
Impact of Social Media Usage on Recruitment in the Indian IT Industry

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Recruitment is the process of attracting potential candidates to apply for the vacant positions in an organization and is considered an important activity undertaken by the Human Resource Department of any organization. This paper focuses on the effectiveness of social media usage for recruitment in IT companies in India. The research includes the perspectives of both the jobseekers as well as the recruiters. As both the jobseekers and the recruiters are looking for the best match, social media provides that connect between them. This paper focuses on social networking sites emerging as effective means of recruitment for such jobseekers to better market their skill sets. Recruiters are effectively using social networking sites to connect with the potential candidates to ease out the process.

This paper includes the research conducted on both jobseekers and recruiters separately by means of two questionnaires. 417 candidates and 121 recruiters participated in this research. After collecting the data, regression analysis was applied to find out the effectiveness of social media usage for recruitment.

Keywords: *Recruitment in IT industry, Social networking sites, Recruitment through social media, effectiveness, LinkedIn recruitment.*

INTRODUCTION

With the advancement of technology, social media plays a very important role in people's lives. It helps the communities to get engaged and build genuine relationships (Narvey, 2009). Examples of social media include Facebook, LinkedIn and Twitter. There are significant differences between these sites, but the basic component, which is networking through social contacts, is similar (Smith, 2010). LinkedIn and Facebook have features to act as recruiting tools as they both include job-posting features for recruiters and job-search options for jobseekers. Facebook and LinkedIn are most popular among young professionals. Employers who use LinkedIn and Facebook, have the highest potential of reaching young professionals in the workplace (Schroeder, 2010). LinkedIn is used for business and networking reasons and can be described as a virtual contact book (Bulik, 2008). Both these social media networking websites allow users to connect with others and tap into their internal network and contact business.

With the advancement of technologies, both recruiters and jobseekers are using social media platforms such as Twitter and LinkedIn to advertise jobs, find talent, and communicate with potential recruits about company culture (Madia, 2011). Social media is not only providing a platform for active jobs but also effective in finding passive candidates (Joos, 2008). Social media, when used for human resource purposes, provides a medium to post available jobs

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to a social media website and allows the recruiters to go through the profiles of responders for finding a perfect match for the job. To achieve this, social media provides a crucial advantage to form a wide network of connections (Scott, 2017). Such connections can include clients, former co-workers, college and school mates, business owners, professional acquaintances, and other people who can act as a hub for access to secondary connections.

This paper discusses the effectiveness of social media usage for recruitment in Indian IT firms from the perspectives of both the recruiters as well as the jobseekers.

LITERATURE REVIEW

Literature review forms an integral part of every research, since it gives an idea about the research already done on the topic. A thorough study of the research papers from various national and international journals, articles and review papers helps to identify the research gaps, leading to the topic for research. Reviewing the papers helps in establishing social media as a recruitment tool with pertaining advantages from jobseekers' as well as recruiters' perspectives. An extensive literature review was conducted through various research papers on recruitment using social networking sites.

Job Seeker

The use of social networking sites for recruitment purpose is emerging as a solution where it is beneficial for both recruiters and job-seekers. Instead of relying more on the external recruitment firms or job boards, many companies are focusing on locating talent through social networking sites such as LinkedIn, Facebook, Twitter and other platforms like Naukri.com, Monster.com (Brijmohan&Rohini, 2015). Social media is meant to provide various advantages to jobseekers by providing them a single platform to brand their profile (Sivertzen, Nilsen &Olafsen, 2013).

Build Professional Networks

Social media comes up with the basic advantage of building a network (Kaplan & Haenlein, 2010).Papacharissi (2009) explains about bringing of professional network together with a tagline "relationship matters". Through this relationship, social media not only helps in creating a professional network, but also acts as a catalyst in increasing networks. Van Dijck (2013) explained about the consequences of imposed connectivity and narrative uniformity on people's online identities and discussed about the shaping of public identities through different social media platform interfaces. The effective network management through social media helps in enhancing the professional and career-based advantages for individuals seeking jobs (Gerard, 2012).

