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Contents

SOCIAL MEDIA AS A RECRUITMENT STRATEGY FOR TALENT ACQUISITION

ABSTRACT

A competent workforce is the need of the hour to sustain in the global market for any industry and any organization. To identify the talented and competent workforce the most effective strategy is sound and well structured recruitment process of the organization. Recruitment is the way by which an organization can attract talent pool to its workforce and thus acquire competitive edge over its competitors. Online recruitment is the recent trend of identification and attraction of qualified competent candidates to the organization. It is the process of finding quality candidates and making them aware with the career opportunities existing in your organization by making connection with them. Social media is a place where maximum young generation talent express ideas and interact with each other.

A number of global and international organizations are using both corporate websites and their corporate social media pages for the purpose of recruitment. This study examined the extent to which these quality potential applicants perceive social media as a useful source of employment information, and utilize corporate websites and social media when collecting information for making their employment and career decisions. The present research work is descriptive in nature. The population for present study consisted of graduates and post graduate students between the ages of 18 and 24 preparing themselves to be a part of national workforce. The findings provide the preference level of potential applicants in using both corporate websites and corporate social media pages when searching for employment and job options available for them. It is suggested that a balanced approach in designing of recruitment policy can be adopted to attract quality talent pool to the organization.

KEYWORDS: Talent acquisition, recruitment, social media, competent workforce.

INTRODUCTION

Since the start of 21st century, the technology has taken over different aspects of human lives. With the advancements of technology and internet revolution across the globe, the traditional methods for different objectives are no more in use and found ineffective and replaced by technology driven approaches. Social media is used by different age and gender demographics for sharing of information is nowadays utilized by HR professionals too. Furthermore, the interactions among users of social media professionals at different levels have also witnessed the worth of it with a different approach.

Social media sites such as Facebook, Twitter and LinkedIn have become increasingly prevalent over the past five years which allow individuals and organizations to build a public profile and create a list of users with whom relations can be developed. The popularity of

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social media sites has been a move toward using these platforms in many business sectors to manage and promote business in area such as employee or recruitment management. Social media sites such as Facebook, Twitter, and LinkedIn are free to join and often attracted by Generation Y members and are therefore increasingly used by organizations for recruitment purposes (Doherty, 2010).

It is established in a study that recruitment is one of the main activities of human resource management (HRM) deeply affected by the rapid development of social media which opens up new opportunities for businesses in attracting talent to their organization(Girard, Fallery and Rodhain, 2014). Academics and practitioners found that in next few years all human resource (HR) departments will increase their utility of social networks which will be convenient for organizations in recruitment process and identifying potential candiadates. (Fisher, 2014). According to Ritter (2015) the social media has transformed human lives as well as the patterns in which businesses are being done. Social recruitment is one of the main reasons for which many businesses are relying on social media channels for several purposes globally. According to researchers, human capital is a crucial resource of an organization's competitiveness and hiring the best talent is a main straegy toward building a sustainable competitive advantage (Cable and Turban, 2003; Francois, d'Astous and Grégoire, 2014).

In a survey conducted by Jobvite Social Recruiting Survey(2012) it was found that 92% of job recruiters currently use or plan to use social media in order to recruit employees.they surveyed that specifically, 92% use LinkedIn, 66% recruit on Facebook and 54% organizations search for employees through Twitter.

In a study by Russo (2011), importance of using social media for recruitment purposes it was found out that in times of economic depressions and high unemployment rates in most of nations "job hunting has become a second career for many people and it's no surprise that in a number of fields, particularly for entry-level positions, the search for a new job is being conducted almost exclusively online" (Russo, 2011).

According to Zottoli & Wanous, (2000), those recruitment sources which provide more accurate information are found to be more effective as they allow the potential applicants to have a better understanding the job to be performed. The factualness of the information on a recruitment source increases the quality and number of those who apply to have their expectations met after joining the organization as an employee.

