

EXPLORING THE CONTRIBUTION OF SOCIAL MEDIA IN RECRUITMENT – A CASE STUDY ON PAYU

TILOTTAMA SINGH & SNIGDHA MALHOTRA

Assistant Professor, Amity International Business School, Amity University, Noida, Uttar Pradesh, India

ABSTRACT

With rising usage of the internet, the recruitment process has more dependency on various portals than personal meetings and references. The globalized market has opened the vast ocean of talented manpower through various domes, where social media has a lot of importance. Social media refers to the collection of online communications channels which are keen to community-based input, interrelations, content-sharing and teamwork. Web sites and presentations dedicated to forums, social networking, social bookmarking and social corruption, are among the different types of social media. The paper is an effort to offer an insight into the significance and ways of social media recruitment. It also brings out the relative importance of various social media recruitment options, their popularity and the guidelines required for obtaining the best results from such portals. It opens the opportunity for the recruiters, by emphasizing its productive usage and suggesting a safe model for the ethical social recruitment process.

KEYWORDS: Human Resource, Internet, Recruitment, Social Media

INTRODUCTION

Social Recruiting In PayU India

PayU has a presence on LinkedIn, Facebook, Quora, Twitter and other platforms. At PayU a lot of CV's and Resumes came through these social media platforms and also from job portals like Naukri.com.

The Process of Social Recruiting At PayU India was Like this

- A candidate applies through Facebook by giving his/her CV on the PayU India's official page.
- HR managers keep a track of the applications.
- When they come across any profile which suits the job profile, they check for duplication or which is that if the person has already applied for the job or has been rejected earlier. If they find it unique, they call the candidate.
- The candidate then goes through three rounds of interviews and the type of interview depends on the job he/she is being called for. Interviews are of Two types, i.e., Telecon and face to face.
- After the third round, offer letter is given to the Candidate and then he /she is finally hired.

PROCESS

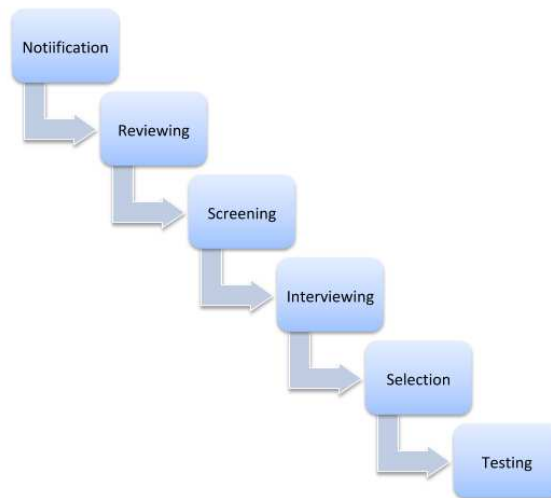


Figure 1

- The manager decides what qualifications is desired in a job candidate and develops job requirements, and then the human resources department places ads in the local newspaper and online.
- The company reviews the resumes and matches each candidate's background, to the job requirements.
- The process actually starts with screening interview. The interviews could be conducted over the phone, one to one or through Skype.
- One of the most important facets of the employment selection process is the face-to-face interview. Some companies prefer to have all-day interviewing sessions, where job candidates meet with a different person each hour.
- A feedback from human resources and other employees who interview the job candidates would lead to the final decision, to be made by hiring manger.
- Medical testing is an intergral part at times, before the employee is actually hired.

SOCIAL MEDIA POSITIVE & NEGATIVE SHADES

PROS

It Can Give Better Insight into a Candidate's Abilities

A credential is a small, stable window into a prospective employee's work profile and qualifications. In comparison, sites such as LinkedIn or Facebook and also Twitter allow a candidate to showcase their dynamic profile, for presenting the work. A lot of times, many journalists like to share links on Twitter, or even some post on their articles to specific industry portfolio sites, to promote their credentials. Example, graphic designers will frequently post samples of their work. In case they share inspirational videos and write-ups in social media, it is for the purpose of creating an informal profile to attract the prospective employers, especially in the context of demonstrating their soft skills, expertise and ideas. Therefore, in times to come it is a very important source to analyze a prospective candidate behavior and personality.

It can Reveal Ugly Incidents

The exact nature of the candidate cannot be judged through social media. In spite of vast reach and the open nature of social media, it has been learnt that, candidates remain much more forthright in a tweet than they are in a job application, or a one on one interview. Overt acts of racism, sexism or other discriminatory behaviors could be easily scanned, through social media sites.

It can make an Even Better Case for an Employee

According to a survey conducted, it was agreed by 33 percent of employers that, when they used social media to research a candidate reported, they could actually find all the content that made them more likely to hire the employee. While the information that directly led to hiring the applicant was found by 23% of employers.

CON

It Could Reveal Protected Information

There is a lot of legal risk and the possibility of faking upon information that is usually protected, including age, race and gender, over the social media. Even when this information is obtained accidentally, if it has an impact on the ultimate hiring decision, a candidate could argue discrimination.