Active Job Search

Social networking websites are being used as an active method of recruitment, where, like job portals, candidates also do an active search for jobs (Aral, Dellarocas&Godes, 2013). The job search portal on social networking websites helps the candidates since they are able to do networking as well as job search by maintaining just one single platform (Kane, Alavi, Labianca&Borgatti, 2012). The study done by Kane et al. (2012) explained advantages with social media as a source of recruitment and identified "active job search" as one of the key features that is articulated by social media platforms. Gilbert & Karahalios (2010) developed a predictive model with a dataset of over 2000 sample size, which predicted the probability of success when job searching is done through social media. On the contrary the study done by Nikolaou (2014), on IT professionals of Athens, Greece found that job seekers still seem to use job boards more extensively than social networking websites.

Passive Candidates

Social media provides a platform to the jobseekers where they keep their profile but not necessarily

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look for jobs. Nikolaou (2014) concluded that social networking websites like LinkedIn are highly effective for attracting passive candidates. Passive candidates are the job seekers who are not actively involved in job search but form a major pool of candidates for the recruiters (Doherty, 2010). Traditional recruitment processes always focus on the candidates who are actively looking for jobs but social media has the capability to reach passive candidates also, thus covering the section of candidates who may not be looking for jobs but have a technical profile on social networking websites (Kilcar, 2012). Social network allows the recruiter to create a pool of qualified candidates whom they can reach when they need to access those (Varma & Lambert, 2011).

Knowing about Peers

Other than Job search and building networks, social media helps an individual to know about other professional achievements (Skeels&Grudin, 2009). The social networking websites like LinkedIn provides the setup where a candidate gets the news feed about other profiles who are in his network (Arruda, 2017).

The literature review discussed in the above sections leads to the following research question pertaining to the jobseekers' perspective:

"What are the jobseekers' perceived advantages of social media usage for recruitment?"

Recruiter

Social media recruitment offers a large talent pool which can save time and cost (Santhosh Kumar, 2012). Social media has come as a boon to the Indian IT industry where it can help in overcoming geographic distances (Chaudaha, 2013). The studies conducted from the recruiter perspective are further classified and presented below.

Validate Credentials of Candidates

Social media is used as a tool by recruiters to identify

the candidates and validate their credentials. Berkelaar and Buzzanell (2014), evaluated the personal selection and career path of candidates by means of social media only. Leite, Palgon& Vila (2009) did an innovation and created a software which conveys the personal information gathered from the social networking connection, along with the verification score, to a set of profile consumers to help them in validating the information given by candidates. The profile credibility is not limited to recruitment in an organization as the research by Housholder&LaMarre (2014) explains how the credibility of social media profiles on Facebook helps in achieving political credibility.

Employer Branding

Recruitment is not only about staffing; it is about highlighting the brighter picture of the organization. So for the same purpose, social media is acting as a platform where employees can have the dedicated promotion of their organization with respect to work culture and innovations, thus giving a positive picture to the candidates. Organizational attributes have a positive effect on applicant attraction and organizational reputation has a positive effect on a candidate's perception of the job (Turban, Forret& Hendrickson, 1998). The application of this employer branding can be analyzed from the fact that potential candidates can get prior information about the company on these third party social media websites and thus have a clearer picture of their future employer to ease their decision making process. There is always a strong correlation between employer brand image and likelihood of the job applicant to apply for the job. Thus, employer brand image plays a major role in attracting potential and quality candidates for the organization (Knox & Freeman, 2006; Wilden, Gudergan& Lings, 2010). Social media can be used as a platform for self-marketing from the employer perspective which can help in building a positive reputation, such as to redress the asymmetrical information with the employers (Martensen, Borgmann& Bick, 2011). Branding, which was a term linked only with

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marketing in the past, is becoming a very important aspect of recruitment, and social media provides a catalyst while building an employer's brand image (Aspridis, Kazantzi&Kyriakou, 2013). Social media has emerged as an opportunity to raise the strategic role of Human Resource (HR) professionals through employer branding strategy for internal skills development, thus encouraging greater involvement of managers within the sourcing process (Girard, Fallery&Rodhain, 2013). Social media links recruitment to marketing and thus helps organizations to market themselves to potential candidates (Schoshinski, 2013).

