Recruitment Through Social Computing: A Review

* *Indranil Bose*
** *Indrajit Bandyopadhyay*

INTRODUCTION

Since 1990s, the internet has been growingly empowered with different innovative tools and applications that made the world smaller, closer by bringing people, ideas and information together. From simple mail to complex online content management tools, collaboration tools have evolved continuously. Several hi-tech collaborating tools have emerged, leveraging on the ever evolving and improving internet and related technologies that facilitate collaboration. India is no exception to this phenomenon. According to the "**Indian media forecasts**" report released by Group M (**June, 2008**), expenditure on internet media has been growing at a phenomenal rate. This report revealed that during 2006, total expenditure on internet media in India was Rs. 204 crore (70% above previous year), which increased to Rs. 390 crore (91% higher than 2006) in 2007. As in 2008, this amount rose to Rs.624 crore (60% higher than 2007). Internet usage in India continues to grow at a slow but steady pace, both in breadth and depth, with the overall internet-using population in urban India reaching 30.32 million - a growth of 28% from April 2006 to April 2007 - according to the "*India Online 20073* study from *Juxt Consult.* Of the 30.32 million urban internet users, 25.17 million (83%) log on at least once to twice a week; the balance of 5.15 million (17%) are occasional users, according to the study. The penetration of the internet among urban Indians stands at 9% now, assuming the total urban population at 336 million, *Juxt Consult* said.

BLOGGING: THE SOCIAL COMPUTING REVOLUTION

Jorn Barger coined the term "*webblog*" in December, 1997 and later the short form "*blog*" was coined by *Peter Merholz* in April, 1999. However, the term "*we blog*" was introduced as the extension of "blog", which encompasses the spirit of collaboration through computing. However, blogs emerged as a popular collaborative tool only since 2001.Practically; a blog acts as a diary or live journal on the web. Others can share the information on the blog, but cannot edit the content. Activities on a blog are strictly controlled by its owner (an individual or a closed group).

Depending upon the purpose, nature and number of collaborators, major types of blogs can be classified as follows:

Types of Blogs	Orientations
Personal blogs	Sharing personal opinion, ideas and information.
Business blogs	Communicate with peer group and stakeholders, get expert advice.
Political blogs	News, live commentary , raising public debates etc.
Collaborative blogs	Facilitates collaboration among multiple entities and multiple blogs.
Educational blogs	Scheduling and recording of work, student-teacher coordination.
Directory blogs	Lists links to latest topics.
Travel and lifestyle blogs	Travel related information , information on lifestyle and fashioning etc.
Environmental blogs	Advocacy and promotional campaign.
HR , career blogs	Information dissemination on career options , career queries etc.
Religion / spiritual blogs	Community building and interaction among disciples.
Social blogs	Raising the voice and opinion on social issues.

Human capital management (HCM) professionals are interacting with this situation in the context of a shrinking labor pool, lower unemployment rates, vacant job orders demanding specialized and sought-after skills, and an environment where traditional recruiting processes and systems fail to align with many job seekers' use of technology. To combat these challenges, strategic recruiters are finding alternatives to turbo-charge their traditional recruiting programs. One major alternative is Social Computing. Younger workers and to some extent, the older

* *Senior Faculty Member*, Magnus School of Business, Kolkata. Email: sentindranil@rediffmail.com
** *Senior Faculty Member and Head-Academics,* Magnus School of Business, Kolkata. Email: indra69jit@gmail.com

ones too are embracing Social Computing as a way to consume information and build relationships. Firms must deliberately weave many aspects of Social Computing into their traditional recruiting programs to find and ultimately hire the best talent available.

In India, some of the popular web blogs devoted to the field of HR and career related matters are encompassing different dimensions. Some examples are **bankjob.blogspot.com** (for bank related career options), **joboptions.blogspot.com, www.watblog.com** (both for general career related queries and opportunities), **itjobsdelhi.blogspot.com** (exclusively for IT and engineering career options in and around NCR) etc. An estimate by **indianeconomy.org** (October, 2007) reveals that about 1300 career and HR related blogs are actively being viewed and applied as collaborative tools regularly.

