A study on Social Media recruiting in the IT Sector

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Preface

SDM Research Center for Management Studies (RCMS), since inception, has endeavored to promote research in the field of management education, in various ways. In this direction, in order to promote applied research, the Research Center has taken a unique initiative to encourage the faculty members to carry out various projects in the areas of management.

After completion of the projects, based on the peer review, reports are published with an ISBN number, the Institute. The projects help the faculty members, and the students, who assist the faculty members for these projects, in various aspects, to gain practical knowledge, in the field of management.

The institute takes into account the time and resources required by the faculty members to carry out such projects, and, fully sponsors them to cover the various costs of the project work (for data collection, travel, etc).

From the academic viewpoint, these projects provide a unique opportunity to the faculty members and the students to get a first-hand experience, in investigating issues and concerns of targeted organizations or sectors, on a face to face basis, thereby, helping in knowledge creation and its transfer.

Mousumi Sengupta

Chairperson – SDM RCMS

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Executive summary

Recruitment and selection of manpower (also called as talent acquisition) is a basic function in HRM. It forms the bedrock of all activities since acquiring appropriate and skilled manpower is important for organizations to function effectively. The present research project is an attempt to investigate the HR Managers' views on social media recruiting in the Indian IT Sector.

Population for the present study is the HR Managers and recruiters, working in the IT sector. Data was collected from the cities, such as, Bangalore and Mysore (Karnataka), Kolkata (West Bengal), Chennai (Tamil Nadu), Hyderabad (Andhra Pradesh), and Mumbai and Pune (Maharashtra), Ahmedabad (Gujarat) and New Delhi.

A questionnaire, based on literature review and the experience of the researchers, has been developed and is used to collect the responses from the recruiters. The questionnaire comprised of questions that measure the opinion of the HR managers and recruiters, working in the IT sector, on several aspects related to social media recruitment. The opinions on these aspects are collected using sub-questions under each of them and the aggregate of the same are taken to draw conclusions on the aspects. The respondents also expressed their in-depth views through personal interactions.

According to the general opinions of the respondents, very often, social media recruiting caused in generating more 'diversity of applicants', and thus, the score on this indicator of the social media recruiting has been assigned higher mean score by the respondents. On the other hand, the indicator 'challenges' has been assigned lower mean score by the respondents, since, the respondents considered 'challenges' of the social media recruiting as of lesser importance.

Overall, it was revealed that, the opinion of the respondents differed significantly on the indicators of the social media recruiting. Further analysis revealed that, respondents' opinion differed significantly while comparing all the pairs of the indicators, except for only a few.

Result revealed that, respondents differed significantly in terms of their opinion on the sub-indicators of the indicator 'using social media sites'. Further analysis revealed that, for any two sub-indicators of this indicator, respondents differed significantly, in their opinion. It was interesting to note that, though social media recruiting seemed to be generally welcomed by the respondents, there was significant difference in their opinion in terms of user-friendliness, data abuse, and the usage of data.

It was also found that, respondents' opinion differed significantly, for the sub-indicators of the indicator 'diversity of applicants'. For the indicator 'cost', the opinion of the respondents differed significantly during the comparison between 'cost of the HR marketing' vis-à-vis cost per hire'.

Finally, respondents differed significantly in their opinion on the indicator 'effectiveness' of social media recruiting. The respondents acknowledged the effectiveness of social media recruiting, in general. However, they differed in their opinion on whether social media could supplement or replace the traditional recruiting tools. Also, differences in the respondents' opinion existed on whether social media could help in employer branding, targeting the passive job seekers and providing the candidates with more opportunities for research on company culture.

In a nutshell, considering the findings of the study, the researchers felt that, usefulness of the social media recruiting has been acknowledged by the respondents, who were the HR mangers, involved in recruitment process. However, the findings on the degree of the usefulness of the social media recruiting on the counts of various indicators and sub-indicators were not conclusive, due to differences in the opinions of the respondents in the same context.

Introduction

Recruitment and selection of manpower (also called as talent acquisition) is a basic function in HRM. It forms the bedrock of all activities since acquiring appropriate and skilled manpower is important for organizations to function effectively. The objective behind the effective talent acquisition process is to acquire the best talents in the quickest possible way, so that, companies can leverage the power of human resources, as a key differentiator in business. Over the years, the recruitment and selection process has undergone many changes with new and more sophisticated techniques being tried out by organizations and their HR functionaries to make the process cost -effective and relevant to the organizations' need. Of late, social media has started to become increasingly important as tool and source to acquire prospective employees quickly and efficiently to cater to various activities in various roles, positions and functions in organizations. The topic of social media recruiting, thus, has become an important area of discussion and hence deserves attention on the part of researchers.

The present research project is an attempt to investigate the HR Managers' views on social media recruiting in the Indian IT Sector.

Literature Review

History of recruitment

The U.S. Army in World War I made use of some early methods of selection, by making use of the IQ test to for recruiting people in specific positions. Subsequently, this practice of using standardized tests to rank individuals begun to be widely adopted by many commercial enterprises. In the 20th century, several legislative measures came into effect by the Department of Law in US and other countries to protect the rights various classes of people and provide equal employment opportunity to employable people in various organizations. (Adams, 2017).

What is recruitment

Recruitment is a process of generating a database or list of qualified pool of prospective candidates from which the organization can chose the best candidates who are most suited for a particular/ vacant job position in an organization.

For the above to happen, a systematic approach to recruitment and selection must be adopted in an organization. A number of factors such as, size of the organization, compensation structure, economic conditions in the economy, working conditions, growth rate of the organizations and the like need to take into account while deciding on the recruitment strategy of an organization.

Steps in recruitment

The following are some of the steps that need to be followed for systematic recruitment and selection to take place in organizations:

A proper job analysis outlining the various job descriptions and person specification for every job role must be determined to make the process scientific in nature this must be followed by reviewing of the job descriptions to ensure:

- jobs are described accurately and in detail

- competencies are evaluated correctly for each position

- compensation and wages evaluated accurately for each position

This should be followed by proper sourcing of talent to get the adequate number of candidates in cost-effective manner. Assuming that, the company would have to look for external sources for candidates for a job profile, careful sue of sourcing will help it to get the most effective candidates in adequate numbers so that a healthy yield ration is maintained. The various sources can be traditional sources such as, advertisement in newspapers, magazines, radio and television which are costly. The more cost-effective sourcing can job postings in company's websites, internet-based advertising and tapping the social media.

The next step is to screen candidates in a systematic manner. From the list of candidates who have applied, it is needed to shorten the list through preliminary screening based on minimum criteria which is needed for the jobs. After this a shortlisted list consisting of fewer candidates should be called for interview. Here also, one may use telephonic interview, one-to-one interview or skype interview depending on factors related to location of candidates, accessibility and the what information is being sought for which job, through the interview. Various types of tests may also be administered to determine the person-job fit and person-organization fit. A final face to interview may have to be taken by the hiring managers to gauge the candidate in person.

The job offers would be finally made to the candidate who best fits the job out of the pool of candidates. A verification process is carried out in most candidates before making the offer about the information supplied by the candidate regarding his personal and professional details.

On satisfactory verification, the job offer is made to the candidate formally through a letter. Depending on the company policy a letter of job offers or a detailed appointment letter mentioning all details of the job position, conditions and compensation and benefits to be given for the job.

The process is finally complete with the candidate signing the acceptance letter and handing it over to the company mentioning his date of joining.

Professional practices for effective recruitment

Certain steps must be followed in a company to make its recruitment process professional. In a competitive market, it is necessary to ensure that a company establishes a systematic and robust recruitment method to get the best candidates for various jobs in a most cost-efficient manner. Managing and building the brand image is another aspect in recruitment. Even if some candidate is rejected or not chosen for the job, the company needs to ensure that the experience of such candidates is not negative, since this would

seriously affect the brand image of the company. Most companies today realize that they need to use smart technologies in the recruitment process to save recruitment time and save on the process. Practices like automating the job board, building on talent pool, and using social media effectively can help a company remain ahead in the race for sourcing good quality hires at a faster pace with a better reach and wider scale at low cost. Practice of compliant management practices like, automation of reporting procedures, increased transparency, checking on background information with regard to candidates' certifications and qualifications, etc., maintaining a strong referral program can make the recruitment process robust and highly beneficial for a company, today (Martin 2016).

Having discussed the basic processes, steps and issues involved in the recruitment process, this section would focus on review of the concept of social media (SM) and various aspects related to it. The authors shall begin with a discussion on the review of e-recruitment process and generally review how recruitment happens through social media sites. The discussion would be further carried out on the role of social media in recruitment, use of social media as a sourcing tool and risks and costs involved in using social media in recruiting.

Introduction to social media recruiting

Social media tools and social networking sites have revolutionised communication methods and have changed the way modern workplaces function in the present age. Communicating largely happens through social media. This invariably involves the use of an online platform or website (a social networking site) which help people to connect across geographical locations in no time. This may be for social purpose largely, but the concept has now fancy with corporates and commercial organizations who are wishing to use the power of social media for the purpose of recruitment. The companies are trying to leverage on social media as a tool (through a variety of services), most of which are web-based and offer opportunities for users to interact over the internet, e.g. via e-mail

and 'instant messaging' (a form of real-time, direct text-based communication between two or more users using personal computers or other devices).

For both companies and prospective candidates looking for jobs, social media offers a unique and easy platform to connect easily. Nigel Wright Recruitment (2011) opines that in UK more than half of jobseekers use social media sites for employment, wherein 18 percent use Facebook and 31 per cent use LinkedIn, respectively. Another study by Potentialpark (2011) found that 100% of young people (30,000 young graduates and young professionals) surveyed were interested in building their careers through social media platforms and wanted to interact with the target employers online, whereas 48% wanted to use LinkedIn, 25% of them wanted to use Facebook (Potentialpark, 2011).

It must be remembered that as with every other tool or platform, social media offers some advantages, and challenges. Among the advantages it has to offer are: speed, efficiency and the ability to target and attract specific candidates, provide candid supplementary information on the applicant from the point of the employer. From the potential job seeker's point of view, social media may help in connecting with multiple employers and gain insightful information through realistic job previews.

Other advantages which may be accrued by taking recourse to e-recruitment and social media are as follows (Smith and Rupp, 2004):

- Help in initiating interview requests and ordering background checks

- Customised e-mail notification of recruiters for both active and passive candidates

- Improved integration of recruiter-specific communications activities

- Dynamic creation of an employer's job page.

- Multiple language support with candidate accessibility for US and global partners

- Extensive ability to personalise the candidate experience by allowing employers to tailor the candidate and recruiter interfaces.

Among the challenges of social media platform are:

lack of privacy and access for the employers to gain information about the potential job seekers and their private lives, with surveys in US showing instances of 54% employers rejecting candidates more on the basis of their lifestyles, provocative photographs posted, etc., on social media, rather than job-related information (http://press.careerbuilder.com).

Some of the major issues which need to be to addressed in the use of social media in recruitment include: ways to handle the discovery of information not intended for employers; ways of avoiding infringing user agreements with websites; increasing of bias in hiring decisions due to use of information not linked to the personnel specification; ways of finding out and actions to be taken in case malicious or incorrect information is posted on a candidate; and, the issue of reciprocity in providing access to corporate information about the job and working conditions at the employing organisation earlier kept confidential, during the selection process, which candidates may presently expect (Jones and Behling, 2010).

Significance of social media in recruitment process: now and in future

According to a survey conducted by REC Technology Sector Group entitled Recruitment 2022-The effect of social media and Technology on future recruitment the following results have been highlighted with regard to use of social media and other technologies as a significant factor in current and future hiring that are going to take place in various companies, globally (Johnson, 2012: pp.10-13):

- Fragmentation of work roles due to micro-tasking will present challenges to companies in terms of sourcing and resourcing of talent

- More talent will be hired for giving outcome-based results rather than performing broad roles

- Flexibility will be needed in hiring process, keeping in views needs of both hirers and job seekers

- Short term skills and ability to deliver quick and effective results will make permanent jobs and employment slowly obsolete

- Reward will become more outcomes based, for the worker as well as for those involved in the process of recruiting

- For recruiters, instead of charging fees for recruitment, they may get payment on results

- With the need to have talent who can deliver, technology will be widely used for creating recruitment metrics to ensure the inflow of quality hires in organizations

- A person's Social Exhaust, (that is all that can be retrieved) from digital sources will increasingly be integrated together to assess their potential impact they may have as hire in an organization

- Personality profiling will be increasingly used for the purpose of determining the 'right-fit' criteria for a candidate

- The candidate screening/verification process will undergo major transformations with increasing automation commencing at the point of sourcing

Social media as a tool for Sourcing of candidates

There is currently a lot of debate regarding the viability and reliability of social media as a sourcing tool among industry experts and academics. There are many commentators, like Kai-Fu Lee, former Head of Google China, who strongly underline that in a few years from now, "our social 'exhaust' would determine our choice of friends, where we would like to get our education and which communities we would like to associate with. He has also opined that one such organisation being one such community or, increasingly, organisations – where we provide our services to (World Economic Forum Annual Meeting of New Champions, September 2012) would fall in this list" (Johnson, 2012: p.17)

Commentators who now take a more conservative view on the impact of social connectivity agree that technology, and data, will add more scientific input and methodology to the process or the art of recruitment. Again Tomas Chamorro Premuzic, Professor of Business Psychology at UCL, has opined that data integration, by combining people's multiple profiles into one, recruiters would put all these pieces

together to quantify potential hires (Premuzic, 2012).

Notwithstanding the various viewpoints about actual practices and futuristic use of social media in recruiting with regard to sourcing of candidates certain current practices which are in vogue are outlined below:

One study by Jobvite (2012) found that among recruiters globally, LinkedIn seems to be the most potent tool used as part of social media recruiting with 93% of employers tapping it followed by Facebook (66 per cent) and Twitter (54 per cent).