Trustworthiness is found as an important factor among others according to which whether information from an online source of information be utilized by potential applicants for employment is decided. Trustworthiness of an information source refers to the degree to which the target audience believes that the source is unlikely to deceive (Mayer, Davis, &

Schorman, 1995) as it is an important factor in building and maintaining relationships in the online environment (Cheung & Lee, 2006). Bohmova and Pavlicek (2015) in their research findings confirm the rising importance of social networking sites usage as technological intervention of a new recruiting strategy. (Bohmova and Pavlicek, 2015). Further, Mumford(2012) found in a research that perception of potential applicants of level of trustworthiness has been found to vary by recruitment source and were related with intentions to utilize a recruitment source when looking for employment information from a particular source (Mumford, 2012). In a study, Galanaki (2002) found about the authenticity and safety of information that the personal information obtained through the Internet must be properly regulated and safeguarded in recruiting through social media (Galanaki, 2002). The proposed research paper would focus on utilization of social media for recruiting and its potential outcomes.

OBJECTIVES OF THE STUDY

The main objectives of the study can be stated as below:

- To study the students perception about the social media for online recruitment and acquisition of talent by the organisation.

- To study the perceptual differences of student towards using social media for online recruitment for talent acquisition among undergraduates and postgraduate students

HYPOTHESES

In order to fulfil the above objectives of the study, the researcher has framed the following hypotheses:

H01- The uses of social media for online recruitment for talent acquisition does not differ significanty across gender categories of respondents.

H02- The uses of social media for online recruitment for talent acquisition does not differ significanty across undergraduates and postgraduate students.

RESEARCH METHODOLOGY

The research design to study the present research is descriptive in nature. The objective is to study and analyse the impact on perception of students of using social media for online recruitment as a talent acquisition strategy across genders and different levels of courses (undergraduates and postgraduate students). .

The data have been collected from both primary and secondary sources for the purpose. The secondary data for the study was collected from different sources such as technical and trade journals, articles, newspapers, magazines, internet, periodicals, books, reports and other publications. For collecting primary data, a well structured questionnaire was used in the present study. The researcher have developed questionnaire for data collection related to ten dimensions of using online media which have also been identified through immense literature review from secondary data on five point Likert's Scale wherein, 1 being least important and 5 being most important. The respondents were required to rate these dimensions on the basis of their perceived importance on recruitment and talent acquisition process of organization. The questionnaire was piloted on 400 students of undergraduate and postgraduate courses using convenient sampling techniques. The collectd data was edited, coded, tabulated and appropriate analysis was carried out.

Data Analysis and Interpretation

Along with the usual statistical tools such as tables, percentages, one way ANOVA used for analyzing the data which helps in arriving conclusions.

Table 1: One Way ANOVA of means of student perception of different dimension of social media preference across gender categories of respondents

		Sum of Squares	Df	Mean Square	F	Sig.
Preference of recruitment source	Between Groups	.416	1	.416	.352	.553
	Within Groups	481.065	407	1.182		
	Total	481.482	408			
Trustworthiness	Between Groups	1.255	1	1.255	1.209	.272
	Within Groups	422.183	407	1.037		
	Total	423.438	408			
Factualness	Between Groups	.185	1	.185	.171	.679
	Within Groups	441.189	407	1.084		
	Total	441.374	408			
User friendly interface	Between Groups	.123	1	.123	.119	.730
	Within Groups	420.630	407	1.033		
	Total	420.753	408			
Options for Responsiveness to applicant	Between Groups	.612	1	.612	.465	.496
	Within Groups	536.219	407	1.317		
	Total	536.831	408			
Quantity of Content Provided	Between Groups	.208	1	.208	.190	.663
	Within Groups	443.924	407	1.091		
	Total	444.132	408			
Quality of Content Provided	Between Groups	1.283	1	1.283	1.127	.289
	Within Groups	463.548	407	1.139		
	Total	464.831	408			
Brand of Organization	Between Groups	2.767	1	2.767	2.265	.133
	Within Groups	497.224	407	1.222		
	Total	499.990	408			
Authenticity of Recommendations and Reviews	Between Groups	.149	1	.149	.118	.732
	Within Groups	513.773	407	1.262		
	Total	513.922	408			
Followers	Between Groups	.788	1	.788	.697	.404
	Within Groups	460.458	407	1.131		
	Total	461.247	408			

