

IMPACT OF THE USE OF SOCIAL NETWORKING SITES ON EMPLOYER BRANDING TECHNIQUES IN INDIAN IT FIRMS

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Abstract: Employer branding is a method adopted by organisations to brand their image in the market. By using this practice, organisations brand themselves to attract potential candidates for prospective job vacancies. Over a period of time, companies have realised that the selection of potential job seekers is the most important function of the human resource department in any organisation, and with the rising use of social networking sites, these organisations have got a new platform to brand themselves, by providing information related to their work culture, corporate social responsibility, working environment, and future career prospects. This research paper focuses on the impact of the use of social networking sites on employer branding techniques in Indian IT firms, from both the recruiter's and the job seeker's perspective, by means of two separate questionnaires. Around 417 job seekers and 121 recruiters participated in the research from IT companies in India. The sampling method chosen for research was Stratified Random Sampling, where data collected from job seekers was analysed using regression analysis and data from recruiters was analysed using paired sample T-test. The findings of the study suggest that there is a positive impact of the use of social networking sites on employer branding, from both the job seeker's and recruiter's perspectives, and its use is expected to rise in the future. The result is analysed by taking a few independent variables like innovation, market leadership, and employee focus into consideration.

Keywords: IT Recruitment, Social Media, Recruitment through Social Networking Sites, Recruitment through LinkedIn, Employer Branding Techniques

INTRODUCTION

Branding, as the term suggests, is the name, term, or symbol which differentiates one product or service from the other. When the term branding is combined with the term employer, it depicts the reputation created by an organisation as an employer. This can be defined as the effort a company makes to attract potential talent and retain them in their organisation. Earlier, companies made use of traditional methods like newspapers and company websites to brand themselves, but with the emerging use of technology, branding through social networking websites is the most preferred method used by consultants, market researchers, and HR professionals today.

The information provided by the recruiters about the company on the social media platform plays a very important role in the decision-making process of the job seekers. Backhaus and Tikoo (2004) stated in their research that potential candidates were attracted towards companies that

are good for them in terms of job profile, career advancement, salary, working conditions, career growth, and other facilities. Besides, social networking sites act as a common platform, for both job seekers and recruiters, through which the former can get information about the company; and if it suits them, they apply for vacancies; social networking sites can help recruiters find potential talent for their organisation (Sivertzen, Nilsen & Olafsen, 2013).

Visibly recognised brands speak the story of their success and efficiency. Employees working in a company that carries the tag of a 'good employer' brand act as half recruiters, by not only promoting a good image of the company in the market through word of mouth advertising, but also showcasing their unique working culture and value-set (Shweta Tewari, 2015).

LITERATURE REVIEW

Literature review constitutes a very important part of the research, as it gives an insight into earlier research conducted

on the topic. A thorough study was conducted on the research papers, review papers, and articles from various national and international journals, in order to identify the research gaps which finally laid the foundation for the topic. Reviewing the papers helps in establishing the role of social networking sites as a tool for employer branding, with pertaining advantages from the perspective of both the job seekers as well as the recruiters. An extensive literature review was conducted on various research papers on recruitment using social networking sites.

Importance of Social Media in different Employer Branding Techniques

Social media plays a significant role in employer branding from both perspectives, i.e. job seekers and recruiters.

Job Seeker's Perspective

The following methods were studied from the perspective of job seekers.

Use of Social Media in Branding Corporate Social Responsibility

Colleoni (2013), in his study, focused on the use of social networking websites in branding the corporate social responsibility of the company. Empirical findings revealed that, even when engaging in a dialogue, job seekers conceive communication in social gatherings as a marketing practice to convey messages and information about the companies.

Use of Social Media by the Organisations in Branding Employee Focus

The employees of the companies want to ensure that the organisation that they work for should take care of employee needs, with a strong focus on the employee's betterment. The social media in an organisation helps employees to strengthen and build strong personal relationships with the coworkers, while helping them enhance their knowledge (Jeanetta, 2017).

Use of Social Media in Branding Company Culture

Laroche, Habibi & Richard (2013) conducted a study to analyse the use of social media in branding the culture of the company. The outcome of the study revealed that companies use social media as a platform where they can brand the culture of their company to attract potential candidates to their organisations.