Another interesting trend in this context is while some recruiters are tapping the major SNSs to tap candidates from a long –term strategizing perspective of investing in permanent, interactive online talent pools, others are simply using it for advertising and search (Clements, 2012)

Another aspect which has come to be highlighted in this context is who does the recruiter companies target as potential employees? Research has shown that computer and tech savvy millennials (Includes those with birth dates from the late 1970s/early 1980s to the late 1990s), well connected in their professional and private lives through social networking including college graduates, skilled workers, managers, and executives are regularly targeted by hiring companies due to the familiarity with use of internet tools among these groups (Joos, 2008).

The 2013 Acas online panel survey of HR decision makers in their study found that respondents of the study (recruiting companies) quoted the most commonly-cited social media service was LinkedIn (selected by 71 per cent of these confirmed social media users), followed by Facebook (52 per cent of users) and Twitter (31 per cent of users), respectively (Broughton et. al 2013). Further it has been seen that none of the recruiting companies have used social media as a recruiting tool in isolation, but have used it as an initial search strategy combining it with traditional channels like print media and specialist journals.

Another recent trend which is seen picking up in the context of sourcing of candidates' is the way in which

sophisticated overview of individuals is provided by SNSs. Social Graphs, as pioneered by Facebook, LinkedIn and Google, not only have a pictorial representation of contacts but any and all actions between these connections – that is the activity stream. Stephen Dale, MD of Collabor8now, thus opines that "The most powerful and useful of the social exhaust is the activity stream, because it provides the 'glue' that links otherwise unconnected actions and events together, providing both a lens and a filter on the things that are most likely to be of interest to you." (Johnson, 2012: p.18).

Some of the trends with regarding sourcing of candidates through social media which have been outlined in the Recruitment – 2022- The Effect of Social Media and Technology on Future Recruitment are summarized as follows (Johnson, 2012: 20-26) :

- The qualified connections of workers, recruiters and candidates are increasingly become valuable currency, though reward for introducing new candidates or prospective candidates (as referrals) –is gradually being tied up and linked to performance outcomes.

- The communities where potential candidates hail from or participate actively as members would increasingly be the referral points for sourcing by hirers with regard to the issue of who is best placed to deliver the outcomes required

- Reward for the sourcing of and/or access to talent is increasingly being determined more from the point of working delivery rather than at the point of on-boarding

- Though technology is emerging increasingly as an enabler to get access to potentially qualified talent though valuable connections, the hirers must exercise caution, since access to inappropriate / illegitimate connections may have detrimental impact on the hiring process of the organizations.

- Community identification and participation is steadily emerging as a highly-skilled and important requirement within sourcing as a HR activity

- Professional communities will continue to gain much importance in this regard

- To find professional communities and for holding impactful interactions and conversations within them, there is increasingly a felt need for possessing deep knowledge, and understanding among the talent sourcers/ hirers

- Recruiting communities are increasingly required to exhibit their candidates' narrow and deep specialisms. Organisations are curious to assess how the necessary individual personalities – those with the ability to source, sift and interpret digital noise – can fit within the corporate (hirer or recruiter) brand.

- Managing brand image on the part of the hirer is emerging as a dire need to give a pleasant experience to the job seekers by completing the recruitment loop, irrespective of the result of the recruitment.

- Whilst being present and active within specialised talent communities for sourcing purposes, recruiters need to reconcile with the fact that these communities are increasingly developing capabilities for commercial offerings, in their own rights.

Another important aspect in sourcing of top talent is to have mobile enabled career section on company's website. A review carried out by Web Based Recruitment on the 12th September 2012 showed that 94% of the FTSE 100 companies had failed to offer a mobile-enabled careers section on their websites. According to analysts, this can be damaging for a company both in terms of losing out on top talent and the tarnishing brand image and reputation of companies. Potentialpark's Mobile Trends Survey 2011 has shown that companies which had embraced mobile media early where clear gainers in terms of attracting top talent with companies like Deutsche Telekom, Pepsi, Allianz, and AT&T and the like reaping advantage and HR consulting firms who followed similar paths namely, Accenture, IBM, E&Y also seemed to have benefitted from such a move (Johnson, 2012: 25).

Google has recently revealed that 1 out of every 5 of all recruitment searches are now being made using a mobile device. This matches with the 19% of Potentialpark's survey sample who "currently use" their device for career-related activities. According to Google, 40% of mobile visitors who arrived on a non-

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mobile-enabled website (and had a bad experience) stated that they would move to a competitor (Johnson, 2012: 26).

Potentialpark's survey of 30,000 job-seekers have shown that the following are the reasons why job seekers are interested in using mobile:

- Search for jobs (57%)
- Receive job alerts (receive new open positions by SMS/email) (51%)
- Track application status (39%)
- Check calendar with career related events (39%)
- Read about the recruitment process (39%)
- Look for tips and hints for a good application (33%)
- Contact the recruitment team (33%)
- Apply for jobs (30%)
- Share contents with friends on social networks and platforms (11%)

Social media as tool for Screening candidates

Using social media for screening process has many advantages for an organization, such as the following:

- With the volume being filtered out at various stages the application and screening process becomes more transparent and merged
- Organizations involved in the process of screening gain from reduction in number of unqualified candidates, thus increasing the chances of getting better and more relevant candidates for a given job profile
- Psychological profiling and situational judgement testing are gaining importance in the context of use of social media recruiting during the process of screening process of determining candidates' 'job and organizational fit' eligibility or current and future roles, especially in the context of managerial roles, involving a wide array of unstructured, futuristic dimensions, requiring abstract leadership and decision-making capabilities
- With increasing requirement for employer branding, social media based screening process allows companies to assess candidates' reputation and proven ability to deliver outcomes and not necessarily focussing on

academic and career history.

While it is evident that hiring organization can accrue several benefits from using social media effectively as screening tool, there are evidences to show that it may lead to bias and discriminatory hiring practices, if not used, appropriately.

One problem which may surface in this improper use is that of data breach, privacy issues and overall data protection-related issues. For example, a SHRM survey in US in 2011 found that in contrast to organizations which used social networking sites (SNSs), organizations not using SNSs were concerned about invading applicants' privacy (33%) and not being able to verify information obtained (48%). (SHRM, 2011).

A survey by CareerBuilder.com (2012) found that screening by hirers (37%) was done using SNSs for a variety of reasons for not selecting a candidate such as:

- Posting of inappropriate photographs and information
- Exhibiting poor communication skills
- Collecting information on drugs, substance uses or alcoholism
- Information regarding falsifying of credentials or other C.V. related aspects
- Posting information about previous employers in a negative fashion (whistleblowing)

In the same survey on third of the respondents (managers) also opined that they used the SNSs for selection of candidates based on positive qualities portrayed in their C.V. like professionalism, creativity, good communication skills and strong references from others. An interesting fact revealed in the same survey was the most common reason why managers (58%) chose candidates through SNSs was 'feel good' factor of the candidate based on their information about the profile- which clearly shows that it is an intangible factor which influenced their choice.

A study by Brown and Vaughn (2011) have shown that much of the information which hiring managers report using may not be explicitly job-related.

The 2013 Acas online panel survey of HR decision makers found the following reasons for which hiring companies used social media as a screening tool (Broughton,et.al 2013,pp.16-17):

- 64% confirmed having used social media at an initial recruitment stage and for advertising those vacancies on the internet which had already been advertised through more traditional channels

- 45% used social media for company promotion to potential candidates

- 45% stated using social media or to make contact with a pool of potential candidates for a job vacancy

- 42% used social media for the purpose of headhunting

- 35% used social media for screening of candidates for background check for seeking information about candidates as part of the application process

Selecting social media for selecting quality hires

With regard to the issues of quality of hires using social media there are some issues about which companies need to be clear. Using the social media as a means to get quality hires obviously depends on the demand and supply position. For example, if there are more number of qualified people for a vacancy or job advertised the organization may use stringent norms for the entire gamut of recruitment activities for filtering quality hires. Among these will be processes related to entire values chain of activities such as sourcing, screening, online testing, psychometric profiling and finally on-boarding the candidate. On the other hand, if demand is more and supply is less hirers may have to go easy and apply less stringent norms for hiring quality candidates. David Barrett, MD of Cut-e. thus opines that "As to how far you can go with psychometrics depends on how much pulling power the brand has. Equally, if talent is scarce, you go easier on the testing – apart from at the end screening stage" (Johnson, 2012: 29) .

The other factor important here is the organizational culture which specifies certain standards for getting the right -fit candidates. The integrity and culture of the organization which if followed as a norm should be the guiding factor in getting the right candidates in the organization. Mathew Armstrong, Head of Business Development, General Dynamics (Johnson, 2012: 30) thus opines that "If you want to move to a culture of integrity, allow enough people with the right attitude to come through the door and you will start to witness a new norm." the whole point here is transparency in terms of displaying the organizational culture prevailing in the organizations and the candidates making an informed choice about accepting the same and then walking in to the company. If the culture is not suited to the mind-set of the skilled talent whether or not organizations are willing to accept the same and change it to get the right -fit, since screening is essentially a two-way process.

Certain trends based on current practices and future requirements which are predicted in the Rec 2002 survey with regarding to issue of recruiting quality hires through social media are as follows (Johnson, 2012: 30-32): -

- Psychometric profiling (integrity, situational judgement and personality profiling)

- will become embedded as part of the selection process.

- Hirers will be focusing more on proven ability to deliver outcomes and reputation and show less interest in academic and career history

- Video is fast emerging as both a role profiling and candidate profiling/interviewing tool.

In organizations today which require multi-tasking ability, agility and strategic thinking along with flexibility in candidates, the recruiting is and hiring process is focussed more on attitude and then training the candidates for required skills for specific jobs.

Effective On boarding through social media recruiting

Another trend which is fast becoming visible is the ability of the companies (as hirers) to build enhanced relationships with the candidates during the

advancement of the candidate to different stages in the selection process. For example, both McDonald's and Enterprise Rent-A-Car are acutely aware, that smaller, transparent steps and effective communication throughout the process lead to enhanced relationships, and hence both these companies offer location visits, as part of the interview process to potential candidates. Through this, they ensure that the candidates are not only building relationships with the recruiters and hiring managers, but also peers. As such, by the time offer stage is reached, the instances of drop-out are drastically reduced, ensuring a healthy and robust recruitment yield ratio. (Johnson, 2012: 33). Social media recruiting allows hirers to take control of the on-boarding process much earlier than in traditional recruitment process where consultants or other third parties were involved and companies needed to wait till the transfer of the candidate would take place only after joining the work and not before that time.

Verification process time is reduced when social media recruiting is used as companies have increasing started using a variety of credible data sources for accessing pre-determined talent pool. This is the making process of vetting, post offer acceptance by substituting CV based verification with an automated check of all time-critical requirements through technology-based interventions and smart recruiting technologies. Thus, opines Robert Drake, Director at Safe Screening, "As access to information becomes easier, through digital connectivity, there are significant moves by the likes of the Security Industry Association, the Nursing & Midwifery Association and others to provide ease of access securely to real-time, meaningful data and information. This serves a dual purpose of more readily enabling their members to work and to upholding standards." What this implies is that this may result in standardisation of verification requirements by skill type and/or industry rather than the generic requirements of individual hirers (Johnson, 2012: 34).

The risks and costs of using social media for recruitment

As with any channel for recruitment and hiring, social media also requires certain risks, accuracy, cost and legal elements that need to be carefully considered while making decision for using it as tool for recruitment. A number of studies have thrown light on this aspect which are summarized below.

A study of HR decision-makers by Acas Online Panel who used social media in their organizational recruitment process have stated the following with regard to the above issue (Broughton,et.al 2013, 24-25):

- 50% of respondents were worried about non-access of talented jobseekers to social media and their disadvantage resulting not applying to jobs advertised through this channel (emerged as the most worrisome concern among respondents)

- 36% were concerned about candidates' privacy issues

- 28% were worried about discrimination based on personal characteristics

- 16% showed concerns with regard to company's reputation

Zielinski (2012) has opined that cost –benefit analysis of usage of social media in recruitment has not being very well examined and quantified by organizations. For example, UPS the American shipping company uses analytical software to measure the performance of its social networking sites (in terms of 're-tweets', numbers of followers and numbers of people accessing company material via SNSs), along with using tools which 'listen to' comments made on SNSs about the company and its recruitment practices so it is aware of how it is being received.

An SHRM based survey (2011) covering 541 randomly selected HR professionals showed the following:

- 56 per cent of responding employers stated that they currently use social networking websites when recruiting for potential jobs (SHRM, 2011b)

- There was a major increase in social media recruiting since 2008 with 34% stating that their

organizations were using various SNSs as a recruiting tool (SHRM, 2011b)

Accuracy of information: may be an issue with regard to candidates' profile since many information people choose to share on SNSs can be edited or distorted by concerns of social desirability which may be strongly dependent on the perceived audience. Many such information seen by potential recruiters may be seen in a negative light and may not give accurate picture of the profile being screened. "An individual who creates a webpage may be trying to impress friends and family and the type of distortion or ''faking'' may differ depending on the intended viewer." Moreover, employers may also gain access to information about a candidate via third parties on these types of SNSs – information which again cannot be verified causing bias among employers about potential candidates for recruitment. All this leads to the serious concerns about whether job-related characteristics can be accurately be verified, causing difficulty in providing justification for using this channel for hiring (Davison, Maraist and Bing, 2011).

Legal risks: The main risks of informal SNS searches explored in the literature are:

- the accuracy of online information used in HR decisions;

- perceptions of invasion of applicant privacy;

- variability in type and amount of information available across an applicant pool and the equality issues this raises;

- lack of clearly identifiable theoretical constructs used in the screening process, and

- the absence of data to support that the information used in screening is job relevant (Brown and Vaughn 2011).

