Social media recruitment and culture: an empirical study

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Social media recruitment and culture: an empirical study

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Abstract: Culture and cultural values can play an important role in recruitment decisions. Lack of knowledge on the influence of cultural values can be a serious obstacle to achieving a better understanding of recruitment. Influenced by the unified theory of acceptance and use of technology and internet technology research, the study proposes to understand the mediating role of culture between social media recruitment intention and recruitment outcomes. The study aims to examine the relationship between recruiter's intention to use SMR and recruitment outcomes (pre-hire and post-hire outcomes). The study also aims to understand the role of culture as a mediating variable between recruiter's intention to use SMR and recruitment outcome. The study result suggests that social media recruitment is significantly related to pre-hire outcomes and post-hire outcomes. Further, the study result proved the positive significant mediating effect of culture. The result of the study has important managerial implications.

Keywords: social media recruitment; pre-hire outcomes; post-hire outcomes; culture; applicants; candidates; recruitment outcomes; hiring.

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1 Introduction

Research on culture has been attracting attention by human resource scholars owing to its capability to affect organisational effectiveness (Gerhart and Fang, 2005). While most of the culture and HRM research are on training, compensation, performance appraisal (Muduli et al., 2016), very few research has been conducted in the context of employee recruitment. Although research on social media and culture has been reported (Rampersad and Althiyabi, 2019; Wang and Liu, 2019; Lo et al., 2017; Straub et al., 1997), very few research has been conducted on the role of culture on social media recruitment (SMR) (Leidner and Kayworth, 2006; El Ouirdi et al., 2016; Im et al., 2011).

With the increasing popularity of social media sites such as Facebook, Twitter, LinkedIn and Instagram among the new generations, recruiters are found planning to use SMR for attracting talent (Pike et al., 2013; Melanthiou et al., 2015; El Ouirdi et al., 2016; Holland and Jeske, 2017). Whereas SMR has been credited for higher efficiency in terms of expediting the speed of attracting talent and reducing cost of recruitment, its effectiveness may depend on the comfortability of the recruiters and recruitees to adopt

and use the technologies related to social media. This is because social media applications, such as Facebook, Twitter, Instagram and Snapchat are changing the way the internet is being used (Lo et al., 2017). Further, research on adoption and use of information technology (IT) has found that individuals' comfortability or resistance to technology is much a cultural issue than a rational decision-making process (Im et al., 2011). For example, Leidner and Kayworth (2006) found that uncertainty avoidance, a characteristic of national culture can play a significant role in determining how groups will potentially adopt and diffuse information and communications technologies. This largely because IT is inherently risky, those less comfortable with uncertainty will be less likely to adopt and use new technologies.

Research witnessed that recruiters intention to use various recruitment methods depend on several expected outcomes such as number applications, quality of applicants, speed of filling up vacancy, post joining job performance, absenteeism, commitment, and satisfaction of the applicants (Fisher et al., 2014). While the former are known as pre-hire outcomes, the later called as post-hire outcomes. In the context of SMR, Fisher et al. (2014) found that recruiters prefer SMR as it is more cost-effective and fill-up vacancies very fast.

To date, very few academic research has been reported on SMR and recruitment outcomes (RO) with a few exceptions (Dossena et al., 2019; Chauhan et al., 2013; Nikolaou, 2014). Whenever studied, the focus has been on social media as a tool for gathering information about candidate (Nikolaou, 2014; Roth et al., 2016) and researcher used either secondary data source (Fisher et al., 2014; Neuhofer et al., 2015; Harrison and Stone, 2018) or involving recruitees only as a primary data source (Tiwary et al., 2019; Sivertzen et al., 2013; Wazed and Ng, 2015). Very few studies are primary data based and conducted involving recruiters (Parry and Wilson, 2009; Gibbs et al., 2015). Further, we can see a newness of this research as most of the studies on SMR are conducted US, Central and Eastern Europe context and very few have been conducted in Asian perspective. For example, Parry and Wilson (2009) involved recruiters to explore the factors affecting adoption of online recruitment methods such as websites and job boards.

