploration are tried to be studied in depth for meeting the purpose of this project.

This study is based to a large extent on secondary research. But primary research in the form of a short survey capturing practices of a few organizations engaging in social media recruitment is also taken up. This study primarily has a qualitative approach because it was found to be suitable in accumulating the large quantity of data so that the purpose of the study can be achieved. The quantitative approach comes in the form of data collection through questionnaire that was filled up by eight HR managers handling recruitment.

3.2 Data Collection

Secondary data for the project on "Use of Social Media in Recruitment" is collected from the material available in research papers, news articles, websites and social media pages of organizations. The data for the short case study on L'Oreal and Towers Watson is collected from the companies' website and social media pages on Facebook, LinkedIn and Twitter.

Primary data for the project has been collected through the survey that was floated to HR managers handling recruitment in a few organizations operating in India. The questionnaire was anonymous to an extent that the HR managers were not required to name their organizations while filling up the questionnaire, and they just had to specify the sector in which they were operating.

3.3 Sample Selection

The secondary research utilizing case study on L'Oreal and Towers Watson has been taken up to gain a deeper understanding on the topic of "Use of Social Media in Recruitment" by observing the practical approaches followed by organizations in this regard. I chose L'Oreal and Towers Watson in order to get a better understanding of the topic.

L'Oreal has its footprints in 130 countries, 28 global brands, and 77,500 employees. It is the largest cosmetics company in the world. L'Oreal is quite popular in India as well. They make extensive use of social media recruitment throughout the world including India thereby providing a good case analysis.

Towers Watson is professional services company with 15,000 employees around the world. They are into consulting, talent management, risk management. Service sector is the prominent contributor to India's GDP so I decided to take up the case study of a professional services company as well in order to see their usage of social media in recruitment.

The primary research using survey on "Use of Social Media in Recruitment" has a sample size of eight HR managers handling recruitment. The primary research is based on samples who were ready to be a part of the survey and who met the criteria of being the sample to this study. The criteria to be a part of the survey was that respondent should be an HR manager handling recruitment in an Indian organization. Out of thirty HR managers contacted through LinkedIn for participation in the survey, only eight of them agreed to participate in the survey. So the survey has got eight responses that throw valuable light in assessment of the use of social media in recruitment in an Indian context.

3.4 Tools of Analysis

The secondary data analysis has been done through analysis of the literature studied on the usage of social media in recruitment. Multiple case analysis technique is also used for meeting the objectives of this study.

The primary data analysis of the eight responses has been done using descriptive statistics. The survey was created on SurveyCrest website which is an online portal for conducting surveys and analyzing the responses. SPSS was used for analyzing the responses using descriptive statistics.

The primary data analysis and the secondary data analysis are used to provide information about the benefits and drawbacks of using social media in recruitment and the effectiveness of recruitment processes by the use of social media.

4. CASE STUDY AND DATA ANALYSIS

4.1 Case 1 : L'Oreal

<u>4.1.1 Organization Profile</u>

L'Oreal is of French origin and manufactures beauty products and cosmetics. It was founded in 1909 by Eugene Schueller. It is headquartered in Clichy, France. It is the world's largest cosmetics company and offers products related to skin care, hair care and perfumes. L'Oreal is also actively engaged in cutting edge research and development.

L'Oreal has a presence in 130 countries and it has 28 international brands with annual sales exceeding 50 million Euros. Garnier, the Body Shop and Maybelline New York are some of the popular brands from L'Oreal. The company registered 624 patents in 2014. It has 77,500 employees. L'Oreal widely uses social recruitment in various countries worldwide including India.

L'Oreal entered India more than 20 years ago. L'Oreal India has over 1500 employees. There are eight L'Oreal sites in India and four regional offices. L'Oreal India is headquartered at Mumbai.

<u>4.1.2 The L'Oreal Strategy for Using Social Media in Recruitment</u>

L'Oreal has a uniform branding on all the websites for the countries in which they operate. The jobs section of each website lists available positions in that country and links to the relevant social networks. The careers section in the website for different countries appears very professional. Links to social media pages of the company is also provided at the website which simplifies information search for the candidates. L'Oreal India's Official website is referred here to get an insight into L'Oreal's recruitment practices in India. L'Oreal India Official website has a Careers section which has links to social networking sites like Facebook, Google+, Twitter and LinkedIn. The Careers section provides information about the different domains one can work for in L'Oreal. It also includes the option to look for a job by searching with keywords, locations worldwide, functions and position type. So we see that the Careers section opened through L'Oreal India's Official website provides a glimpse of career opportunities available to

prospective employees on a global scale. The social networking sites are also effectively linked to the official website and these are used extensively for recruitment purposes.

4.1.3 L'Oreal India's Career Page in Facebook

L'Oreal has an exclusive Facebook page for providing information about the job opportunities available to candidates in India. The page is named as "L'Oreal Careers" and it has 110000 likes. This page gets regular posts and provides information on job openings at L'Oreal India. This page has a tab named as "L'Oreal HR Talent Acquisition" which opens up a form that can be filled up and submitted. The information provided through this form gets stored in L'Oreal India's Career database. The candidates may be contacted by L'Oreal India in case of candidates' skill sets matching requirements of certain job openings.

Figure 4.1 : L'Oreal HR Talent Acquisition tab on Facebook page

4.1.4 L'Oreal's Page in LinkedIn

The LinkedIn company page of L'Oreal has 626,405 followers. The page includes a Careers tab. This tab introduces how is it like to work at L'Oreal as well as videos on working for L'Oreal and testimonials from past employees. LinkedIn page for L'Oreal provides information on job openings at L'Oreal. L'Oreal does not have an exclusive LinkedIn page for India but the candidates can search for job opening in India by selecting the location as India. The LinkedIn page of L'Oreal is frequently updated and the branding looks highly professional. It is widely used for recruitment.

Figure 4.2 : Job Openings at L'Oreal posted on its LinkedIn page

4.1.5 L'Oreal Careers at Twitter

L'Oreal has a Twitter account named L'Oreal Careers with 10500 followers. All the vacancies are regularly posted at Twitter by the company.

Figure 4.3 : A Job Posting at L'Oreal Careers Twitter account

4.2 Case 2 : Towers Watson

4.2.1 Organization Profile

Towers Watson is a service organization that came into existence on January 4, 2010. Towers Perrin and Watson Wyatt Worldwide were merged and came to be known as Towers Watson. Towers Watson is headquartered at New York City, United States. Towers Watson has presence in 37 countries including India. It has 15,000 employees around the world.

Towers Watson offices in India are at Bengaluru, Gurgaon, Kolkata and Mumbai.

4.2.2 Towers Watson's Strategy for Using Social Media in Recruitment

Towers Watson makes good use of social media for its recruitment purposes. It has presence in social networking sites like Facebook, LinkedIn and Twitter. The contents on its social networking sites are frequently updated to provide information about job openings to prospective candidates. Towers Watson India's Official website is referred here to get an insight into its recruitment practices in India. Towers Watson India Official website has a "Careers Home" section which bears information about the current openings at its offices in India. This page also advises candidates to like the Facebook page of Towers Watson to keep receiving updates on various jobs from Towers Watson.

