



STUDY ON “SOCIAL MEDIA RECRUITMENT PROCESS” WITH SPECIAL REFERENCE TO ALF ENGINEERING PVT LTD, AT SHOOLAGIRI.

Dr. N. PRIYA¹, JEEVAN KUMAR S²

¹ Associate professor, Adhiyamaan college of Engineering (Autonomous), Hosur, Tamil Nadu, India Email: npriya0566@gmail.com

² II MBA, Department of Management studies Email: jeevasks816@gmail.com Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India

ABSTRACT :

This article explores the transformative role of social media in modern recruitment, using ALF Engineering Pvt. Ltd. as a case study. In an era where digital platforms are redefining how organizations attract and engage talent, this study analyzes the strategies, effectiveness, and challenges of social media recruitment. Drawing on both primary and secondary data, the research reveals a growing reliance on platforms like LinkedIn, Naukri, and WhatsApp for sourcing candidates across various job levels. It highlights how employer branding, mobile optimization, and AI-driven tools enhance the recruitment experience. Despite some limitations such as fake profiles and data privacy concerns, the findings demonstrate that social media offers a cost-effective, scalable, and strategic approach to hiring. This study offers actionable recommendations for HR professionals seeking to build robust digital recruitment strategies in an increasingly competitive talent market.

Introduction

In the evolving digital landscape, the recruitment domain has witnessed a profound transformation. Traditional hiring practices, which largely relied on newspaper advertisements, recruitment agencies, and job fairs, are steadily being overshadowed by dynamic, interactive, and data-driven methods enabled by social media platforms. This shift is not merely a change in medium but a strategic transition that is reshaping how organizations attract, engage, and hire top talent.

With over 4.7 billion active users worldwide, social media has emerged as a powerful channel for communication and business engagement. Platforms like LinkedIn, Facebook, Instagram, WhatsApp, and job-centric portals such as Naukri have enabled companies to tap into a vast pool of both active and passive job seekers. These platforms provide not only greater reach but also valuable tools for employer branding, community building, and candidate engagement.

The Strategic Shift toward Social Recruitment

Recruitment has always been a pivotal component of Human Resource Management (HRM), directly influencing an organization's ability to acquire and retain the right talent. In an era marked by technological advancement, the use of digital tools has become a hallmark of innovative HR practices. Social media recruiting, often referred to as 'social hiring' or 'social recruiting,' represents this evolution—where traditional job listings give way to real-time updates, brand storytelling, and AI-powered hiring campaigns.

Key benefits of social media recruitment include cost-efficiency, speed, transparency, better candidate quality, and diversity in reach. However, organizations must also navigate challenges such as profile authenticity, data privacy, and algorithm biases.

About ALF Engineering Pvt. Ltd.

Founded in 1980, ALF Engineering Pvt. Ltd. is a leading Original Equipment (OE) manufacturer of automotive chassis systems and hydroformed components in India. Headquartered in Mumbai, with state-of-the-art manufacturing and engineering facilities across the country, ALF supplies key automotive parts to major clients like Tata Motors, Mahindra & Mahindra, Ashok Leyland, Daimler India, and Stellantis.

The company's core offerings include chassis frames, suspension cradles, hydroformed and hot-stamped parts, and axle assemblies. With a strong focus on R&D, ALF also operates a dedicated design center in Nasik and has embraced social media in modernizing its recruitment efforts.

Research Objectives

This study was undertaken with the following objectives:

1. To assess the use and impact of social media platforms such as LinkedIn, Facebook, Naukri, and WhatsApp in recruitment.
2. To analyze candidate interaction and preferences regarding digital job postings.
3. To evaluate the recruitment practices of ALF Engineering using social media.
4. To identify the role of social media in building employer branding and talent pools.
5. To compare the advantages and limitations of social hiring versus traditional methods.