Forrester measures social computing usage with Social Techno graphics (which groups consumers into three levels of participation.). These people are:

A. Highly paid professionals **like** six-figure earners are the most active in most categories of Social Computing usage when compared to other income groups. This demographic is the hardest to find, recruit, and hire, but more importantly, they are the critical headcount that define corporate strategies responsible for business success.

B. Well-educated **or the persons with** advanced education equates to increasing involvement in Social Computing. Sixty-five percent of respondents under the Forrester's survey have done some postgraduate work , regularly read blogs, and 36% engage in critic activities like writing reviews (source: *www.socialblogging.com*).

C. New entrants to the workforce **or** the younger demographic use technology pervasively. But the biggest differentiator for Gen Y is the 70%, who join and engage in social networking sites (source: *www.jwwhite.com*). This demographic will replace today's business leaders at a relatively younger age; who are sought after, but are unable to engage with most companies' HR departments via the social technologies they frequently use, such as blogging and social networking sites.

ADDING TEXTURE TO THE RECRUITING EXPERIENCE

Predominant recruiting technologies like applicant tracking systems (ATS) and traditional job boards are slowly inching their way from Web 1.0 to Web 2.0. These Web 1.0 products have done a good job at increasing process efficiency and consistency, ensuring compliance, and driving down recruitment costs but have a long way to go to provide the texture that candidates expect, including:

• *Honest two-way conversations.* Unlike the traditional Web 1.0, in the Web 2.0 world, conversations are much richer and include dynamic unedited content, answers to user-submitted questions, and are controlled by the community, not the Web site owner.

• *Rich and relevant job descriptions.* Traditional job descriptions do not promote transparency and trust, give a call to action, or allow the job seeker to understand the culture of the company. Job descriptions instead should be an extension of the people doing the job, give job seekers access to employees doing similar jobs to ask questions and get relevant answers, offer real insight about the company, and ultimately build relationships.

• *Relationships on the job seekers' turf.* Traditional recruiting requires job seekers to submit resumes and for recruiters to search dated resumes in public or private databases. This exchange will continue, but to find the illusive and desirable passive candidate, you must go where they are. *Ernst & Young* has done an admirable job of this for college recruits through its usage of Facebook.

The corporate fears of expanding this type of transparency themselves through Social Computing are warranted, but a calculated and deliberate strategy can mitigate these risks. Designate and train those people from your organization who will be allowed to communicate, agree on what topics can be discussed, and establish a review process for user-submitted content.

PROS AND CONS OF GROUND REALITIES

Social Computing can turbo-charge employee referral programs by extending the recruiters' reach from one level of separation to the second or third level of separation. But to be truly innovative, a recruiter needs to look at other avenues as well. The point is to be creative in his approach and look at every new Web 2.0 and Social Computing technology as an opportunity to expand the reach to fuel referrals.

Internal resume databases or job board databases are the de facto first choice for sourcing, but they are usually so outdated that they yield marginal results at best. A compelling option is to go where the passive candidates are. To tap into these candidates, joining the appropriate social networks and start networking are the preferred options to the employers .The employer can also look for industry-specific sites; can comment on blogs topically important to the candidates someone seeks; or even starting the personal blog is another option.

The current generation prefers a learning culture without rigid corporate bureaucracy; working mothers and fathers value flexible cultures that include remote work arrangements; and the older members of the workforce value opportunities to mentor others and make a lasting impression. Recruiters, and even hiring managers, try to communicate these qualities during the recruiting process, but candidates often believe that this type of communication is biased because these roles have a vested interest in them accepting the position.

Background checks verify the educational, credit, and criminal histories of the job seekers. So, the recruiters may take a look at candidates' profiles on social networking sites and read their blogs, if available. These will reveal intangibles like what motivates them, if other people respect the job seeker as a person, writing samples, and interests outside of work. If the blog or profile is job- or industry-specific, the contents can help inform the interview and hiring decisions; commenting on specifics during the hiring process will show the job seeker that the recruiter appreciates and is engaged in social technologies.

RESEARCH OBSERVATION

A survey is done during the period of *Jan 2009-April 2009* to assess the trend on perception of the bloggers.Here, two separate questionnaires were designed and posted to the targeted audience, i.e. i) the bloggers of different age, qualification and professional back-ground through mail and ii) The limited number of HR professionals actively engaged in recruitment of candidates for five industry verticals. The objective was to get the information on the following specific issues.