Collect Database of Resumes

Another advantage of social media for recruiters is in terms of helping them in maintaining a database of resumes. A resume which matches the required job description is highly precious to the recruiter. Smart recruitment strategies in different organizations embrace the use of social media to maintain profiles of candidates, which can be used immediately for future purposes (Menon &Yeole, 2014). Social media provides a platform to recruiters where they search for candidates' resume from the database maintained on social networking websites like LinkedIn (Kumar, 2017). Holmes (2017) explained in his article about attracting passive candidates by means of collecting resumes through available database in social networking websites like LinkedIn, Facebook, Twitter, etc.

Protection and Privacy

Social media provides a channel which helps in protecting the information shared by jobseekers. Privacy concerns had an impact on risk-coping behaviours such as seeking out an interpersonal advice or additional information (e.g., privacy statement) or refraining from using websites that ask for personal information (Youn, 2009). Buchanan, Paine, Joinson&Reips (2007) in their study developed scales and instruments for testing the privacy of professional contents on social media with high correlation coefficient of those scales.

Those scales are suitable to be used in privacy search for contents on social media. Social networking websites like LinkedIn provide different switches to update privacy settings about sharing the profile to selected recruiters, thus providing the handle to users to selectively protect their information (Scott, 2014).

Perfect Match for Job

The interpersonal ties of networks in social media help in matching job descriptions with the candidate's profile (Marsden & Gorman, 2001). Khan (2012) invented a 'Perfect Match' engine that matches the validated jobs and resumes on social media by creating a ranked list of resumes for each job, and jobs for each resume.

Ease of Use

Recruitment through social media involves the use of an online platform or website (a social networking site) that enables people to communicate, where the interaction is web based and offers opportunities to interact over internet, e.g. via e-mail and 'instant messaging' (Broughton, Foley, Ledermaier, & Cox 2013). Ngai, Tao & Moon (2015) did comprehensive review of 46 research papers on social media usage in recruitment and concluded that social media is a very comfortable tool for the recruiters to deploy at their workplace. Social media provides a focused platform to the recruiter where they can narrow down their research to match their job requirements, thereby making the recruitment job a lot easier (Gentle, 2017).

Wide Network Connection

Social network sites are increasingly attracting the attention of recruiters to maintain the existing networks and thereby recruiters are continuously working to increase their connections (Boyd &Elison, 2007). Henderson & Bowley (2010) in their study, focused on how organizations contemplate the use of social networking sites to engage new audiences by widening their networks. Social media

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can help in collaborating with qualified professionals who can work with the organization to accomplish goals (Black, 2010).

Quality of Candidates

Social media has become the need of the hour of the recruiter as companies that do not embrace social media as a recruitment tool might risk losing quality candidates to their competition (Hunt, 2010). Madia (2011) analyzed that with awareness of technology, organizations must consider adding social media to their overall recruitment strategy to meet the goals of being cost-effective, targeted, and strategic to remain competitive by sourcing top talent through social media. Some of the qualities of candidates that a recruiter can get by taking advantage of social media are defined as follows:

Innovative and Technology savvy

To maintain a highly efficient corporate image, recruiters look for different ways to engage the prospective employees. Social media is one of the most promising media for the same. Companies use social media to attract innovative talent (Joos, 2008). McEntire & Greene-Shortridge (2011) discussed several approaches for identifying and selecting innovative candidates into an organization, including best practices for organizations of all sizes and budgets, where social media came out to be the best technique practiced by organizations.