Literature Review Summary

The academic foundation of this study is supported by key contributions in the field of recruitment and HR technology. Scholars such as Flippo, Smith and Rupp, and DeCenzo and Robbins have defined recruitment as both a science and art involving strategic planning and human behavior analysis. Contemporary researchers further explore themes of AI integration, candidate experience, and diversity- focused strategies. These sources reinforce the premise that social media is more than a trend—it is an essential facet of competitive talent acquisition.

Tools for Data Collection and Analysis:

- Google/Microsoft Forms for survey administration
- Microsoft Excel for data analysis, including descriptive statistics and regression models

Methodology

To examine the impact and effectiveness of social media recruitment, this study adopted a descriptive research design. Both qualitative and quantitative methods were employed to gather a comprehensive dataset. Primary data was collected through structured questionnaires and interviews with HR professionals, line managers, and job applicants at ALF Engineering Pvt. Ltd. Secondary data sources included academic journals, HR reports, and industry publications.

The target population included entry-level employees, mid-level executives, frontline workers, and recruitment heads. A mixed-method approach combining purposive and snowball sampling techniques was used to ensure targeted and relevant participation. Data collection tools included Google Forms, Microsoft Excel, and analytical frameworks to code and interpret results.

Break frequency showed a significant inverse relationship with mental stress ($p < 0.01$), highlighting the importance of rest periods.

Participation in HR programs had a weak, non- significant correlation with reduced physical symptoms of stress.

These findings suggest that while awareness and participation are high, the effectiveness of HR programs in reducing stress varies and could be improved with targeted interventions.

REVIEW OF LITERATURE

A review of literature on the recruitment and selection process explores various concepts, theories, practices, and trends that organizations use to attract, evaluate, and hire candidates. Recruitment and selection are crucial aspects of human resource management (HRM), affecting organizational effectiveness, employee engagement, and overall performance. Flippo (1984): Applicants are screened and interviewed by predetermined criteria. When the ideal candidate is chosen, they are hired and integrated

into the workplace, and the recruitment process is complete. According to Flippo (1984), recruitment is identified as the selection process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organization. However, the recruitment process has to go through different complicated stages to hire the right employees for the right jobs. To build an effective recruitment process, organizations should not define recruitment as an isolated organizational function but understand that recruiting talented applicants is a key role in the talent management strategy. Smith and Rupp, (2004): The practice of using technology and in particular Web-based resources for tasks involved with finding, attracting, assessing, interviewing and hiring, According to Smith and Rupp, 2004, “Shifting hiring processes from the paper and time- intensive manual method to an automated one saves time. (Talent Board, since 2010): There are fewer quality candidates per opening than ever, and this has meant companies have had to shift their strategies to deal with candidates becoming increasingly particular about who they want to work for. According to Talent Board, since 2010 over 1,000 organizations globally have worked together in a research initiative that aims to define and measure candidate experience. This collaboration between HR professionals is rare and speaks to the critical importance candidate experience has on an organization’s ability to attract top talent. (Bicky& Kwok, 2011): Public- private initiatives and incentives have enabled widespread access to online resources, leading to a growing popularity of corporate websites and organizational profiles on social media (Bicky& Kwok, 2011). Social media is utilized in human resource management for recruitment and selection (Tufts et al., 2014). Employers increasingly utilize technology in the hiring process to acquire specialized talent and gain a competitive edge in the labor market. 17 According to Fletcher (2011) effective recruitment is, “The ability to effectively recruit and select good quality people stem from an organizational effort to hire the best people”. Social media sites are relatively new topics and therefore, the findings of the literature on social media recruitment are based on the survey in the study. DeCenzo and Robbins (2011): Recruitment is the process of actively seeking