Use of Social Media in Branding Innovation

Another aspect of social networking website is to brand the innovative steps taken by companies in order to attract job seekers. This helps them in aligning the interest of the job seeker with that of the recruiter, thus making recruitment a friendly process (Sivertzen, Nilsen & Olafsen, 2013).

A research was conducted by Sharma and Nagendra (2017) to analyse the changes in the recruitment practices of companies, from the traditional to the innovative. It also highlights the role of social media as a tool to acquire talent for the company. It concluded that social networking sites are the preferred source of acquiring talent in the present context, both by job seekers and recruiters.

Use of Social Media in Branding Market Leadership

App, Merk and Büttgen (2012) explained the facts on which organisations brand their leadership trends on social media. This helps them to create sustainable employer branding methods. The current and potential employees find it easier to take decisions based on the facts mentioned about their market positions on social media.

Kucherov and Zavyalova (2012) revealed in their study that the potential job seeker is attracted to a firm if the prospective organisation is at a better leadership position; consequently, the probability to apply to that organisation increases.

After conducting an extensive literature review, the following statement of the problem from the perspective of job seekers was deduced: "What is the impact of employer branding through social media on the job seeker's decision to apply to a firm?"

Recruiter's Perspective

The following methods were studied from the recruiter's perspective.

Use of Social Media in Branding Corporate Social Responsibility

Lee, Oh and Kim (2011), in their study, investigated the impact of corporate social responsibility on the effectiveness of social media as a stakeholder-relationship management platform. The analysis done on Twitter revealed that a higher CSR rating is an indicator of fast acceptability, followers, and high-responsive rates for the firm.

Use of Social Media by the Organisations in Branding Employee Focus

Social media provides a platform for the employer, where they can communicate employee benefits. The study conducted by Kathi (2018) provided a strategy of employee engagement by leveraging the power of social media. The companies can use social networking sites to educate their employees by providing trainings and engaging their employees.

Dinesh and Kumar (2015), in their research paper, aim to understand the perception of employers on recruitment through social networking sites. This study was performed to conduct a reality check between the recruiters and the job seekers in order to analyse the overall fulfillment of organisational goals.

Use of Social Media in Branding Company Culture

Abel (2018) analysed the importance of social media for recruiters to display the company culture. In the research, the author insisted that the company culture should be published on social media in a step-wise process. The first step is to get a correct sense of the company culture, followed by choosing the right social platform. The next step is to make a plan where information can be published. The final step is to take innovative steps to get the best possible results.

Use of Social Media in Branding Innovation

Brand innovation is an important aspect of employer branding and is affected by both knowledge acquisition from social media and market orientation. The potential capability of social networking sites has a positive impact on employer branding and acts as a moderator for market acquisition and brand innovation (Nguyen, Yu, Melewar & Chen, 2015).

Use of Social Media in Branding Market Leadership

Kucherov and Zavyalova (2012) studied useful employer branding practices as part of HRM processes that employers deploy in their organisation. Potential job seekers are attracted to prospective employers who are at a better leadership position. Job seekers check the social media to get the details about the same. The use of social media in market segmentation helps the employer to be more efficient and effective in attracting, retaining, and motivating both current and potential employees.

A study was conducted by Dash, Faforia and Muthyala (2018) to analyse the costs associated with the recruitment process in Indian IT firms. Recruitment costs include all the expenditure towards hiring job seekers, cost of contacting job seekers, conveyance cost of the HR department, logistics costs, and the cost incurred to conduct tests, interviews, and so on. How efficiently the organisations manage their recruitment cost makes its position more secure in the market.

Use of Social Media in Branding Employee-Employer Relationship

Aggerholm, Andersen and Thomsen (2011) provided a framework, offering a new way of approaching employer branding as supporting sustainable organisational development and long-term employer-employee relationships. The framework included social media as one of the promising methods to brand the relationship between employers and employees.

Use of Media in Branding Differentiating Factors

The study done by Foster et al. (2012) helped in creating the significance of employer branding to be used by organisations as one of the sources of differentiation. The differentiation factor is an inseparable part of the corporate identity, which eventually represents the foundation of a corporate brand. The results provided an important approach in representing the use of social media in promoting satisfaction, affinity, loyalty, and differentiation.