4.2.3 Towers Watson's Careers Page in Facebook

Towers Watson has a Facebook page named as "TowersWatsonCareers" for providing information about the job opportunities available to candidates around the world. The page has 4494 likes. This page has a "Vacancies" tab which gives information about various job openings at different global locations of the company.
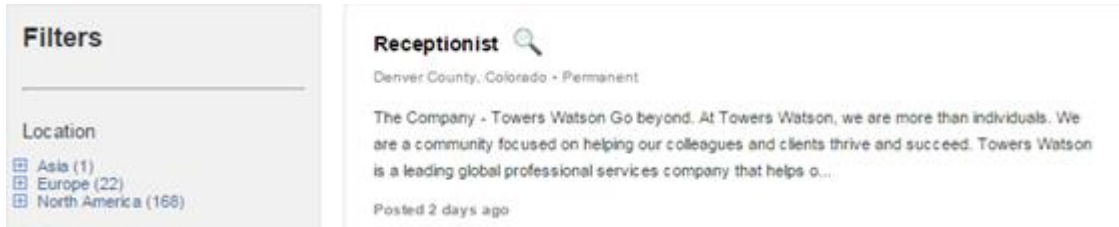
Figure 4.4 : Job Opening Posted on Towers Watson Facebook Page

4.2.4 Towers Watson Page in LinkedIn

Towers Watson has one LinkedIn company page with 64043 followers. It provides information about the company and job openings. The LinkedIn page of Towers Watson is frequently updated and widely used for recruitment by HR managers of the company.

Figure 4.5 : Job Openings Posted on Towers Watson LinkedIn Page

4.2.5 Towers Watson at Twitter

Towers Watson has a Twitter account named "Jobs @ Towers Watson" with 482 followers. It regularly posts jobs using the hashtag #jobs. It also tweets about life at Towers Watson, job hunting tips and the markets the company works in.

Figure 4.6 : Towers Watson Job Opening Posted on Twitter

4.3 Data Analysis

A questionnaire consisting of 16 questions was filled up by 8 HR managers handling recruitment in Indian organizations. The questionnaire captured organizations' use of social HR for recruitment purpose.

The questionnaire analysis has been done using descriptive statistics of SPSS. It has been presented below.

Q.No. 1. Which of the following best describes the nature of your business?

natureofbusiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Consulting	2	25.0	25.0	25.0
	Information Technology	4	50.0	50.0	75.0
	Other	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Figure 4.7 : SPSS Analysis of Response to Q. No. 1
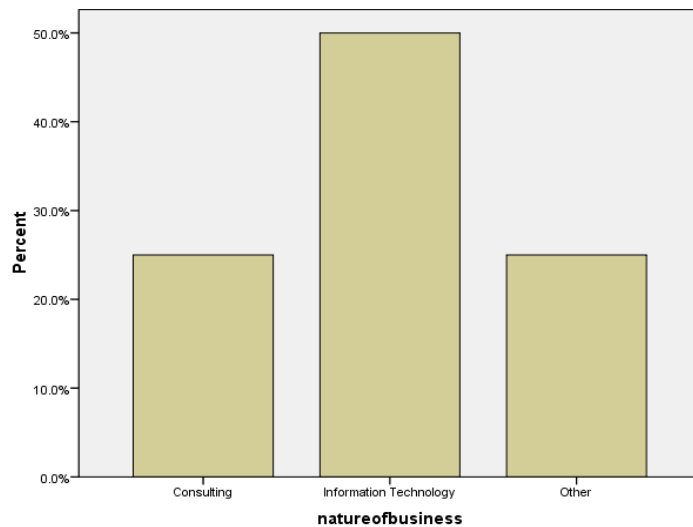
Figure 4.8 : Response to Q. No. 1

This question was asked for determining the trends of usage of social media in recruitment across different industries. The options to be chosen from were Manufacturing, Construction, Wholesale and Retail Trade, Hospitality Services, Financial Services, Consulting, Marketing, Information Technology, Health, Education and Other.

Q.No. 2. Which of the following best describes your organization?

type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private Sector	8	100.0	100.0	100.0

Figure 4.9 : SPSS Analysis of Response to Q. No. 2

The options to the question included Public Sector, Private Sector, Not for Profit and Others. All the 8 respondents were HR managers of private sector companies. The purpose of this question was to collect information on social media usage across different sectors.

Q.No. 3. How many employees currently work for your organization?

no_of_employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 10	1	12.5	12.5	12.5
	10 - 50	2	25.0	25.0	37.5
	200 - 500	1	12.5	12.5	50.0
	500 - 1000	1	12.5	12.5	62.5
	1000 - 5000	2	25.0	25.0	87.5
	more than 5000	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Figure 4.10 : SPSS Analysis of Response to Q. No. 3
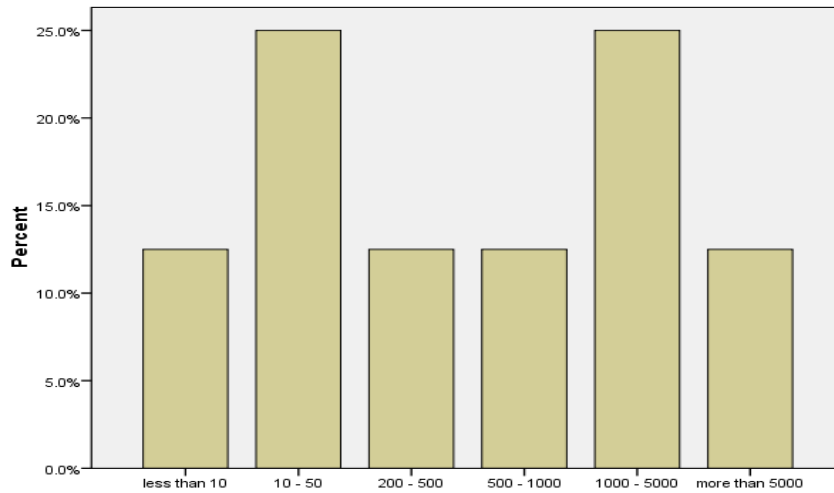
Figure 4.11 : Response to Q. No. 3

This question got responses from small businesses, mid-sized businesses and large businesses alike.

Q.No. 4. How many employees do you recruit every year?

recuitments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 10	2	25.0	25.0	25.0
	10 - 50	2	25.0	25.0	50.0
	50 - 100	2	25.0	25.0	75.0
	200 - 500	1	12.5	12.5	87.5
	500 - 1000	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Figure 4.12 : SPSS Analysis of Response to Q. No. 4
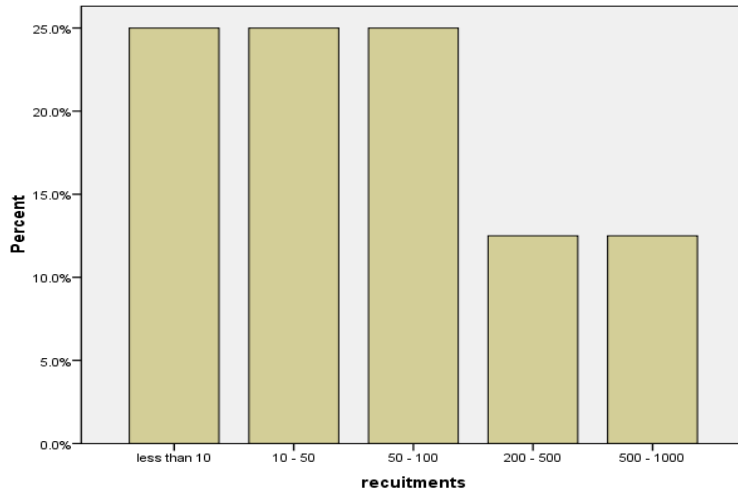
Figure 4.13 : Response to Q. No. 4

This question was asked so that the total number of recruitments made every year by an organization can be compared with the number of recruitments made by them through social media. This can be an important indicator to show the popularity of social HR in recruitment.