Further, culture and cultural values can play an important role in recruitment decisions. For example, Ma and Allen (2009) noted that "lack of knowledge on the influence of cultural values can be a serious obstacle to achieving a better understanding of recruitment." Influenced by the unified theory of acceptance and use of technology (UTAUT) and internet technology research (Im et al., 2011; Leidner and Kayworth, 2006), culture is proposed to mediate the relationship between SMR intention and RO. The rationale is adoption and use of SMR, an IT intervention depends on individuals' comfortability or resistance to the technology which is much a cultural issue than a rational decision-making process. Further, although few research on social media and culture are reported recently (Rampersad and Althiyabi, 2019; Wang and Liu, 2019), we have not came across any studies which has considered culture as mediating between SMR and outcome. Thus, the study aims to examine the relationship between recruiter's intention to use SMR and RO (pre-hire and post-hire outcomes). The study also aims to understand the role of culture as a mediating variable between recruiter's intention to use SMR and recruitment outcome.

2 Theoretical background and research model

The proposed research model argues that recruiter's intention to use SMR may depend on the expected outcomes (pre-hire and post-hire RO). The model also proposes culture as mediating recruiter's intention to use SMR and perceived outcomes.

SMR is an under-researched area, and hence we need to turn to literature outside of this area to provide a theoretical framework. While we are interested in organisational adoption of SMR, it could be argued that the decision to adopt this method is primarily driven by an individual such as the head of recruitment. It may, therefore, be appropriate to examine the literature on individual decision-making. A model that has been used to explain the decision of individuals to act in a particular way is the theory of planned behaviour (TPB) (Ajzen, 1991; Haldar and Goel, 2019). This model proposed that the intention to perform a particular behaviour is based on attitudes and beliefs about that behaviour. Individuals who hold favourable attitudes towards a given behaviour will hold a favourable attitude towards performing that behaviour, while a person who has negative attitude towards behaviour will hold unfavourable attitudes towards performing it. TPB may also have face validity as a framework for the explanation of the adoption of SMR as individuals who have positive attitudes towards SMR, may decide to adopt social media methods within their organisations.

Further, based on TPB, the attitude of the decision maker towards the adoption of a new method is important but may not be sufficient to explain organisational decisions to adopt a new method. Decisions can be logical and depend on the decision makers calculation based on pre-determined criteria. In this connection, the diffusion of innovation theory (DIT) can be relevant and useful to provide a framework for accepting SMR by the recruiters. This encouraged us to look at SMR method from the technological innovation perspective. Our argument of considering SMR as technological innovation matches with the definition of innovation which is defined as the generation, acceptance, and implementation of new ideas, processes, products or services (Kanter, 1985). An examination of the literature on the adoption of innovations, in general, allowed us some insight into the processes behind the organisational adoption of technology-based SMR. The key theme in the innovation literature is the study of factors affecting the extent of adoption or diffusion. Rogers (1995), the best-known author in the field, defined the diffusion of innovation as the process by which an innovation is communicated through certain channels over time among the members of a social system and provided a framework for explaining the adoption of innovations by organisations. Rogers (1995) described a generic set of five factors affecting adoption/diffusion:

1 Relative advantage: The degree to which an innovation is perceived as being better than the idea it supersedes.

2 Compatibility: The degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters.

3 Complexity: The degree to which an innovation is perceived as relatively difficult to understand and use.

4 Trialability: The degree to which an innovation may be experimented with on a limited basis.

5 Observability: The degree to which the results of an innovation are visible to others.

Thus, influenced by the DIT, we propose that recruiters decision of adoption of SMR can influenced by the five important factors.

Research in cultural psychology has proved the role of culture in shaping the human cognition, emotion, and motivation. For example, Im et al. (2011) found that culture can play an important role in technology adoption. The authors observed that individuals decision to use technology is much a cultural issue than a rational decision-making process. Further, the UTAUT suggests that individuals comfortability or resistance to the technology is much a cultural issue than a rational decision-making process (Durak, 2019). Social media, being an emerging IT and its acceptance and use may depend on cultural context of the users. Hence, culture can be expected to play a critical role in social media adoption and use.

Influenced by the above theoretical framework, the research framework proposes SMR to have a direct and indirect association with RO. Whereas the proposed direct relationship is between SMR and RO, the direct relationship is through culture. In other word, it is also hypothesised that the relationship between SMR and RO is mediated by culture (C).

3   Hypotheses

3.1   SMR and RO

Social media is a medium of free participation which can allow communities to participate and try to build a genuine relationship (Narvey, 2009). Social media can be roughly referred to as a group of internet-based applications that build on the ideological and technological foundations of the Web 2.0 and that allow the creation and exchange of user-generated content (Kaplan and Haenlein, 2011).