It isn't Always Reliable

You cannot be 100% sure that comments and posts on a candidate's page are authentic. We are talking about the times where twitter account for brands like Burger King, Jeep and Fox News got hacked. There's also the possibility of misconstruing pictures, messages or other information posted, when this content is posted by someone with a similar name.

Problem Statement

Due to the lack of presence on Social media, PayU wants to increase it in order to attract more candidates, to apply for jobs. For this, the company worked on improving their content on the social media platforms like Facebook, LinkedIn, Twitter, Quora etc.

REVIEW OF LITERATURE

Benjamin B. Aguenza¹ and Ahmad Puad Mat Som explain the purpose of the study is to investigate the relevance of collaborative technology such as, social networking to employee productivity in the workplace. The conceptual paper examines positive and negative perceptions of social networking sites, provides the relationship between social networking and employee productivity and examines whether social networking are capable of increasing the levels of employee performance and satisfaction.

Stephan ten Kate explains that, the significance of social media for recruitment communications is underlined by the fact that, current and future starters can be typified as digital natives – youngsters who grew up with the Internet and who have fully embedded social media in their daily lives. Social media differ completely from traditional media, where traditional media could push their messages in a one-way approach to the customer, social media focuses on conversations and dialogues, with a two-way communication method. Social media are not introducing new strategies within this context; they only provide extra communication channels with much potential, extensive ability to personalize the candidate experience by allowing employers to tailor the candidate and recruiter interfaces." (Smith and Rupp, 2004).

Sandra Abel, The author studies the extent to which the use of Social Networking Sites leads to effective recruitment. The author established a research model in order to find the relationships between the qualities of Social Networking Sites and effective recruitment. The author chose various parameters to study the effectiveness like: information quality, popularity, networking scope, ease of navigation and security/privacy.

Leonardi, Huysman, and Steinfield examined how the use of social media among employees affected the communicative activities, through which work is accomplished. E-recruitment, where employers use the internet in some form to aid conventional recruitment processes, has a number of important advantages compared to more traditional forms of recruiting, according to Smith and Rupp (2004). "Shifting hiring process from the paper and time-intensive manual method, for an automated one saves time and money and boosts productivity by leaving positions vacant for shorter periods of time. In addition, the cost associated with posting on a job board compares favorably, with placing job ads in newspapers, and, in some cases, may be more cost-effective." (Smith and Rupp, 2004)

As Davison, Maraist and Bing (2011) note, "these sites can be valuable 'friends' for HR, but also have the potential to be dangerous 'foes' if used improperly". Although under-researched, from the perspective of the job seeker, the risks posed by SNSs are typically associated with poor conduct on social media websites, resulting in negative consequences in terms of employment. As Bohnert and Ross (2010) show, unprofessional behavior, for example related to alcohol consumption and/or drug abuse, displayed on a SNSs might significantly hurt a candidate's chance of being hired and can even result in a lower salary offer. Companies, on the other hand, find themselves confronted with legal or privacy issues linked to incorporating social media information into candidate evaluations and might want to formulate a coherent social media strategy, in order to prevent any possible negative outcomes.

Thirty four per cent were using these sites as a marketing tool, to recruit or contact applicants and 13 percent were using them as a screening tool (Davison, Maraist and Bing, 2011).

As a marketing tool, Nigel Wright, Recruitment (2011) argues that, the "passive approach is on its way out". Early moves into online recruitment were initially the virtual equivalent of a traditional 'jobs board', that might publicize vacancies in employment offices or newspapers. However, this approach is quickly being superseded.

The traditional vacancy posting site Monster.com suffered a 31 per cent drop in revenue (Nigel Wright Recruitment, 2011), following the idea of 'Web 2.0', the new emphasis for online recruitment has been on fostering interactive platforms, particularly via SNSs. By 2010, it is estimated that, more than half of UK jobseekers were using an SNS as part of their job search (Nigel Wright Recruitment, 2011).

In the US, one survey shows that, 90 per cent of job seekers believe that companies look at their social media accounts before offering an interview or a job (Simply Hired, 2012).

An European study also shows that, almost 100 per cent of young job seekers under the age of 25 would like communication with employers, to increasingly take place online and also suggest that in the UK Facebook is currently favored over LinkedIn (64 per cent compared to 52 per cent), by young job seekers (Potentialpark (undated), cited in Clements, 2012).

A recent global study, among employers emphasizes the increase in the importance of social media in recruitment as well as its future potential: "92 per cent of respondents use or plan to use social media for recruiting, an increase of almost ten percent from the 83 percent, using social recruiting in 2010" (Jobvite, 2012).

A switch from traditional to online recruitment might not be as simple as just changing the tools, as it might require more strategic changes in the wider recruitment process (Parry and Tyson, 2008).

Jobvite (2012) among employers reveals that globally, LinkedIn is currently the most popular social network tool being used for recruiting (used by 93 percent of employers), followed by Facebook (66 per cent) and Twitter (54 percent). Moreover, it seems that, the use of social media tools and their application at different stages in the recruitment process differ, as does their application between different employers.