Research Methodology and data analysis

Population

Population for the present study is the HR Managers and recruiters, working in the IT sector. Data was collected from the cities, such as, Bangalore and Mysore (Karnataka), Kolkata (West Bengal), Chennai (Tamil Nadu), Hyderabad (Andhra Pradesh), and Mumbai and Pune (Maharashtra), Ahmedabad (Gujarat) and New Delhi.

Sampling design

In order to collect the sample required to address the objectives of the study, we have used a non-probability sampling design "Convenient sampling design". Note that, it is the convenience of the respondents where the recruiters are approached and based on their availability and their acceptance to participate in the survey, the responses are collected. The data have been collected from different places of India, as mentioned earlier.

Questionnaire and Scaling of the variables

A questionnaire, based on literature review and the experience of the researcher, has been developed and is used to collect the responses from the recruiters. The questionnaire comprises of questions that measure the opinion of the recruiters on several aspects related to social media recruitment. Since the study is exploratory, we have included all those aspects that are commonly considered in the recruitment process via social media. Few aspects are new and must be checked whether they have space in the recruitment process or not. Hence, the questionnaire is a combination of commonly considered aspects and new aspects proposed by the researchers. Note that, the opinions on these aspects are collected using sub-questions under each of them, and the aggregate of the same are taken to draw conclusions on the aspects.

The questions are measured on a 5-point Likert scale and 5 to 1 are the weights assigned to the opinion of the recruiters on several aspects related to social media recruitment. That is, 5 is the weight assigned to strongly agree, 4 for agree, 3 for undecided, 2 for disagree, and, 1 for strongly disagree, respectively. Personal interviews were also conducted with the respondents, to gather in-depth insight.

Pilot Study

A pilot study has been conducted to check whether the questionnaire suits well for collecting appropriate

responses that include major aspects related to social media recruiting. The study is used to check if the recruiters will be comfortable in responding to the questions asked and check if any changes to be done to the order of the questions and, also, rephase the questions, if any. In some cases, the respondents may not be willing to disclose the identify and, also, share their demographic details. Through the pilot study we check if the recruiters are comfortable in disclosing their demographic details or prefer to be anonymous. Finally, the summary of the responses is used to estimate the sample size required for conducting the final survey.

Sample size determination

Based on the results of the pilot study, the final sample size is estimated using the following formula.

$$n = \frac{Z^2_{\frac{a}{2}}}{B^2}\sigma^2$$

where n is the sample size, á is the level of significance ó is the standard deviation and B is the degree of precision (Difference between the actual and the estimated).

Description of the pilot and final sample responses

After the pilot and the final sample surveys are completed, the summary of the responses is presented using tables and graphs. For questions that are measured on a binary scale, we have used percentage analysis to describe the current state of recruiting and for 5-point Likert scale, we have used descriptive statistics like mean, standard deviation etc.

Testing for Normality assumption

The hypotheses proposed, are tested using appropriate inferential statistical methods. For the selection of the same, we have tested for normality using Kolmogorov-Smirnov test procedure. Based on the results, we ascertain whether parametric test procedures are appropriate or non-parametric procedures are appropriate. The results of the same are discussed in the results section.

Non-Parametric Methods

Based on the test for normality, we have found that non-parametric methods are appropriate for testing the hypotheses proposed. We have used Kruskal-Wallis test for testing the opinions of the recruiters on aspects related to social media recruitment. Dunn test is used for pair-wise comparisons.

Results of the pilot study

A pilot sample of 40 recruiters has been considered and are asked to give their responses. Based on their comfortable levels in understanding the questionnaire and responding, we have concluded that the questionnaire suits well for the final survey. Also, found that the recruiters are not comfortable in disclosing their identity and demographic details. This is found from the telephonic discussion with some of the recruiters, the researchers had.

The following sections give the results of the pilot sample and the details of the sample size determination.

Description of the Pilot sample

In this section, we present the descriptive statistics for each of the sub-questions considered in the study and the main aspects related to social media recruiting. The following table 1 gives the details of the aspects considered for the study. Hereafter, we call the aspects as "Indicators" and the Sub-questions as "Sub-indicators".

Table 1: *Aspects considered for the study*

S.No.	Indicator (IND)	Sub-Indicator (SIND)
1	Information quality about applicants (IQ)	IQ1: I feel the information on the Social Networking Site(s) about applicant(s) can be trusted
		IQ2: I feel the information on the Social Networking Site(s) about applicant(s) includes all the necessary information
		IQ3: I feel the information on the Social Networking Site(s) about applicant(s) is relevant to recruitment process
2	Using Social media sites (USS)	USS1: I feel that the social media sites are user-friendly
		USS2: I feel that the business data on the Social Networking Sites are protected against abuse
		USS3. I feel that the business data on the Social Networking Sites can only be accessed by authorized users
3	Diversity of the applicants (DA)	DA1: I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds
		DA2: I feel that the social media recruiting helps in increasing the number of applicants at national level
		DA3: I feel that the social media recruiting helps in increasing the number of applicants at regional level
		DA4: I feel that the social media recruiting helps in increasing the number of applicants at local level
4	Quality of applicants/applications (QA)	QA1: I feel that the social media recruiting helps in increasing the number of qualified applicants
		QA2: I feel that the social media recruiting helps in structuring the format of applications
		QA3:. I feel that the social media recruiting helps in increasing the quality of applications
		QA4 : 14. I feel that the social media recruiting helps in increasing the readability of applications
5	Costs (CO)	CO1: I feel that the social media recruiting helps in reducing the cost of the HR-marketing
		CO2: I feel that the social media recruiting helps in decreasing the general recruitment costs
		CO3: I feel that the social media recruiting helps in decreasing the cost-per-hire
6	Time (TI)	TI1: I feel that the social media recruiting helps in reducing the time of the whole recruitment process.
		TI2: I feel that the social media recruiting helps in reducing the time of the recruitment administration
		TI3: I feel that the social media recruiting helps in reducing the time of the recruitment advertisement
7	Target group orientation (TGO)	TGO1: I feel that the social media recruiting makes it easier to reach out to the target group
		TGO2: I feel that the social media recruiting helps in tailoring the advertisements for the target groups
		TGO3: I feel that the social media recruiting helps in increasing the possibility of matching the applicants with the job requirement

8	Challenges (CH)	CH1: I feel that the social media recruiting involves legal risks (civil rights/ Privacy laws)
		CH2: I feel that the social media recruiting involves the risks of not having accuracy of information
		CH3: I feel that the social media recruiting does not ensure full-proof attention from the target group involves the risks of not having accuracy of information
		CH4: I feel that the social media recruiting drives traffic to company's sites does not ensure full-proof attention from the target group involves the risks of not having accuracy of information]
		CH5: I feel that the social media recruiting involves moral hazards in having information, which may be irrelevant and too personal for a specific candidate
		CH6: I feel that the social media recruiting involves possibility of developing pre-conceived biases about candidates, based on the information provided in the social media
9	Effectiveness (EFF)	EFF1: I feel that the social media is an effective tool for recruitment
		EFF2: I feel that the social media is more effective than traditional recruiting
		EFF3: I feel that the social media recruiting should be used as a supplement with the traditional recruitment tools
		EFF4:. I feel that the social media can replace traditional CVs/Resumes
		EFF5: I feel that the social media provides opportunities to the prospective candidates to research about the company's culture
		EFF6: I feel that the social media helps in targeting the passive job seekers
		EFF7: I feel that the social media recruiting promotes employer branding

(Source: Based on literature review and experience of the researchers)

Descriptive analysis for the Indicators and the Sub-indicators

The following tables (no. 2 to 10) and graphs (no. 1 to 9) give the analysis for the same.

Table 2: *Descriptive statistics for information quality about applicants*

	N	Mean	Std. Deviation	Skewness	Kurtosis
1. I feel the information on the Social Networking Site(s) about applicant(s) can be trusted	40	3.375	1.0546	-.274	-1.372
2. I feel the information on the Social Networking Site(s) about applicant(s) includes all the necessary information	40	3.250	1.0064	-.377	-1.692
3. I feel the information on the Social Networking Site(s) about applicant(s) is relevant to recruitment process	40	3.450	.9594	-.676	-1.038

(Source: Researcher's data analysis)

Graph 1: *Descriptive statistics*
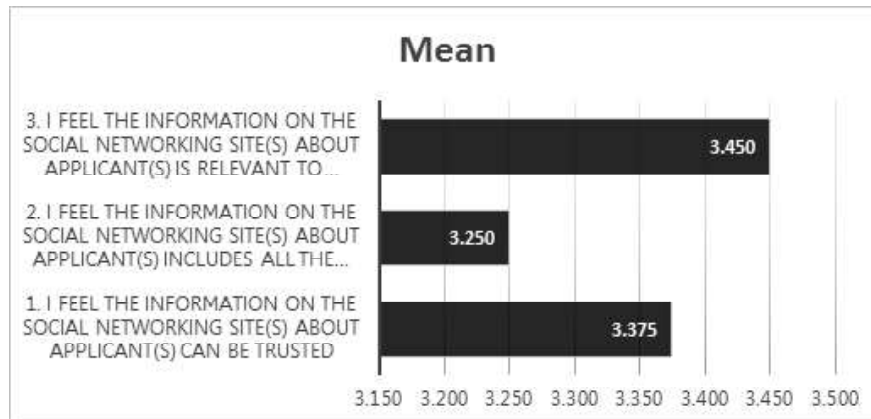
(Source: Researcher's data analysis)

Table 2: *Descriptive statistics for using social media sites*

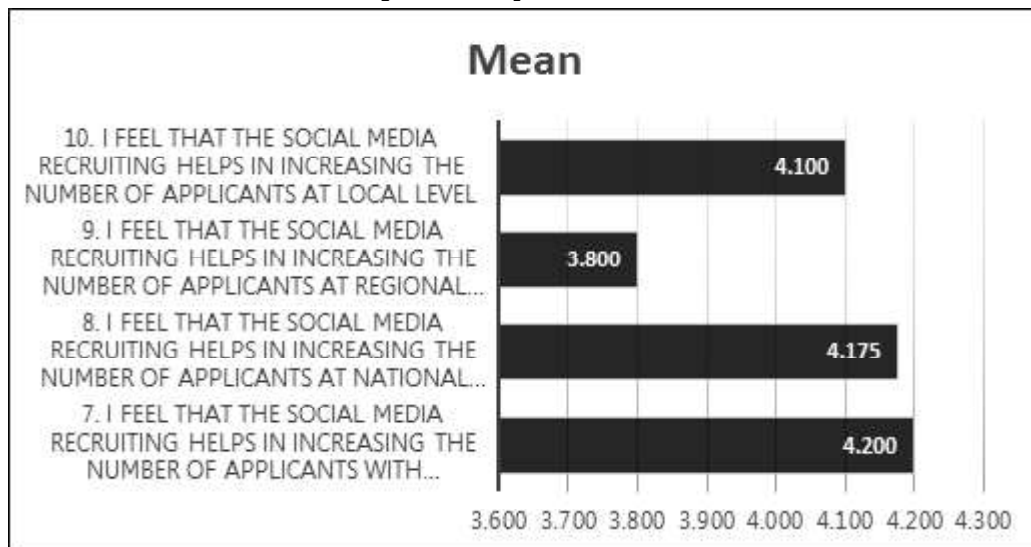|	N	Mean	Std. Deviation	Skewness	Kurtosis
4. I feel that the social media sites are user-friendly	40	3.925	.9971	-.987	.107
5. I feel that the business data on the Social Networking Sites are protected against abuse	40	3.250	1.1266	-.524	-1.221
6. I feel that the business data on the Social Networking Sites can only be accessed by authorized users	40	3.700	1.0670	-.688	-.787

(Source: Researcher's data analysis)

Graph 2: *Descriptive statistics*
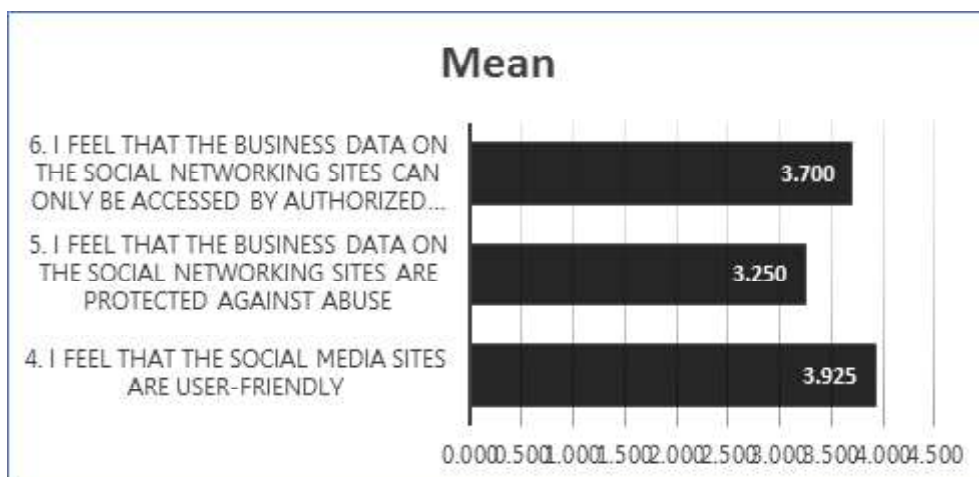
(Source: Researcher's data analysis)