- How frequently the bloggers, segmented into age, education, professional experience etc. interact through blogs on an average per week.
- Which occupational area is most preferred to the job-seekers?
- How far the bloggers prefer to get the information on career related matters on different blogs and whether this perception of preference is influenced by their age or not?
- Whether there is any significant difference among the recruiters of various verticals (fields) in framing their recruitment policy coining with blogs?

METHODOLOGY

- For getting the idea about the frequent users of blogs, segmented into age, education, and professional experience, we have applied the concept of mathematical expectation, as because the sample sizes are different for different ages, educational qualifications, and professional experiences in years etc. We have taken the probability of the number of users and multiplied those with the midvalues of the range of their viewing frequencies in order to get the mathematical expectations of each. The same technique has been applied for finding the priority occupational areas of the job-seekers. (Table 2, 3, 4, &5).
- Chi-square analysis has been applied for testing whether bloger's perception about the importance of blog as the source of career related information is influenced by age or not. The analysis has been done under 5% level of significance for 6 degrees of freedom (d.f) with the null hypothesis that bloger's perception is age independent. To check the strength of the inference, a measure of Cramer's V has been calculated. (Table 6 & 7).
- In order to get the notion that whether the recruiters of different verticals (fields) have significantly different opinions in providing the importance to the blogs while formulating their recruitment policy, two recruiters from each vertical were interviewed and were requested to rank against different pay scale in a five point Likert scale, where F1=2, F2=4, F3=6, F4=8, F5=10. (Table-12).Taking the average points of the two different recruiters for a specific vertical, we have applied one way analysis of variance in a nonparametric format through the famous Kruskal-Wallis H test which is approximated to Chi-square test for 4 d.f under 5% level of significance. The null hypothesis that is considered is: there is no difference among the recruiters of the different verticals in the perception of giving importance to the *blog* while formulating their respective recruitment policies.

- The entire analysis is based on primary data collected through a two questionnaire survey on a sample size of 120 persons selected through simple random sampling without replacement and is furnished below in a tabular format.(Table-1)

HOW FREQUENTLY BLOGGERS INTERACT THROUGH BLOGS PER WEEK ON AN AVERAGE (Table-1)

No. of views/ week	Age wise Distribution				Educational Qualification				Professional Experience(in years)				Occupational Verticals				
	20-25	26-32	33-40	> 40	10+2 with vocational training	Graduate pursuing	Graduate	Post graduate, Professionally qualified	0-2	3-5	6-10	≥11	BPO/KPO	IT/Software	Marketing/Sales	HR/Admin.	Others
10-20	20	27	05	00	7	58	6	0	39	09	09	0	25	12	23	16	02
05-09	14	15	20	07	10	05	17	03	20	12	11	06	11	01	33	07	0
00-04	0	08	07	02	0	0	13	01	08	01	01	04	0	0	0	0	0
Sample Size	34	50	27	09	17	63	36	04	67	22	21	10	36	13	56	23	02

STATISTICAL CALCULATION AND EXPLANATION

Table-2 presents the average frequency of blogging activity per week based on the questionnaire feedback. Here, three classifications have been done, i.e 10-20 times per week, 5-9 times per week and less than 5 times per week. Based on the questionnaire feedback; age wise, qualification wise, occupational sector wise break-ups and professional experience wise break-ups of candidates have been prepared. It shows that about 59% of the interviewed persons of the *age group of 20-25* years interact through blogs more than 10 times on an average per week, remaining about 41% of the interviewed bloggers of the same range enter into web blogs in between 5-9 times per week. The survey also reveals that from the *age group of 26-32 years*, about 54% interacts through blogs more than 10 times per week, 30% in between 5-9 times per week and only 16% less than 5 times per week. From the age range of 33-40 years, about 18.51% interact more than ten times per week, about 74.07% in between 5-9 times per week and 7.40% below 5 times per week.