SMR has been preferred by recruiters owing to its relationship with RO. Recruitment practitioner has been emphasising the significance of SMR by refereeing to various pre-hire RO (easy accessibility, genuineness of resources, active processing, helping to generate more favourable responses, meet timeframes and cost savings) and post-hire RO (efficiency and cost-effectiveness for recruiters, recruitees performance, retention of recruitees, etc.). Girard et al. (2013) observed that by using SMR, a talent which is not currently available with job portals/placement consultants are also accessible, and genuineness of resources is easy to identify. A web-based comparative cohort study including 18-to-45 year-old Danish women concludes that online recruitment methods specifically SMR is superior to offline methods both on efficiency and cost-effectiveness (Christensen et al., 2017). More than 40% of the studies found that SMR can be the most effective method compared to traditional methods to recruit research participants for medical research (Topolovec-Vranic and Natarajan, 2016). Researchers have studied brand activity and its impact on student recruitment and found that students tend to perform positively when universities are utilising social media as a recruitment method (Rutter et al., 2016). Carrillat et al. (2014) found that managers seeking to gain an edge in recruitment should use SMR as it stimulates more active processing and has high entertainment value helping to generate more favourable responses toward the employer for recruiters. Fisher et al. (2014) observed that SMR has become part of a more cost-effective recruitment approach and a faster way to get employment opportunities posted to meet timeframes that the recruiter controls. Recruiters can send and resend job

opportunities as often as deemed necessary while minimising spend on more traditional, complementary ways of recruitment (e.g., job boards). Benedict et al. (2019) mentioned that if we consider the advantages of social media method, recruitment via social media may be a more effective and efficient strategy compared with hospital-based methods. Koch et al. (2018) investigated the impact of social media on the recruitment process in South Africa and found that LinkedIn is being used substantially high as compared to other tools such as Twitter and Facebook. Van Esch and Mente (2018) examined role of social media in recruiting people and they found that the use of video-enabled facilitates recruiters in order to save both the amount of time and costs invested in the recruiting process. Sivertzen et al. (2013) found a positive correlation between social media use and employer brand which in turn increases the job applicants' attraction level towards an organisation. Hyder et al. (2019) examined the use of social media in marketing strategies of universities to recruit international students and found that most of the universities are using Facebook, Instagram and Twitter to communicate and attract students with high success ratio.

H1   Recruiters' intention to adopt SMR is significantly related to RO.

    H1a   Recruiters' intention to adopt SMR is significantly related to pre-hire RO.

    H1b   Recruiters' intention to adopt SMR is significantly related to post-hire RO.

3.2   SMR, culture and RO

Culture, organisational culture, and national culture are some of the popular constructs with which organisational theorists, psychologists, sociologists, and anthropologists are concerned (Sreen et al., 2019; Singh, 2006). Culture and cultural values can influence human resource decisions including decisions related to recruitment. In the context of applicants for recruitment, Ma and Allen (2009) commented that cultural values can influence applicant's intention to respond to recruitment practices. Phillips and Gully (2002) found that applicant reactions are systematically related to cultural values. Thus, cultural differences can influence recruitment (Ma and Allen, 2009) and hence recruiter's intention to use SMR. Being an internet technology, individual's intention to use social media applications, such as Facebook, Twitter, Instagram, and Snapchat have been subjected to several national cultural characteristics (Durak, 2019). Further, the UTAUT suggests that individuals comfortability or resistance to the technology is much a cultural issue than a rational decision-making process (Durak, 2019). Social media, being an emerging IT and its acceptance and use may depend on cultural context of the users. Hence, culture can be expected to play a critical role in social media adoption and use.

Literature on individual's intentions to use internet technology witnessed a role of national culture and cultural characteristics. While examining the cultural differences in motivations for using the internet, Ko et al. (2006) found that US consumers had a higher degree of information and convenience motivations, while the Korean had a higher degree of social interaction motivation in using the internet. Wang and Liu (2019) found a positive moderating role of culture on social media and online expression. Rampersad and Althiyabi (2019) found that culture plays an important role in using social media for spreading fake news. Straub et al. (1997) compared three national cultures: Japan, Switzerland, and the USA and found that the impacts of both perceived usefulness and perceived ease of use on user behaviour were greater in the USA than in Japan. In the

context of Arab countries, Hill et al. (1998) found cultural values (preference for face-to-face interaction, allegiance to family, concept of time, religion and gender relations) tend to either facilitate or impede technology transfer to the host countries. In a study of internet diffusion, Loch et al. (2003) found that acceptability of computers (a value); in Arab countries is positively related to the level of internet usage. In a similar study at the organisational level, Cabrera et al. (2001) found that successful technology assimilation requires either the technology to fit the organisational culture or the culture to be shaped to fit the behavioural requirements of the technology.