Table 4: *Descriptive statistics for information quality about applicants*

	N	Mean	Std. Deviation	Skewness	Kurtosis
7. I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds	40	4.200	.5164	.282	.240
8. I feel that the social media recruiting helps in increasing the number of applicants at national level	40	4.175	.3848	1.778	1.220
9. I feel that the social media recruiting helps in increasing the number of applicants at regional level	40	3.800	.9115	-.864	.168
10. I feel that the social media recruiting helps in increasing the number of applicants at local level	40	4.100	.7442	-.951	1.679

(Source: Researcher's data analysis)

Graph 3: *Descriptive statistics*

(Source: Researcher's data analysis)

Table 5: *Descriptive statistics for Quality of applicants/applications*

	N	Mean	Std. Deviation	Skewness	Kurtosis
11. I feel that the social media recruiting helps in increasing the number of qualified applicants	40	3.700	.9661	-.603	-.505
12. I feel that the social media recruiting helps in structuring the format of applications	40	3.375	1.0786	-.563	-1.054
13. I feel that the social media recruiting helps in increasing the quality of applications	40	3.350	1.1220	-.406	-1.225
14. I feel that the social media recruiting helps in increasing the readability of applications	40	3.450	1.1536	-1.085	-.030

(Source: Researcher's data analysis)

Graph 4: *Descriptive statistics*
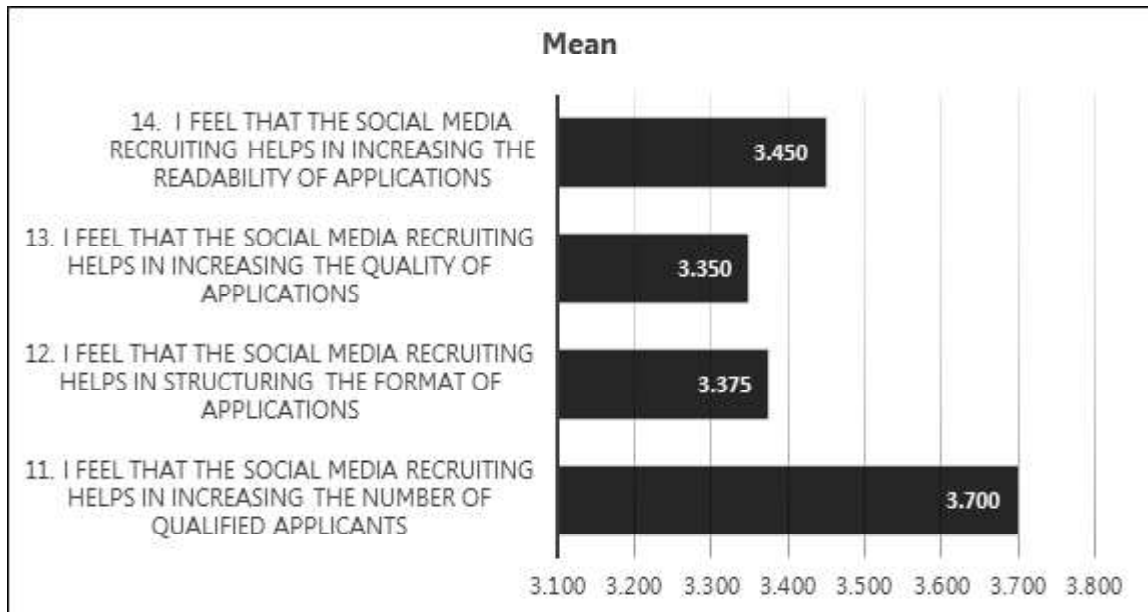
(Source: Researcher's data analysis)

Table 6 : *Descriptive statistics for Costs*

	N	Mean	Std. Deviation	Skewness	Kurtosis
15. I feel that the social media recruiting helps in reducing the cost of the HR-marketing	40	3.975	.8002	-1.218	1.903
16. I feel that the social media recruiting helps in decreasing the general recruitment costs	40	3.925	.8286	-.994	1.057
17. I feel that the social media recruiting helps in decreasing the cost-per-hire	40	3.875	.6864	-2.339	8.510

(Source: Researcher's data analysis)

Graph 5: *Descriptive statistics*
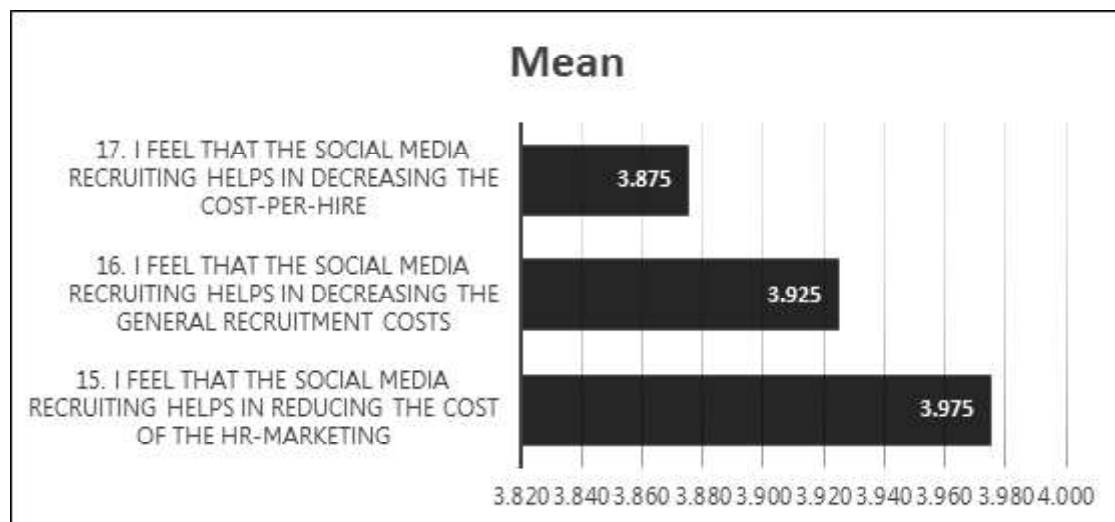
(Source: Researcher's data analysis)

Table 7 : *Descriptive statistics for Time*

	N	Mean	Std. Deviation	Skewness	Kurtosis
18. I feel that the social media recruiting helps in reducing the time of the whole recruitment process.	40	3.725	.9334	-1.000	.073
19. I feel that the social media recruiting helps in reducing the time of the recruitment administration	40	3.800	.8829	-.998	.510
20. I feel that the social media recruiting helps in reducing the time of the recruitment advertisement	40	3.900	.9282	-1.009	.463

(Source: Researcher's data analysis)

Graph 6: *Descriptive statistics*
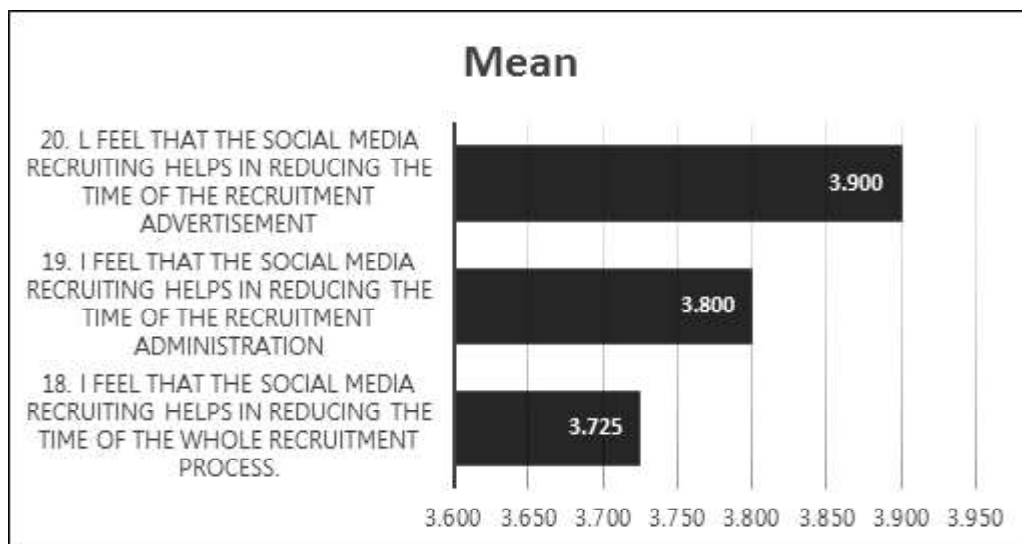
(Source: Researcher's data analysis)

Table 8 : *Descriptive statistics for Target group orientation*

	N	Mean	Std. Deviation	Skewness	Kurtosis
21. I feel that the social media recruiting makes it easier to reach out to the target group	40	4.150	.6222	-.776	2.760
22. I feel that the social media recruiting helps in tailoring the advertisements for the target groups	40	4.275	.5057	.405	-.451
23. I feel that the social media recruiting helps in increasing the possibility of matching the applicants with the job requirement	40	4.050	.7828	-1.102	1.816

(Source: Researcher's data analysis)

Graph 7: *Descriptive statistics*
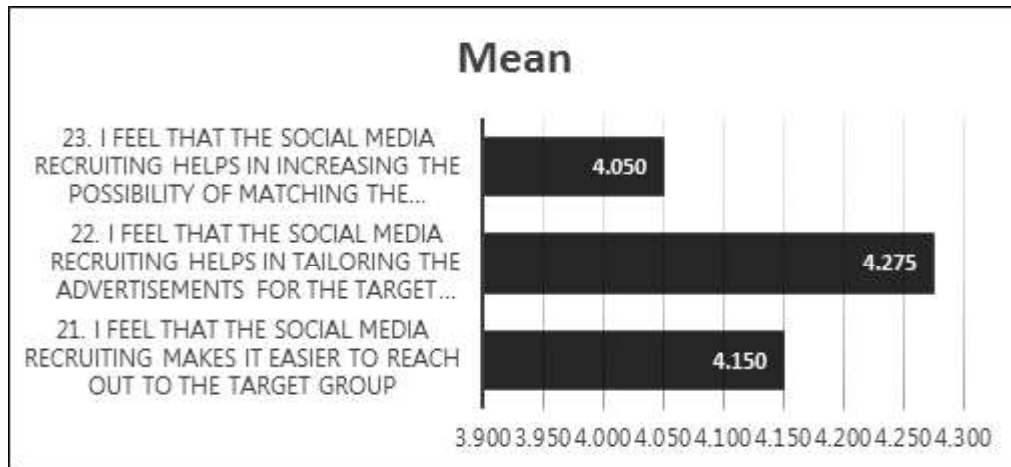
(Source: Researcher's data analysis)

Table 9 : *Descriptive statistics for Challenges*

	N	Mean	Std. Deviation	Skewness	Kurtosis
24. I feel that the social media recruiting involves legal risks (civil rights. Privacy laws	40	2.450	1.1972	.454	-1.114
25. I feel that the social media recruiting involves the risks of not having accuracy of information	40	2.325	1.1183	.696	-.516
26. I feel that the social media recruiting does not ensure full-proof attention from the target group involves the risks of not having accuracy of information	40	2.225	.9737	1.099	.942
27. I feel that the social media recruiting drives traffic to company's sites does not ensure full-proof attention from the target group involves the risks of not having accuracy of information]	40	2.525	1.0857	.692	-.296
28. I feel that the social media recruiting involves moral hazards in having information, which may be irrelevant and too personal for a specific candidate	40	2.475	1.1544	.643	-.568
29. I feel that the social media recruiting involves possibility of developing pre-conceived biases about candidates, based on the information provided in the social media	40	2.475	1.1091	.719	-.301

(Source: Researcher's data analysis)

Graph 8: *Descriptive statistics*
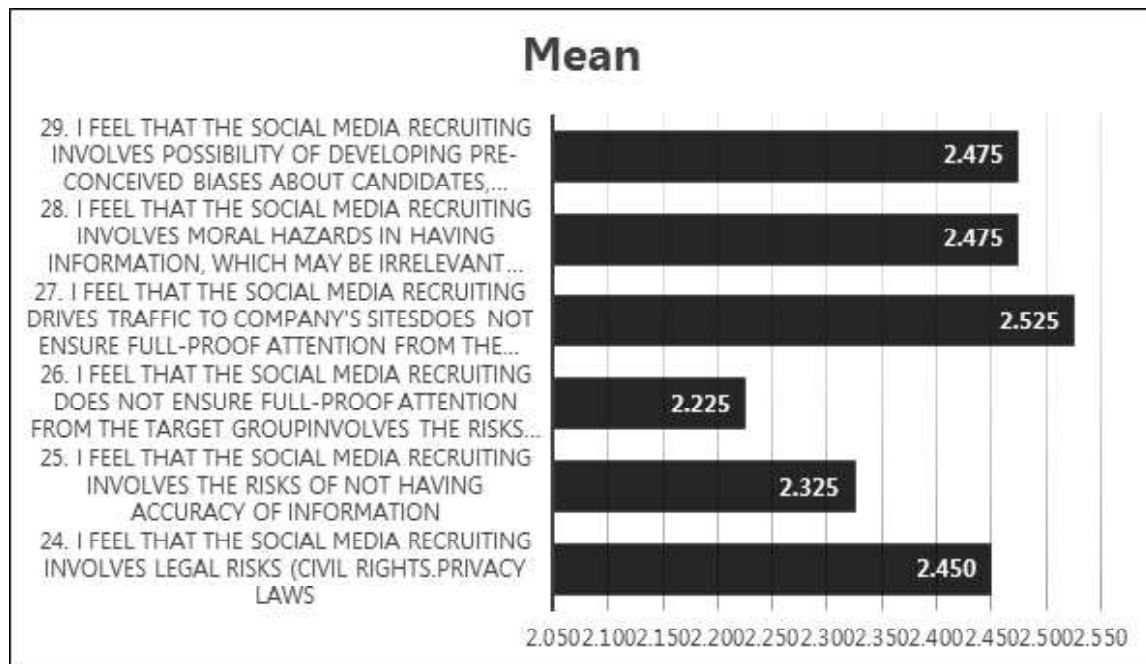
(Source: Researcher's data analysis)