Emerging trends

Social networking websites like LinkedIn and Facebook help in bringing the talent with knowledge of new upcoming trends directly on the table (Wasserman, 2018).

Best Match

To attract the best match, recruiters must define the platforms that jobseekers with matching skills are likely to apply on, so as to get the best possible match (Dev, 2016). Khan (2012) also mentioned about perfect match results of job requirement to

candidate's profile while collecting data for his innovation of the "Perfectmatch" engine.

The literature review discussed in the above sections leads to the following research question pertaining to the recruiters' perspective:

"What are the recruiters' perceived advantages of social media usage for recruitment?"

RESEARCH METHODOLOGY

This research helps in identifying the effectiveness of recruitment through social media from both the jobseekers' as well as the recruiters' perspectives.

Hypothesis

By means of a hypothesis, a predictable statement is passed which tests the relationship between variables. The key objective of this research is to analyze the impact and advantages of social media when it comes to recruitment. Based on the research objectives, the following null hypotheses have been formulated from the perspective of the job seeker and the recruiter.

Job Seeker

The effectiveness of social media usage for recruitment is not significantly related with:

H_{01J}: Building professional networks

H_{02J}: Active job search through social media

H_{03J}: Recruitment of passive candidates

H_{04J}: Knowing about peers

Recruiter

The effectiveness of social media usage for recruitment is not significantly related with:

H_{01R}: Quality of candidates

H_{02R}: Employer branding

H_{03R}: Wide network connection

H_{04R}: Ease of use of information available on social media

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H_{05R}: Protection and privacy of jobseekers' data

H_{06R}: Finding jobseekers with profiles matching perfectly the job descriptions

H_{07R}: Collecting a database of resumes

H_{08R}: Validating the credentials of candidates

Item Generation

For generating items to assess the effectiveness of social media usage for recruitment both from recruiter as well as jobseeker perspectives, various examples of such behaviors and styles were reviewed from the existing literature. The findings and discussion of the reviewed literature helped in analyzing the preexisting scales. A simple 5-point Likert scale ranging from strongly disagree to strongly agree was chosen for this study.

Sample Design

Sampling is the process which selects different cases from the population for inclusion in a systematic manner (Neuman, 2006) while maintaining representativeness with the population. An unambiguous definition of the sampling unit helps the researcher to study the identified phenomenon. The unit of analysis for this study is anyone employed in the Indian IT sector. The sampling method should ensure that the chosen samples are manageable and provide a cost-effective solution. A good sampling method cuts cost, reduces labour requirement and helps in gathering information relevant to study the phenomenon. In this research, the data is collected from Noida, Gurgaon, Bangalore, Hyderabad, and Pune since these cities are considered to be the hub for many companies in the IT industry.

Job Seekers

A separate questionnaire was designed to analyze the effectiveness of social media usage for recruitment from job seekers' perspective. The sample was from different IT specialties with different levels of experience.

Recruiter

From the perspective of recruiters, a questionnaire was designed with questions on the effectiveness of social media usage on recruitment. The sample was chosen from IT companies from different regions of India, as mentioned above, with minimum 30 employees. The questionnaire was sent out to the HR departments of different organizations by means of google forms. The google form link was sent to the corresponding HR departments.

Sample Size

Job Seekers

As per the report from NASSCOM (June 2017) there are 2.5 million IT users in India (from the region of Delhi-NCR, Bangalore, Hyderabad, Chennai, and Pune. A survey was conducted by LinkedIn (2017) which showed that 92% of IT users use social networking sites for job search.

In order to calculate the sample size assuming a confidence interval of 95% with 5% margin of error and SD= 0.5, for the population size of 1.8 million, the Z score comes out to be ~1.96. If we apply the formula (as per RaoSoft software) as mentioned below:

$$n = Z^2 * \sigma^2 * (1 - \sigma) / e^2$$

$$n = 384.$$

Assuming response rate of 63.7% for individuals and standard deviation 18% (Krishnan, 2016), the questionnaire was sent to 700 employees. Those employees were chosen randomly on the basis of different levels of experience. Thus this study used stratified random sampling.