Q.No. 5. How often do you use social media for recruitment?

use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sometimes	2	25.0	25.0	25.0
	Often	3	37.5	37.5	62.5
	Always	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

Figure 4.14 : SPSS Analysis of Response to Q. No. 5
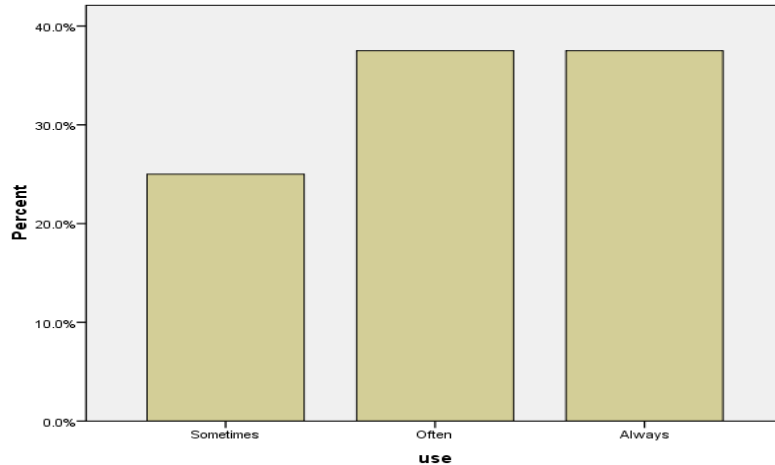
Figure 4.15 : Response to Q. No. 5

The response to this question highlighted that social media is being used "often" or "always" with 37.5% selecting "often" and 37.5% selecting "always." None of the respondent selected "rarely" option. This shows that the social media frequently in recruitment because of the many merits that it possesses. The response from the sample has provided good insight into the frequency of use of social media recruitment in Indian organizations.

Q.No. 6. Who do you recruit using social media?

This was a multiple choice question because companies might use social media for recruiting different levels of employees. For SPSS analysis of this question, 0 indicated "no response" and 1 indicated "response".

Nonmgmt_hourly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

middle_level_managers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	37.5	37.5	37.5
	1	5	62.5	62.5	100.0
	Total	8	100.0	100.0	

Nonmgmt_salaried

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	75.0	75.0	75.0
	1	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

top_level_managers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	25.0	25.0	25.0
	1	6	75.0	75.0	100.0
	Total	8	100.0	100.0	

lower_level_managers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	8	100.0	100.0	100.0

Figure 4.16 : SPSS Analysis of Response to Q. No. 6
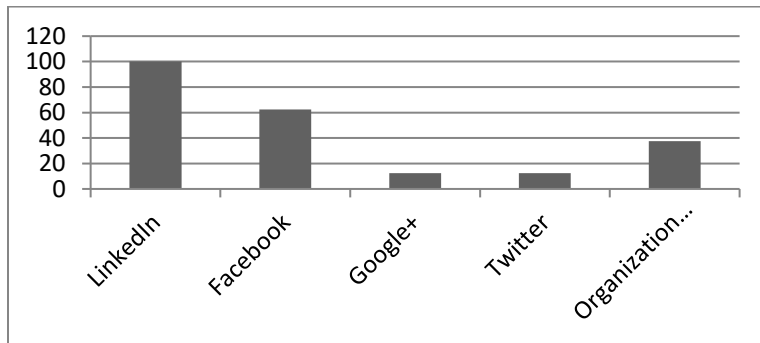
Figure 4.17 : Response to Q. No. 6

Middle level managers and top level managers were recruited by 62.5% and 75% of the respondents respectively. Non-management hourly employees were recruited through social media by 12.5% respondents, whereas non-management salaried employees and lower level managers were recruited by 25% and 37.5% respondents respectively. This shows that it is not common to hire non-hourly employees through social media which can be as a result of demographic profile of such employees.

Q.No. 7. Which social media sites do you use for recruitment?

This was a multiple choice question because companies generally use different social media sites for recruitment of employees. For SPSS analysis of this question, 0 indicated "no response" and 1 indicated "response".

LinkedIn

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	100.0	100.0	100.0

GooglePlus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	37.5	37.5	37.5
	1	5	62.5	62.5	100.0
	Total	8	100.0	100.0	

OrganizationBlog

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

Twitter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Figure 4.18 : SPSS Analysis of Response to Q. No. 7
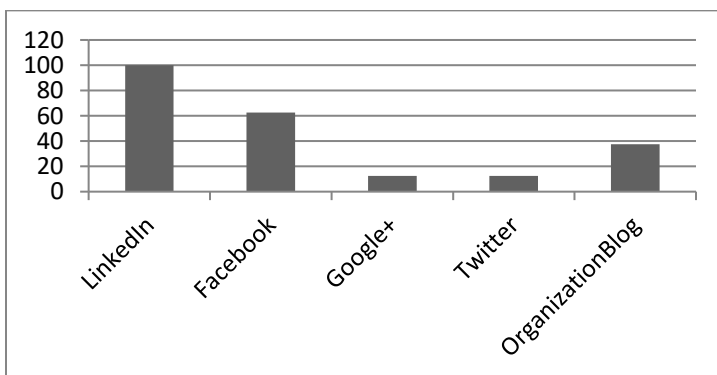
Figure 4.19 : Response to Q. No. 7

This question aimed at assessing the popularity of different social media sites for recruitment in India. LinkedIn emerged as the most popular site for recruitment in India with all the respondents

using it. The professional nature of LinkedIn seems to have made it popular in India just like it is popular around the world as a tool of recruitment. Facebook was the second most popular site for recruitment with 62.5% of the respondents using it. Organization's blog received 37.5% responses. Twitter, Google+ and "Other" got 12.5% responses each. Twitter does not seem to be as popular as LinkedIn and Facebook for usage in recruitment.

Q.No. 8. What is the reason to use social media for recruitment?

This was also a multiple choice question because companies generally use different social media sites for recruitment of employees. For SPSS analysis of this question, 0 indicated "no response" and 1 indicated "response".

