ROLE OF SOCIAL MEDIA IN RECRUITMENT PROCESS AND EMPLOYERS' PERCEPTIONS WITH SPECIAL REFERENCE TO MANAGEMENT GRADUATES

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ABSTRACT

In today's digital age, social media has transcended beyond a platform only for social interaction and emerged as a powerful tool in the realm of recruitment. This exponential growth in social media play an imperative role in the lives of millennials and gen z to reach out to prospective employers. Employers vying for top talent have started utilising various social media platforms i.e LinkedIn, Facebook, Instagram and Twitter and various recruitment techniques to reach out to groups of competent professionals and prospective employees who may not even be actively seeking an opportunity but have the perfect profile for a role. The objective of study is to examine the growing role of social media in the recruitment process. Descriptive research design using a quantitative method was used to collect the data from the recruiters. The study investigates how HR professional evaluating the management graduate's propensity to engage in counterproductive work behaviors and suitability for hire.

KEYWORDS: Social media, social media recruitment, Employers perception, background check

CONCEPTUAL FRAMEWORK

Today in the era of globalization and the technological breakthroughs brings the revolutionary change in the recruitment landscape. In the present world of talent acquit ion, the way in which employers and job seeker communicated has undergone for tremendous change. It was an extremely challenging task to find out the difference between the active and passive job candidates to find the right candidate for the right position at the right place because of the availability of large number of job seekers and the obstacles posed by current recruiting strategies.

According to Flippo, (1976), "Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization". Recruitment is considered as a very important activity for any organization, as human capital is a valuable asset for any organization (Greiner, 2004). Traditional methods of recruitment (word of mouth, newspaper advertisement and job portals) no longer hold their original charm as a standalone method to recruit talent, paired with the advent of internet 2.0 can generate fruitful results. In the past, job seekers approaches the recruitment companies but in

today's scenario, companies will approaches unlimited talent pool through the use of social media platforms.

Kaplan and Haenlein (2010) define social media as "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". Gen Zers grow up with social media and social media platforms are changing the way organisations locate and connect with potential employees by becoming more dynamic marketplaces where talent meets opportunity. From LinkedIn's professional networking abilities to Instagram's visual attraction, the hiring process has become a multidimensional journey. As per global social media statistics on 1 Feb 2024, 62.3% of the world's population uses social media. Similarly 79% of jobseekers using social media for searching job, 73% of Gen z aged 18-34 found their job through a social media platform, and 91% of employers using it as part of their hiring process. Social media recruitment has gained importance for both employer and employee.

Backhaus and Tikoo (2004) stated that quality candidates are also looking for the company which is good for them in terms of job profile, future prospects, salary, working environment, growth and other facilities. Contrary, Recruiters not only looking for the credentials and resume of potential employees (Oleniczak, Pike, Mishra & Mishra 2010), but more for a 'kind of a person'. Traditionally this follows a sequential procedure starting with job description of position, posting advertisements on social networks, receiving passive candidate application cross checking the applications information, background check and, conducting interviews by following the lengthy process of physical examination and reference check and then making the final selection (Brandtzaeg, Luders, Spangenberg, Rath-Wiggins, & Folstad, 2016).

A study conducted by Kluemper and Rosen (2009) assessed the credibility of social media platform to enhance the candidate screening process in recruitment and underlined that user-generated content in a candidate's social media profiles can significantly identified high and low performers. Websites such as Klout.com, job score and Sociota uses social media content of candidate to provide a social score to candidate representing candidates' level of influence. In addition, the transformation in applicant hiring procedure not only seeking right candidate based on experience and qualification mentioned in resume but also their behavioural profile from their Main posts, About me section , Photos and Gen z comments under posts (social media platform). Most of the employers (66%) looked for any redflags on a candidate's social media, 62% wanted to get an idea about candidate and their life, 57% wanted to check applicants suitability to the company's corporate culture. (Ghoshray, 2013; Hoek et. al.,2016).

The research was aimed to understand the role of social media in recruitment process for management graduates and to determine the employer's perception considered in preemployment character assessment , user generated content affecting the management graduates' employability. Moreover, it seeks to find out the employers' reasons of rejecting the job applicant's application.

