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Technology Adoption in Employee Recruitment: The Role of Social Media

Abstract

While recruitment is an important strategic function for all organizations, recently many of the organizations have been using social media to attract and source Top talent. This conceptual paper is an exploratory study on the foray of using social networking sites for recruitment purposes. This article aims to discuss the growing popularity of a very cost-effective social networking as a recruitment tool and to outline some of the key considerations that organizations must take when embarking on social recruiting. The article will be of interest to HR professionals in all domains interested in how to get best value from social recruiting.

Keywords: Social Network Sites, Recruitment, Selection, Facebook, LinkedIn, Twitter.

Introduction

SNS are widely used for in several organizations, including Human Resource Management. According to research reports, there are more than 2.07 billion active users of Facebook and more than 500 million registered users of Microsoft owned LinkedIn spanning more than 200 countries and territories worldwide in 2017. These SNS are used for different purposes and in different contexts. Twitter is an online news and social networking service where users post and interact with messages, known as "tweets." Twitter is a discovery platform. News across the globe first breaks on Twitter. If you want to advertise something you come to Twitter.

According to research statistics, India ranks second among countries with the most Facebook users with a 33% penetration rate, accounting for 11 percent of global Facebook audiences in April 2017. The International revenue generated of Twitter has totaled to \$208 million in 2017, which is a 2 per cent year-on-year increase. India has grown by five times as a market than the global average thus becoming the number one fastest growing market in terms of daily active users for twitter.

Social media for hiring purposes is at an all-time high: 92 percent of companies use platforms such as Twitter, LinkedIn and Facebook for recruitment, and 45 percent of Fortune 500 firms include links to social media on their career page sections. Amongst the top social networks, LinkedIn leads the way, favored by 93 percent of companies, ahead of Facebook (66 percent) and Twitter (54 percent). Almost three-quarters (73 percent) of recruiters say that they have made successful hires through social media.

The internet has brought about a sea change in the recruitment process. It is a widely known fact that it is the Human Resource which is the key determinant of an organization's competitiveness. And so recruiting and retaining the best candidates helps the organization to build sustainable competitive advantage (Cable and Turban, 2003). Also the recruitment and selection activity attracts considerable costs to the company. The SNS's help the recruiters to access the information directly from the prospective candidate's media profile and analyze it in seconds rather in minutes. This process plays a key role in lowering the administrative costs of the company.

Understanding the Usability of SNS

Face book belongs to the private side of an individual where it helps them to connect with friends, share personal information, and meet new people (Papacharissi, 2009), whereas LinkedIn is a business oriented social networking site, belongs to the Professional side of an individual where it provides a platform to connect professionals, to market one's self, use it as a knowledge sharing forum and to plan future career moves (Trusov, Bucklin, & Pauwels,



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2009). Despite the difference between both the SNS's the common thread between them is the visibility of individual's network, helping in developing contacts, social capital generation, effective communication (Donath, 2007; Ellison, Steinfield, & Lampe, 2007) and offer opportunities to create new content and new connections (Breeding, 2009; Trusov et al., 2009).

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With the help of Social Networking Sites companies pursue intelligent policies that effectively leverage relevant information from social media sites. With more information available than ever before on job candidates, the process of evaluating those candidates can be lengthy. In the past, companies tried to determine candidate fit through their résumés. Social media tools allow recruiters to focus with laser like precision on the exact type of candidates they are seeking. They perform web searches on candidates, learn more about them from social media, and examine their work samples before selecting them.

Another usage of SNS is for referrals. Organizations use referrals to authenticate the qualifications and experience of the applicants which in turn helps in lowering the recruitment and monitoring costs (Finneran & Kelly, 2003). Research supports the fact that referrals perform better in the presence of the referrer (Castilla, 2005), are less likely to quit and have a longer tenure on the job (Taylor, 1994). Thus it is quite advantageous for the organization if the employees spread vacancies to their friends or professional connections using their Facebook page or by an email to all their LinkedIn connections, thus broadcasting on a larger scale. The visibility of one's network to outsiders, both on Facebook and on LinkedIn, facilitates organizations' active recruitment efforts by quickly identifying the names of the potential applicants.

If employers follow intelligent policies they can leverage relevant social media information in the selection of top qualified candidates, especially for specialized positions. Social media can be a great source for discovering passive candidates – those who are employed but 'open' to changing jobs for the right opportunity – who represent nearly half of all currently employed talent. Because the desired opportunities rarely exist on job boards, and job seekers are participating in communities all over the web social media can become a fascinating place for employers to find talent that they may not be able to

Asian Resonance

find otherwise. HR can take a more targeted approach by keeping track of all contact with each candidate and building a long term personalized relationship with them. This creates greater candidate loyalty and make it more difficult for competition to attract them.

Review of Literature

Del Vecchio Et al. (2007) have shown that a brand's image or reputation has a significant impact during the final stages of the hiring process when prospective employees must accept or reject an offer. Kim Et al's. (2011) study has confirmed the key role played by the brand during the recruitment phase of the hiring process.

Quirdi, Asma Quirdi, Segers and Ivana (2016) used the UTAT (Unified Theory of Acceptance and use of Technology) Model to study the impact of social media adoption in employee recruitment and selection in Central and Eastern Europe (CEE). The paper highlighted the fact that the intention to use social media in recruitment was reliant on the perception of the users regarding their potential job related gains, their perceived ease of use, and their perceived importance by socially influential individuals.

Taiwo & Downe (2013), also opine that behavioral intention and facilitating conditions significantly predict the actual use of social media in HR processes.