Table 10 : *Descriptive statistics for Effectiveness*

	N	Mean	Std. Deviation	Skewness	Kurtosis
30. I feel that the social media is an effective tool for recruitment	40	3.675	.8590	-.833	.099
31. I feel that the social media is more effective than traditional recruiting	40	3.650	1.0990	-.464	-1.096
32. I feel that the social media recruiting should be used as a supplement with the traditional recruitment tools	40	3.800	.9392	-.946	.155
33. I feel that the social media can replace traditional CVs/Resumes	40	3.550	1.1972	-.643	-.729
34. I feel that the social media provides opportunities to the prospective candidates to research about the company's culture	40	4.000	.6794	-1.033	2.652
35. I feel that the social media helps in targeting the passive job seekers	40	4.175	.4465	.820	1.000
36. I feel that the social media recruiting promotes employer branding	40	3.925	.9167	-.897	.321

(Source: Researcher's data analysis)

Graph 9: *Descriptive statistics*
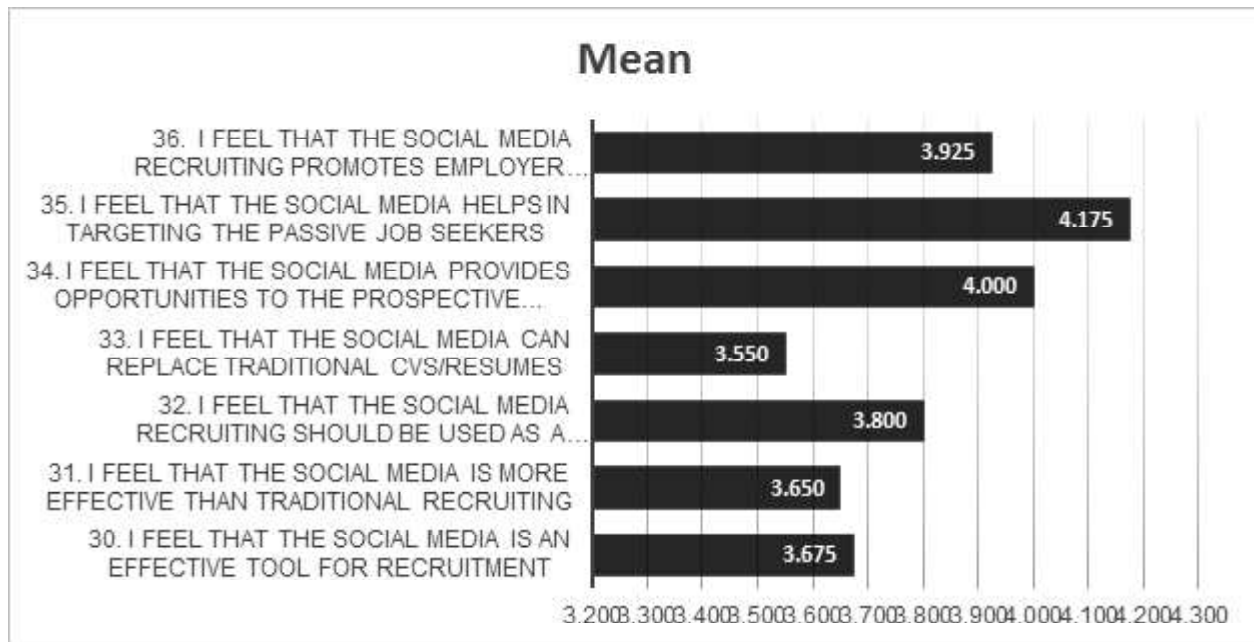
(Source: Researcher's data analysis)

Final Survey

Sample size for the Final survey

As mentioned earlier, we estimate the sample size using the formula stated. We chose ?=0.05, ? is estimated using the pilot study results, confidence level as 95%, the level of normality as 1.96, and, the value of B as 0.15. The value of B indicates that the estimates provided will be close to the actual at a

magnitude of 0.15. Note that, the scale used is Likert scale.

Note that, there are several sub-indicators under each of the indicator and we consider each of them for estimating the sample size. We estimate the sample size for studying each of the sub-indicators and then take the maximum of all. This forms the final sample size for the study. The following table gives the details of the sample sizes and the final sample size.

Table 11 : *Sample size determination*

	Pilot sample size	Mean	Std. Deviation	B	Level of normality	N, Final sample size
1. I feel the information on the Social Networking Site(s) about applicant(s) can be trusted	40	3.375	1.0546	0.15	1.96	189.8911
2. I feel the information on the Social Networking Site(s) about applicant(s) includes all the necessary information	40	3.250	1.0064	0.15	1.96	172.9267
3. I feel the information on the Social Networking Site(s) about applicant(s) is relevant to recruitment process	40	3.450	.9594	0.15	1.96	157.1663

4. I feel that the social media sites are user-friendly	40	3.925	.9971	0.15	1.96	169.7528
5. I feel that the business data on the Social Networking Sites are protected against abuse	40	3.250	1.1266	0.15	1.96	216.7056
6. I feel that the business data on the Social Networking Sites can only be accessed by authorized users	40	3.700	1.0670	0.15	1.96	194.3784
7. I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds	40	4.200	.5164	0.15	1.96	45.53007
8. I feel that the social media recruiting helps in increasing the number of applicants at national level	40	4.175	.3848	0.15	1.96	25.28232
9. I feel that the social media recruiting helps in increasing the number of applicants at regional level	40	3.800	.9115	0.15	1.96	141.8437
10. I feel that the social media recruiting helps in increasing the number of applicants at local level	40	4.100	.7442	0.15	1.96	94.56246
11. I feel that the social media recruiting helps in increasing the number of qualified applicants	40	3.700	.9661	0.15	1.96	159.3553
12. I feel that the social media recruiting helps in structuring the format of applications	40	3.375	1.0786	0.15	1.96	198.6468
13. I feel that the social media recruiting helps in increasing the quality of applications	40	3.350	1.1220	0.15	1.96	214.9545
14. I feel that the social media recruiting helps in increasing the readability of applications	40	3.450	1.1536	0.15	1.96	227.2126
15. I feel that the social media recruiting helps in reducing the cost of the HR-marketing	40	3.975	.8002	0.15	1.96	109.3378
16. I feel that the social media recruiting helps in decreasing the general recruitment costs	40	3.925	.8286	0.15	1.96	117.2181
17. I feel that the social media recruiting helps in decreasing the cost-per-hire	40	3.875	.6864	0.15	1.96	80.44376
18. I feel that the social media recruiting helps in reducing the time of the whole recruitment process.	40	3.725	.9334	0.15	1.96	148.7389
19. I feel that the social media recruiting helps in reducing the time of the recruitment administration	40	3.800	.8829	0.15	1.96	133.0879
20. I feel that the social media recruiting helps in reducing the time of the recruitment advertisement	40	3.900	.9282	0.15	1.96	147.0972
21. I feel that the social media recruiting makes it easier to reach out to the target group	40	4.150	.6222	0.15	1.96	66.10617

4. I feel that the social media sites are user-friendly	40	3.925	.9971	0.15	1.96	169.7528
5. I feel that the business data on the Social Networking Sites are protected against abuse	40	3.250	1.1266	0.15	1.96	216.7056
6. I feel that the business data on the Social Networking Sites can only be accessed by authorized users	40	3.700	1.0670	0.15	1.96	194.3784
7. I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds	40	4.200	.5164	0.15	1.96	45.53007
8. I feel that the social media recruiting helps in increasing the number of applicants at national level	40	4.175	.3848	0.15	1.96	25.28232
9. I feel that the social media recruiting helps in increasing the number of applicants at regional level	40	3.800	.9115	0.15	1.96	141.8437
10. I feel that the social media recruiting helps in increasing the number of applicants at local level	40	4.100	.7442	0.15	1.96	94.56246
11. I feel that the social media recruiting helps in increasing the number of qualified applicants	40	3.700	.9661	0.15	1.96	159.3553
12. I feel that the social media recruiting helps in structuring the format of applications	40	3.375	1.0786	0.15	1.96	198.6468
13. I feel that the social media recruiting helps in increasing the quality of applications	40	3.350	1.1220	0.15	1.96	214.9545
14. I feel that the social media recruiting helps in increasing the readability of applications	40	3.450	1.1536	0.15	1.96	227.2126
15. I feel that the social media recruiting helps in reducing the cost of the HR-marketing	40	3.975	.8002	0.15	1.96	109.3378
16. I feel that the social media recruiting helps in decreasing the general recruitment costs	40	3.925	.8286	0.15	1.96	117.2181
17. I feel that the social media recruiting helps in decreasing the cost-per-hire	40	3.875	.6864	0.15	1.96	80.44376
18. I feel that the social media recruiting helps in reducing the time of the whole recruitment process.	40	3.725	.9334	0.15	1.96	148.7389
19. I feel that the social media recruiting helps in reducing the time of the recruitment administration	40	3.800	.8829	0.15	1.96	133.0879
20. I feel that the social media recruiting helps in reducing the time of the recruitment advertisement	40	3.900	.9282	0.15	1.96	147.0972
21. I feel that the social media recruiting makes it easier to reach out to the target group	40	4.150	.6222	0.15	1.96	66.10617

(Source: Researcher's data analysis)

From the above table 11, we conclude that the minimum sample size required to conclude the study at 95%, at 1.96 level of normality, and, at the precision level of 0.15, is 245. We take this and have conducted the final survey. The total number of respondents that have been successfully interviewed is, 256.

Results of the Final Survey data

In this section, we present the results of the analysis performed on the final sample. We first present the descriptive statistics for each of the indicators in tables (no. 12 to 20) and the corresponding graphs (no. 10 to 18).

Table 12 : *Descriptive statistics for Information quality about applicants*

	N	Mean	Std. Deviation	Skewness	Kurtosis
1. I feel the information on the Social Networking Site(s) about applicant(s) can be trusted	256	3.289	1.0453	-.456	-.981
2. I feel the information on the Social Networking Site(s) about applicant(s) includes all the necessary information	256	3.219	1.1057	-.179	-1.328
3. I feel the information on the Social Networking Site(s) about applicant(s) is relevant to recruitment process	256	3.332	1.0074	-.751	-.842

(Source: Researcher's data analysis)

Graph 10: *Descriptive statistics*
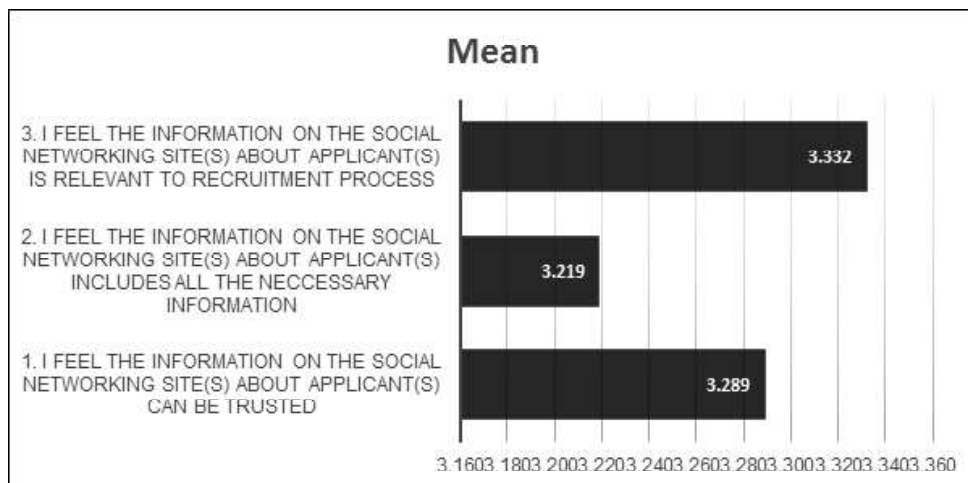
(Source: Researcher's data analysis)

Table 13 : *Descriptive Statistics for Using social media sites*

	N	Mean	Std. Deviation	Skewness	Kurtosis
4. I feel that the social media sites are user-friendly	256	4.105	.7724	-1.264	2.141
5. I feel that the business data on the Social Networking Sites are protected against abuse	256	3.090	1.1798	-.349	-1.229
6. I feel that the business data on the Social Networking Sites can only be accessed by authorized users	256	3.672	1.0336	-.683	-.620

(Source: Researcher's data analysis)

Graph 11: Descriptive statistics
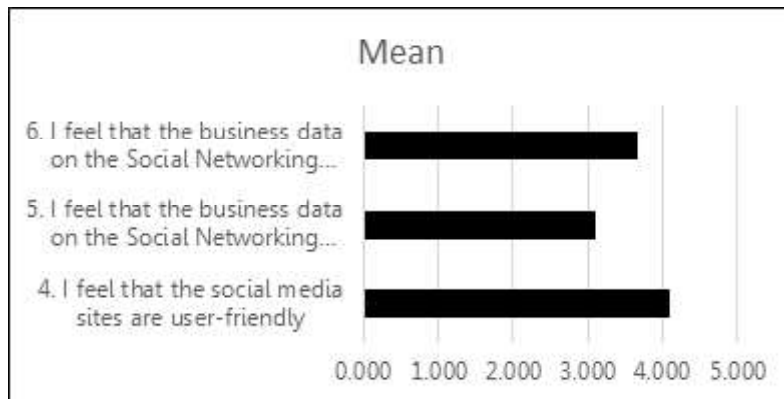
(Source: Researcher's data analysis)

