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Social recruitment a credible alternative to traditional recruitment: A review

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Abstract
It is now a practice everywhere to use internet based services and computer technologies to support all aspects of recruitment activity. The recent outburst of SNSs (Social Networking Sites) as a major resource of recruitment manifests its potential in this area. As in every new concept it also poses certain questions which need to be addressed. These question includes first of all accuracy of information available on SNSs, simplicity of accessing the pool of potential applicants, privacy issue, virtual costs involved and nevertheless benefits it provide and wide variety of information they provide, their effects on equality and multiplicity in the hiring process. In this paper an honest attempt has been made to study the utilization of social networking by employers to hire potential candidates by using various social networking sites.

Keywords: Social networking sites, recruitment, pool of potential candidates

Introduction

In this globalized era where competition is cut throat in the market every business organization focus on lowering the attrition rate and retaining the talent and knowledge possessed by their employees. Fresh recruitment not only involves high cost but also the risk of new comer not able to match the person who was working in that position before. And the risk later is high. HR departments also strive to offer lucrative benefits and incentives that will appeal to the employees, which ultimately reduce the risk of losing knowledge. Recruitment is the process of searching for perspective employees and stimulating them to apply for the jobs in the organization. The jobs may be permanent and temporary in nature. Recruitment process is also undertaken to fill up those unpaid positions, such as voluntary roles or training programmes. Recruitment may be undertaken in-house by managers, human resource generalists or recruitment specialists. Alternatively, parts of the process may be undertaken by public-sector employment agencies, commercial recruitment agencies, or specialist consultancy firms in this sector. Internal recruitment refers to the process of selecting a applicant from existing employees to take up a new position may be through promotion, or as a career development opportunity, or even to meet a specific or urgent organizational need. Main advantages of this approach is the organisation's familiarity with the employee and his competencies which reveals from his current job performance and the willingness of the organization to trust the said employee. It will be cost effective for the organization to fill a position from within in comparison to hiring from outside. It also saves time for the organization.

Objectives

1. To have a understanding about social networking sites and its usefulness in recruitment function.
2. To find out the importance and benefits of recruitment through social networking sites.
3. To highlight the grey areas of social recruitment.

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Review of Literature

(Sambhi, 2009) [9], Examined that the social networking revolution has taken the over the world and the growth is expected to continue at a rapid pace. Chat rooms such as MNS or Yahoo, social networks such as Facebook, Bing, Linkedin & Twitter and media tools such as

You Tube and Blogger are building the strong presence in the world, effective way of using these sites are not just posting the upcoming job opportunities, but identifying the demographics and target audience, giving extra value to the company and its product and services rather just job posting, creating two way effective communication, using multiple media for more exposure, creating viral effects by posting videos which helped the user to have frequent communication with the recruiter which in turn help to recruit efficiently and effectively. Hence HR professional need to seize the change brought on by the social networking revolution as an opportunity to redefine the industry.

(Penttila, 2009) [7], Explores one of the important reasons for hiring through Social media is that you can get all the correct details of the candidate through his/her website profile. Many instances have come across where candidate have accounted fake details and information to get the job. This is how the social media has come into the picture to solve the hiring puzzle. One of the main reasons for candidate to use the websites is that it's low cost or free to join.Social media has now become the real time search engine for the hiring managers and even for the candidates, it's a cost saving & time saving.

(Madia, 2011) [5], Explains how HR professional can best use social media in their search of talent, this article discusses the current state of social media for recruitment and its relation to job boards and examines best practices, including consideration of a social media recruitment strategy plan, appropriate resources and the importance of a content strategy and social media policy. Hence as the level of awareness and adoption continue to develop both for recruiters and job applicants, organizations must consider adding social media to their overall recruitment strategy to meet the goals of being cost effective, targeted and strategic. The article points at the starting small, gauging response and utilizing an iterative approach to the inclusion of evolving social network for optimized recruitment.