MATHEMATICAL EXPECTATIONS, AGE WISE ANALYSIS (TABLE-2)

No. of views to blogs/ week	Mid) values (x)	Mathematical Expectations, Age Wise Analysis (Table-2)							
		Probability (P) (20-25)	P.X	Probability (P) (26-32)	P.X	Probability (P)(33-40)	P.X	Probability (P) (≥40)	P.X
10-20	15	0.58	8.70	0.54	8.10	0.18	2.70	0	0
05-09	07	0.42	2.94	0.30	2.10	0.74	5.18	0.78	5.46
0-04	02	0.0	0.0	0.16	0.32	0.08	0.16	0.22	0.44
Total		E(x) =	11.64		10.52		8.04		5.90

From this table it is clear that as the age increases, the propensity to watch blogs decreases. The frequent viewers are at the age group of 20 to 25. Although the average has not significantly changed for the age group of 26 to 32 years. Table-3 presents frequency of interaction through blogs per week on qualification wise break-ups based on feedback questionnaire. It shows that about 41.17 % of the *segment of 10+2 with vocational qualification* interact more than 10 times per week through blogs, whereas 58.82% from the same segment interact through blogs in between 5-9 times per week. About 92.06 % of the interviewed bloggers pursuing graduation interact through blogs more than 10 times per week, whereas only 7.9% interact in between 5-9 times per week. From the background of graduate bloggers, about 28.57% interact through blogs more than 10 times per week, 30.35% in between 5-9 times per week and 23.21% less than 5 times per week. It has been observed from the survey that 75% of the PG/Professionally qualified bloggers interact through blogging 5-9 times per week and only 25% do it less than 5 times per week.

MATHEMATICAL EXPECTATIONS, ANALYSIS ON EDUCATIONAL BACKGROUND (TABLE-3)

No. of views to blogs/ week	Mid values (x)	Mathematical Expectations, Analysis on Educational Background(Table-3)							
		Probability (P) (10+2 with vocational training)	P.X	Probability (P) (Pursuing Graduation)	P.X	Probability (P) (Graduate)	P.X	Probability (P) (Postgraduate)	P.X
10-20	15	0.41	6.15	0.92	13.80	0.16	2.40	0.0	0.0
05-09	07	0.59	4.13	0.08	0.56	0.47	3.29	0.75	5.25
0-04	02	0.00	0.0	0.0	0.0	0.36	0.72	0.25	0.50
Total		E(x) =	10.28		14.36		6.41		5.75

The students pursuing graduation read/follow the blogs most frequently. The next considerable viewers are 10+2 qualified people with vocational training. This result particularly reveals that a person searches a blog for low end jobs. Therefore, postgraduates are least interested.

From experience wise perspective (Table-4), the survey reveals that out of the total candidates with *0-2 years of work experience,* 56.52% interact more than 10 times through blogs, 34.92% interact in between 5-9 times per week and 11.59% interact less than 5 times a week. From the candidates with *3-5 years of experience*, about 40.99% interact more than 10 times per week, 54.54% in between 5-9 times per week and 4.54% less than 5 times per week. Out of the candidates with *6-10 years of work experience,* about 45.45% interact more than 10 times per week, 50% in between 5-9 times per week and 4.54% less than 5 times per week. In case of the candidates with 11 years and more work experience, sixty percent interact in between 5-9 times per week and forty percent less than 5 times per week.

On an average, the freshers are most interested to search the blogs. This trend reconciles with the finding of the previous table that it is mainly used as a data mine for low-end jobs. But surprisingly, it has been seen that the professionals with three to five years and six to ten years are also regular searcher of blogs. Therefore, the blogs are effective to provide job opportunities to not only freshers but also to an incumbent who is with ten years of experience. This result also matches with the finding of Table 2. If a person starts his working life at the age of 22-23, at the age of 30-32, he can acquire 7-10 years of experience. This category is second in position just after the fresher regarding the interest in the blog. Searching propensity is significantly less for the professionals having more than ten years of experience. Probably, there are three reasons for this:

a) The suitable jobs for them are not available in these blogs.

b) They are settled in life and need little for a change.

c) Attitude of the seniors does not match with searching different blogs.