Table 14 : *Descriptive statistics for Diversity of applicants*

	N	Mean	Std. Deviation	Skewness	Kurtosis
7. I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds	256	4.047	.7552	-1.564	4.321
8. I feel that the social media recruiting helps in increasing the number of applicants at national level	256	3.738	.9235	-1.383	1.468
9. I feel that the social media recruiting helps in increasing the number of applicants at regional level	256	3.617	.9171	-.734	-.343
10. I feel that the social media recruiting helps in increasing the number of applicants at local level	256	3.750	.9620	-.946	.496

(Source: Researcher's data analysis)

Graph 12: Descriptive statistics

(Source: Researcher's data analysis)

sdmimd

Table 15 : *Descriptive statistics for Quality of applicants/applications*

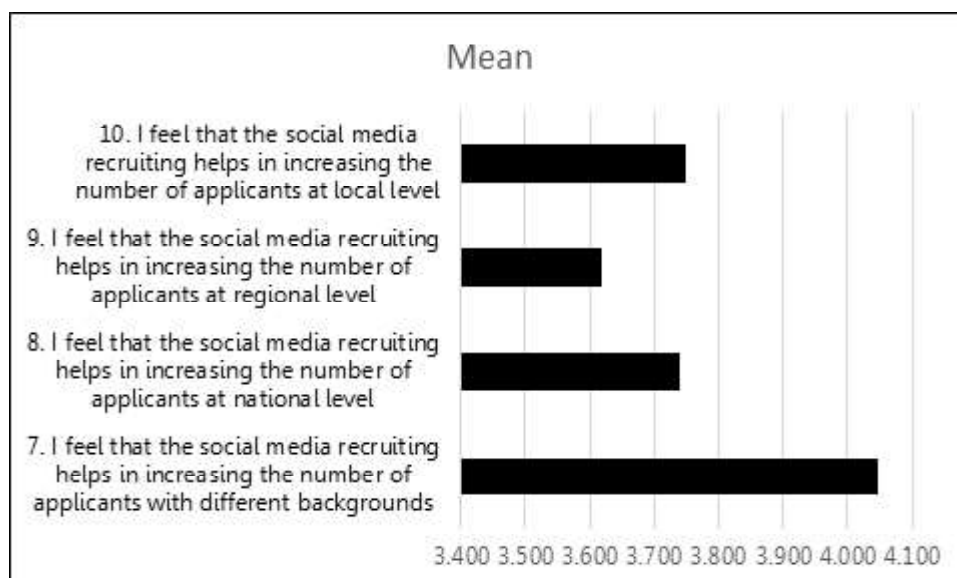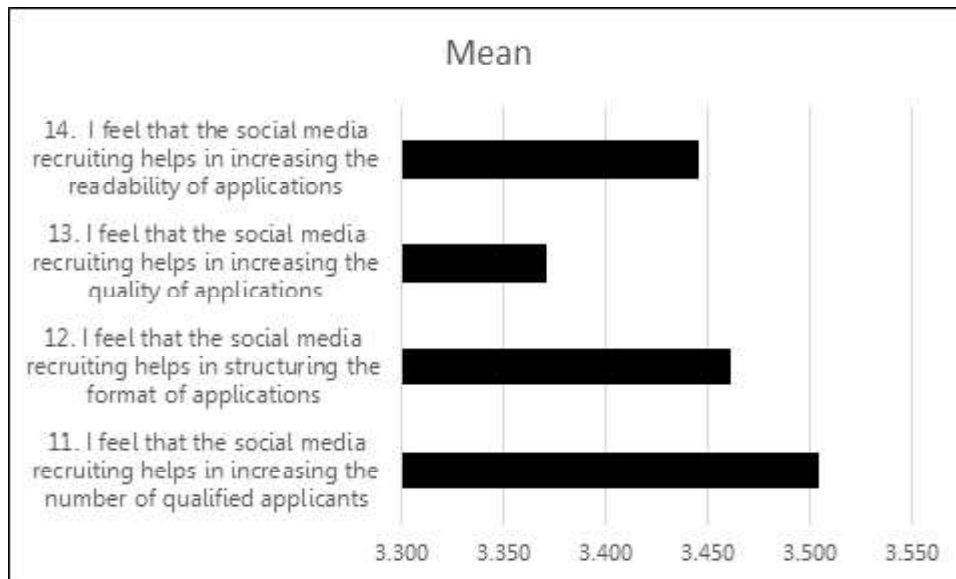|	N	Mean	Std. Deviation	Skewness	Kurtosis
11. I feel that the social media recruiting helps in increasing the number of qualified applicants	256	3.504	1.0590	-.639	-.591
12. I feel that the social media recruiting helps in structuring the format of applications	256	3.461	.9694	-.826	-.671
13. I feel that the social media recruiting helps in increasing the quality of applications	256	3.371	1.0696	-.494	-1.023
14. I feel that the social media recruiting helps in increasing the readability of applications	256	3.445	1.0833	-.921	-.354

(Source: Researcher's data analysis)

Graph 13: *Descriptive statistics*

(Source: Researcher's data analysis)

Table 16 : *Descriptive statistics for Diversity of applicants*

	N	Mean	Std. Deviation	Skewness	Kurtosis
15. I feel that the social media recruiting helps in reducing the cost of the HR-marketing	256	3.973	.7588	-1.203	1.904
16. I feel that the social media recruiting helps in decreasing the general recruitment costs	256	3.719	.9656	-1.017	.359
17. I feel that the social media recruiting helps in decreasing the cost-per-hire	256	3.645	.8871	-1.379	1.209

(Source: Researcher's data analysis)

Graph 14: *Descriptive statistics*
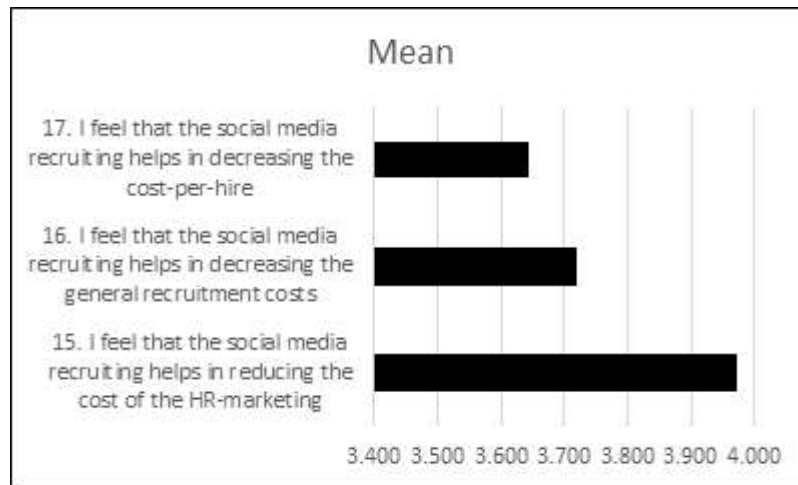
(Source: Researcher's data analysis)

Table 17 : *Descriptive Statistics for Time*

	N	Mean	Std. Deviation	Skewness	Kurtosis
18. I feel that the social media recruiting helps in reducing the time of the whole recruitment process.	256	3.617	1.0261	-.890	-.240
19. I feel that the social media recruiting helps in reducing the time of the recruitment administration	256	3.551	.9728	-.878	-.262
20. I feel that the social media recruiting helps in reducing the time of the recruitment advertisement	256	3.695	.9746	-.817	-.136

(Source: Researcher's data analysis)

Graph 15: *Descriptive statistics*
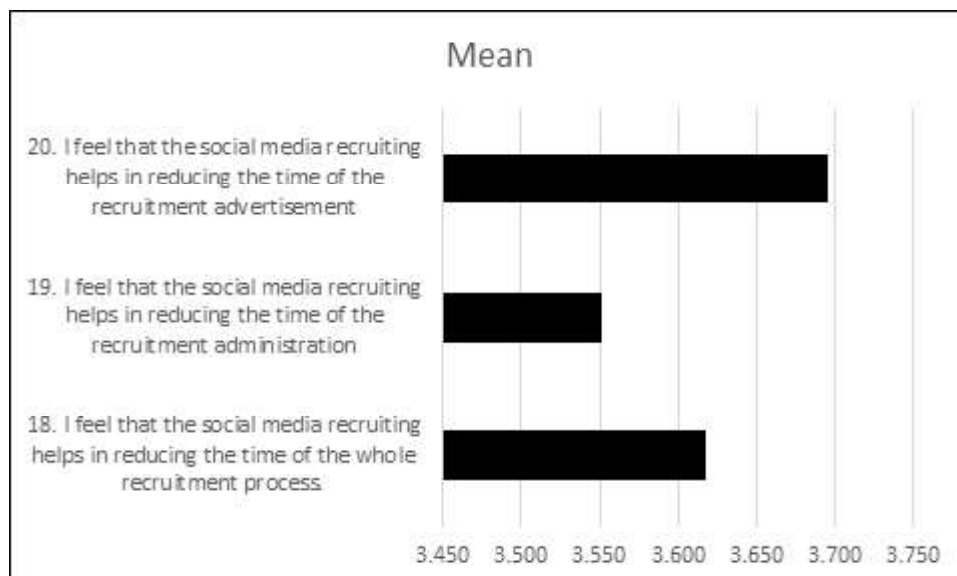
(Source: Researcher's data analysis)

Table 18 : *Descriptive Statistics for Target group orientation*

	N	Mean	Std. Deviation	Skewness	Kurtosis
21. I feel that the social media recruiting makes it easier to reach out to the target group	256	3.906	.8255	-.920	.681
22. I feel that the social media recruiting helps in tailoring the advertisements for the target groups	256	3.914	.8022	-1.038	1.076
23. I feel that the social media recruiting helps in increasing the possibility of matching the applicants with the job requirement	256	3.840	.8505	-1.229	1.691

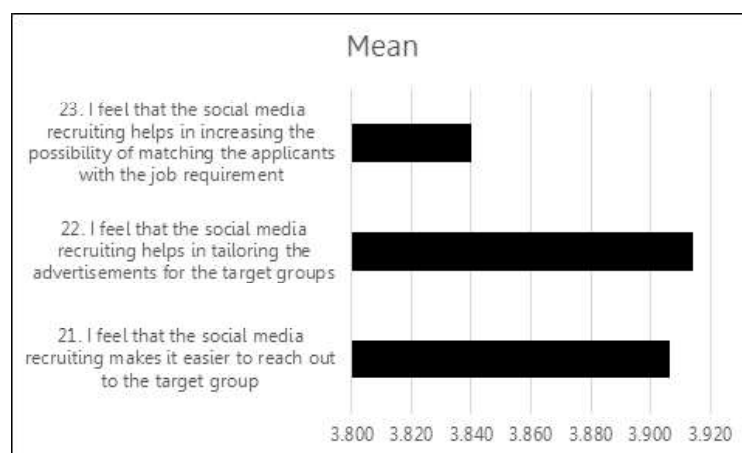*(Source: Researcher's data analysis)*

Graph 16 : *Descriptive statistics*

(Source: Researcher's data analysis)

Table 19 : *Descriptive statistics for Challenges*

	N	Mean	Std. Deviation	Skewness	Kurtosis
24. I feel that the social media recruiting involves legal risks (civil rights. Privacy laws	256	2.621	1.1820	.239	-1.250
25. I feel that the social media recruiting involves the risks of not having accuracy of information	256	2.617	1.2086	.367	-1.153
26. I feel that the social media recruiting does not ensure full-proof attention from the target group involves the risks of not having accuracy of information	256	2.707	1.1766	.354	-1.121
27. I feel that the social media recruiting drives traffic to company's sites does not ensure full-proof attention from the target group involves the risks of not having accuracy of information]	256	2.855	1.1507	.146	-1.146
28. I feel that the social media recruiting involves moral hazards in having information, which may be irrelevant and too personal for a specific candidate	256	2.703	1.1503	.304	-1.122
29. I feel that the social media recruiting involves possibility of developing pre-conceived biases about candidates, based on the information provided in the social media	256	2.645	1.1524	.371	-1.036

(Source: Researcher's data analysis)

Graph 17: *Descriptive statistics*
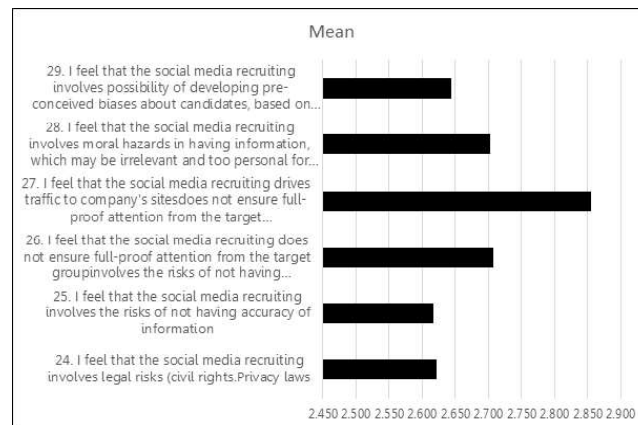
(Source: Researcher's data analysis)

Table 20 : *Descriptive Statistics for Effectiveness*

	N	Mean	Std. Deviation	Skewness	Kurtosis
30. I feel that the social media is an effective tool for recruitment	252	3.754	.8248	-.975	.676
31. I feel that the social media is more effective than traditional recruiting	256	3.531	1.1163	-.599	-.668
32. I feel that the social media recruiting should be used as a supplement with the traditional recruitment tools	256	3.809	.9110	-.866	.038
33. I feel that the social media can replace traditional CVs/Resumes	256	3.375	1.1615	-.662	-.683
34. I feel that the social media provides opportunities to the prospective candidates to research about the company's culture	256	3.855	.7913	-1.077	1.090
35. I feel that the social media helps in targeting the passive job seekers	256	3.898	.7805	-1.167	1.457
36. I feel that the social media recruiting promotes employer branding	256	3.754	.9362	-.906	.266

(Source: Researcher's data analysis)

Graph 18: *Descriptive statistics*

(Source: Researcher's data analysis)

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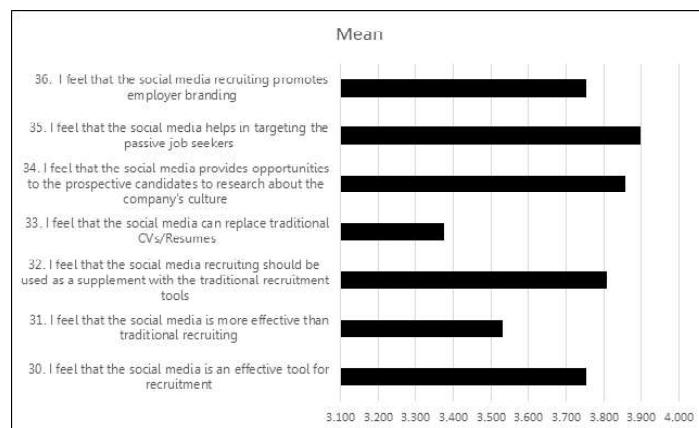
Descriptive Statistics for the Indicators

We use the scores on sub-indicators to calculate the scores for the indicators. For example, the scores on the sub-indicators of IQ are used to calculate the score (total of the scores on sub-indicators) on IQ. Similarly, the scores on other indicators are calculated using the scores on respective sub-indicators.