(Abel, 2011) [1], Explores the Social networking sites which have become the daily use site, where organization uses these sites for broad casting their job posting & job seekers use it for job searching. Many attributes are given to show the importance of the social Networking sites, Martin Giles have stated Social Networking sites as "It is a world of connections", Kaplan & Haenlein have described as "Branding or marketing research tool", Boyd and Ellison have defined "web-based services that allow individuals to construct a public or semi-public profile within a bonded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system". The fact that Social Networking Sites (SNS's) have expanded on to the business landscape and especially to the Human Resource Management landscape leads to the focus of the study on SNS's.

(Silliker, 2011) [11], Study explores wide variety of social media is used in recruiting candidates for a company. Warner brothers which are one of the biggest media and Entertainment Company use social media for recruitment. It has thousands of followers on twitter and it receives around 1000 applications every month. As per the author the use of social media should be wise and Warner brothers have applied several strategies which can be tricky and a very daunting task in itself. The strategy which works on

LinkedIn might not work in Facebook and it also depends on the location as well, in places like India, Brazil and several such nations the social networking sites should be used accordingly. The main idea is to select candidates who love the brand and suggest the same to people. As a HR leader in this era the key role is to use the social media in a realistic and effective way to bring out the potential. This not only reduces the amount of time and money which is invested but also improves the balance between high performance, innovation and value for the business and the internal workforce. Social network are already beginning to change the passive recruitment process to a more transport and collaborative process where an employee is encouraged to forward company openings to their friends and connections. Learning to leverage social media tools to improve the performance has become a cost effective and viable business proposition, the organisations are already raising awareness about their employment brand by spreading the news of its potential talent both internally and externally, also improving communications between employees and also giving them the liberty to share their profiles and also organizing fun activities and spreading the news globally. Companies like Deloitte are using you tube by creating movies of their employees which can be used by others who can relate to the work culture in the organization. Siemens is using a game to recruit the potential employees. By using social media lot of companies have reduced the on onboard jobs and also the costs of the outside agencies According to a survey 67% of the HR professionals feel that it will be the primary recruiting tool by 2017. Slowly the traditional ways will vanish and the use of social media will play a major role in recruitment business.

(Schawbel, 2012) [10] Identifies that many recruiters now use social media throughout the hiring process; perhaps most recruiters are apparently checking for grammar and spelling on Facebook, Twitter, and LinkedIn. A survey released by Jobvite shows that 92% of employers are using or planning to use social networks for recruiting, this shows us that how social media has become an integral part for the hiring process. Social networks are viewed by corporations as a means to recruit both passive and active candidates in a personal yet professional way. According to him Companies are building employer brands on social networks to position themselves as the best place to work and to interact with potential candidates, what you post or Tweet can have positive or negative impact on what recruiters think of you.

(Srikrishna, 2012) [12], Explores and shows how the social networking sites have become an integral part of our lives. Not just friendships but professional relationships on a wider canvas have become easy to cultivate. It has helped build personalized online connections and also helped us in enhancing our employer branding quotient. It has become the tool of masses. From the view point of the employer, social media has become a great platform to communicate their value proposition as an employer quite effectively.

(Thomoson, 2013) [13], Found that it is relatively straightforward to recruit active employees via social media, i.e. people who are actively searching for new role. Brands like Tacco Bell and UPS have created Pinterest boards, Twitter Handles and Facebook pages, dedicated exclusively for this purpose. Active recruiting can be earned or paid e.g. earned would be engaging with prospects in a LinkedIn group while paid could mean placing an ad or posting a job

on LinkedIn ($395 for 30 days). But this approach might not work if people are looking for a highly qualified superstar, somebody who is currently employed and might not even be thinking about making a move. Conclusion arouse form the article explores that the posting your job on LinkedIn or Twitter is unlikely to have much impact.