Cost

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	37.5	37.5	37.5
	1	5	62.5	62.5	100.0
	Total	8	100.0	100.0	

Timeliness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

EaseOfUse

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	12.5	12.5	12.5
	1	7	87.5	87.5	100.0
	Total	8	100.0	100.0	

IndustryNorm

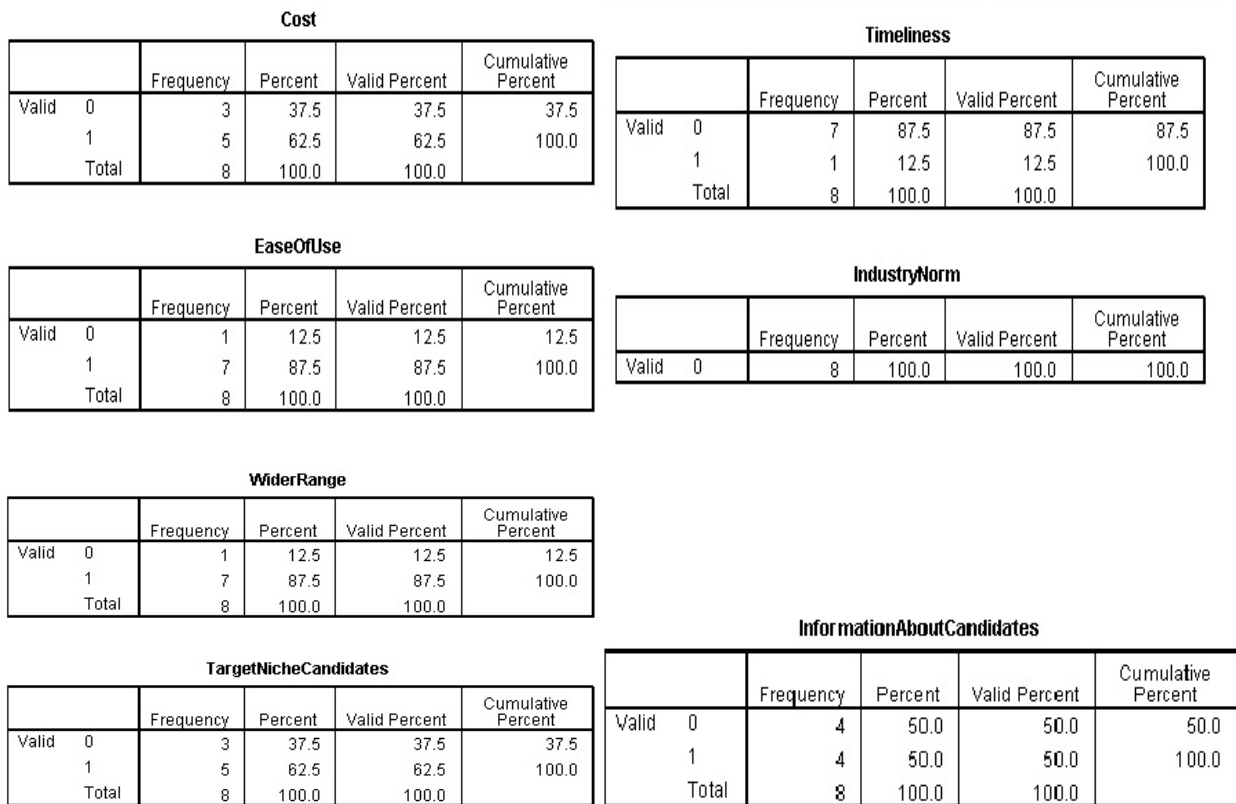|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	8	100.0	100.0	100.0

WiderRange

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	12.5	12.5	12.5
	1	7	87.5	87.5	100.0
	Total	8	100.0	100.0	

TargetNicheCandidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	37.5	37.5	37.5
	1	5	62.5	62.5	100.0
	Total	8	100.0	100.0	

InformationAboutCandidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	50.0	50.0	50.0
	1	4	50.0	50.0	100.0
	Total	8	100.0	100.0	

Figure 4.20 : SPSS Analysis of Response to Q. No. 8
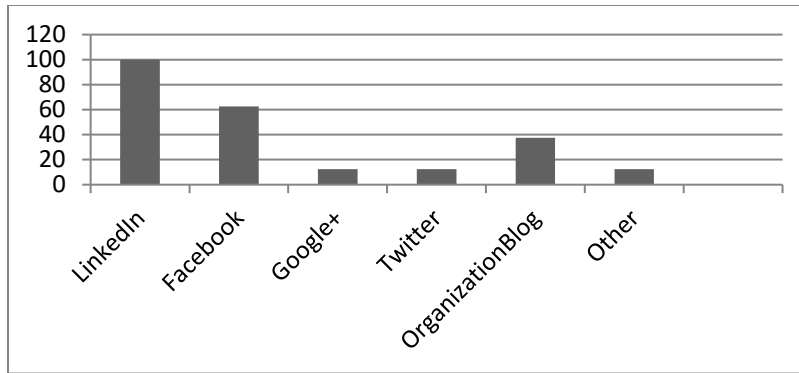
Figure 4.21 : Response to Q. No. 8

This is one of the most important questions of the survey because it tries to find out the cause of social media usage for recruitment in an Indian context. This will also help in accessing the benefits of using social media in recruitment. There were seven choices to this question. Ease of use, accessing a wider range of candidates, cost factor and targeting niche candidates were cited as the most popular reasons for social media recruitment with 87.5% respondents choosing the first two options and 62.5% choosing the last two options respectively. This shows that the companies perceive social media as an easy to use tool for accessing the knowledge, skills and abilities of a wide pool of candidates, and which would not have been that easy through conventional recruitment tools. Social media is being employed by 50% of the respondents to collect those details about candidates which are otherwise difficult to gather from other sources. 12.5% of the respondents chose timeliness.

Q.No. 9. How do you use social media for your recruitment processes?

advertise_jobs_advertised_conventionally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

headhunt

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2	25.0	25.0	25.0
	1	6	75.0	75.0	100.0
	Total	8	100.0	100.0	

advertise_solely_through_socialmedia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	75.0	75.0	75.0
	1	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

contact_potential_candidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	100.0	100.0	100.0

undertake_background_checks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

promotion_among_potential_candidates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	12.5	12.5	12.5
	1	7	87.5	87.5	100.0
	Total	8	100.0	100.0	

as_job_application_portal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	75.0	75.0	75.0
	1	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Figure 4.22 : SPSS Analysis of Response to Q. No. 9
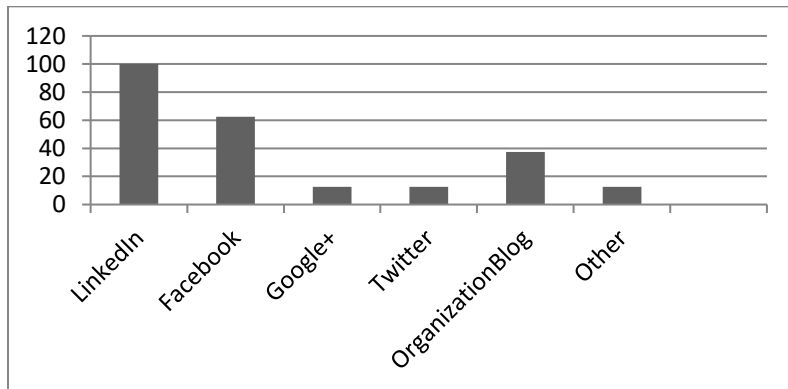
Figure 4.23 : Response to Q. No. 9