Human resources have always been vital for every organisation. In this era of cut-throat competition, it is essential for organisations to create a positive and different identity in order to retain their current talent and attract competent, committed, potential job seekers. Considering this, a study was conducted by Prajapati and Patel (2017) to review the available literature in the field of employer branding, with the objective of highlighting different factors that help in building employer brand and to check the relationship between HRM practices, job satisfaction, and employer branding.

Use of Social Media in Branding Organisation Values

Chhabra and Sharma (2014) presented the study that provided the employers an insight into planning their strategies for employer branding. They suggested the use of social media in employer branding, which covers various aspects like analysis of the organisation's values, culture, competition, HR, and other policies. The findings revealed that organisation value is very significant and is considered to be an important factor in attracting employees.

Use of Social Media in Branding Compensation

Compensation is one of the important factors which job seekers take into consideration when applying for a job. Employers use social media to brand their compensation policies to attract the most talented people. The use of social media in branding economic propositions, such as an attractive overall compensation package, helps attract prospective job seekers to the organisation (Sivertzen, Nilsen & Olafsen, 2013).

Use of Social Media in Branding Job Security

Along with compensation and career advancement opportunities, employee security is another aspect which job seekers take into consideration while looking for a job. Berthon, Ewing and Hah (2005), in their study, revealed that it is important for employers to brand their job security as it helps in creating trust about the company.

After conducting an extensive literature review, the following statement of the problem from the recruiter's perspective was deduced: "How are different employer branding techniques used by companies on social media perceived by job seekers?"

RESEARCH METHODOLOGY

Research methodology plays a crucial role in any study, as it provides the practical foundation to support theoretical data. This research helps in identifying the effectiveness of using social media for employer branding techniques in recruitment, from both the jobseeker's, as well as the recruiter's, perspectives.

Hypothesis

Hypothesis can be defined as an assumption which helps in testing the relationship between two variables. The key objective of this research is to analyse the impact of social media on employer branding techniques when it comes to recruitment, from the perspective of both job seekers and recruiters.

Based on the research objectives, the following null hypotheses have been formulated from the job seeker's perspective.

Job Seeker

The effectiveness of employer branding through social media usage for recruitment is not significantly related to employer branding methods.

H_{01J}: Innovation

H_{02J}: Employee focus

H_{03J}: Corporate social responsibility (CSR)

H_{04J}: Market leadership

H_{05J}: Company culture

Based on the research objectives, the following null hypotheses have been formulated from the recruiter's perspective.

Recruiter

H_{01R}: Employee-employer relationships

H_{02R}: Healthy working environment

H_{03R}: Organisation values

H_{04R}: Market leadership

H_{05R}: Compensation

H_{06R}: Innovation

H_{07R}: Job security

H_{08R}: Corporate social responsibility (CSR)

H_{09R}: Differentiating factor

H_{010R}: Employee focus

Sampling Method

The sampling method can be defined as the process where a group of people are selected from the larger population for the study. The research sample represents the population with the means of which findings of the research can be generalised or extrapolated to the population as a whole. The unit of analysis pertaining to this study is anyone employed in the Indian IT sector.

The sampling method should be chosen keeping in mind that it should be time- and cost-friendly, and should help in gathering relevant information pertaining to the study. Therefore, Stratified random sampling method was chosen for the study. In this research, the data was collected from Noida, Gurugram, Bengaluru, Hyderabad, and Pune, since these cities are considered to be the hub of the IT sector in India.

Scale Development and Data Collection

The study focuses on the impact of using social media for employer branding techniques, from both the job seeker's and the recruiter's perspectives. Therefore, to generate the independent variables for the study, various behaviours and styles were studied from the existing literature. Based on the study, a close-ended questionnaire was developed, both for

the job seeker and the recruiter. The questionnaire designed for the job seeker comprised 26 questions, and that for the recruiter, 41 questions. A pilot study was conducted on 50 respondents. The suggested changes were further incorporated in the questionnaires. Finally, a simple five-point Likert scale, ranging from strongly disagree to strongly agree, was designed for the study. For data collection, the questionnaire was sent through Google Docs as e-mails, and through LinkedIn and Facebook, to the respondents. A total of 417 job seekers and 121 recruiters participated in the study.