MATHEMATICAL EXPECTATIONS, ANALYSIS ON PROFESSIONAL EXPERIENCE (TABLE-4)

No. of views to blogs/ week	Mid values (x)	Mathematical Expectations, Analysis on Professional Experience(Table-4)							
		Probability (P) (0-2 years)	P.X	Probability (P) (3-5 years)	P.X	Probability (P) (6-10 years)	P.X	Probability (P) (≥11 years)	P.X
10-20	15	0.58	8.70	0.41	6.15	0.44	6.60	0.0	0.0
05-09	07	0.30	2.10	0.54	3.78	0.52	3.64	0.60	4.20
0-04	02	0.12	0.24	0.05	0.10	0.04	0.09	0.40	0.80
Total		E(x) =	11.04		10.03		10.33		5.00

From occupation wise segmentation (Table-5), 69.44% of the BPO/ITES interact more than 10 times per week, whereas only 30.55% interact in between 5-9 times per week as per the feedback received during the period.

From the IT/Software professionals, about 26.66% respondents interact more than 10 times per week and a predominant majority of 73.33% interacts in between 5-9 times per week. From marketing and sales background, 41.07 % reported to interact more than 10 times per week, 58.92% reported to interact in between 5-9 times per week. 69.56% of the respondents from HR/Admin background have reported to interact more than 10 times per week and 30.43% interact in between 5-9 times per week.

MATHEMATICAL EXPECTATIONS, ANALYSIS ON OCCUPATIONAL VERTICALS (TABLE-5)

No. of views to blogs/week	Mid values (x)	Mathematical Expectations, Analysis on Occupational Verticals(Table-5)								
		Probability(P) BPO/KPO	P.X	Probability(P) IT/Software	P.X	MKT/Sales	P.X	Probability(P) HR/Admin	P.X	Probability(P) Others	P.X
10-20	15	0.69	10.35	0.92	13.85	0.41	6.15	0.70	10.43	1.0	15.0
05-09	07	0.31	2.17	0.08	0.56	0.59	4.12	0.30	2.10	0.0	0.0
0-04	02	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		E(x) =	12.52		14.41		10.27		12.53		15.00

Blogs are mostly visited for IT/Software jobs. Although the expectation of 'Other' vertical is highest, but we can ignore this result because of its negligible sample size. The very next lucrative searching vertical is either HR/Admin. jobs or the jobs in BPO/KPO sector. What is surprising is the less interest of the searcher about marketing and sales jobs despite its easy availability and low end status. But the stability of this type is also easily questionable. Table-6 shows the bloggers perception about the blogs. Bloggers are segregated age wise and their perception is divided into three: High, Average and Low preference. This table shows that under the *age group of 20-25 years*, about 35% of the respondents are in favor of giving high importance to the blogs for sourcing the career and job related information, whereas about 44% from the same age group attach average importance to the blogs as the source of career information. About 20% of the respondents' group of the same age group does not attach any special importance to it. Under the *age group of 26- 32 years*, about 40% of the respondents attach high importance to different blogs as the source of career information. 56% of the respondents of the same age group consider blogging as averagely important and only 4% do not attach any such importance. From the age group of *33-40 years*, about 18% respondents consider blogs as significant source of career related information, about 59% attach average importance and 22% attach very low or no preference to blogs. Out of the surveyed individuals, only nine come under the age category of *>40*. Under this age category, 67% of the respondents attach high importance and 33% find average significance on the issue.

BLOGGERS' PERCEPTION ABOUT BLOGS AS THE SOURCE OF CAREER RELATED INFORMATION (OBSERVED VALUE, FO) (Table-6)

Age wise segments of bloggers	High preference	Average preference	Low preference	Total
20-25	12	15	7	34
26- 32	20	28	2	50
33 -40	05	16	6	27
>40	6	3	0	09
Total	43	62	15	120

Now, we are interested to check whether bloggers' perception is influenced by age or not. For that, we have done Chi-square analysis with a null hypothesis (Ho) that blogger's perception is independent of age. The alternative hypothesis (Ha) is that blogger's perception is not independent. Here we have used the formula of goodness of fit:

$X^2 = \Sigma\{(Fo - Fe)^2 / Fe\}$

The expected frequency has been obtained from the observed table by applying the following format:

Fe = {(Row Total * Column Total)/ Sum Total}

EXPECTED FREQUENCY TABLE (FE) (TABLE-7)

Age wise segments of bloggers	High preference	Average preference	Low preference	Total
20-25	12	18	04	34
26- 32	18	26	06	50
33 -40	10	14	03	27
>40	03	04	02	09
Total	**43**	**62**	**15**	**120**

The calculated value of Chi-square is 16.82; whereas the tabulated value under 5% level of significance for 6 d.f is 12.59. Since the calculated value is greater than the tabulated value, the null hypothesis should be rejected and it can be concluded that the blogger's perception is dependent on age. After getting this type of conclusion, we are interested to see the strength of this dependency. Therefore, we have applied the measures of Cramer's V, the value of which lies between 0 to 1.