Thus, considering the importance of culture in internet technology adoption, we propose the following hypothesis:

H2   Culture mediates the relationship between SMR intention and RO.

4   Methodology

This section describes the population and sample, measurement instrument, procedures used, and data analysis.

4.1   Population and sample

The target population was the recruiters from the manufacturing and service sector of India; the available population was the managing partners and HR partners/managers/directors working in different companies of Gujarat, a state of India. The state of Gujarat, India has been considered as it has been consistently rated as industrially advanced and hence the recruiters may involve in frequent recruitment activity using advanced recruitment methods such as SMR. The sample was selected from the recruiters engaged in SMR especially through LinkedIn as it has been rated as most preferred SMR forum (Koch et al., 2018). Further, as identification of recruiters using SMR was not easy and hence may fall within the category of 'hard-to-reach' sample, we choose to rely on social networking sites (Web 2.0) especially LinkedIn. While doing this, we are more influenced Baltar and Brunet (2012) as the researcher suggested social networking sites (Web 2.0) such as Facebook, LinkedIn as more effective for collecting data from 'hard-to-reach' populations. Although the traditional snowball sampling is preferred to collect data from 'hard-to-reach' populations, we used 'virtual networks' sampling techniques as snowball sampling is criticised as biased as it is not random (Baltar and Brunet, 2012). The 'virtual networks' sampling techniques allowed us to randomly select the recruiters who are using SMR from a virtual network (LinkedIn).

Around 400 recruiters were targeted considering 1:20 ratio between number of items (20 items) and sample (400 respondents). The decision to consider the 1:20 ratio is to achieve the threshold ratio level of 1:10 as suggested by Hair et al. (2006). For example, Hair et al. (2006) suggested that as a general rule there should be at least ten times as many observations as there are variables to analyse, and that a higher ratio may even be preferable. From the 400 administered questionnaires, 282 were returned; 42 were rejected as incomplete, leaving 240 that were usable (ratio 1:12 and hence acceptable), for a response rate of 60%.

4.2 Procedure

This is a survey-based study. The survey instrument has been designed following previous research (Gibbs et al., 2015; Parry and Wilson, 2009; Allen et al., 2004; Hong, 2006). SMR intention instrument has been designed influenced by Gibbs et al. (2015), RO instrument has been designed following Parry and Wilson (2009) and credibility and satisfaction instrument has been designed following Allen et al. (2004) and Hong (2006). All the measurement instruments were further refined with the help of a HR senior director of a reputed software firm, as well as university HR professor who had served in recruitment practices. Further, a pilot study was conducted to test for any construct weaknesses, and for weaknesses in the research design (Collis and Hussey, 2003). A sample of 30 (10 from the public sector and 20 from the private sector) HR managers were administered with the measurement instrument and response collected to further refine the instrument. As all the variables passed the threshold Cronbach alpha reliability score (.7), they all are considered without any modification.

4.3 Measures

The survey instrument consisted of *SMR intention* (three items), *RO* (12 items) consisting of pre-hire (nine items) and post-hire outcome (three items) and *culture* (24 items), for a total of 39 items. Each component is described next. The Likert-type scale of 1 to 5, 1 being 'strongly disagree' and 5 being 'strongly agree' was used to measure the items.

- *SMR intention:* SMR intention refers to the intention of the recruiter to adopt SM for employee recruitment. Influenced by the TPB (Ajzen, 1991), we propose that recruiters intention to use social media may influence their decision to adopt social media for employee recruitment. Influenced by past research (Gibbs et al., 2015; Gregory et al., 2013), SMR intention has been measured through three questions. Sample items include 'Social media should have a central role in the hiring process, and 'Social media has been considered important in the industry'. The alpha reliability of SMR was .92.

- *RO:* RO refers to the expected benefits that the recruiters perceived to get by using social media. RO has been measured considering two aspects of RO, i.e., pre-hires outcomes and post-hire outcomes. Influenced by Parry and Wilson (2009) and the DIT (Rogers, 1995; Archibald and Clark, 2014), we measured RO (pre-hire and post-hire) using the five factors as suggested by the theory of adoption/diffusion of innovative technology:

  1 Relative advantage: The degree to which SM in recruitment is perceived as being better than the idea it supersedes; sample items include 'It helps to get better candidates than other methods' and 'SM is better in communicating ideas than others'.