LITERATURE REVIEW

1. Alison B. Tuck & Renee J. Thompson (2023) conducted three studies with college students. In Study 1 (N=176), researchers collected data from participants about social

media use and informed them about item generation. In Study 2 (N=311), two factor structures was studied (1) passive, active social, and active non-social and (2) a hypothesized four-factor structure. The results observed that confirmatory model doesn't produced acceptable fits, but an exploratory factor analysis model, a four-factor model consist of Belief-based, consumption-based, image-based, and comparison-based SMU. This four-factor structure was supported in Study 3 (N=397), which was preregistered, via a confirmatory factor analysis. The subscale items concluded that items having good internal consistencies and all factors represent a novel classification of people's SMU that can be measured with the help of Social Media Use Scale.

2. Salma Khan (2023), inspired by diffusion of innovation theory, examined the usefulness of social media recruitment in rehire and post hire of job candidates. The study also examined the impact of employers online personal brand image and virtual trust factors on job seekers' profiles. Quantitative data was collected from public and private sector recruiters in India considering mediators as credibility and satisfaction.

3. José Carlos Andrés, David Aguado, Jesús de Miguel (2022) , suggested the use of rubrics, based on the LinkedIn Big Four model, as a way to improve the methodical and objective nature of selection professionals' judgements. A sample of IT industry professionals (n = 105) was employed. The results indicated sufficient reliability and preliminary validity evidence based on the link between the generic competence scores and the rubrics.

4. Ionica Oncioiu, Emanuela Anton, Ana Maria Ifrim and Diana Andreea Mândricel (2022), analysed the effectiveness of social media on the digital recruitment of human resource. The study consist of four variables: careers website design, work–life balance, employer branding, and online company reputation and social media professionalism and identify the impact of these variables on the efficiency of digital recruitment strategy. The study concluded with .the hypotheses between the design of the careers website, work–life balance, and employer branding (H2,H3,H5) were found to (β=0.356, =0.311, =0.156,andp<0.001). The hypotheses with social media professionalism (H1,H7)had strong support((β =0.471, =0.2104,andp<0.001).Finally the four variables accounted for 47% (R2 =0.470) of the variance in online company reputation.

5. H. M. Nadim Khan (2021), studied the role of LinkedIn on overall hiring preference in Bangladesh. Three independent LinkedIn profile component- LinkedIn profile richness (LPR), LinkedIn Skill Endorsement (LSE) and Self presentation on LinkedIn. After analysis results were found that all these three components have a positive impact on Hiring Preference. The study also inferred that LinkedIn was being accepted as SNS for searching the active and passive jobseekers and also considered as a tool for searching and hiring competent job candidates.

6. Olowo, B. F., Akingunloye, B. A., Gambo, O. O., & Jembola, O. E.(2020), focused on identified the impact of social media on student employability skills. The quantitative research design was used to collect data from 354 students of Osun State Technical

Colleges (Nigeria). Data were analyzed using multiple regression analysis. The R value found to be .957, showed the significant association of social media (LinkedIn, YouTube, WhatsApp, Facebook and Twitter) on students' employability skills. Among all social media: YouTube (β= .611, P<0.05) was found to be strongest contributor because of downloading content and LinkedIn (β= .571, P<0.05) was found to be second strongest to students' employability skills because of its professional use to build professional employability skills.

7. Md Sajjad Hosain1, Ping Liu (2020), investigated the employers' perception regarding use of LinkedIn as a recruitment tool. Data was collected from 153 graduates who have active LinkedIn profile with a sample size of 49 employers. Their work concluded that those graduates whose job related information, skills and expertise matches with the CVs and resumes were the top most preferred by recruiters and in addition, employers were provided with the 10 factors and were asked to give scores to all these factors considered for recruitment. The results declared the Factor 1 i.e availability of job adequate information on their LinkedIn profile got the highest score followed by some logics for their score.

8. Jovelyn C. Cuizo (2019) evaluated the extent of social media usage in talent acquisition in IT/BPM Companies in cebu and provide the valuable information's of candidates from their social media profile. The quantitative method was used to collect the data from two group of employers. The result also investigates that there are significant differences in perception of recruiters and applicants on user generate content affecting employability.

9. Mohammed Abdul-Latif, Frank Boateng, Bilal Eneizan (2019) investigated the success and relevance of social networking sites in recruitment in Ghana. The study seeks theperception of 247 Human Resource practitioners in Ghana. A purposive and nonprobability sampling techniques was used. From the study, it was found out that E-Recruitment was very cheap and easy as compared to traditional methods.