V = $\sqrt{[X^2 / \{n \times min, (r-1), (c-1)\}]}$ = $\sqrt{[16.82 / (120 \times 2)]}$ = 0.26, [r = row number, c= column number]

The value of V is very small (0.26) and almost close to zero. Therefore, it can be concluded that the association between the age of the blogger and blogger's perception is not very strong although it does exist.

EFFECTIVE JOB OPPORTUNITIES FOUND BY BLOGGERS IN DIFFERENT BLOGS FOR THE PERIOD, JULY, 2008- DEC, 2008

QUALIFICATION WISE FINDINGS (TABLE -8)

10+2with vocational training	**11-15**
Pursuing graduation	05-10
Graduate	16-20
Post-graduation / Professionally qualified	16-20

EXPERIENCE-WISE FINDINGS (TABLE -9)

0- 2 years	11-15
3-5 years	21-25
6- 10 Years	21-25
11 years and more	05-10

OCCUPATION-WISE FINDINGS (TABLE-10)

BPO/KPO	21-25
IT/Software	05-10
Marketing and Sales	11-15
HR/Admin (Recruitment)	21-25
Others	05-10

It has been observed from the above three tables(Table 8,9 &10) that maximum number of effective job vacancies, i.e.*21-25* have been viewed by the bloggers from BPO/KPO and HR/Admin (Recruitment) backgrounds, as well the bloggers with *3-5 years and 6-10 years experience*. Moderate numbers of effective job vacancies, i.e. 16-20 vacancies were found by the bloggers with graduate and post-graduate /professionally qualified bloggers. Lower moderate number of effective vacancies, i.e. *11-15* numbers were found by the bloggers with *10+2 and vocational training qualification, from marketing and sales background and with minimum 0-2 years of experience*. Lowest number of effective job information, i.e. *05-10* was, however, viewed by the bloggers who are currently *pursuing graduation (Bloggers from IT/software background) and the bloggers with 11 years or more experience.*

An attempt of reconciliation between the behavior of the searcher and the types of jobs available in the blogs reveals some interesting findings. Table-8 shows that in blogs, jobs are highly available for both graduates and postgraduates. But from Table-3, it has been observed that graduates and postgraduates are least interested to

check the blogs on an average in a week. This operational mismatch undoubtedly reduces the efficacy of the blogs. From experience wise findings (Table-9), it is clear that most of the jobs are available for the incumbent having three to ten years of experience. But most of the visitors of the blogs are having only zero to two years of experience (Table-4).Regarding occupation verticals(Table-10), least jobs are available in IT/Software and Other (teaching, banking etc.) sectors, but the visitors of the blogs mostly visit for IT/Software related jobs (Table-5). However, this type of perceptual and operational mismatch has not been found in relation to BPO/KPO and HR/Admin. job verticals.

SURVEY ON RECRUITERS

THE SECOND DIMENSION OF SURVEY HAS BEEN CONDUCTED ON TEN RECRUITERS, TAKING TWO RECRUITERS FROM FIVE JOB VERTICALS (TABLE-11).

Job Verticals	BPO/KPO	IT/Software	MKT & Sales	HR/Admin.	Others(Teaching, Banking)	Total
Number of Recruiters interviewed	2	2	2	2	2	10

This survey was conducted through a separate set of questionnaire targeting the HR professionals, specially engaged in recruitment functions across five industry verticals, like BPO/KPO, IT/Software, Marketing and Sales, Staffing and Recruitment (HR and Admin.) and others (teaching, banking, nursing ,accounting) etc.

The survey has tried to identify the perceptions and practices of the recruiters from different verticals on the following issues:

- Types of salary ranges of the jobs they prefer to post on blogs.
- Whether regular vacancies are notified or only the unconventional, the *hardest to find* positions are notified.
- Response received from the job seekers on the notified vacancies.
- Whether the recruiters of different job verticals are significantly different in their opinion in framing their recruitment policy relating to blogs.