out, finding and hiring candidates for a specific position or job. According to DeCenzo and Robbins, "Recruitment is the process of discovering potential candidates for actual or anticipated organizational vacancies or from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking jobs." (Sinha & Thaly, 2013): Recruitment is an essential part of talent management and can be defined as 'the process of searching the right talent and stimulating them to apply for jobs in the organization' (Sinha & Thaly, 2013). Recruiting the wrong individual is costly, Armstrong (2006) notes that the recruitment of the wrong person costs a company double the person's annual salary. Money and boosts productivity by leaving positions vacant for shorter periods of time. In addition, the cost associated with posting on a job board compares favorably with placing job ads in newspapers, and, in some cases, may be more cost-effective." (Hossain & Liu, 2014): Technology is rapidly evolving globally, influencing all aspects of life, including communication and information technology, which significantly impacts the development of mass media. Managing a business or organization requires leaders and workers, with a skilled workforce. To meet demands, human resources must develop effectively and efficiently, ensuring the business's growth and expansion. In a competitive business environment, employees significantly impact organizational performance as individuals or as a team (Hossain & Liu, 2014). (Deloitte Consulting, 2014): Employers can use social media as a recruitment tool, enhancing efficiency and attracting highly qualified applicants. It can provide additional information on job possibilities and allow applicants to meet with current employees. However, research on the impact of social media on employee recruitment has been limited (Emanuel, 2018). 18 (Archana Letal 2016). Social networking sites allow users to create public profiles and form relationships with others on the same site. They can include community-based sites, online discussions forums, chat rooms, and business-associated contacts, going beyond Twitter, Facebook, LinkedIn, and blogs (Archana L et al.) Social networking sites like Facebook, Twitter, and LinkedIn are powerful tools for recruiters, with LinkedIn's registered users increasing from 40 million in 2009 to over 140 million in 2016(Archana Letal.). Businesses increasingly utilize social networks for faster and cost-effective recruitment, gaining a competitive edge in locating and engaging top candidates to achieve their recruitment objectives. Job seekers utilize social media for various reasons, including recruitment, branding, product news, attracting customers, and nurturing existing ones, making it a crucial platform for corporate users. LinkedIn, Facebook, and Twitter are the most popular social media platforms for recruitment, yet only 15% of companies allocate over 5% of their HR budget to these platforms. (Subramaniam & Kumar, 2017): The increasing significance of social media in human resource management is a significant topic. Virtual communities are social networks where individuals create, share, and exchange information and ideas, potentially crossing geographical and political boundaries to pursue mutual interests or goals. Social media refers to a collection of internet-based applications that utilize ideological and technological foundations to facilitate the creation and exchange of user-generated content (Subramaniam & Kumar, 2017).

Kwak et al. (2020) advocated participatory safety training, finding that frequent, interactive modules significantly enhanced retention and compliance. Mason et al. (2021) added that multilingual and visually accessible communication boosts understanding in low-literacy environments critical for AVS's workforce diversity.

RESEARCH GAP

Despite extensive research on recruitment and selection, several gaps remain that require further exploration to enhance the understanding and effectiveness of these processes in modern organizations. Addressing these gaps is essential to develop a more holistic understanding of the social media recruitment process and to offer practical, evidence-based recommendations for improving HR practices in a digital-first hiring environment.

1. **Integration of Artificial Intelligence (AI) and Automation** AI is increasingly being used in recruitment, from resume screening to predictive analytics. However, there is limited research on the ethical implications, biases, and effectiveness of AI in recruitment, especially regarding its long-term impact on diversity and fairness. Further studies are needed to assess how AI tools compare to traditional methods in terms of decision accuracy and candidate experience.
2. **Candidate Experience and Recruitment Outcome** While candidate experience has been acknowledged as a critical aspect of recruitment, there is a lack of research on how different facets of the recruitment process (e.g., communication, feedback, transparency) influence employee retention, job performance, and organizational commitment post-hire. Research is needed to understand the direct correlation between candidate experience during the hiring process and long-term organizational outcomes.
3. **Unconscious Bias and Fairness in Selection** While the impact of unconscious bias in recruitment has been explored, much of the research focuses on specific biases like gender, race, and age. There is a lack of studies examining the intersectionality of various biases and their compounded effects on hiring decisions. More research is needed to understand how unconscious biases affect candidate selection, particularly in diverse and multicultural workforces.
4. **Diversity and Inclusion Strategies in Recruitment** Although diversity and inclusion are key focuses for many organizations, research on effective recruitment strategies for promoting diversity remains limited. Studies are needed to determine which recruitment practices are most successful in fostering diverse and inclusive workforces and how organizations can balance diversity efforts without compromising the quality of candidates or organizational goals.
5. **Small and Medium-Sized Enterprises (SMEs) Recruitment** Most research on recruitment and selection focuses on large organizations with well-established HR departments. However, SMEs face unique challenges, such as limited resources and informal recruitment practices, which are underexplored in the literature. Understanding how SMEs can optimize their recruitment strategies with limited resources remains a critical gap. Despite the increasing adoption of social media platforms as a tool for recruitment, there remains a significant gap in