There are a variety of recruitment approaches and most organizations will utilize a combination of two or more of these as part of a recruitment exercise or to deliver their overall recruitment strategy. There are six common models:

- In-house or human resources personnel may in some case still conduct all stages of the recruitment process. In smaller organizations, recruitment may be done by individual managers or recruiters. More frequently, whilst managing the overall recruitment exercise and the decision-making at the final stages of the selection process, external service providers may undertake the more specialized aspects of the recruitment process.
- Social Media Recruitment is the new trend which can implement in the current recruitment process. Social media helps to drive passive candidates and indirectly helps to create brand awareness about the Company. A few tools commonly used by social media recruiters are Linkedin, Facebook, Twitter, Google+ etc.
- Outsourcing of recruitment to an external provider may be the solution for small businesses and at times for large organizations
- Employment agencies are established as both publicly funded services and as commercial private sector operations. Services may support permanent, temporary, or casual worker recruitment. They may be generic agencies that deal with providing amateurish workers through to highly skilled managerial or technical staff or so-called niche agencies that specialize in a particular industrial sector or professional group.
- Executive search firms recruit for executive and professional positions. These firms operate across a range of models such as contingency or retained approaches, and also hybrid models where advertising is also used to ensure a flow of candidates alongside relying on networking as their main source of candidates.
- Internet recruitment services include recruitment websites and job search engines used to gather as many candidates as possible by advertising a position over a wide geographic area. In addition, social network sourced recruitment has emerged as a major method of sourcing candidates.

Social Recruitment an overview
With the advent of social media sites such as LinkedIn, Facebook and Twitter, recruitment procedures have been dramatically transformed. Reputed organizations not only cast a wide net through these sites but also narrow down their search to what they want exactly with great ease. They have precise strategies in place to make the best use of the social media in their hiring process.

The term "social recruiting" is a buzz phrase used throughout the HR world, which can be defined as "harnessing the evolution of Web 2.0 technologies and social media tools to communicate, engage, inform, and recruit our future talent". The use of such social networking websites allows recruiters to join with a broad array of

talented and capable candidates in niche communities. Reviewing candidates' social networking profiles can be a helpful tool for recruiters looking to hire a candidate. According to an article from HR Focus, a candidates' social networking profile helped a candidate get a job because their profile demonstrated they were well-rounded, creative, had received awards and accolades, and would be a good fit. However, reasons candidates did not receive job offers based on their social networking profiles included the demonstration of poor communication skills, drinking/drug use content, bad mouthing of previous employers/co-workers/clients, and/or posting provocative/badly chosen photographs. At present we do have job portals like Naukri.com, Shine.com and many such job search portal which employers uses to pool the talent inside the organization based on the skills and talents. A survey released by Jobvite shows that 93% of employers are using or planning to use social networks for recruiting, this shows us that how social media has become an integral part for the hiring process.

Social recruiting is the process of sourcing or hiring candidates through the use of social platforms as promotional channels by employers. Career/ Placement offices at university campuses also use social recruiting since social media is familiar to and often embraced by students and graduates as a job searching medium. Social media based recruitment is certainly on the rise, but is it suitable for all types of jobs? Mr. Manoj Biswas, HR lead, Accenture India, states, "Opposed to popular opinion, social media is a platform where an employer can seek candidates, irrespective of the nature of the job. Social media websites act as effective recruitment tools to scout for talent with specific skill sets and a large qualified talent pool. With the large number of groups across multiple networks, employers can now exercise their discretion and narrow down a search to a specific type of organisation/ qualifications/ skill set they are looking to hire."

Increasing Importance of Social recruiting in Corporates
Social recruiting falls into two different categories. The first is internet sourcing using social media profiles, blogs, and online communities to find and search for passive candidate data and information. The second is social distribution. This involves using social media platforms and networks as a means to distribute jobs either through HR vendors or through crowd sourcing where job seekers and other influencers share job openings within their online social networks.