TYPES OF SALARY RANGES OF THE JOBS RECRUITERS PREFER TO POST ON THE BLOG (TABLE-12)

Salary ranges/ (Per month) (Rs.000)	Recruiters (BPO/KPO)	Recruiters (IT/Software)	Recruiters (Marketing & Sales (Telecom)	Recruiters (Staffing & recruitment (HR and Admin.)	Recruiters (Others)
6-10	F3, F2	F5, F4	F3, F2	F4, F5	F2, F2
11-15	F2, F3	F1, F1	F2, F1	F5, F5	F1, F2
16- 20	F4, F2	F1, F1	F2, F1	F4, F3	F2, F1
21-25	F5, F4	F4, F3	F1, F2	F3, F2	F3, F2
Above 25	F4, F4	F2, F2	F3, F2	F3, F3	F3, F3

F1 = Never (2), F2 = Sometimes in one/two blogs (4), F3 = A serious sourcing option (6), F4= should be a part of the formal recruitment plan (8), F5 (10) =Always /A must option. Numbers in the first parenthesis indicate the respective rank under five points Likert Scale where the points are 2,4,6,8 & 10. Highest interest from recruiters received highest rank.

As there have been two recruiters surveyed from each vertical, two different opinions have very often come out from same vertical recruiters at the same time on same salary range based openings. In the above table, in case of lower salary ranges, i.e. 6000-10000 per month, differences of opinion are visible apparently in all verticals, except the last one, i.e. recruiters recruiting for other category employees. However here, the trend shows relatively higher importance attached by the recruiters in the IT/ software vertical (F5, F4) and Staffing & recruitment verticals (F 4, F5). In case of the salary range of 11000-15000 per month, except recruiters from staffing & recruitment verticals, all other recruiters have not accepted the option with much importance. Recruiters from three industry verticals like IT/Software, Marketing & Sales and other sectors have virtually rejected the option. For the salary range of 16000-20000 per month, wide disparity is visible among the recruiters not only within

same industry verticals (BPO/KPO – F4,F2) , but also across different verticals. Only the recruiters from HR and admin. domain have accepted the scope with better perception (F4, F3). For the salary range of 21000-25000 per month, acceptance level is higher for BPO/KPO verticals, moderate for remaining others except telecom banking. More or less similar trend is visible for the salary range of above 25000 per month.

While testing statistically for getting the idea about the consensus in framing the policy formulation by the recruiters across the different verticals, we have averaged the ranks given by the two recruiters of the same verticals (Table-13) and applied one way analysis of variance for a non- parametric data which is popularly known as Kruskal-Wallis H Test, normally approximated to Chi-square test taking the null hypothesis (Ho) as there is no difference among the recruiters of different verticals in framing their recruitment policy relating to blogs. In this process, all ranks are indicated within the first parenthesis (Table-13) and a 'tie' in rank has been treated in its usual way.

$H = [\{12 \times \sum R_j^2 /N_j \}/ N (N+1)] – 3(N+1),$ where R refers to respective ranks and N refers to the sample size.

KRUSKALL-WALLIS TEST (TABLE-13)

Salary ranges/ Per month) (Rs.000)	Recruiters (BPO/KPO)	Recruiters (IT/Software)	Recruiters (Marketing & Sales (Telecom)	Recruiters (Staffing & recruitment (HR and Admin.)	Recruiters (Others)
6-10	5(12.5)	9(23)	5(12.5)	9(23)	4(8.5)
11-15	5(12.5)	2(1.5)	3(5)	10(25)	3(5)
16- 20	6(17)	2(1.5)	3(5)	7(19.5)	3(5)
21-25	9(23)	7(19.5)	3(5)	5(12.5)	5(12.5)
Above 25	8(21)	4(8.5)	5(12.5)	6(17)	6(17)
Rank Total(R_j)	86	54	40	97	48

$H = 12 \times [(86^2 + 54^2 + 40^2 + 97^2 + 48^2) / 5] / [25 \times (25 + 1)] – 3 (25 + 1) = 9.23$

Here the calculated H value (9.23) is less than the tabulated Chi square value (9.49) under 5% level of significance for 4 d.f. Therefore, the null hypothesis (Ho) should be accepted and we can conclude that there is no significant difference among the recruiters of different verticals in framing their recruitment policy relating to the blog at large, although apparently, there might be some difference.