Employer branding is an important marketing communication tool to attract and recruit the best candidates in the industry. It is defined as the ability of the organization to differentiate and promote its identity to prospective candidates that they are interested in hiring. By creating a website with a vacancy section, employers can make their external and internal job boards more accessible (Galanaki, 2002) and more visible, to a broader audience as well. Organizations develop unique state of art websites to develop employers branding which helps them in standing out from the crowd and attracting top candidates. Thus SNS provides a platform by enabling the firm to market its brand to enhance its appeal among the finest prospects. There is no denying that social networks are here to stay, therefore it is imperative that organizations fully understand the potential benefits and pitfalls, so that they are able to use the right social networking tools to meet their recruitment needs.

As the usability of the website is found to affect applicants' perception of the job (Cappelli, 2001) and its informational content to determine the perception of the organizations' image (Rynes, Bretz, & Gerhart, 1991; Turban, 2001; Turban, Forret, & Hendrickson, 1998) and values (Braddy et al., 2003), it is important to design this website well.

When the websites are constructed properly, applicants have a more accurate perception of person-organization fit, which in turn makes organizations more attractive (Turban, Lau, Ngo, Chow, & Si, 2001) and leads to higher job satisfaction, more effective employment results, and higher organizational commitment (O'Reilly,

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Chatman, & Caldwell, 1991; Saks, Ashforth, & Blake, 1997).

Examples of Some Organizations Which Use Social Networking Sites For Recruitment

Disney uses Twitter to highlight the fantasy associated with the company and what it's like working there. The company's social content reminds candidates that they can follow their passions while working for Disney. Disney definitely plays toward its strengths by highlighting its dreamlike world, but it also does something else: appeals to the dreams of its applicants. By focusing on potential employees' desires and an organization can create a social media value proposition that candidates can't resist.

Marriott uses its careers page on Facebook to create its brand value, which has 1.2 million likes. People come to the site to peruse current openings and apply for positions, but they leave with a sense of want to work for the company. Candidates' questions and queries are answered in real time in "Career Chats" hosted by the company. The employees answering the questions of prospective candidates use their first names to create a human touch. So, for example instead of "Marriott Hotels" answering your questions, you might see a reply from "John at Marriott." Along with the user engagement that this personal touch fosters, it also encourages candidates to think of themselves as part of the company.

Ways How Businesses Use Social Media for Recruitment

There's three simple ways to get started that you can do right now.

Sharing Corporate Culture

A company that publishes social media content in an authentic way creates a sense of transparency appreciated by both consumers and prospective employees. Sharing organizational goals and values helps a company establish its reputation amongst followers, and makes it easier for job seekers to determine whether those values align with their own. Highlighting current employees, staff events and behind-the-scenes activities are good areas of focus for utilizing social media to share corporate culture.

Responding to Comments and Messages Proactively

Timely, honest responses to comments and messages received through social media make a good impression on customers and potential employees. The practice reflects a similar method of communication with staff and partners. Interaction and engagement are key to social media performance; a two-way flow of conversation humanizes an organization, providing a sense of approachability. This can be an important factor in a company's efforts to recruit using social media. The existing employees must also be encouraged to participate in the conversation in their own individual way. When individual employees answer questions, they're often more creative, genuine, and present a fresh, individual face to which candidates can relate. So if the present employees are treated

Asian Resonance

well, they can act as an incredible powerful hiring resource for the company.

Studying Analytics to Measure Success

Facebook, Twitter and LinkedIn all have built-in analytics tools to help businesses measure their performance. Analytics are the secret to measuring the effectiveness of online interactions. Paying close attention to which social media content performs most positively can assist companies in developing equally well-performing content. With respect to finding talent, understanding which posts sparked the most engagement can give valuable insight in how best to share a company's story.

Alignment between Social Recruitment and Existing Recruitment Processes

The key to using these tools successfully is to ensure that social recruitment is aligned and integrated within the organization's existing recruitment processes and technology and any attempt at social recruiting should follow a clear strategy that has been approved by management. HR should formulate a plan to ensure that the overall candidate experience when applying for a job is the same, no matter whether they submit their application – via the company website, by email or by social media. This means that the time taken to review the CV and respond to the applicant to give feedback or schedule an interview must be consistent.

Employer Branding

Social recruiting can enhance the company's brand value. It gives a new modern identity and sets it ready for the upcoming challenges. The success mantra for exploiting the social media for recruitment purposes is that it must be carefully managed with the right processes and technology to support it. If not done with the right processes it can have adverse effects on the brand value.

Effective Medium to Advertise Itself

SNS can be used as a platform for organizations to market itself efficiently. This will allow it to encourage people to find out more about the company and direct them to where they can find out more about applying for jobs with the company.

Conclusions

The Social networking sites are here to stay and play an important role in reducing the administrative burden of the HR managers in a cost effective manner. They also serve as an effective tool to attract today's Generation Y workforce. The organizations were skeptical earlier about the repercussions of using the social media and thus the HR department was made to police their use internally. But now the tide is in favor of SNS and the same organizations are creating their presence on the internet through these sites and use it as an effective medium to attract and retain employees.

Implications

This article highlights how Social Media can be used for recruitment purposes. It is a novel way for recruiting high caliber professionals who otherwise are very difficult to contact to. They can be used to develop an online community for

sourcing talent – which is more targeted and serves as both proactive and responsive recruiting purposes. It should just be aligned to the organizational processes and technology for maximum effectiveness.

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Asian Resonance