Sample Size

Job Seekers

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

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

$$n = 384$$

Recruiters

A report from NASSCOM (June, 2017) mentioned that there are 1.3 million IT companies in India, in the regions of Delhi-NCR, Bengaluru, Hyderabad, Chennai, and Pune. Along similar lines as job seekers, the sample size for recruiters was calculated with a confidence interval of 90% and 10% margin of error and $SD = 0.5$. As per RaoSoft software, the sample size is 97.

Before sending the questionnaires to HR recruiters, a formal e-mail was sent to them for consent to share the data. As a thumb rule, in cases where HR recruiters are taken

into confidence, the response rate is close to 94%, with a 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.

RESULTS AND ANALYSIS

The following section covers the results and its interpretation from both the jobseeker's and the recruiter's perspectives.

Data Preparation

The statistical method positioned for the research from the job seeker's perspective is regression analysis. Regression analysis was chosen for the study because it is the statistical tool which allows to establish the relationship between two variables (dependent and independent variables).

The statistical tool chosen to analyse the data from the recruiter's perspective is paired sample T-test. The reason for choosing this was to analyse the impact of employer branding methods through social media sites, three years from now.

Job Seekers

Regression analysis was applied on company culture, market leadership, employee focus, corporate social responsibility, and innovation as independent variables, and effectiveness of social media usage as the dependent variable. Table 1 shows the regression model summary from the job seeker's perspective. The R square value is 0.646 and adjusted R square value is 0.641. The difference between R square and adjusted R square is 0.005. This small difference of 0.005 between R square and adjusted R square confirms that the selection of independent variables is appropriate and the size of the sample chosen is acceptable. The low value of standard error of estimate, together with the small difference between R squared and adjusted R squared, indicate a good model fit.

Table 1: Regression Model to Study the Impact of Employer Branding through Social Media usage on Job Seekers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.646	.641	.19220

a. Predictors: (Constant), Company culture, market leadership, employee focus, corporate social responsibility, innovation

Further, in this model, the independent variables company culture, market leadership, employee focus, corporate social responsibility, and innovation are able to

account for 64% of the variation in the dependent variable, effectiveness of using social media on employer branding methods.

Table 2: Hypothesis Testing for Employer Branding Methods through Social Media for Job Seekers

Hypotheses	Beta	Sig.	Accepted/ Rejected
H _{01J} : There is no significant impact of branding innovation through social media on recruitment.	0.523	.000	Rejected
H _{02J} : There is no significant impact of branding employee focus through social media on recruitment.	0.248	.000	Rejected
H _{03J} : There is no significant impact of branding CSR through social media on recruitment.	-0.058	-0.093	Accepted
H _{04J} : There is no significant impact of branding market leadership through social media on recruitment.	0.130	.000	Rejected
H _{05J} : There is no significant impact of branding company culture through social media on recruitment.	0.160	.000	Rejected

The results can be inferred through the hypotheses mentioned in Table 2. The regression analysis was done to correlate null hypothesis by checking p-value and beta coefficients. If p-value is greater than 0.05, the null hypothesis is accepted, else it is rejected. The rejected null hypothesis indicates that there is significant influence of independent variables on the dependent variable. All independent variables, except corporate social responsibility, have a 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 ‘branding innovation through social media’ will result in 0.523 units of positive change in “effectiveness of social media usage”. A unit positive change in ‘branding employee focus through social media’ will increase the effectiveness of social media usage by 0.248 units. For ‘market leadership as brand’, a unit positive increase will increase the social media effectiveness usage by 0.130 units, and a unit positive increase in ‘branding company culture’ will increase the effectiveness of social media usage by 0.160 units.

Recruiters

From eight recruiter’s perspectives, a paired sample T-test was conducted for employer branding factors, with significance on social media, comparing present trends and future trends, applicable after three years. As per the reviewed literature, the following independent variables were taken into consideration in order to study the impact of employer branding methods through social media from the recruiter’s perspective.

- Relationship
- Healthy working environment
- Organisation values
- High quality products

- Compensation
- Innovation
- Job security
- CSR
- Differentiating factor
- Employee review

Table 3 depicts the T-test results of employer branding factors, with comparison between present and future trends.