The following table 21 and graph 19 gives the descriptive statistics for the indicators.

Table 21 : *Descriptive Statistics for indicators*

	N	Mean	Std. Deviation	Skewness	Kurtosis
IQ	252	9.81	2.540	-.296	-.813
DA	252	15.11	2.711	-.838	1.216
USS	252	10.83	1.854	-.105	-.268
QA	252	13.76	2.738	-.249	.338
CO	252	11.39	1.776	-.598	.644
TI	252	10.91	1.969	-.743	1.267
TGO	252	11.69	1.685	.064	.109
CH	252	16.23	5.335	.294	-.613
EFF	252	25.98	3.657	-.016	.476
Valid N (listwise)	252				

(Source: Researcher's data analysis)

Graph 19 : *Descriptive statistics*
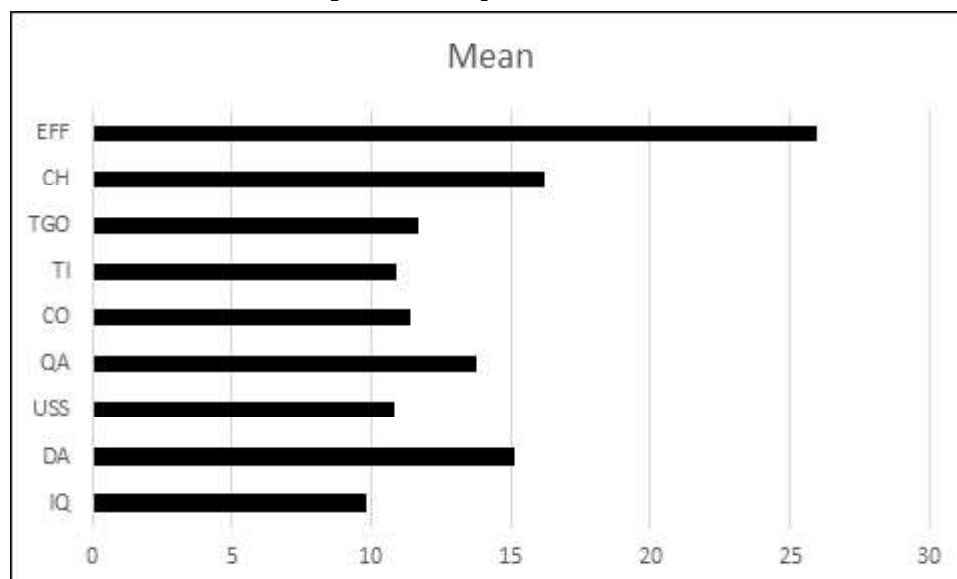
(Source: Researcher's data analysis)

Testing for normality

In order to select a test procedure, we have tested for assumption of normality, using the sample drawn. The following table 22 and 23 give the results of the same.

The null hypothesis we test is, the variables (sub-indicators) and indicators considered in the study follow normal distribution against the alternative hypothesis that the variables (sub-indicators) and indicators do not follow normal distribution. The level of significance chosen is 5%.

Table 22 : *Results of test for normality for sub-indicators*

Sub-indicator	N	Test Statistic	p-value	Conclusion on null hypothesis
1. I feel the information on the Social Networking Site(s) about applicant(s) can be trusted	256	.322	.000c	Rejected
2. I feel the information on the Social Networking Site(s) about applicant(s) includes all the necessary information	256	.303	.000c	Rejected
3. I feel the information on the Social Networking Site(s) about applicant(s) is relevant to recruitment process	256	.383	.000c	Rejected
4. I feel that the social media sites are user-friendly	256	.360	.000c	Rejected
5. I feel that the business data on the Social Networking Sites are protected against abuse	256	.311	.000c	Rejected
6. I feel that the business data on the Social Networking Sites can only be accessed by authorized users	256	.351	.000c	Rejected
7. I feel that the social media recruiting helps in increasing the number of applicants with different backgrounds	256	.378	.000c	Rejected
8. I feel that the social media recruiting helps in increasing the number of applicants at national level	256	.428	.000c	Rejected
9. I feel that the social media recruiting helps in increasing the number of applicants at regional level	256	.365	.000c	Rejected
10. I feel that the social media recruiting helps in increasing the number of applicants at local level	256	.345	.000c	Rejected
11. I feel that the social media recruiting helps in increasing the number of qualified applicants	256	.337	.000c	Rejected
12. I feel that the social media recruiting helps in structuring the format of applications	256	.406	.000c	Rejected
13. I feel that the social media recruiting helps in increasing the quality of applications	256	.347	.000c	Rejected
14. I feel that the social media recruiting helps in increasing the readability of applications	256	.399	.000c	Rejected
15. I feel that the social media recruiting helps in reducing the cost of the HR-marketing	256	.393	.000c	Rejected
16. I feel that the social media recruiting helps in decreasing the general recruitment costs	256	.388	.000c	Rejected
17. I feel that the social media recruiting helps in decreasing the cost-per-hire	256	.433	.000c	Rejected
18. I feel that the social media recruiting helps in reducing the time of the whole recruitment process.	256	.395	.000c	Rejected
19. I feel that the social media recruiting helps in reducing the time of the recruitment administration	256	.393	.000c	Rejected
20. I feel that the social media recruiting helps in reducing the time of the recruitment advertisement	256	.361	.000c	Rejected
21. I feel that the social media recruiting makes it easier to reach out to the target group	256	.358	.000c	Rejected
22. I feel that the social media recruiting helps in tailoring the advertisements for the target groups	256	.379	.000c	Rejected
23. I feel that the social media recruiting helps in increasing the possibility of matching the applicants with the job requirement	256	.387	.000c	Rejected

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24. I feel that the social media recruiting involves legal risks (civil rights. Privacy laws	256	.275	.000^c	Rejected
25. I feel that the social media recruiting involves the risks of not having accuracy of information	256	.301	.000^c	Rejected
26. I feel that the social media recruiting does not ensure full-proof attention from the target group involves the risks of not having accuracy of information	256	.304	.000^c	Rejected
27. I feel that the social media recruiting drives traffic to company's sites does not ensure full-proof attention from the target group involves the risks of not having accuracy of information]	256	.256	.000^c	Rejected
28. I feel that the social media recruiting involves moral hazards in having information, which may be irrelevant and too personal for a specific candidate	256	.292	.000^c	Rejected
29. I feel that the social media recruiting involves possibility of developing pre-conceived biases about candidates, based on the information provided in the social media	256	.294	.000^c	Rejected
30. I feel that the social media is an effective tool for recruitment	252	.383	.000^c	Rejected
31. I feel that the social media is more effective than traditional recruiting	256	.315	.000^c	Rejected
32. I feel that the social media recruiting should be used as a supplement with the traditional recruitment tools	256	.368	.000^c	Rejected
33. I feel that the social media can replace traditional CVs/Resumes	256	.334	.000^c	Rejected
34. I feel that the social media provides opportunities to the prospective candidates to research about the company's culture	256	.397	.000^c	Rejected
35. I feel that the social media helps in targeting the passive job seekers	256	.403	.000^c	Rejected
36. I feel that the social media recruiting promotes employer branding	256	.361	.000^c	Rejected

(Source: Researcher's data analysis)

Table 23 : *Results of test for normality for the indicators*

Indicator	N	Test Statistic	p-value	Conclusion on null hypothesis
IQ	252	.191	.000^c	Rejected
DA	252	.236	.000^c	Rejected
USS	252	.164	.000^c	Rejected
QA	252	.158	.000^c	Rejected
CO	252	.270	.000^c	Rejected
TI	252	.190	.000^c	Rejected
TGO	252	.196	.000^c	Rejected
CH	252	.143	.000^c	Rejected
EFF	252	.112	.000^c	Rejected

(Source: Researcher's data analysis)

From the above analysis, we conclude that the assumption of normality is not satisfied and hence we use non-parametric test procedures for testing the hypotheses proposed. We have used Kruskal-Wallis test and Dunn test, for both sub-indicators and indicators. The following tables give the results of the same.

Results of Kruskal-Wallis test and Dunn test for sub-indicators and Indicators

The following are the hypotheses proposed in the current study.

Hypothesis related to indicator (HIND)

$H_{IND.0}$: There is no significant difference between the indicators of the perception on social media recruitment.

$H_{IND.a}$: There is significant difference between the indicators of the perception on social media recruitment.

Hypotheses related to sub-indicators (HS_{IND})

Hypothesis-1:

$H_{SIND.1.0}$: There is no significant difference between the sub-indicators of the indicator information quality about applicants.

$H_{SIND.1.a}$: There is significant difference between the sub-indicators of the indicator information quality about applicants.

Hypothesis-2:

$H_{SIND.2.0}$:There is no significant difference between the sub-indicators of the indicator using social media sites.

$H_{SIND.2.a}$:There is no significant difference between the sub-indicators of the indicator using social media sites.

Hypothesis-3:

$H_{SIND.3.0}$:There is no significant difference between the sub-indicators of the indicator diversity of applicants.

$H_{SIND.3.a}$:There is significant difference between the sub-indicators of the indicator diversity of applicants.

Hypothesis-4:

$H_{SIND.4.0}$:There is no significant difference between the sub-indicators of the indicator quality of applicants/applications.

$H_{SIND.4.a}$:There is significant difference between the sub-indicators of the indicator quality of applicants/applications.

Hypothesis-5:

$H_{SIND.5.0}$: There is no significant difference between the sub-indicators of the indicator costs.

$H_{SIND.5.a}$: There is significant difference between the sub-indicators of the indicator costs.

Hypothesis-6:

$H_{SIND.6.0}$: There is no significant difference between the sub-indicators of the indicator time.

$H_{SIND.6.a}$: There is significant difference between the sub-indicators of the indicator time.

Hypothesis-7:

$H_{SIND.7.0}$: There is no significant difference between the sub-indicators of the indicator target group orientation.

$H_{SIND.7.0}$: There is significant difference between the sub-indicators of the indicator target group orientation.

Hypothesis-8:

$H_{SIND.8.0}$: There is no significant difference between the sub-indicators of the indicator challenges.

$H_{SIND.8.a}$: There is significant difference between the sub-indicators of the indicator challenges.

Hypothesis-9:

$H_{SIND.9.0}$: There is no significant difference between the sub-indicators of the indicator effectiveness.

$H_{SIND.9.a}$: There is significant difference between the sub-indicators of the indicator effectiveness.

We use Kruskal-Wallis test and Dunn test to address these hypotheses.

Hypothesis on indicators:

Null hypothesis is, there is no significant difference between the indicators of social media recruitment against the alternative hypothesis, there is significant difference between the indicators of social media recruitment. The level of significance is 5%. Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 1217.5, df = 8, p-value =0.0001

Since the p-value is less than the level of significance, we conclude that there is significant difference between the indicators of social media recruitment. **Thus, $H_{IND.0}$ was rejected.**

In the paired-comparison post hoc test (Dunn test), no significant difference was revealed for challenges vis-à-vis diversity of applicants; challenges vis-à-vis

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quality of applicants' applications; Costs vi-a-vis Target group orientation; costs vis-à-vis Time; Information quality about applicants vis-à-vis time; Target group orientation vis-à-vis time; Costs vi-a-vis Using Social media sites; Information quality about applicants vi-a-vis Using Social media sites; Target group orientation vi-a-vis Using Social media sites; Time vi-a-vis Using Social media sites (table 24).