  2 Compatibility: The degree to which use of SM recruitment is perceived as consistent with the existing values, past experiences, and needs of potential adopters. Sample items are 'It is desired practice now' and 'It is compatible with company culture'.

3   Complexity: The degree to which SM recruitment is perceived as relatively difficult to understand and use. Sample items include 'SM is popular because it is simple to use' and 'Even complicated issues can be handled through SM'.

4   Trialability: The degree to which SM in recruitment may be experimented with on a limited basis.

5   Observability: The degree to which the results of SM in recruitment are visible to others. Sample items include 'It saves cost' and 'It helps assess intelligence'. The alpha reliability of RO was .83.

- *Culture (C):* Hofstede (2001, op. cit., p.21) defined culture as "the collective mental programming of the mind which distinguishes the members of one human group from another… Culture in this sense, includes systems of values; and values are among the building blocks of culture." The scales for measuring culture in the form of power distance, uncertainty avoidance, femininity, masculinity, individualism, and collectivism in Hofstede's dimensions were adopted from Vitell et al. (2003) and Kim and Kim (2010), in which the researcher examined executives' perceptions using Hofstede's cultural dimensions. We measured recruiters perception across six broad cultural dimensions using an instrument that consists of 24 questions across six sets of cultural values, including power distance, uncertainty avoidance, femininity, masculinity, individualism and collectivism. The alpha reliability of RO was .71.

5   Statistical techniques

Structural equation modelling (SEM) (Amos 16) was used to test the hypothesised model (Figure 1). SEM is a family of statistical models that seek to explain the relationship between multiple variables are more effective when testing models that are path analytic with mediating variables and contain latent constructs that are being measured with multiple indicators (Hair et al., 2006). Because our model contains several latent variables (using subscales) and involves mediating variable (based on subscales), and based on the review of the empirical evidence supporting the hypothesised relationships, SEM was considered appropriate.

SEM researchers propose a two-step procedure when testing theoretical models (Medsker et al., 1994). The first step is to examine and validate the measurement model; the second step tests the structural model and conducting hypothesis tests (Garver and Williams, 2009). Following Garver and Williams (2009), at the first step, confirmatory factor analysis (CFA) was used to refine and validate the measurement model. CFA, rather than exploratory factor analysis (EFA), was used as the items included in the survey had been used and validated previously. This helped us to evaluate the contribution of each item to the construct (latent variables). The measurement model also provides an assessment of convergent and discriminant validity, while the full model provides an assessment of predictive validity. Then, at the second step, the structural model was tested to determine the strength of the hypothesised relationships between the constructs.

Figure 1 Hypothesised model
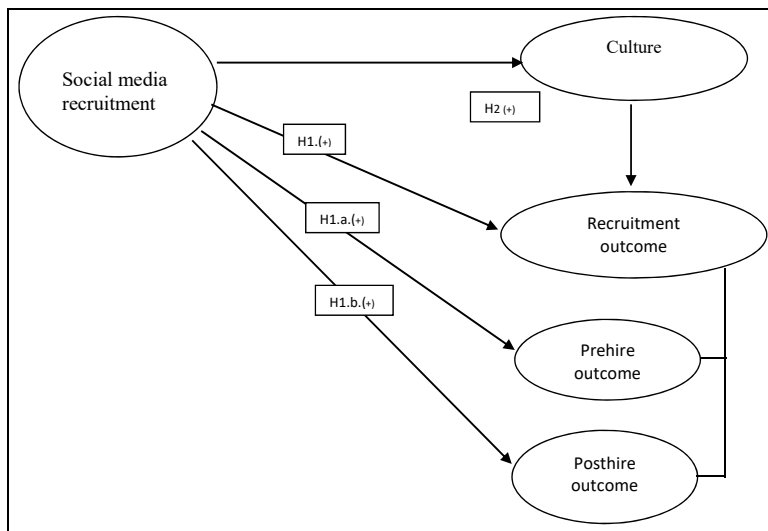
5.1 *Measurement model: validity and reliability*