Recruiter

A report from NASSCOM (June 2017) published that there are 1.3 million IT companies in India, from the region of Delhi-NCR, Bangalore, Hyderabad, Chennai, and Pune. On similar lines with respect to job seekers, the sample size for recruiters was calculated with a confidence interval of 90% and 10%

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margin of error and $SD=0.5$. As per RaoSoft software the sample size is 97.

Before sending the questionnaires to HR recruiter, a formal mail was sent to get their approval whether they will be able to share the data. As a thumb rule, in such cases where HR recruiters are taken into confidence, the response rate is close to 94% with standard deviation of 25% (Krishnan, 2016). On this basis, the questionnaire was sent to 150 different recruiters. Those recruiters were chosen randomly from different companies on the basis of employee size. Thus the sampling chosen is stratified random sampling.

Instrument Development

To assess the effectiveness of social media usage for recruitment, this study was conducted by means of an online questionnaire/survey. As the survey helps in collecting a large amount of data from a sizable population (Saunders et al., 2009), so this comes out to be the most suitable method for this study. Based on the review of the literature, two separate questionnaires were designed for data collection. The questionnaire for recruiters had 41 questions, while the questionnaire for job-seekers had 26 questions, which focused on various advantages that social media provides pertaining to recruitment. The survey was conducted using Google docs through e-mails and social media channels like Facebook and LinkedIn.

RESULTS AND ANALYSIS

The following sections explain the results from the jobseekers' and recruiters' perspectives.

Data Preparation

The statistical method deployed for this research is regression analysis. This section pursues the presentation of outcomes in the context of normality and collinearity.

Normality is a necessary condition of any multivariate regression (Hair, Black, Babin,

Anderson and Tatham, 2010). In this research, each independent variable for both jobseekers and recruiters are checked for distribution and it was deduced that random distribution of means across samples is normal and there is no significant deviation of data from normal distribution.

Collinearity can be assessed by examining tolerance and variance inflation factor (VIF). The tolerance value for the independent variables was less than 1 and VIF was greater than 1. This indicates that collinearity was not a problem for this research.

Testing Hypotheses

Job Seekers

Regression analysis was applied on perceived advantages of job seekers as independent variables and effectiveness of social media usage as the dependent variable. Table 1 shows the model summary with R and R squared value of the regression. The R squared value is 0.425 and adjusted R squared value is 0.420. The adjusted R squared penalizes a multiple regression model for including non-significant independent variables. The difference between R squared and adjusted R squared is found to be 0.005 confirming that size of the sample chosen is acceptable and the choice of independent variables is appropriate. The low value of standard error of estimate together with small difference between R squared and adjusted R squared indicate good model fit.

Further, in this model, the three independent variables building professional network, knowing about peers and active job search through social media are able to account for 42% variation in the dependent variable, effectiveness of using social media.

The regression analysis was done to check p values and beta coefficients. If p value is greater than 0.05 null hypothesis is accepted else it is rejected. The rejected null hypothesis indicates that there is significant influence of independent variable on

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dependent variable. The results can be inferred from the hypotheses mentioned in Table 2. All independent variables have significant effect on the dependent variable as all the null hypotheses are rejected. If all other variables are held constant, a unit positive increase in “building professional networks” will result in 0.466 unit positive change in “effectiveness of social media”. A unit positive change in active job search through social media will increase the effectiveness of social media by 0.564 units. For passive candidates a unit positive increase will increase the social media effectiveness by 0.519 units and a unit positive increase in knowing about peers will increase the effectiveness of social media by 0.299 units.