10. Quratulain Ezam, Nawaz Ahmad, Amanat Ali Jalbani (2018), conducted exploratory research to understand the e-recruitment practices in Pakistan and also analysed theemployers perceptions among use of top 10 social media sitesin the effectiveness of recruitment process. Sample of 203 HR personnel were selected from Karachi city and computed frequency tables' model to get the information on recruitment process.

11. Inmaculada Arnedillo-Sánchez, Carlos de Aldama, and Chrysanthi Tseloudi (2017), studied on graduates and founded a gap between employers and job seekers perspectives on employability skills. The researcher used rESSuME: Employability Skills Social Media Survey to understand employers perception in screening candidate's social media profiles. The scale consists of 63 questions, including the 13 Personal Attributes, 8 Profiling Features, and 9 Communication Features.

12. Mariam El Ouirdia, Ivana Pais b, Jesse Segersa, c, Asma El Ouirdi, (2015), study considered the evaluation between the professional and non professional social media content of job seekers on the basis of gender and culture. The data was analysed with 256 recruiters from Italy and neverland and results indicated that there

were no significant variation in assessment of non professional content based on gender (p>0.05), whereas the variation was significantly based on national culture(p<0.01) The study also determines the factors associated with recruiters perceived tendency to exclude applicant from the recruitment process.

13. Naseem Rahman, Jyoti Arora and Indrapriya Kularatne (2014) investigate how the employers in the Auckland metropolitan area use social media platforms such as Facebook, LinkedIn and Twitter for recruiting employees for their organization. The result reveals that 76 % of employers preferred social media to improve their brand image as well as filling their job vacancies. The study also reveals that Facebook is top most preferred social media network for most employers.

BACKGROUND OF STUDY

SOCIAL MEDIA AS RECRUITMENT TOOL

The first social media platform was introduced in 1997 with the development of Sixdegrees.com which enabled users to have a custom internet profile and a list of buddies (Boyd et al., 2008). Over the time, various kinds of social networking sites have been introduced, and as of present, some of the most popular in terms of hiring are LinkedIn, Facebook, Twitter and WhatsApp's.

In this study the effectiveness of this platform were measured on the basis of certain characteristics as costs, time, target group orientation, quality of applicants/applications and diversity of applicants. Social Networking Sites area part of e-recruitment and therefore, we can assume that the use of Social Networking Sites can have a positive impact on recruitment.

LINKEDIN

"LinkedIn connects the world´s professionals to make them more productive and successful. With 101 million LinkedIn users, India is the second-biggest social media market, LinkedIn is helpful in providing a fuller picture of a candidate's capabilities versus simply a resume, job application, or brief personal introduction. It can also be effectively used for screening and verifying capabilities, credentials, and skills prior to contacting candidates. LinkedIn provides candidate's endorsements, recommendations, education, prior work experience, and interests within LinkedIn and viewing their connection helps you see how well-connected they are in their industry and if know anyone in the common who could tell them more about them and their capabilities.

FACEBOOK

There were **516 900 000** Facebook users in **India** in **February 2023**, which accounted for **35.7%** of its entire population. People aged **25 to 34** were the largest user group (**173 000 000**).The main reason behind Facebook as social recruiting site as it helps the user to creates a personal profile site, adds other users and her/his friends and communicate with them, adds pictures about them and their friends and tells friends what is going on in his/hers life and also can join related to interest workplace, school or hobbies.

TWITTER

Twiter as a recruitment tool, 550 million users respectively. It can help you to attract two types of candidates: the proactive job hunters and the passive candidates who already have a job and are not desperately in need of one. Getting them to sign up and apply for the jobs offered will help you to increase your database of great talent.

A few years back, Twitter was on everyone's radar. It is not an effective recruitment tool but a kind of source can be taken into consideration to have quick look on candidate's recent tweets and the accounts they're following which will give an idea of their interests and whether they might be a culture fit for the organization.