CFA was used for a simultaneous assessment of overall and specific elements of measurement validity and reliability. CFA showed that all factor loadings and path coefficients were statistically significant. The t-values were above the required value of 1.96. Convergent validity is good as all the items and variables have high and significant factor loadings [greater than .60 as suggested by Bagozzi and Yi (1988)]. Discriminant validity was measured by comparing the square root of the average variance extracted to the correlation between constructs (Braunscheidel and Suresh, 2009). As indicated in Table 3, each construct was higher than the corresponding inter-construct correlation estimates, suggesting good discriminant validity. Moreover, the correlation coefficients among the constructs do not exceed 0.85, indicating that multicollinearity is not a problem (Kline, 2005). Reliability estimates for the three scales, based on the CFA, all exceeded the 0.70 cut-off value suggested by Hair et al. (2006), providing evidence of scale reliability (SMR – .92, CS – .81 and culture – .71) (Table 1). CFA also helped us in assessing common method biases (Podsakoff and Organ, 1986). CFA helped in extracting three factors with eigenvalues > 1.0.

Table 1 Cronbach's alphas

Constructs	*Cronbach's alpha*
Social media recruitment	0.92
Culture	0.71
Prehire outcome	0.76
Posthire outcome	0.79
Recruitment outcome	0.83

The combined variance accounted for was 77.52%. The first factor accounted for 27.27% of the variance, while the second for 25.38 % and third factor for 24.87%. Common method bias is less of an issue if more than one factor is identified, and none of the factors account for the majority of the variance explained (Patel and Conklin, 2012). The overall fit statistics of the CFA are $\chi 2 = 83.107$, df = 76, p = 0.084, CFI = 0.815, GFI = 0.817, RMSEA = 0.076, CMIN/df = 2.358, RMR = 0.034 and NFI = 0.938 (see Table 3). The model fits the data very well, and all the indices were within the recommended ranges.

5.2   Structural model and findings

Before the path coefficients can be assessed, the fitness of the structural model must be evaluated. As shown in Table 4, the goodness-of-fit statistics indicate a good fit to the data. The c2 statistic was non-significant ($\chi 2 = 103.347$, df = 75, p = 0.01), indicating an acceptable fit (Kline, 2005). Each of the remaining model fit indices shown in Table 4 (CFI, GFI and NFI) exceed the acceptable fit level of 0.90 (Kline, 2005). The RMSEA does not exceed the acceptable fit measure of 0.08 (Browne and Cudeck, 1993), nor does the RMR exceed 0.05 (Kline, 2005). The probability value that the model is a close fit is convincing at 0.950. Jöreskog and Sörbom (1996) suggested that the p-value for this test should be > 0.50.

Additionally, all of the path estimates were significant and in the expected direction. As shown in Table 2, *SMR* was found to be significantly related with *RO* (r = .49, p < .01). In more detail, *SMR* is significantly related to *RO* in the form of *pre-hire outcome* (r = .51, p < .01) and *post-hire outcome* (r = .47, p < .01). With this, H1 and H1a to H1b are accepted. R2 was equal to 0.362, i.e., 36.2% of the variance in *RO* was explained by *SMR*.

Table 2   Correlations among variables

	Variables	*1*	*2*	*3*	*4*
1	Social media recruitment	1			
2	Culture	0.525**	1		
3	Prehire outcome	0.512*	0.326**	1	
4	Posthire outcome	0.471**	0.246*	0.356*	1
5	Recruitment outcome	0.492*	0.228*	0.424*	0.428**

Note: *p < 0.05, **p < 0.01.

Table 3   Measurement fit model

Overall model measure	*Model score*	*Acceptable model fit*	*Acceptable range*
CFI	0.815	Passed	> 0.90
GFI	0.817	Passed	> 0.90
RMSEA	0.076	Passed	< 0.10
CMIN/DF	2.358	Passed	< 3
RMR	0.034	Passed	> 0.05
NFI	0.938	Passed	> 0.90

Table 4 Measurement structural model

Overall model measure	Model score	Acceptable model fit	Acceptable range
CFI	0.917	Passed	> 0.90
GFI	0.957	Passed	> 0.90
RMSEA	0.082	Passed	< 0.10
CMIN/DF	2.568	Passed	< 3
RMR	0.025	Passed	> 0.05
NFI	0.819	Passed	> 0.90

Table 5 Summary of effects

	Culture		Prehire outcome		Posthire outcome		Recruitment outcome		
	Direct	Total	Direct	Total	Direct	Total	Direct	Indirect	Total
Social media recruitment	0.242(*)	0.236	0.136(*)		0.214(*)		0.175(**)	0.286(*)	0.461
Culture	_	_	_	_	_	_	0.640(*)	_	0.640

Note: *p < 0.05, **p < 0.01.