understanding the actual effectiveness and long- term impact of these practices on organizational hiring outcomes. While several studies and industry reports highlight the growing popularity of platforms like LinkedIn, Facebook, and Instagram for attracting talent, limited research has been conducted to compare the quality of hires, cost- effectiveness, and retention rates associated with social media recruitment versus traditional methods. Moreover, many existing studies focus predominantly on large multinational companies, leaving a gap in understanding how small and medium-sized enterprises (SMEs) utilize social media for hiring. There is also a lack of research exploring the ethical and privacy implications of screening candidates through social profiles, as well as the extent of unconscious bias that may occur during this process.

RESEARCH DESIGN

The research design adopted for this study is descriptive in nature, aiming to systematically explore and analyze the current practices, trends, and challenges associated with the use of social media in recruitment. Descriptive research is suitable for this project as it helps in understanding how organizations utilize platforms like LinkedIn, Facebook, Instagram, and Twitter to attract and engage talent. This design also enables the collection of both quantitative and qualitative data that can reveal patterns, preferences, and perceptions among HR professionals and job seekers.

RESEARCH APPROACH

In parallel, the qualitative approach is applied through interviews and open-ended survey responses to gain deeper insights into the personal experiences, opinions, and strategic views of those involved in the recruitment process. This helps uncover hidden factors such as employer branding impact, ethical concerns, and the role of creativity and innovation in social media hiring. By adopting this dual approach, the research aims to not only present statistical evidence but also interpret the underlying reasons behind the effectiveness and limitations of social media recruitment. This approach supports a more comprehensive analysis and provides practical recommendations based on both data-driven findings and human perspectives. To achieve the objectives of the study, a mixed- methods approach has been employed. This includes structured questionnaires distributed to HR professionals and job applicants to gather measurable data, along with interviews to gain deeper insights into personal experiences, challenges, and strategic perspectives. The research focuses on identifying the advantages and limitations of social media recruitment, assessing its impact on hiring efficiency, and understanding the role of employer branding in digital hiring spaces. The design also incorporates comparative elements, where relevant data points from traditional recruitment methods are analyzed alongside social media-based hiring to draw meaningful comparisons. By using this approach, the study ensures a comprehensive understanding of how social media recruitment is transforming modern HR practices.

SAMPLING METHODS

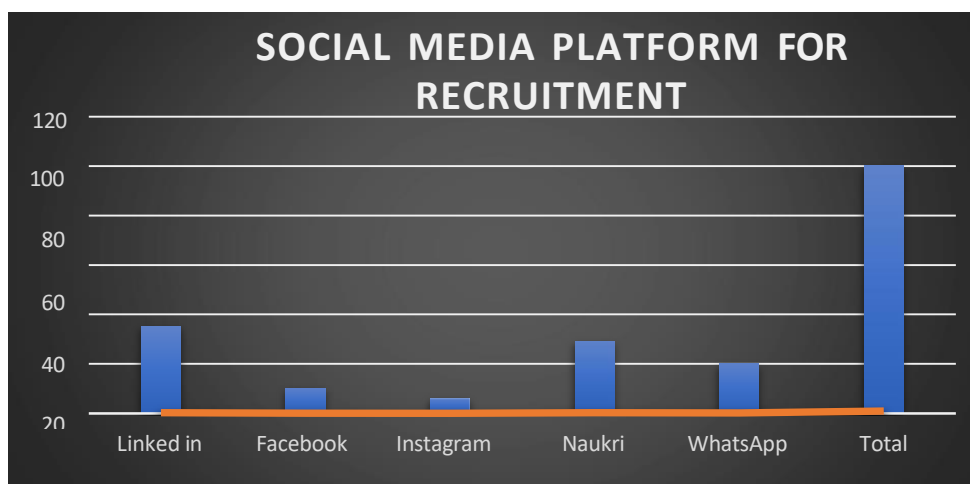
The role of HR in social media recruitment process specifically in ALF Engineering Pvt. Ltd., the choice of sampling method will depend on the company's size, structure, and how organizational changes are implemented within the company. On this study on the social media recruitment process, a combination of purposive and snowball sampling methods was employed. Purposive sampling was used to deliberately select participants who are directly involved in recruitment activities and have experience using social media platforms such as LinkedIn, Instagram, or Facebook for hiring purposes.