RESEARCH OBJECTIVES

1. To study the role of social media in recruitment process among employersfor management graduates.

2. To study the impact of employer'sperception towards socialmedia recruitment for management graduates.

3. To identify the factors on candidates' social media profile preferred by the employers for recruitment.

4. To find out the perception of recruiters on user-generated content affecting management graduates'employability.

5. To identify the factorsfor rejecting candidates' applications by assessing social media background of candidate.

RESEARCH METHODOLOGY

The research work is descriptive in nature to identify the role of social media in recruitment process. In addition, study also aimed in understanding the perception of employer's in understand the use of social media as recruitment tool among management graduates. Data was collected from self-administered questionnaire designed on 5 point Likert scale. The Sample constitutes of 40 employers from different sector recruiting management graduates. The questionnaire aimed to determine the use of social media for the recruitment process The research focused on the following areas: 1) demographic characteristics; 2) recruitment methods; 3) usage of utilization of social media in the recruitment and candidate's background check; and 3) user-generated content considered when performing social media character assessment of management graduates.

DATA ANALYSIS AND INTERPRETATION: EXTENT OF SOCIAL MEDIA IN RECRUITMENT

Figure 1: Social media to search and attract new job applicants

Out of 40 employers , 33% used social media platform as a recruitment tools have online social presence to reach out the Gen z .However this reflects an idea about companies'culture and the place would they like to apply.
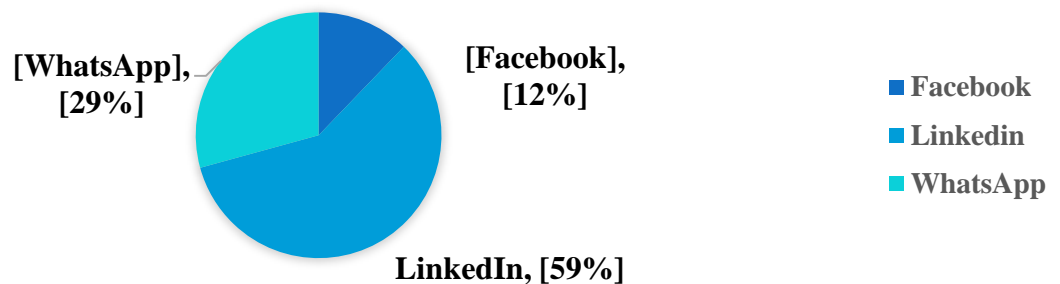

Figure 2: Social media to attract job seekers

From research, LinkedIn is considered as popular and dominant social media platform followed by Facebook and WhatsApp. As LinkedIn provide professional information together with personal informationreflected individual work accomplishments.

Figure 3: Social media preference by employers

4.Effectiveness of SNS in recruitment

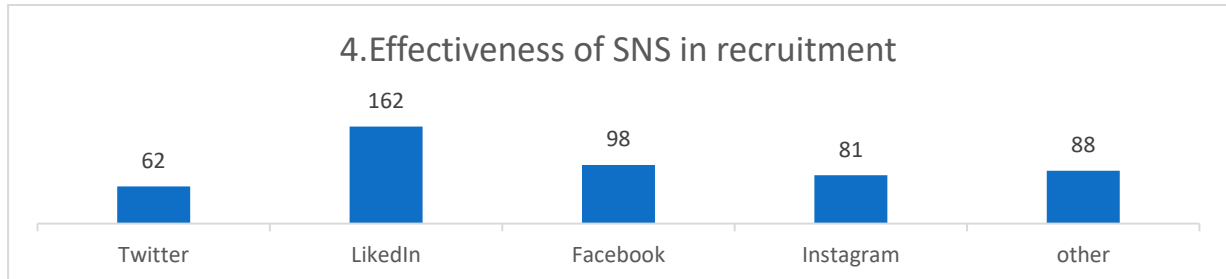| Twitter	LikedIn	Facebook	Instagram	other
62	162	98	81	88

Figure 4: Effectiveness of SNS in recruitment

Using SNS not only allow the broader access to a pool of candidates but also to seek out passive work seekers.