The p-value corresponds to the given test statistic t. The p-value of < 0.001 indicates that the null hypothesis ‘average means are unequal’ is rejected, while p-value > 0.001 indicates that the null hypothesis is accepted (SPSS Tutorials, 2012).

To test the impact of branding employee-employer relationship through social media, the p-value is 0.291. As the p-value is more than 0.001, the null hypothesis H_{01R}, ‘There is no significant impact of branding employee-employer relationships through social media on recruitment’, is accepted.

To test the impact of branding healthy working environment through social media, the p-value is 0.000. As the p-value is less than 0.001, the null hypothesis H_{02R}, ‘There is no significant impact of branding healthy working environment through social media on recruitment’, is rejected, and the positive mean difference of 0.5731 shows that in the future there will be more focus on maintaining and improving the working environment.

To test the impact of branding organisation value through social media, the p-value is 0.000. As the p-value is less than 0.001, the null hypothesis H_{03R}, ‘There is no significant impact of branding organisation value through social media

on recruitment', is rejected, and the positive mean difference of 5.731 shows that in the future there will be more focus on branding the values and ethics of the company on social media.

To test the impact of market leadership through social media, the p-value is 0.000. As the p-value is less than 0.001, the null hypothesis H_{04R} , 'There is no significant impact of branding market leadership through social media on recruitment', is rejected, and the positive mean shows that in the future there will be more focus on highlighting the leadership ladder in social media.

The branding of high compensation and benefits on social media has a p-value of 0.000. Thus, the null hypothesis H_{05R} , 'There is no significant impact of branding compensation through social media on recruitment', is rejected, and the high positive mean shows that in the future there will be increased focus on brand compensation on social media.

Like the perceived importance of innovative techniques shown by the job seekers, the results on the recruiter front also showed positive response from branding innovation on social media. The p-value was 0.000. Thus, the null hypothesis H_{06R} , 'There is no significant impact of branding innovation through social media on recruitment', is rejected, and the positive mean shows that in the future there will be increased focus on brand innovations on social media.

To test the impact of branding job security through social media, the p-value is 0.566. As the p-value is more than 0.001, the null hypothesis H_{07R} , 'There is no significant impact of branding job security through social media on recruitment', is accepted.

To test the impact of branding corporate social responsibility through social media, the p-value is 0.416. As the p-value is more than 0.001, the null hypothesis H_{08R} , 'There is no significant impact of corporate social responsibility through social media on recruitment', is accepted.

To test the impact of branding differentiating factor through social media, the p-value is 0.109. As the p-value is more than 0.001, the null hypothesis H_{09R} , 'There is no significant impact of branding differentiating factor through social media on recruitment', is accepted.

To test the significance of employee focus, the p-value is 0.000. Thus, the null hypothesis H_{10R} , 'There is no significant impact of branding employee focus through social media on recruitment', is rejected, and the mean difference of 5.590 explains the positive outlook on the employee focus for future trends.

Table 3: Hypothesis Testing for Employer Branding Methods through Social Media for Recruiters

Hypotheses	Beta	Sig.	Accepted/ Rejected
H_{01R} : There is no significant impact of branding employee-employer relationships through social media on recruitment.	-1.061	.291	Accepted
H_{02R} : There is no significant impact of branding healthy working environment through social media on recruitment.	5.731	.000	Rejected
H_{03R} : There is no significant impact of branding organization values through social media on recruitment.	5.731	.000	Rejected
H_{04R} : There is no significant impact of branding market leadership through social media on recruitment.	5.731	.000	Rejected
H_{05R} : There is no significant impact of branding compensation through social media on recruitment.	5.731	.000	Rejected
H_{06R} : There is no significant impact of branding innovation through social media on recruitment.	5.590	.000	Rejected
H_{07R} : There is no significant impact of branding job security through social media on recruitment.	-.576	.566	Accepted
H_{08R} : There is no significant impact of branding CSR through social media on recruitment.	.815	.416	Accepted
H_{09R} : There is no significant impact of branding differentiating factor through social media on recruitment.	1.617	.109	Accepted
H_{10R} : There is no significant impact of branding employee focus through social media on recruitment.	5.590	.000	Rejected

Further, in this model, the eight independent variables – validating the credentials of candidates, employer branding, collecting a database of resumes, protection and privacy of the job seeker's data, finding job seekers with profiles matching perfectly with 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% of the variations in the dependent variable (effectiveness of using social media).