“Some recruiters are using the leading social media channels, simply to search and advertise, while the others are building long-term strategies, such as investing in permanent, interactive online talent pools.” (Clements, 2012)

Santhosh Kumar A.V -Social networking websites are effective job search tools, job fairs are finding stiff competition in the social media, evidently, been visible that a lot of companies have their own formal pages on the social websites, where job seekers can learn about the organization, business, culture, ethics etc. Hence recruiters have a large pool from this source from which they can search for prospective employees. Indispensable part of the hiring process, Cost effective, does not require setting up an office and forms an effective tool for Recruiters.

Ms. Poulami Banerjee stated that Recruiters are mainly using SNS for searching talents in the middle management level positions, followed by top level management positions and then for lower level. The reason being, for lower level positions there is plenty of talent available in the market while for the top level positions not many individuals rely on these sites. So, experience has revealed the most lucrative segment is the middle level managers. LinkedIn stands top in the list of the most sought after recruitment site through social networking with 52 % firms using it to shortlist candidates, followed by Facebook (25 %) while 23 % combination of both. Most of the professionals spend approximately 21- 30 hours every week on these sites. Almost 83 % of the firms feel that social networking sites will revolutionize the trend of recruitment and will emerge as a new age tool for recruitment.

ANALYSIS

We applied the chi square test after pairing questions and analyzed them on the basis of employee experience.

H₀: Illegal drug posts, sexual posts and poor spelling and grammar posts are criteria for selection. **H₁**: Illegal drug posts, sexual posts and poor spelling and grammar posts are not the criteria for selection. After analysis through SPSS; Degree Of freedom is 6, level of significance at 5% means 12.592 calculated values: 4.55 Thus, We will decline alternate hypothesis.

This proves that Illegal drug posts, sexual posts and poor spelling and grammar posts are criteria for selection.

H₀ - As per employers and employees the reason for applying for jobs on social media is same as per their experience **H₁** - As per employers and employees the reason for applying for jobs on social media is different as per their experience

Degree Of freedom is 6, level of significance at 5% means 12.592; Calculated value: 4.76

Thus, We will decline alternate hypothesis. This proves that as per employers and employees the reason for applying for jobs on social media is same as per their experience

H₀ - Employers and employees are using the Social media for hiring all levels of managers.

H₁ - Employers and employees are not using the Social media for hiring all levels of managers. Degree Of freedom is 6, level of significance at 5% means 12.592; Calculated value: 6.28 Thus, We will decline alternate hypothesis. This proves that employers and employees are using the social media for hiring all levels of managers.

H₀ - As per employers and employees the risks of applying for jobs on social media are same as per their experience. **H₁** - As per employers and employees the risks for applying for jobs on social media are different as per their experience Degree Of freedom is 6, level of significance at 5% means 12.592; Calculated value: 8.33 Thus, We will decline alternate hypothesis. This proves that as per employers and employees the risks of applying for jobs on social media are same as per their experience

H₀ - Social media presence has become a necessity. **H₁** - Social media presence is not a necessity. Degree Of freedom =6; level of significance at 5% = 12.592; Calculated value: 2.49 Thus, We will decline alternate hypothesis. This proves that social media presence has become a necessity.

H₀ - People are more active on social media in comparison with employment portals **H₁** - People are more active on employment portals in comparison with social media. Degree Of freedom is 6, level of significance at 5% means 12.592; Calculated value: 1.78 Thus, We will decline alternate hypothesis. This proves that people are more active on social media in comparison with employment portals.

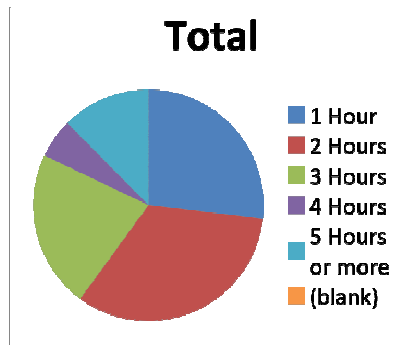


Figure 2: Mostly Employers and Employees Spend 2 Hours for the Purpose of Recruitment

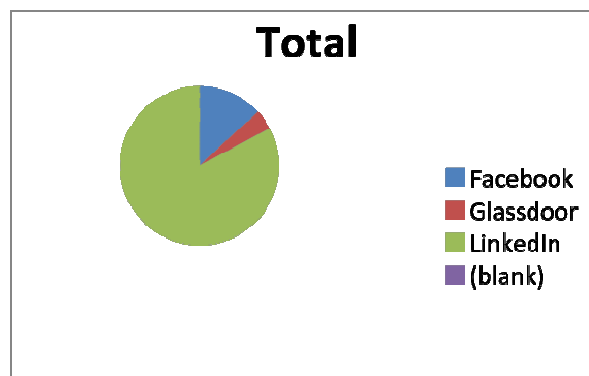


Figure 3: Best SNS comes out to be LinkedIn

CONCLUSIONS

This study concludes that Social recruitment is a very effective and efficient way of recruitment. It is so because all the people are aware about these social networking sites and are familiar with their usage, as they have been using these portals since many years.

It concludes that LinkedIn is the most preferred site for the purpose of recruitment and mostly people who have been using social networking sites as a tool of recruitment are young as they have less working experience of less than 5 years.

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