TYPES OF JOBS (BASED ON NATURE AND DIFFICULTY) RECRUITERS PREFER TO POST ON THE BLOG (TABLE-14)

Level of difficulties	Recruiters (BPO/KPO)	Recruiters (IT/Software)	Recruiters (Telecom/Banking)	Recruiters (Staffing & recruitment) (HR and Admin.)
High end jobs	Content writer, Quality analyst	Data mining expert, Specialized software programmer , SAP professional		
Moderate/ Average skill jobs			Marketing Professionals	Recruiters on different verticals
Low skilled jobs	CCE, Accounts (non-voice process) executive			Entry level recruiters on different verticals

RESPONSE RECEIVED FROM THE JOB SEEKERS ON THE NOTIFIED VACANCIES.
(TABLE-15)

Level of difficulties	(BPO/KPO)	(IT/Software)	(Telecom/Banking)	(Staffing & recruitment) (HR and Admin.)
High end jobs	Average	Average		
Moderate / Average skill jobs			Average	Good
Low skilled jobs	High			High

From the survey findings presented in the above tables 14 and 15, recruiters' preference of jobs based on the difficulty levels and the response patterns to these postings respectively can be understood. Recruiters from the BPO/KPO verticals have shown their preference towards recruiting *content writers* and *quality analysts* (preferably high end jobs) and *CCE, Accounts (non-voice process) executive* for the low skilled entry level positions. However, from the response pattern, it has been identified that for the hardest type positions, response is average, whereas for low skilled declared positions on blogs, response is better. Most of the recruiters have shown their preference on posting the high end jobs like *Data mining expert, specialized software programmer, SAP professionals* etc. and response is found to be average. Recruiters from telecom verticals have chosen the moderate level jobs, mostly in marketing areas for being posted at blogs and response pattern is average in such cases. Recruiters for HR domain have only experienced good (i.e. above average) and high response patterns from job seekers, preferably in moderate and high end jobs, which are normally posted on blogs by the respective vertical recruiters.

CONCLUSION

Though the research effort attempts to analyze a very small number of bloggers across different verticals, yet it reveals a trend of perception of bloggers towards accepting different blogs as source of vacancies. Even recruiters have shown some degree of acceptability of blogs for disseminating job related information on different blogs. Specially, during recessionary times, cost curtailment remains the priority in all spheres of management initiatives. Many scholars have, therefore, emphasized on virtuality as the platform of corporate functioning. Blogging is a fast growing medium and this is growingly being utilized as the medium of human relations interventions. Recruitment through blogging, or at least disseminating the job and career related information for greater penetration and the response received thereof, therefore remains a major issue of analysis and research observation.

BIBLIOGRAPHY

1. Bausch, Paul, Matthew Haughey, and Meg Hourihan. We Blog: Publishing Online with Weblogs. Indianapolis, IN: Wiley Publishing Inc., 2002.
2. Shenoy G V and Pant Madan (2007): 1st edition, Statistical Methods in Business and Social Sciences, p 155-156.
3. Singh A K (2004): 4th edition, Tests, Measurements and Research Methods in Behavioural Sciences, p 457-459.
4. Malhotra Naresh K (2006): 4th edition, Marketing Research, An Applied Orientation, p 472-475.
5. India Online Study 2009 - A snapshot by JuxtConsult
6. www.web-based-recruitment.com / 15.05.09
7. www.talentonview.com/12.05.09

● ●

BIBLIOGRAPHY

[1] Chaudhuri Saumitra, (2009),Growth Prospects for the Economy, India 2009, BS Books, New Delhi, Pg 3-4.
[2] Arjunwadhar S. H., Prosanto Pal, Girish Sethi, (2008), Energy Savings and carbon credits:Opportunities and challenges for Indian foundry industry, 68th World Foundry Congress, February, pp 19-22.
[3] _____ (2007), Newsletter published by National Solid Waste Association of India, "Carbon Credits in India", Seventh Issue, February.
[4] Carbon Disclosure Project Report 2008India 200, published by WWF India, New Delhi.