This approach ensured that the responses were relevant and aligned with the research objectives. To further expand the sample size and reach a broader network of qualified respondents, snowball sampling was utilized. Initial participants were encouraged to share the survey with other HR professionals and recruiters within their professional circles. This dual sampling strategy was chosen due to the specialized nature of the target population and the practical limitations in accessing a comprehensive list of social media recruiters. By combining these methods, the study was able to gather meaningful insights while maintaining relevance and focus on the research topic.

SOCIAL MEDIA PLATFORM FOR RECRUITMENT.

TABLE NO: 4.1.1

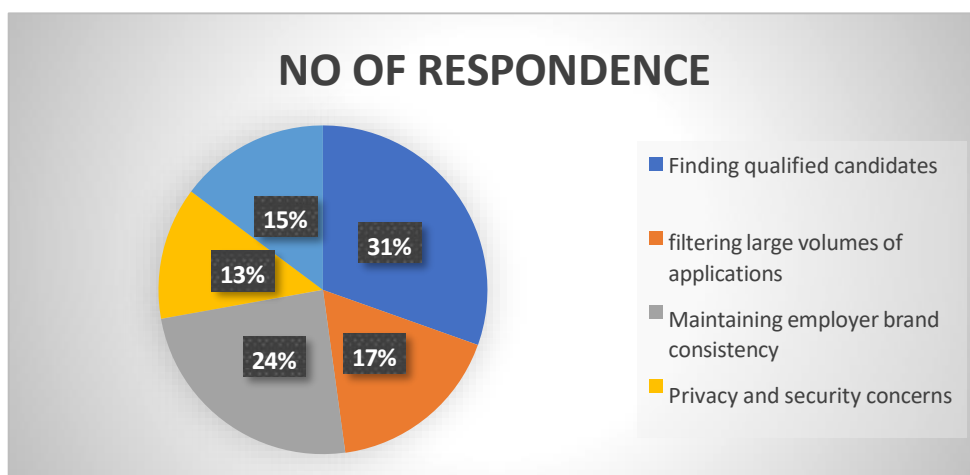
RESPONSE	NO.OF RESPONDENCE	PERCENTAGE %
Linked in	35	35%
Facebook	10	10%
Instagram	6	6%
Naukri	29	29%
WhatsApp	20	20%
Total	100	100%

**INTERPRETATION:**

The majority of respondents prefer professional platforms, with LinkedIn (35%) and Naukri (29%) leading the chart. WhatsApp (20%) is also widely used, mainly for communication. Facebook (10%) and Instagram (6%) show lower engagement, suggesting a focus on career over casual social media among the participants.