This was another important multiple choice question of the survey. It was asked to find out the amount and kind of use of social media for recruitment purpose. This question had seven choices. Contacting a pool of potential candidates and promotion of the company among
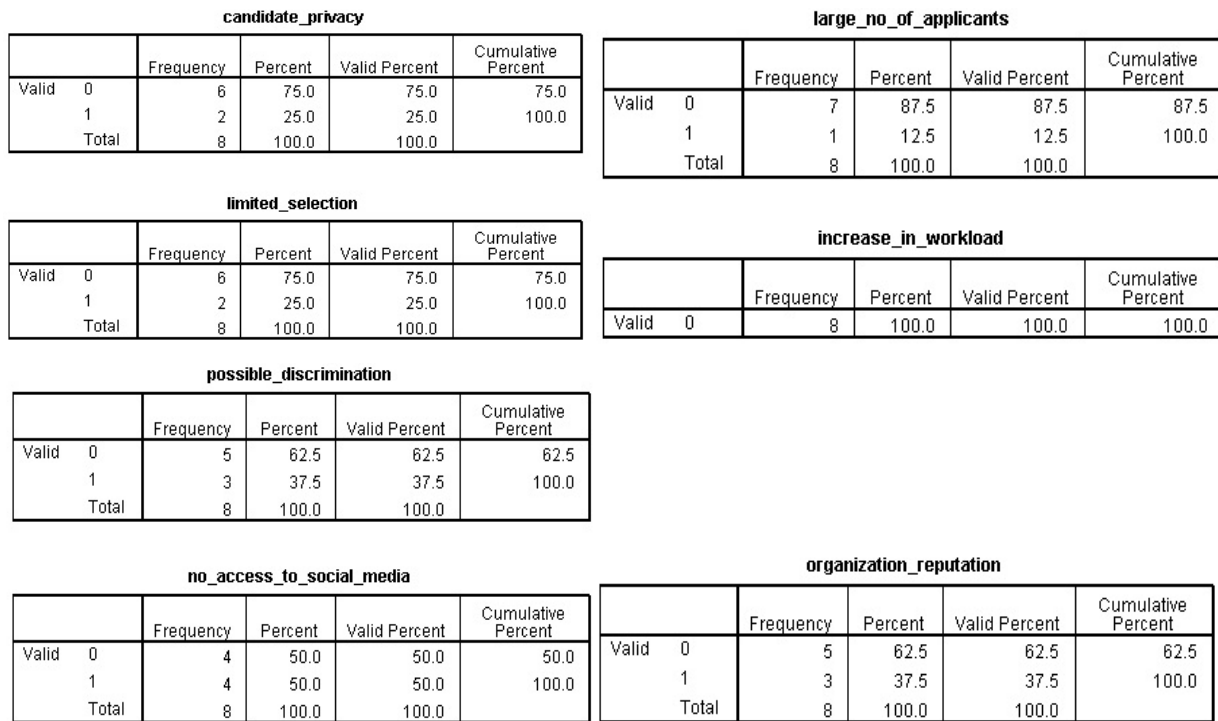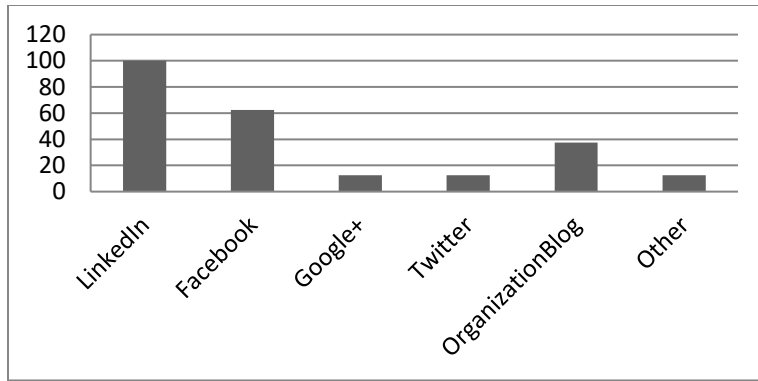
potential candidates emerged as the most popular options. Social media facilitates large number of applicants to apply for a job with the company by promotion of the company on widely visible digital mediums. 75% of the respondents said that they used social media for headhunting. Social media is used to advertise job vacancies that are already advertised conventionally and to undertake background checks on candidates as part of the application process by 37.5% of respondents each. Job vacancies are advertised solely through social media by 25% of the respondents. 25% of the respondents use social media as a designated job application portal. These figures show that Indian organizations are playing the balance act by using social media as well as conventional media for recruitment purposes. Indian organizations are maximizing their competitive strength by keeping pace with technological advancements in recruitment.

Q.No. 10. Which concerns does your organization have while recruiting via social media?

candidate_privacy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	75.0	75.0	75.0
	1	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

large_no_of_applicants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	87.5	87.5	87.5
	1	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

limited_selection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	75.0	75.0	75.0
	1	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

increase_in_workload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	8	100.0	100.0	100.0

possible_discrimination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

no_access_to_social_media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	50.0	50.0	50.0
	1	4	50.0	50.0	100.0
	Total	8	100.0	100.0	

organization_reputation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	62.5	62.5	62.5
	1	3	37.5	37.5	100.0
	Total	8	100.0	100.0	

**Figure 4.24 : SPSS Analysis of Response to Q. No. 10**

Figure 4.25 : Response to Q. No. 10

This is also one of the most important questions of the survey because it helps in accessing the risks of social media use in recruitment. There were seven choices to this multiple choice question. 50% respondents said that social media recruitment might disadvantage candidates who do not have access to social media. This assumes significance in Indian context because of the widespread digital divide prevalent in India. Possible discrimination based on candidates personal characteristics and concerns regarding organization's reputation were chosen by 37.5% respondents each. Concerns regarding candidate's privacy, larger number of applicants and limited selection of candidates were the other options chosen by respondents. The large number of applications might include irrelevant applications as well which might not be feasible to process quickly at times, thereby adding to expenditure and concerns of the company.

Q.No. 11. Do you have a formal policy in place on the use of social media in recruitment?

formal_policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	37.5	37.5	37.5
	No	3	37.5	37.5	75.0
	Don't know/ Can't remember	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Figure 4.26 : SPSS Analysis of Response to Q. No. 11
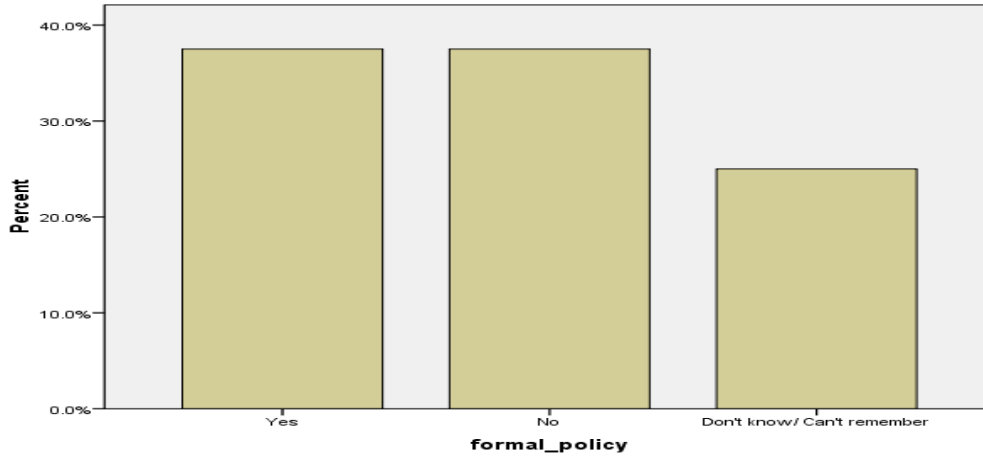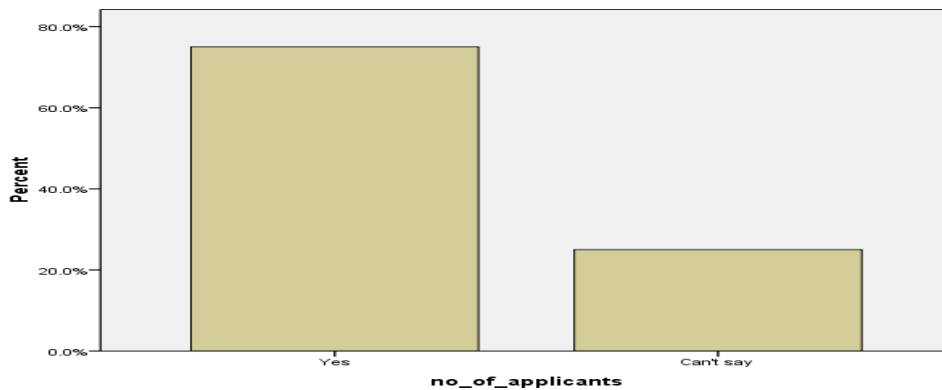
Figure 4.27 : Response to Q. No. 11