To examine the mediating effect of *culture* on the influence of *SMR* and *RO*, we tested three conditions using AMOS analysis. First, the independent variable (SMR) must be related to the mediator (*culture*). Results show that *SMR* has a significant positive direct relation with *culture* ($\beta = 0.242$, $p < 0.05$). Then, the relationship between the independent and dependent variable shows that *SMR* has a positive and direct relationship with *RO* ($\beta = 0.175$, $p < 0.01$), supporting the second condition. In the third condition, *culture* is significantly and positively related with *RO* ($\beta = 0.640$, $p < 0.005$). This proves partial mediation of *culture* between *SMR* on *RO*.

6 Discussion

The importance of studying social media use in recruitment and selection stems from the critical role of staffing practices in today's increasingly competitive and global talent market (Ployhart, 2006). The adoption of technology in recruitment is becoming a necessity for employers wishing to have a competitive advantage in the labour market, and attract scarce critical talent (Deloitte Consulting LLP and Bersin by Deloitte, 2014).

Recruiter's intention to use SMR may depend on several pre-hire and post-hire outcomes. The study result suggests that SMR is significantly related to pre-hire outcomes ($r = .18$, $p > .05$). Consistent with previous research (Chauhan et al., 2013; Nikolaou, 2014; Madera and Chang, 2011), the result proved that recruiters found social media as an effective recruitment method because it helps in easy accessibility to quality applicants, ensures genuineness of resources, enables active processing, helps to generate more favourable responses, meet timeframes, and ensures cost savings. Recruiters use social media as it is relatively better from other recruitment methods as they provide easy accessibility to quality applicants and helps to generate more favourable response by

initiating two-way communications between the recruiter and the applicants. Similarly, in terms of compatibility, complexity, trialability and observability, SMR is more compatible, less complex and ensures better trialability and observability. Recruiters may prefer to use social media recruiting as it provides ample scope to try and experiment without causing more risk and financial liability. The result also agrees with the facts and figures available in Indian context which has 200 million WhatsApp users; more than 240 million people in Facebook; 450 million plus on internet; and 121 million between the ages of 18 and 22. India has the world's largest youth population, and the country with the largest numbers on social media. And these guys are everywhere – LinkedIn, Facebook, Twitter and several other portals. Further, the survey result that 79% of job seekers use social media to find new jobs where as 43% of Indian companies are leveraging social networks to source talent proves the compatibility of SMR in Indian context (http://www.hexagonsearch.com/2017s).

Secondly, the research result also proved that SMR intention is significantly related to post-hire RO. In other word, recruiters intend to use social media as it helps in hiring better talent in terms of performance and ensures more talent retention. Agreeing with previous research (Rutter et al., 2016; Christensen et al., 2017; L'Écuyer and Pelletier, 2019), the current study proved that SMT is cost effective, attract better talents and retain them. For example, in the context of student Rutter et al. (2016) found that students perform positively when universities are utilising social media as a recruitment method. Christensen et al. (2017) found that SMR is superior to offline methods in terms of cost effectiveness.

Further, the study result proved the positive significant mediating effect of culture. Consistent with culture and internet technology adoption research (Hill et al., 1998; Cabrera et al., 2001), the study result recognises the role of culture in adoption of social media for recruitment in India. Further, by proving the role of culture on SMR, the result extends the culture and internet technology research to a new domain (SMR). Further, in detail, the study result proved that the high-power context, feminine, collectivist, long-term orientation and high uncertainty avoidance Indian culture supports adoption of a new internet technology called SMR. The result contrasts with past research as cultural characteristics like high power context and high uncertainty avoidance are not proved pro-technology adoption. For example, Van Everdingen and Waarts (2003) found that the high level of uncertainty avoidance negatively influences technology adoption (ERP technology). However, in the Indian context, the unique association may be attributed to the possibility of cultural shift as observed by Muduli and Kaura (2010) and Muduli et al. (2016).

7   Managerial implications

The result also has important implications for managerial practice.