Here, the null hypothesis is accepted ($p > 0.05$) for the results obtained as all the dimensions have shown the value above the value of significance level. Thus, it was found in the study that no significant difference was explored on perception of students of using social media and corporate websites for online recruitment as a talent acquisition strategy across genders.

The following table presents the results of one way ANOVA applied across courses i.e., study across different levels of courses (undergraduate students and post graduate students)

Table 2: One Way ANOVA of means of student perception of different dimension of social media preference across students of Undergraduate and post graduate study programs

		Sum of Squares	Df	Mean Square	F	Sig.
Preference of recruitment source	Between Groups	11.691	1	11.691	10.129	.002
	Within Groups	469.790	407	1.154		
	Total	481.482	408			
Trustworthiness	Between Groups	18.631	1	18.631	18.732	.000
	Within Groups	404.806	407	.995		
	Total	423.438	408			
Factualness	Between Groups	18.066	1	18.066	17.370	.000
	Within Groups	423.308	407	1.040		
	Total	441.374	408			
User friendly interface	Between Groups	1.537	1	1.537	1.492	.223
	Within Groups	419.216	407	1.030		
	Total	420.753	408			
Options for Responsiveness to applicant	Between Groups	10.767	1	10.767	8.330	.004
	Within Groups	526.064	407	1.293		
	Total	536.831	408			
Quantity of Content Provided	Between Groups	1.884	1	1.884	1.734	.189
	Within Groups	442.248	407	1.087		
	Total	444.132	408			
Quality of Content Provided	Between Groups	2.944	1	2.944	2.594	.108
	Within Groups	461.888	407	1.135		
	Total	464.831	408			
Brand of Organization	Between Groups	3.838	1	3.838	3.148	.077
	Within Groups	496.152	407	1.219		
	Total	499.990	408			
Authenticity of Recommendation and Reviews	Between Groups	5.942	1	5.942	4.761	.030
	Within Groups	507.980	407	1.248		
	Total	513.922	408			
Followers	Between Groups	3.689	1	3.689	3.281	.071
	Within Groups	457.558	407	1.124		
	Total	461.247	408			

In the above table, the dimensions of the study have shown both values. It can be found that Preference of recruitment source, trustworthiness, factualness, level of Responsiveness to applicants, and authenticity of recommendations and reviews are found to have significant difference across the level of students with a value of significance below <.05 whereas other dimensions have value higher than >.05. Two dimensions, the organization brand and the followers have values near to 0.07 which can be found slightly significant whereas other three dimensions have very high value than 0.05. Thus, in this case null hypothesis can be taken as rejected across different levels of courses (undergraduate students and post graduate students).

CONCLUSION

According to the present study, social media is a strategy to reach large amount of people quickly and cost-efficiently. Social media must be used as a strategy of recruiters to attract

talent and acquire them. Social recruitment requires a well framed strategic plan to be able to acquire talented workforce to the organization. Different social media mix must be used along with corporate website to enhance authenticity of information provided by organization and to enable to reach people. More emphasis must be given on quality as well as quantity of content provided by the institutions to reach potential candidate. Also, care should be taken in creating more user friendly social media pages and company website so that applicant find the required instructions and guidance easily to apply for a job in an organization. Thus, HR managers must develop recruitment process in which the social media must play a vital role in free interaction and higher accessibility to recruit competent workforce as a competitive advantage over others.

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