This question was asked to find out whether any formal policy on the use of social media in recruitment exists in Indian organizations. Given the range of issues in usage of social media for recruitment, it is perceived that organizations using social media as part of their recruitment strategies must have planned on introducing some kind of policy in this area. The responses show incidence of policy to be limited with only 37.5% respondents agreeing on having policies in place as regards social media recruitment. 37.5% respondents denied having any policy whereas the other 25% respondents were skeptical about policies on usage of social media for recruitment in their organizations. This shows that Indian organizations are trying to keep pace with their counterparts around the globe in terms of social media recruitment irrespective of having formal policies on the same.

Q.No. 12. Did the number of your applicants increase since you started using social media for recruitment?

no_of_applicants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	75.0	75.0	75.0
	Can't say	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

**Figure 4.28 : SPSS Analysis of Response to Q. No. 12**

Figure 4.29 : Response to Q. No. 12

This question was asked to assess the impact of social media usage on recruitment process of organizations. 75% respondents said that the number of their applicants increased since they started using social media for recruitment whereas the remaining 25% replied in negative. This stands in congruence to the general perception about social media recruitment that it provides a wider pool of applicants and leads to increase in applicants.

Q.No. 13. Have you been able to source the quality of candidates as expected via the use of social media?

quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	7	87.5	87.5	87.5
	Can't say	1	12.5	12.5	100.0
	Total	8	100.0	100.0	

Figure 4.30 : SPSS Analysis of Response to Q. No. 13
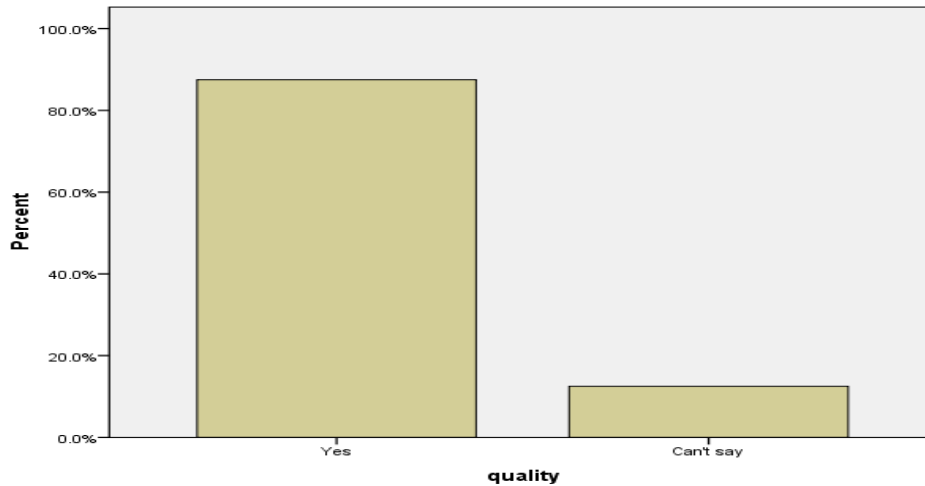
Figure 4.31 : Response to Q. No. 13

This question assessed whether social media recruitment has been successful in sourcing the quality of candidates as desired by the organizations. Human assets are very vital for the growth and sustainability of organizations. It becomes crucial for organizations to recruit the right candidates and quality candidates. 87.5% of the respondents agreed sourcing the quality of candidates as desired via the use of social media. 12.5% of the respondents were skeptical on the quality of candidates sourced via social media. These results show the success of social media in finding candidates with the requisite knowledge, skills and abilities for the organizations.

Q.No. 14. How many employees have you recruited through social media in the preceding year?

number

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 10	5	62.5	62.5	62.5
	10 - 50	1	12.5	12.5	75.0
	50 - 100	2	25.0	25.0	100.0
	Total	8	100.0	100.0	

Figure 4.32 : SPSS Analysis of Response to Q. No. 14

47
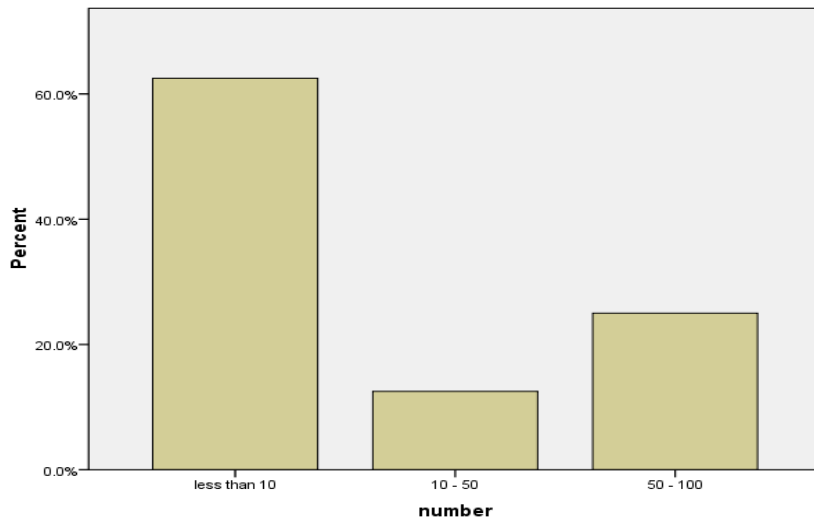
Figure 4.33 : Response to Q. No. 14

This question was asked to find out the number of recruitments made through social media so that the figures obtained can be compared with the total number of recruitments in a period. The responses showed that 62.5% of the respondents recruited less than 10 employees through social media in the preceding year. 50-100 employees were recruited via social media by the other 25% respondents while the remaining 12.5% respondents recruited 10-50 employees via social media. These figures show that companies in India are adopting recruitment via social media but at the same time they are not ignoring conventional media for recruitment purpose. The demographical and geographical diversity in India has made companies carry on with their conventional recruitment practices in parallel with social media recruitment. Another observation is that in proportion to the number of recruitments made every year by the respondents, the recruitments made via social media are substantially good.