Recruiter

On the same lines as jobseekers, regression analysis was applied on perceived advantages of recruiters as independent variables and effectiveness of social media usage as the dependent variable. Table 3

shows the model summary with R and R squared value of the regression. The R squared value is 0.943 and adjusted R squared value is 0.893. The difference between R squared and adjusted R squared is found to be 0.08 confirming that size of the sample chosen is acceptable and the choice of independent variables is appropriate. The low value of standard error of estimate together with small difference between R squared and adjusted R squared indicate good model fit.

Further, in this model, the eight independent variables: validating the credentials of candidates, employer branding, collecting a database of resumes, protection and privacy of jobseekers’ data, finding jobseekers with profiles matching perfectly the job descriptions, ease of use of information available on social media, wide network connection and quality of candidates are able to account for 89% variation in the dependent variable, effectiveness of using social media.

Table 1: Regression Model for Effectiveness of Social Media Usage for Job seekers				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.420	.12224
a. Predictors: (Constant), Knowing about peers, Building professional networks, Not active Job search but open for discussion, Active job search through social media				

Table 2: Hypothesis Testing for Effectiveness of Social Media Usage for Job Seekers			
Hypotheses	Beta	Sig.	Accepted / Rejected
H ₀₁ : There is no significant relationship between building professional network and effectiveness of social media usage.	.466	.000	Rejected
H ₀₂ : There is no significant relationship between active job search through social media and effectiveness of social media usage.	.564	.000	Rejected
H ₀₃ : There is no significant relationship between no active job search but open for discussion and effectiveness of social media usage.	.519	.000	Rejected
H ₀₄ : There is no significant relationship between knowing about peers and effectiveness of social media usage.	.299	.000	Rejected

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Table 3 : Regression Model for Effectiveness of Social Media Usage for Recruiters				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.890	.882	.19413
a. Predictors: (Constant), validating the credentials of candidates, employer branding, collecting a database of resumes, protection and privacy of jobseekers' data, finding jobseekers with profiles matching perfectly the job descriptions, ease of use of information available on social media, wide network connection, quality of candidates				

Table 4 : Hypothesis Testing for Effectiveness of Social Media Usage for Recruiters			
Hypotheses	Beta	Sig.	Accepted / Rejected
H _{01R} : There is no significant relationship between quality of candidates and effectiveness of social media usage.	.231	.001	Rejected
H _{02R} : There is no significant relationship between employer branding and effectiveness of social media usage.	.107	.003	Rejected
H _{03R} : There is no significant relationship between wide network connection and effectiveness of social media usage.	.150	.010	Accepted
H _{04R} : There is no significant relationship between ease of use of information available on social media and effectiveness of social media usage.	.189	.000	Rejected
H _{05R} : There is no significant relationship between protection and privacy of jobseekers' data with effectiveness of social media usage.	-.084	.016	Accepted
H _{06R} : There is no significant relationship between finding jobseekers with profiles matching perfectly the job descriptions and effectiveness of social media usage.	.112	.005	Rejected
H _{07R} : There is no significant relationship between collecting a database of resumes and effectiveness of social media usage.	.398	.000	Rejected
H _{08R} : There is no significant relationship between validating the credentials of candidates and effectiveness of social media usage.	.017	.631	Accepted

The results for recruiters can be inferred from the hypotheses mentioned in Table 4. The p value greater than 0.05 indicates that research could not establish significant relationship between the independent and dependent variables. Quality of candidates has a significant impact (beta value 0.231 and p value 0.001). The significance of employer branding on effectiveness of social media usage can be explained with the rejected null hypothesis (p=0.003) and positive relationship (0.107). Effectiveness of social media usage by providing wide network connection could not be established as the null hypothesis was accepted in this case (p =0.010). The research

establishes the fact that social media does help in making the process simple and easy as the p value of variable ease of use is 0.000 and beta value (0.189) indicates the positive relationship. The protection and privacy of data through social media could not be proved from this research as null hypothesis is accepted (p=0.016). The recruiters find social media helpful in finding jobseekers with profiles matching perfectly the job description (p=0.000, beta=0.112). Social media gives a platform to the recruiters to collect a database of resumes for current and future use and this can very well be derived from research with p value 0 and beta value 0.398. The research

could not prove that recruiters use social media for validating the credentials of candidates as the null hypothesis was accepted ($p=0.639$).