DISCUSSION AND CONCLUSION

This section details the findings of the research and explains the impact on job seekers and recruiters. In addition, it provides insights into academicians and practitioners.

Discussions Related to Effectiveness of Employer Branding through Social Media Usage on Job Seekers

Some of the points that can be highlighted from the job seeker's perspective are: This study focuses on the fact that by branding the innovation through social networking sites, employers can attract potential candidates for the vacant positions in their organisation. This study can be aligned with the findings of Sivertzen, Nilsen and Olafsen (2013), who proposed that candidates seeking jobs would focus more on the innovative steps taken by the company to which they are applying.

Another point which the study proves is the role of market leadership in attracting potential job seekers. This article agrees with a study by App, Merk and Büttgen (2012), who acknowledged that facts mentioned about the organisation on social media ease decision-making for potential job seekers.

The research justifies the employee focus as one of the important concerns of job seekers, and social media provides a platform for employers to brand different methods that focus on employees. This research paper correlates the study undertaken by Kathi (2018) and Arnstien (2015), where they explained the use of social media by companies, to educate their employees and provide trainings, give existing as well as prospective employees a reason to engage.

In addition, the research explained that culture is perceived as a very important factor by job seekers when they are looking for a job. This paper is in accordance with a study by Abel (2018), who emphasised that if the recruiter focuses on branding a positive image about the company's culture, the probability of applications from prospective job seekers increases.

Discussions Related to Effectiveness of Employer Branding through Social Media usage on Recruiters

This study emphasises that social media can be used by recruiters to brand their different innovations, like patents and publications, for recruitment purpose. This article

correlates the study of Nguyen et al. (2015), where the authors concluded that social media strategic capability positively affects brand innovation, thus creating a medium between knowledge acquisition, market orientation, and brand innovation.

In addition, this study was able to explain the use of social media by recruiters to present a healthy working environment. This is in alignment with Abel (2018), who emphasised on the recruiters understanding the true pulse of the company culture, and then choosing the right social platform to represent it, to attract prospective employees.

This study proved that market leadership is another important factor which recruiters use to attract potential job seekers. This paper agrees with the study by Kucherov and Zavyalova (2012), who established that employers use their market leadership position as one of the branding practices, as part of HRM processes.

The research explained that the kind of culture that is deployed in organisations attracts job seekers. The findings of this research paper are in accordance with a study by Abel (2018), who emphasised that the recruiter should focus on maintaining a positive culture in the company, and then choosing the right social platform to represent it in order to attract prospective employees.

The research could not prove if CSR activities undertaken by recruiters is an attraction to job seekers from the recruitment perspective. This article is not in accordance with a study by Du, Bhattacharya and Sen (2010), where they acknowledged that social media helps companies generate favourable stakeholder attitudes by engaging in CSR activities.

The research also failed in ascertaining whether organisations' brand job securities on social media attracts potential job seekers. Thus, the current research does not match the study by Berthon, Ewing & Hah (2005), where it was mentioned that employers brand job security as it gives confidence to prospective job seekers and helps in creating trust about the company.

The research is not aligned with findings of Prajapati and Patel (2017) whose objectives were to highlight different factors for building employer brand and establishing relationships between HRM practices, job satisfaction and employer branding. Thus the current research could not establish that differentiating factors are the key attributes for employer branding.

The research could not confirm the importance of branding employee-employer relationship on social media to attract prospective candidates. Thus, the study did not match the findings of Foster et al. (2012), who emphasised on social

media usage as a platform to brand the positive relationship between employers and the employees.

The research proved that social media is used by recruiters to brand ethics and organisation values. This is in accordance with the findings of a study by Arachchige and Robertson (2011), which suggested that organisation value is significant in attracting job seekers.

LIMITATIONS AND SCOPE FOR FURTHER STUDY

The data analysed for job seekers and recruiters was independent in nature, with no common connection between them. The hypotheses that were formulated tried to resolve both the cases independently. This current research only focused on the IT sector. There is scope of further extending it to other industries.

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