Q.No. 15. What do you think of the future use of social media for recruitment in your organization?

future_use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Will make greater use of social media when recruiting staff	8	100.0	100.0	100.0

Figure 4.34 : SPSS Analysis of Response to Q. No. 15

This question was asked to get an insight into the strategy of companies as regards the use of social media in recruitment. This is an important question as it captures the future trends of social media recruitment in India. The four options to this question were Will make greater use of social media when recruiting staff, Will make the same amount of use of social media when recruiting staff, Will make less use of social media when recruiting staff , and don't know or it depends. It was not surprising to find out that all the respondents said that they will make greater use of social media when recruiting staff. This shows that Indian organizations are well aware of the potential advantages that can be derived through the advancements in technology and communication tools, and they want to embed more and more of such powerful technology tools in their human resource functions as well. Social media use for the purpose of recruitment will gain more popularity in India in coming years.

Q.No. 16. Do you have any further comments on the use of social media in recruitment?

This was an open-ended question for eliciting opinions of HR managers on the issue of social HR in recruitment in an Indian context. Only one response was received for this question and it stated that "Social media is going to become the largest targeted recruiting partner in the years to come. And it's far more convenient and economical too." This statement goes in congruence with the increasing popularity of social media for recruitment purposes in the coming years.

4.4 Discussion

This section will discuss analysis of the data collected through secondary research, case studies on L'Oreal and Towers Watson, as well as the data that has been gathered through primary research.

L'Oreal's study with regard to its usage of social media in recruitment has shown that L'Oreal widely uses social media for recruitment in India, just as it does around the world. L'Oreal uses similar branding in its websites for all the nations where they have a presence. L'Oreal has an exclusive Facebook page for India to tap into the talent pool of young Indian workforce. L'Oreal has a highly professional LinkedIn page that caters to its recruitment needs and it also makes good use of LinkedIn.

Similarly Towers Watson has also done well on social media platforms in order to attract potential candidates from India. Although it has not been very long since the company started its offices in India, yet they well positioned themselves well and done good employer branding to connect with a wide pool of candidates in India. They are also actively pursuing social media recruitment and this is visible from their official pages on Facebook, LinkedIn and Twitter where updates and notifications on job openings are posted on a regular basis.

The analysis of these two companies shows that in order to attract the best talent from India, companies are trying their best to establish a connection with the candidates. India boasts of a young population and social media is immensely popular among the youth, therefore companies are pursuing the path of using social media for recruitment purposes. Social media is having an impact on recruitment process and companies are trying their best to capitalize on the benefits offered by social media recruitment.

Social networking websites have attained popularity for diverse reasons. Social media has a mass appeal and it has become a widespread phenomenon. Facebook has also been gaining popularity to connect at a professional level. LinkedIn has emerged as a crucial resource for recruiting individuals. Employers also have a corporate professional social media profile. Prospective candidates as well as employers understand the difference between personal and professional networks. Certain social media sites are professional while some others are personal networks.

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But at the same time, employers are trying to churn the benefits offered by social media recruitment through personal networking sites as well.

Some social media channels are considered more attractive recruitment for recruitment when compared to others. Startups are also enhancing their digital presence so that they can make use of social networking sites to attract talented candidates.

Social media is also helpful to the candidates because it helps them in scanning the various job opportunities available as well as the skills required for that job. Candidates also form an impression of the company based on the digital profile of the organizations. Employers are well aware of this fact therefore they also use social media as a means of employer branding. Employers are not only posting vacancies on social media but also ensuring that company culture and growth opportunities with the company are projected appropriately through social media. Employers are also actively involved in groups and discussions online that are specific to their sector as it is seen as a vital method to gain an advantage over competitors.

Employers in India are acting proportionately in using social media in recruitment because of the fact that digital divide is widespread in India. They are using social media recruitment in congruence with other recruitment tools. They do not consider social media recruitment as a replacement over conventional forms of sourcing candidates. Organizations in India are quite careful of an excessive dependence on social media because of the concerns that form a part of usage of social media for the purpose of recruitment. Social media in recruitment is deemed to disadvantage candidates not having access to social media and this constitutes the biggest concern of social media recruitment.

Most of the companies do not have proper policies in place on social media usage for recruitment purpose because of little researched material available for guidance on the same. Organizations in India are trying their best to keep pace with their global counterparts by incorporating social media in recruitment. They are trying to respond quickly to situations that are arising in the ever changing business environment and in this process, policy formulation is somewhat getting overlooked and not getting formalized.

The future promises to make social media in recruitment more popular in India with organizations laying a strong impetus on connecting with a wide pool of candidates, a specific pool of candidates in a cost effective manner through social media platforms.

4.5 Findings and Recommendations

4.5.1 Findings

This study on "Use of Social Media in Recruitment" has thrown valuable light on the usage of social media for recruitment purposes in an Indian context. The merits and demerits of using social media in employee recruitment have been highlighted through this study. It has shown a shift in trends in India with the recruitment practice advancing to online mediums from offline mediums. Social media is a very powerful tool that lets people connect and network with one another in personal as well as professional ways. Some changes in corporate culture are inevitable as a result of sourcing candidates through social media.

The advantages of using social media in recruitment are enlisted below :-

- Cost saving and targeting : Social media recruitment is cost-effective as compared to traditional recruitment. Social networking sites offer fairly sophisticated tools in terms of targeting. Job advertisements can be more targeted based on the social media profile of an individual. Equality and diversity policies can also be supported through social media as it allows employers to tap potential candidates from diverse backgrounds. This can ensure that organizations can source potential candidates from different areas.

- Providing a glimpse into the work culture of an organization : Facebook, LinkedIn and Twitter are interactive tools that can play an important role in providing recruitment information and glimpse into the work culture of an organization. Websites and social media pages speak a lot about organizations and individuals can decide against applying if they do not like the feel and culture of the organization by going through the social media pages, which can save them and the organization time and money. Information disseminated through digital presence can also help the company to deter unsuitable

candidates. Social media can also be utilized to improve the recruitment experience for unsuccessful thereby retaining a positive impression of the company.

- Ability to attract candidates from a wide pool : Social media recruitment has the ability to attract candidates from a wide pool as it provides constant access to job seekers at diverse locations throughout the globe. This throws a higher probability of sourcing appropriate talent for the organization. Individuals are becoming more tech savvy and the leaps in information and communication technology makes internet browsing quite convenient easier and cheaper. So the ability of social media recruitment to attract diverse talent is increasing.

- Increase in efficiency and speed of recruitment : The recruitment process can be speeded up through the usage of social media recruitment. It just takes the click of a mouse to send resume and online application forms to a recruiter. The processing of applications is also aided through social media tools.

- Improving communication with the candidates : Social media finds a place in communicating with potential candidates in clear and succinct ways. Such communication helps organizations to appear cordial and people might want to work for such organizations.

- Employer Branding : Employer branding is an essential advantage that is offered to companies when they foray into social media recruitment. This is important for organizations in this highly competitive and dynamic business environment. The public awareness and visibility of the company is enhanced through digital presence. For small and medium enterprises who do not have recruitment teams, using their employees to publicize their company proves out to be a viable option.

The concerns related to using social media in recruitment are enlisted below :-

- Concerns regarding candidate's privacy : The information obtained from social networking sites can be considered to be invading candidates' privacy if the information is obtained without taking prior consent of candidates. Candidates' CVs and personal information might reach employers through diverse channels like someone selling personal data obtained through social media illegally. This invasion of privacy might land the employer in some legal hassles.

- Diversity of the applicant pool : There are demographic differences like difference in age and qualification among the users of social media. This throws up the risk of missing talented candidates if the strategy of social media recruitment is not in congruence with other traditional recruitment methods. As younger persons use these social media sites more than others therefore exclusion of candidates over a particular age may arise unintentionally.