The majority of HR managers say that social media platforms are an effective recruitment tool with a more direct and focused approach in today's technologically-vibrant age. From building rich talent pools and communities, connecting with potential employees, to finding effective ways to interact with 'passive' candidates, social media is doing all this and more. "Social media platforms have emerged as a very important element in building the employer brand. The sheer speed and interconnections of these platforms augments the bandwidth of reach in terms of potential candidates," "Social media, comprising Facebook, Twitter, LinkedIn, etc, is the fastest growing communication platform in the world. It has become a way of life for millions of youth across the globe who wants to remain connected to things that matter

irrespective of location." "Social media is like a goldmine of information. In future, it will not only emerge as a strong source for hiring but also serve to enhance the employer brand," says SY Siddiqui, chief operating officer - administration (HR, finance, IT, company law and legal, Maruti Suzuki India. "Recruiting through social networking websites is more cost-effective compared to traditional forms of hiring that include placement consultants, posting advertisements in different forms of media and participation in job fairs," confirms Shruti Jain, Chief Communications Officer and Global Head - CSR, EXL Service.

Employers are increasingly turning to social networking sites as a tool for screening job applicants. According to a survey conducted by Careerbuilder.com (2010), 45% of companies in 2009 used social networking websites as a screening tool for job applicants, a number twice as high as the year before. This statistic indicates the popularity of using these sites as a human resource tool. The use of social networking websites by individuals is a widespread phenomenon. The website Facebook.com is currently home to over more than 500 million users with half of those logging into their account at least once every day. Siemens is using a game to recruit the potential employees. By using social media lot of companies have reduced the on onboard jobs and also the costs of the outside agencies According to a survey 67% of the HR professionals feel that it will be the primary recruiting tool by 2015. Slowly the traditional ways will vanish and the use of social media will play a major role in recruitment business.

Grey sides of Social Recruiting

The first issue is how the use of these sites for recruiting affects the applicant pool, especially in terms of quality and also in terms of other characteristics. Some research on Internet recruiting in general has indicated that employers not only get more qualified applicants but also more unqualified applicants. However, because using these sites can allow for more targeted recruiting (i.e., applicants may be identified by certain characteristics), it is possible that using some sites may produce more qualified applicants. Also, many orga-nizations use these sites to identify passive job-seekers, who use the websites to indicate that they are interested in and available for certain job positions and occupations. Passive job-seekers are often assumed to be well-qualified, stable employees. However, the quality of passive job seekers relative to active job seekers is unknown, and whether social networking websites attract more passive job seekers is also in question. For example, in DeKay's (2009) study, he found that a majority of LinkedIn members indicated they could be contacted for career opportunities, and thus might not be considered truly passive job-seekers. Thus, the quality and passivity of job-seekers on these sites need further investigation.

Another question is whether there are differences in applicants across different websites (e.g., LinkedIn, MySpace, Facebook, Twitter, etc.) given their potentially different clientele. For example, LinkedIn is a professional network, whereas Facebook and MySpace are largely used for making social connections. There are some indications that Facebook and MySpace differ in their clientele, with Facebook attracting individuals of a higher socioeconomic status. Twitter, in contrast, may be used for professional or social purposes. Thus, whether applicants have different reasons for accessing the various websites has important

implications for recruiting insofar as recruiters may want to consider the types of applicants most likely to be identified from the different sources.

Applicant reactions to job postings on social networking sites are also an important area of needed research. Specifically, do applicants consider the postings on these sites favorably and fair, particularly in comparison to more traditional recruiting means? Because social networking sites are not publicly accessible (even though most individuals can get an account on the major sites), prospective applicants may view the fairness of using these sites for job postings differently than they view postings on company websites, public job boards, etc. It is also possible that there will be generational and racial differences in the acceptance and use of these sites for job seeking and recruiting. For example, some research has suggested that younger individuals (e.g., Generation Y) may be less concerned about privacy than prior generations (see Peluchette and Karl 2009). Thus, members of younger generations might be more accepting of the use of these sites to recruit. Further, if older generations are less technologically savvy or have more limited access to the

Conclusion

In sum, there is very little research about the consequences of recruiting using social networking websites, including the types of applicants identified and the reactions of applicants to the use of such recruiting. Survey research could investigate the success organizations have had when they used these sites for recruiting, including the cost effectiveness of using these sites relative to more traditional approaches. Research could also include surveys and laboratory studies with applicants as well as website users and non-users to examine their perceptions of the web-based recruiting process.

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