BIGGEST CHALLENGES IN RECRUITING VIA SOCIAL MEDIA TABLE NO: 4.1.2

RESPONSE	NO OF RESPONDENCE	PERCENTAGE %
Finding qualified candidates	35	35%
filtering large volumes of applications	20	20%
Maintaining employer brand consistency	28	28%
Privacy and security concerns	15	15%
High competition for top talent	17	17%
Total	100	100%

CHART NO: 4.1.2

INTERPRETATION

The graph highlights key recruitment challenges, with finding qualified candidates (15%) being the least pressing concern. Filtering large volumes of applications appears as the top challenge (17%), followed by maintaining employer brand consistency, privacy/security concerns are (13%), and high competition for top talent are (31%). This suggests recruiters struggle most with application overload and talent scarcity

SUGGESTIONS

1. Recruitment and selection process of ALF is very transparent. Selection in ALF is significant & it has great impact on work, performance & appraisal system.
2. I would suggest that ALF to engage the employees in various program like Behavior modification, Quality and balance of work life, participative work life etc. These programs can increase their loyalty and employees can be motivated passionately to perform better in an organization.
3. ALF should follow new selection techniques and methods for better recruitment like Ability test, Integrity Test, Personality Describing test, Data revealing bio data test, knowledge about the job test, structured interview, situational test, and physical ability test.
4. The member of the selection committee is well qualified and experienced people. Thus, selection of employee is more effective & efficient. ALF also conduct audit of the selection programs which serves as broad guide for a very through and intensive analysis and evaluation of the vacancies in the organization.
5. And also, ALF should follow various safety measures in order for workers who work in press shops and paint shops and even in welding areas. so that when safety improves in their field that ensures employees can work effectively and efficiently to achieve industry goals.
6. Most of the employees in ALF used Naukri and WhatsApp groups to join as an employee, so company should use various other such as LinkedIn and other various online ways to recruit employees in future.

DIRECTIONS FOR FUTURE RESEARCH

To build on the insights gained from the current study of ALF Company's social media recruitment process, future research can explore the following areas:

- Comparative Analysis across Industries Future studies could compare the effectiveness of social media recruitment across different sectors (e.g. Manufacturing vs. IT vs. retail) to understand industry- specific strategies and outcomes.
- Platform-Specific Effectiveness Further research can investigate the performance and ROI of specific platforms such as LinkedIn, Instagram, Facebook, and emerging platforms like TikTok or Threads in attracting quality talent.
- Impact of Content Type and Frequency Detailed analysis could be conducted on which types of content (videos, reels, employee stories, job cards) yield the highest engagement and conversion rates among job seekers.
- Role of AI and Automation As artificial intelligence tools become integrated into recruitment (e.g., chatbots, AI powered screening), future studies can assess how these technologies impact efficiency, bias, and candidate experience in social media hiring.
- Behavioral Study of Job Seekers Research could be directed at understanding how job seekers interact with social media job posts— what motivates clicks, shares, and applications— and how trust in employer branding affects decisions.

CONCLUSION

It was a great experience to understand the process of Human Resource Acquisition and the systematic manner in which the social media Recruitment and Selection takes place in ALF. It also gave me an insight into the working of such a reputed company, where the need for skilled manpower is so high since a lot of demand for experienced persons in this hydraulics industry and it is really a challenging task for the company's HR department to spot the best fish from the pond. Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company. Selection process is good but it should also be modified according to the requirements and should job profile so that main objective of selecting the candidate could be achieved. Further from this survey I hope the organization will be benefited and with the help of the suggestions given the organization can improve its functioning and the overall Recruitment and Selection process in the organization and its performance will increase.

REFERENCE

1. Armstrong, M. (2020). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page. A comprehensive guide on HRM strategies, including HR's role in social media recruitment.
2. Kotter, J.P.(2012).Leading Change. Harvard Business ReviewPress. A foundational text outlining an 8-step model for leading change, relevant to HR-led initiatives.
3. Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2008). HR Competencies: Mastery at the Intersection of People and Business. Society for Human Resource Management.

WEBSITE

1. www.alfengineering.com
2. <https://www.chass.com>
3. <https://chasse.us> ALF Engineering on LinkedIn
4. <https://woliba.io/blog/the-role-of-hr-in-manufacturing>
5. <https://www.shrm.org/topics-tools/tools/toolkits/managing-organizational-change>