Firstly, the result that SMR positively relates to pre-hire outcome suggest managers to use SM for easy accessibility to quality applicants, availability of genuine data about the applicants, generating more favourable responses from applicants, meeting the timeframes for recruitment, and cost savings. For example, social media sites like Facebook can be used to maximise the number of applicants. Designing an employer's fan page on Facebook can help to build a pipeline of potential applicants who may available for internship, summer and post-graduate opportunities. This can help the

recruiters to drive traffic to their pages on Facebook through their corporate career sites. Further, this can be more effective in targeting passive job seekers who are not actively looking for employment. Employers can also drive applicant traffic using Facebook ads in a specific Facebook tab. Visitors to the page can be attracted through incentives in kind such as a resume writing video in return for a Facebook like. As someone likes a fan page on Facebook, employers will then have the opportunity to reach out to all of their friends through promoted posts, which in turn, helps build employer brand awareness and over a very short period (Wazed and Ng, 2015).

Secondly, the result that SMR can help in better post-hire outcome suggests managers to optimise SM, especially for talent retention. Better talent retention may require the managers to use their employees who can share successful stories about the company on their social media channels. However, managers need to be selective on choosing the right employees as disengaged employees may not be comfortable in their employment status enough to share it with their colleagues and friends. Further, the managers also need to devise policy for recognising and rewarding these employees who acted as the brand ambassadors. HR practices such as employee referral programs can be adopted and the concern employees can be rewarded to sustain positive performance.

Thirdly, the significant role of culture in SMR adoption suggests manager to be recognise and appreciate the cultural characteristics of a nation. A pro-technology adoption culture may create less resistance from the users and hence the effectiveness may go up. Manager's inability to understand the interrelationship between cultural characteristics and technology adoption may drain the useful resources without adding any value for the organisation. For example, in some community of India use of mobile technology is still not allowed, specifically for girls. Such kind of cultural characteristics may prevent the recruiters to optimise SMR.

Finally, implementation of SMR requires HR to understand that social media complements rather than replaces traditional means of recruitment. The HR department should ensure that the corporate website is up to date and able to handle additional volumes of applicants generated through the social media. Ensuring adequate resources and providing timely responses appropriate to the concerned medium can help in preventing failure in SMR implementation. Producing a video and using YouTube for dissemination can be adopted as they may allow a business to project the desired image and informs potential job seekers of company culture, etc. (Madia, 2011).

8 Limitations and future scope

Although adequate precautionary measures were taken, the study has some limitations. First, obtaining data from a single geographic area limits the generalisability of the findings to other geographic areas. The study is confined to a single province of India (Gujarat, India), and hence, the findings may not be generalised to other geographic areas. To enhance external validity, future research should obtain data from broader geographic regions.

Second, our results might have been inflated by common method variance (CMV) since the same respondents completed all survey items (Organ and Ryan, 1995). However, as suggested by Podsakoff and Organ (1986), we conducted a factor analysis of all the items used in our study for assessing common method bias. The result extracted

three factors with eigenvalues > 1. The combined variance accounted for by the three factors was 62.23%. The first factor accounted for 13.08% of the variance, while the remaining factors accounted for 49.15% of the variance. Common method bias is less of an issue if more than one factor is identified, and none of the factors account for the majority of the variance explained.

Third, the statistics that among social media sites LinkedIn remains the network of choice, with 86% of respondents citing this as a top choice for recruitment and the leading source for successful hires, but Facebook and Twitter have joined the ranks of viable recruitment channels (Jobvite, 2010) suggests that future study may include a comparative effectiveness study of all the available social network site.

Fourth, in the current study, the effectiveness of recruitment methods has been measured considering the perception of recruiters only. We have not considered the recruitee, whose perception can be equally important. However, as the majority of recruitment research has been conducted considering the recruiters (Breaugh, 2008), the present study can have a unique contribution as it is one among those few studies which have considered recruiters. However, considering a hybrid approach, future research can be planned considering both the recruiter and the recruiters.

A multi-generational research may be conducted to study social media preferences across generations. Even though social media recruiting can generate a larger diversity pool because it reaches out globally, it concentrates on a narrow group of possible applicants. For example, social media sites are commonly used by younger generations like millennials (Broughton et al., 2013).

Finally, we have tried to cover the same number of respondents both from the public and the private sector to get similar information from both the sectors. As we know, public sector firms possess traditional and rigid norms as compare to the private sector, it became difficult for us to fetch information from them, so we got only 87 samples of public sector against 153 samples of private sector firms. In future, more nuanced approach can be applied to get more information from public sector which may give balanced outcomes.

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