BACKGROUND INFORMATION OF GRADUATES FROM SOCIAL MEDIAPROFILE

According to employers, candidate's social media profile depicts all the above factor , especially employers are keen interested in checking work related potential of job seekers with over all mean of 3.9, which helped him in selecting job seeker for the vacant position.
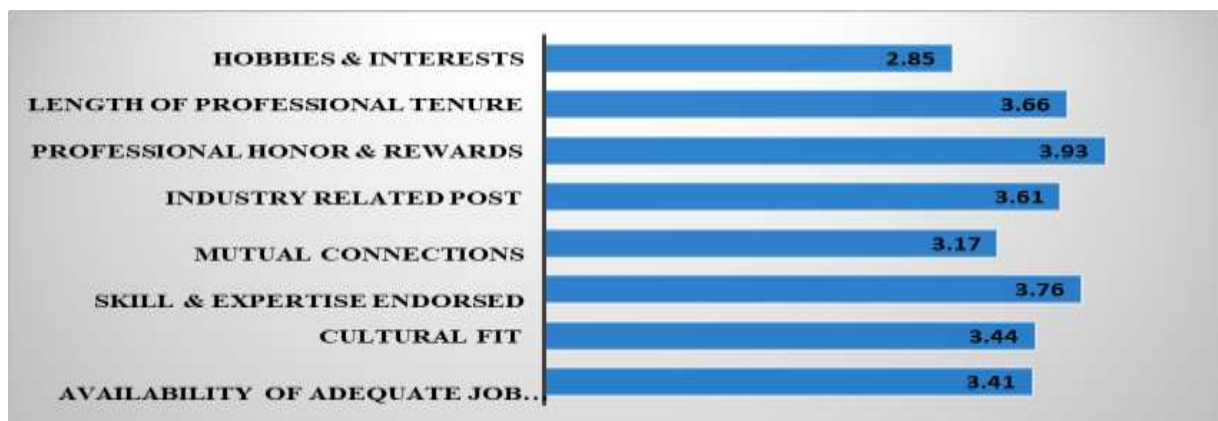

HOBBIES & INTERESTS	2.85
LENGTH OF PROFESSIONAL TENURE	3.66
PROFESSIONAL HONOR & REWARDS	3.93
INDUSTRY RELATED POST	3.61
MUTUAL CONNECTIONS	3.17
SKILL & EXPERTISE ENDORSED	3.76
CULTURAL FIT	3.44
AVAILABILITY OF ADEQUATE JOB..	3.41

Figure 5: Background information of graduates from Social Media Platform

FACTORS CONTRIBUTING IN REJECTING JOB CANDIDATE

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Inappropriate photo/information	41	1.68	.789	.123
Discriminatory content	41	1.93	.685	.107
Content about drinking/drug use	41	1.68	.610	.095
Misrepresentations of qualifications	41	1.78	.822	.128
Shared confidently report about employer	41	1.73	.775	.121
Bad mouthed previous employer	41	1.66	.575	.090

Figure 5: Basis for rejecting job candidate

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From figure 5, result revealed that these above factors contributed in rejecting job candidates application with Discriminatory content gained maximum consideration with mean of (1.93)and concluded as the factor contributing as basis for rejecting job candidate application.

User Generated Content affecting Management Graduates Employability

HYPOTHESIS

H0: There is no significant impact of user generated content on management graduates employability

H1: There is significant impact of user generated content on management graduates employability

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Personal n emotional disclosure	19.706	40	.000	2.829	2.54	3.12
Improper grammars pelling and punctuation	23.850	40	.000	3.439	3.15	3.73
Posts about coworkers supervisor and or job	25.048	40	.000	3.512	3.23	3.80
Use of internet slang	28.119	40	.000	3.293	3.06	3.53
Gaming behavior	16.420	40	.000	2.780	2.44	3.12
Social activities	19.028	40	.000	3.073	2.75	3.40
Travel	15.869	40	.000	2.683	2.34	3.02
Family oriented posts	16.309	40	.000	2.415	2.12	2.71
Volunteering work and charity donations	17.204	40	.000	2.854	2.52	3.19

Figure 6: User generated content affecting employability

Using one sample t-test, it is concluded that all the factors have p value=0.000less than 0.05 ,revealed significant impact on candidate employability.Thus personal/emotional disclosure, improper grammar ,gaming behaviour, social activities, travel are acceptable by employers but post about coworkers supervisor and job with mean value 3.512 not acceptable by the employer.

CONCLUSION

The finding of study with the help of literature review suggested that transformation in recruitment process from traditional to technology driven recruitment approaching specialized talent. Having social presence gives potential candidates a glimpses of organization culture to approach them. From employers' side these SNS provide lot many information's about candidate personality, personal and professional content that might not be ignoring or keeping employment opportunities at a risk while selecting passive and active

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candidates. To conclude, it is the gift by technology, to take its advantages companies should frame the ways to improve its usability and efficacy of this platform.

LIMITATION OF STUDY

The sample was collected only from 40 employers which were very small. The research may be further applicable for more number of employers to check their perception.The data was collected from primary instrument as questionnaire, incorporation of interview together with questionnaire provides valuable insight in the field of recruitment.

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