DISCUSSION AND CONCLUSION

This section details the findings and interprets their impact on jobseekers and recruiters. It also recommends and provides insights to academicians and practitioners.

Discussions Related to Effectiveness of Social Media Usage on Jobseekers

The effectiveness of social media usage was studied from jobseekers' perspective for the IT employees. With the use of significant positive correlation coefficients and significant beta coefficients, the study proved to be useful for assessing the significance of social media usage on characteristics of jobseekers.

The results indicated a significant positive relationship between "building professional networks" and effectiveness of social media usage (Table 2). This finding is supported by Gerard (2012), who found a positive influence of social media on building strong professional networks. The results also showed a strong impact of social media on active job search by jobseekers. Similar results were depicted in research of Aral et al. (2013), Kane et al. (2012), Gilbert and Karahalios (2010) and Nikolaou (2014).

The research also proved that social media gives a strong platform to passive candidates in addition to active candidates which is similar to the study done by Kilcar (2012) as well as Varma and Lambert (2011). This study also found that knowing your peers through social networking sites has a significant positive relationship with effectiveness of social media usage. Skeels and Grudin (2009) and Arruda (2017) also established this fact about social media acting as a source of information about others in the network.

Discussions Related to Effectiveness of Social Media Usage on Recruiters

On the similar lines, the effectiveness of social media usage was studied and understood from the recruiters' perspective also. The correlation coefficients and beta coefficients were used to assess the relationship of recruiters' perspective with effectiveness of social media usage. This research established the fact that social media is helpful for recruiters in getting high quality candidates. This is supported by the study of Hunt (2010) and Madia (2011) where social media was proved as an asset for getting high quality candidates. This study also helped in ensuring social media being used by recruiters as a medium for employer branding. The role of social media in employer branding was also backed by the studies of Girard, Fallery and Rodhain (2013); and Schoshinski (2013).

The influence of "wide network connection" was also checked with effectiveness of social media usage, but the study could not find any correlation between the two. Previous researches by Henderson and Bowley (2010); and Black (2010) explained the impact of social media on widening the network connections. Social media usage has made the recruitment process easier and simpler. The results also show a strong relationship between "ease of use" and effectiveness of social media usage. Broughton et al. (2013); and Ngai, Tao and Moon (2015) also concluded in their research that recruitment had become easier with the use of social media.

The results of this study did not explain the fact that social media helps in maintaining protection and privacy of candidates' data. On the contrary, Scott (2014) had established that social networking websites like LinkedIn provide users a way to protect their data and maintain privacy. This study also found that social media provides a platform to the recruiters where they can find jobseekers having profiles matching with the job requirement. Khan (2012) also established the same fact.

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It was also established from the results of the study that by using social media, the recruiters maintain a database of candidates' resumes, which they can use for their current as well as future requirements. Kumar (2017) and Holmes (2017) also explained the use of social media for recruiters in collecting the candidates' profiles and then using them when there is a job requirement in the organization. This study could not prove the usage of social media in validating the credentials of candidates. Thus the research could not be aligned with the findings of Berkelaar and Buzzanell (2014); and Housholder and LaMarre (2014), where they concluded that recruiters do check the profiles of candidates on social networking websites like LinkedIn and Facebook.

Limitations and Scope for Further Studies

The research was generic in nature and data of both recruiters and jobseekers was analyzed. The jobseekers' and recruiters' data was independent in nature and there was no common connection between them. The hypotheses that were formulated tried to resolve both the cases independently. This research was conducted only on the IT sector and in future it could be extended to study the effectiveness of social media usage on recruitment in other industries as well.

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