Table 24 : *Results of Dunn-test*

Comparison	Z	p-value	Conclusion
1 CH - CO	10.3485596	8.071752e-24	Rejected
2 CH - DA	-1.2607903	6.221532e-01	Not-rejected
3 CO - DA	-11.6093499	8.496511e-30	Rejected
4 CH - EFF	-11.5622817	1.407685e-29	Rejected
5 CO - EFF	-21.9108413	6.757242e-105	Rejected
6 DA - EFF	-10.3014914	1.248791e-23	Rejected
7 CH - IQ	15.1509250	2.241232e-50	Rejected
8 CO - IQ	4.8023654	1.881627e-05	Rejected
9 DA - IQ	16.4117152	4.888294e-59	Rejected
10 EFF - IQ	26.7132066	1.190244e-155	Rejected
11 CH - QA	2.2704929	1.158885e-01	Not-rejected
12 CO - QA	-8.0780667	9.870241e-15	Rejected
13 DA - QA	3.5312832	4.549036e-03	Rejected
14 EFF - QA	13.8327746	4.526554e-42	Rejected
15 IQ - QA	-12.8804321	1.508257e-36	Rejected
16 CH - TGO	9.5440772	2.197195e-20	Rejected
17 CO - TGO	-0.8044824	8.422369e-01	Not-rejected
18 DA - TGO	10.8048675	6.854987e-26	Rejected
19 EFF - TGO	21.1063589	2.224872e-97	Rejected
20 IQ - TGO	-5.6068478	2.678582e-07	Rejected
21 QA - TGO	7.2735843	4.901010e-12	Rejected
22 CH - TI	12.2782195	2.845900e-33	Rejected
23 CO - TI	1.9296599	2.145959e-01	Not-rejected
24 DA - TI	13.5390098	2.484565e-40	Rejected
25 EFF - TI	23.8405012	4.319909e-124	Rejected
26 IQ - TI	-2.8727054	3.662761e-02	Not-rejected
27 QA - TI	10.0077267	2.396222e-22	Rejected
28 TGO - TI	2.7341423	5.003440e-02	Not-rejected
29 CH - USS	12.7312683	9.908696e-36	Rejected
30 CO - USS	2.3827087	1.031147e-01	Not-rejected
31 DA - USS	13.9920586	5.054490e-43	Rejected
32 EFF - USS	24.2935500	8.027310e-129	Rejected
33 IQ - USS	-2.4196566	1.087462e-01	Not-rejected
34 QA - USS	10.4607755	2.615618e-24	Rejected
35 TGO - USS	3.1871911	1.436618e-02	Not-rejected
36 TI - USS	0.4530488	6.505136e-01	Not-rejected

(Source: Researcher's data analysis)

Hypotheses on Sub-Indicators:

To test the $H_{SIND.1.0}$, $H_{SIND.2.0}$, $H_{SIND.3.0}$, $H_{SIND.4.0}$, $H_{SIND.5.0}$, $H_{SIND.6.0}$, $H_{SIND.7.0}$, $H_{SIND.8.0}$, and , HSIND.9.0 , Kruskal-Wallis rank sum test was conducted. Considering the level of significance is 5%., the result revealed the following.

Test results for the indicator IQ

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 1.3631, df = 2, p-value = 0.5058

Since the p-value is more than the level of significance,

we conclude that the null hypothesis is not rejected. Thus, $H_{SIND.1.0}$ is retained.

Test results for the indicator USS

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 112.4, df = 2, p-value < 2.2e-16

Since the p-value is less than the level of significance, we conclude that the null hypothesis is rejected. **Thus, $H_{SIND.2.0}$ is rejected.**

In the paired-comparison post hoc test (Dunn test), significant difference was revealed for comparison between any two factors. (table 25).

Table 25 : *Dunn test multiple comparison*

Comparison	Z score	P.adj	Conclusion in null hypothesis
USS1 - USS2	10.594930	9.437256e-26	Rejected
USS1 - USS3	4.961229	7.004850e-07	Rejected
USS2 - USS3	-5.633701	3.527651e-08	Rejected

(Source: Researcher's data analysis)

Test results for the indicator DA

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 33.081, df = 3, p-value = 3.097e-07

Since the p-value is less than the level of significance, we conclude that the null hypothesis is rejected. **Thus, $H_{SIND.3.0}$ is rejected.**

In the paired-comparison post hoc test (Dunn test), significant difference was revealed for comparison between factors DA1 vis-à-vis DA2; DA1 vis-à-vis DA3; and, DA2 vis-à-vis DA4 (table 26).

Table 26 : *Results of Dunn-test*

Comparison	Z score	P.adj	Conclusion in null hypothesis
DA1 - DA2	3.6074949	1.236670e-03	Rejected
DA1 - DA3	5.5980528	1.300636e-07	Rejected
DA2 - DA3	1.9905579	1.395885e-01	Not rejected
DA1 - DA4	3.8304868	6.394501e-04	Rejected
DA2 - DA4	0.2229919	8.235418e-01	Not rejected
DA3 - DA4	1.7675661	1.542670e-01	Not rejected

(Source: Researcher's data analysis)

Test results for the indicator QA

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 2.2394, df = 3, p-value = 0.5242

Since the p-value is more than the level of significance, we conclude that the null hypothesis is not rejected. **Thus, $H_{SIND.4.0}$ is retained.**

Test results for the indicator CO

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 16.13, df = 2, p-value = 0.0003143

Since the p-value is less than the level of significance, we conclude that the null hypothesis is rejected. **Thus, $H_{SIND.5.0}$ is rejected.**

In the paired-comparison post hoc test (Dunn test), significant difference was revealed for comparison between factors CO1 vis-à-vis CO3 (table 27).

Table 27 : *Dunn test multiple comparison*

Comparison	Z score	P.adj	Conclusion in null hypothesis
CO1 - CO2	2.442368	0.029182493	Not Rejected
CO1 - CO3	3.982310	0.000204746	Rejected
CO2 - CO3	1.539942	0.123574581	Not Rejected

(Source: Researcher's data analysis)

Test results for the indicator TI

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 2.5929, df = 2, p-value = 0.2735

Since the p-value is more than the level of significance, we conclude that the null hypothesis is not rejected. **Thus, $H_{SIND.6.0}$ is retained.**

Test results for TGO

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 1.6516, df = 2, p-value = 0.4379

Since the p-value is more than the level of significance, we conclude that the null hypothesis is not rejected. **Thus, $H_{SIND.7.0}$ is retained.**

Test results for the indicator CH

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 9.1819, df = 5, p-value = 0.102

Since the p-value is more than the level of significance, we conclude that the null hypothesis is not rejected. **Thus, H$_{SIND.8.0}$ is retained.**

Test results for the indicator EFF

Kruskal-Wallis rank sum test revealed the following:

Kruskal-Wallis chi-squared = 37.199, df = 6, p-value = 1.61e-06

Since the p-value is less than the level of significance, we conclude that the null hypothesis is rejected. **Thus, H$_{SIND.9.0}$ is rejected.**

In the paired-comparison post hoc test (Dunn test), significant difference was revealed for comparison between factors EF1 vis-à-vis EF4; EF3 vis-à-vis EF4; EF2 vis-à-vis EF5; EF4 vis-à-vis EF5; EF2 vis-à-vis EF6; EF4 vis-à-vis EF6; and, EF4 vis-à-vis EF7 (table 28).

Table 28 : *Dunn test multiple comparison*

Comparison	Z score	P.adj	Conclusion in null hypothesis
EF1 - EF2	1.6840214	1.000000e+00	Not rejected
EF1 - EF3	-0.9375474	1.000000e+00	Not rejected
EF2 - EF3	-2.6215688	1.225365e-01	Not rejected
EF1 - EF4	2.9847480	4.257181e-02	Rejected
EF2 - EF4	1.3007266	1.000000e+00	Not rejected
EF3 - EF4	3.9222954	1.666478e-03	Rejected
EF1 - EF5	-1.6277676	1.000000e+00	Not rejected
EF2 - EF5	-3.3117889	1.483223e-02	Rejected
EF3 - EF5	-0.6902202	1.000000e+00	Not rejected
EF4 - EF5	-4.6125155	7.956496e-05	Rejected
EF1 - EF6	-1.7629365	9.349344e-01	Not rejected
EF2 - EF6	-3.4469579	9.637928e-03	Rejected
EF3 - EF6	-0.8253891	1.000000e+00	Not rejected
EF4 - EF6	-4.7476845	4.320933e-05	Rejected
EF5 - EF6	-0.1351689	8.924783e-01	Not rejected
EF1 - EF7	-0.4697969	1.000000e+00	Not rejected
EF2 - EF7	-2.1538183	4.063075e-01	Not rejected
EF3 - EF7	0.4677504	1.000000e+00	Not rejected
EF4 - EF7	-3.4545449	9.922003e-03	Rejected
EF5 - EF7	1.1579706	1.000000e+00	Not rejected
EF6 - EF7	1.2931396	1.000000e+00	Not rejected

(Source: Researcher's data analysis)

Discussion and conclusion

The present study used a non-probability sampling design, called as, "Convenient sampling design". The data have been collected from IT sector, from different places of India, as mentioned earlier. A questionnaire, based on literature review and the experience of the researchers, has been developed and is used to collect the responses from the recruiters. The questionnaire comprised of questions that measure the opinion of the HR managers and recruiters, working in the IT sector, on several aspects related to social media recruitment. The opinions on these aspects are collected using sub-questions under each of them and the aggregate of the same are taken to draw conclusions on the aspects. The respondents also expressed their in-depth views through personal interactions.

Table 14 revealed that, according to the general opinions of the respondents, very often, social media recruiting caused in generating more 'diversity of applicants', and thus, the score on this indicator of the social media recruiting has been assigned higher mean score by the respondents. On the other hand, table 19 revealed that, the indicator 'challenges' has been assigned lower mean score by the respondents, since, the respondents considered 'challenges' of the social media recruiting as of lesser importance. This finding was supported by the respondents, during the personal interview. It was found that, since the concept of the social media recruiting is a relatively new one, the respondents have been cautious in expressing their opinion towards the potential challenges of the same. However, the increase in the diversity of the applicants has been experienced by the respondents already, and thus, they opined higher for the same.

Overall, it was revealed that, the opinion of the respondents differed significantly on the indicators of the social media recruiting. Further analysis revealed that, respondents' opinion differed significantly while comparing all the pairs of the indicators, except for only a few (refer (table 24):

· 'Challenges' vis-à-vis 'diversity of applicants', and 'quality of applicants' applications'

· 'Costs' vi-a-vis 'target group orientation'; 'time', and 'using Social media sites'

· 'Information quality about applicants' vis-à-vis

'time'; and, 'using Social media sites'

· 'Target group orientation' vis-à-vis 'time', 'using Social media sites'

· 'Time' vi-a-vis 'using social media sites'.

The above indicated that, respondents acknowledged the usefulness and challenges of social media recruiting, in terms of costs, information, quality of the applicants, target group orientation and required time, for the social media recruiting. However, during the personal interactions, it was revealed that, on the other indicators, respondents' experience on social media recruiting, fluctuated in terms of the effectiveness, and thus, their opinion differed significantly. This needed further in-depth analysis of the indicators and respective sub-indicators of the social media recruiting, and, thus, each of the indicators with the sub-indicators were investigated in details.

Result revealed that, respondents differed significantly in terms of their opinion on the sub-indicators of the indicator 'using social media sites'. Further analysis revealed that, for any two sub-indicators of this indicator, respondents differed significantly, in their opinion. It was interesting to note that, though social media recruiting seemed to be generally welcomed by the respondents, there was significant difference in their opinion in terms of user-friendliness, data abuse, and the usage of data (refer table 25).

It was also found that, respondents' opinion differed significantly, for the sub-indicators of the indicator 'diversity of applicants'. Further analysis revealed that, the respondents differed significantly in their opinion on the sub-indicator 'number of applicants with different background' vis-à-vis 'number of applicants at national level', 'number of applicants at regional level', and, 'number of applicants at local level' (refer table 26). It was indeed interesting to find that respondents opined differently in terms of the usefulness of social media recruiting for increasing the number of applicant at local, regional, and national level. Personal interaction with the respondents indicated that, the respondents had inconsistent experience in this regard, considering the lack of data

on the reach and acceptance of the social media to the target group of prospective candidates, at various geographical locations.

For the indicator 'cost', the opinion of the respondents differed significantly during the comparison between 'cost of the HR marketing' vis-à-vis cost per hire' (refer table 27). This indicated that, respondents differed significantly in perceiving how far social media recruiting reduced the cost for marketing for the HR functions to the stakeholders, and, how far it actually reduced the cost per hire. Personal interactions revealed that, social media recruiting resulted into cost reduction. However, the respondents differed in their understanding on how far the reduction in the recruitment cost was resulted by the social media, as the sole strategy.

Finally, respondents differed significantly in their opinion on the indicator 'effectiveness' of social media recruiting. Further analysis revealed that the respondents differed significantly in following comparisons (table 28):

· 'Social media as effective tool for recruitment' vis-à-vis 'social media can replace traditional CV/ Resume'.

· 'Social media as supplement to the traditional recruitment tools' vis-à-vis 'social media can replace traditional CV/ Resume'.

· 'Social media more effective than traditional recruiting' vis-à-vis 'social media provides more opportunities to research on the company culture', and, 'helps in targeting passive job seekers'.

· 'Social media can replace traditional CV/ Resume' vis-à-vis 'social media provides more opportunities to research on the company culture', 'helps in targeting passive job seekers', and, 'social media promotes employer branding'.

The above was an interesting finding. The respondents acknowledged the effectiveness of social media recruiting, in general. However, they differed in their opinion on whether social media could supplement or replace the traditional recruiting tools. Also, differences in the respondents' opinion existed on whether social media could help in employer

branding, targeting the passive job seekers and providing the candidates with more opportunities for research on company culture.

In a nutshell, considering the findings of the study, the researchers felt that, usefulness of the social media recruiting has been acknowledged by the respondents, who were the HR mangers, involved in recruitment process. However, the findings on the degree of the usefulness of the social media recruiting on the counts of various indicators and sub-indicators were not conclusive, due to differences in the opinions of the respondents in the same context.

Limitation of the study and future scope

As mentioned earlier, the data was collected from the HR managers and recruiters in the IT sector. It would be interesting to investigate the other sectors to find out the opinion of the HR managers on social media recruiting. Also, further studies are needed to understand the usefulness of social media recruitment, in terms of indicators and sub-indicators, as indicated in the present study. It would also be interesting to investigate whether the HR managers opine that the social media can supplement or replace the so-called traditional recruitment tools.

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