- Disadvantage to the candidates not having access to social media : This holds prominence in a country like India where digital divide is rampant and the infrastructure supporting digital connectivity is absent in remote areas of India. Many of the young people residing in rural precincts of the country do not match their urban counterparts in terms of social media availability and use therefore they are at a disadvantage when recruitment campaigns are undertaken through social media. The companies may also miss out on many talented candidates if the latter does not have access to social media but possesses the knowledge, skills and abilities required by the company.

- Concerns regarding organization's reputation : Social media also possesses the prowess and robustness to be a platform for criticism and negative remarks for an organization. These negative opinions about a company can spread as quickly as the positive opinions. These negative comments can tarnish the reputation of an organization to a certain extent.

Social media recruitment has been instrumental in changing conventional ways of interaction between prospective employees and prospective employers. Sites such as LinkedIn can provide valuable assistance to recruiters in the sourcing of candidates. Certain jobs or processes can also become obsolete. Social media recruitment offers tremendous speed and convenience but it should not be thought of as a replacement for conventional recruitment methods.

Examination of the benefits accrued through the use of social media can be done when rapid pace of technology provides tools of assessment for the same. Social media has impacted recruitment which is very integral to equip an organization with human assets that can enhance the competitive advantage and sustainability of the organization.

4.5.2 Recommendations

- Organizations should be well aware of the various social media networks that can be used for recruitment and the way to target these networks so that a wide pool of potential candidates can be contacted.

- Social media tools should be used as part of a wider recruitment strategy and companies should not completely do away with the conventional recruitment practices. Given the demographics and the state of digital infrastructure in India, companies may lose out on many talented and deserving candidates if they rely solely on social media for recruitment. Social media recruitment should go in parallel with conventional recruitment in order to leverage the advantages of both for deriving competitive advantage.

- The legal issues of data protection as well as privacy of candidates should be handled appropriately by corporations while using social media recruitment.

- Organizations must keep their information on social media concise and easy to follow. The organizational values and the organizational culture should be reflected and presented in the social media profiles so that prospective candidates can get insights into what exactly it means to be a part of the organization.

- Organizations should be very careful in making judgement on person-job fit about a candidate on the basis of the personal information available on social networking sites. Each and every information about a candidate on social networking site may not be accurate. Data protection and privacy issues should be considered while accessing social media profiles of potential candidates.

- Organizations should keep their social networking profiles up to date. The queries of candidates should be answered promptly and organizations maintain constant engagement with candidates..

- Organizations should focus on making online recruitment process simple and hassle free in keeping with the relaxed nature of social media.

- Appropriate training should be there in organizations for managers employing social media recruitment so that all information pertaining to candidates is handled in a responsible way.

- Protocols relating to passwords and accounts on social media sites should be put in place so that security issues are better addressed.

- Small and medium enterprises can benefit a lot from the use of social media. These SMEs can use social media for the purpose of sourcing the right candidates to work with. They will be able to reach recruitment solutions without much investment as the maintenance costs for them will be lesser than that of larger organizations. These SMEs will get a greater visibility through their presence on social networking sites and this will help them in getting more business as well desired quality of candidate pool to recruit.

4.6 Limitations of the Study

The following limitations can be identified in this study on "Use of Social Media in Recruitment" :-

- The study was primarily based on the data collected from secondary resources, and the sample size used for primary research only included eight HR managers.

- Case analysis was limited to two companies i.e. L'Oreal and Towers Watson.

- The sample size used in this study for primary research as well as secondary research was constrained because I am not a part of any of the organizations that have been included in this study.

- The analysis of the companies is being done for their present policies and practices of using social media in recruitment.

- The study is taken up from organization's point of view on their usage of social media for recruitment. Candidates' or prospective job-seekers' views have not been taken up during the course of this study.

4.7 Future Scope of the Study

The future scope of this study on "Use of Social Media in Recruitment" can be as follows :-

- This research can be further extended by doing case analysis on the use of social media in recruitment for other companies operating in India to gain a better understanding on this evolving concept.

- Primary research can also be extended by increasing the sample size and conducting this study primarily on primary data obtained from a large sample of HR managers.

- This study can also be taken up to gauge the popularity of social media in recruitment from candidates' or prospective job-seekers' point of view.

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6. ANNEXURE

6.1 List of Figures

6.2 Questionnaire

1. Which of the following best describes the nature of your business?

- o Manufacturing
- o Construction
- o Wholesale and retail trade
- o Hospitality Services
- o Financial Services
- o Consulting
- o Marketing
- o Information Technology
- o Health
- o Education
- o Other

2. Which of the following best describes your organization?

- o Public Sector
- o Private Sector
- o Not for Profit
- o Others

3. How many employees currently work for your organization?

- o Less than 10
- o 10 – 50
- o 50 -100
- o 100 – 200
- o 200 – 500
- o 500 – 1000
- o 1000 – 5000
- o More than 5000
- o Don't know

4. How many employees do you recruit every year?

- o Less than 10
- o 10 – 50
- o 50 -100
- o 100 – 200
- o 200 – 500
- o 500 – 1000
- o more than 1000

5. How often do you use social media for recruitment?

- o Rarely
- o Sometimes
- o Often
- o Always

6. Who do you recruit using social media?

- o Non-management hourly employees
- o Non-management salaried employees
- o Lower level managers
- o Middle level managers
- o Top level managers
- o Other

7. Which social media sites do you use for recruitment?

- o LinkedIn
- o Facebook
- o Twitter
- o Google+
- o Your organization's blog
- o Other

8. What is the reason to use social media for recruitment?

- o Cost
- o Ease of use
- o Timeliness
- o Industry norm
- o Accessing a wider range of candidates
- o Targeting niche candidates
- o To find out information about candidates which would not be possible by other means

9. How do you use social media for your recruitment processes?

- o To advertise job vacancies that are already advertised conventionally
- o To advertise job vacancies solely through social media
- o To 'headhunt' or approach specific individuals to join your organization
- o To make contact with a pool of potential candidates for a job vacancy
- o To undertake background checks/obtain information on candidates as part of the application process
- o To promote the company in general terms among potential candidates
- o As a designated job application portal

10. Which concerns does your organization have while recruiting via social media?

- o Concerns regarding candidate's privacy
- o Limited selection of candidates
- o Larger number of applicants
- o Increase in workload
- o Possible discrimination based on candidates' personal characteristics
- o Might disadvantage candidates who do not have access to/do not use social media
- o Concerns regarding organization's reputation

11. Do you have a formal policy in place on the use of social media in recruitment?

- o Yes
- o No
- o Don't know/ Can't remember

12. Did the number of your applicants increase since you started using social media for recruitment?

- o Yes
- o No
- o Can't say

13. Have you been able to source the quality of candidates as expected by the use of social media?

- o Yes
- o No
- o Can't say

14. How many employees have you recruited using social media in the preceding year?

- o Less than 10
- o 10 – 50
- o 50 -100
- o 100 – 200
- o 200 – 500
- o 500 – 1000
- o more than 1000

15. What do you think of the future use of social media in your organization?

- o Will make greater use of social media when recruiting staff
- o Will make the same amount of use of social media when recruiting staff
- o Will make less use of social media when recruiting staff
- o Don't know / It depends

16. Do you have any further comments on the use of social media in recruitment?