

## LEVERAGING SOCIAL MEDIA FOR RECRUITMENT AND EMPLOYEE ENGAGEMENT

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### ABSTRACT

Employee recruiting means finding and/ or attracting for the employer's open positions. It's hard to overemphasize the importance of effective recruiting. Challenging economic times are prompting employers to rethink how they go about recruiting, with an emphasis on cost cutting.

Social recruiting (social hiring or social media recruitment) is recruiting candidates by using social platforms as talent databases or for advertising. Popular social media sites used for recruiting include LinkedIn, Facebook, Twitter, Viadeo, XING, Google+ and BranchOut. Social recruiting is at the intersection of recruitment and social media. Social recruiting uses social media profiles, blogs, and online communities as a talent database to find and search for passive candidate data and information. It also uses social media to advertise jobs either through HR vendors or through crowd sourcing where job seekers and others share job openings within their online social networks. This study is based on the case analysis approach. An in depth study is done on social media recruiting adopted by L'Oreal. This study is to identify the recruitment model used by the L'Oreal as a retention strategy. The paper also identifies the way in which L'Oreal uses social media as a source for employee engagement. Engagement of employees is of strategic importance to the organisation. By the process of engagement the organisations can increase productivity, retain talent and attract the best people to the organisation.

Key words: Social media recruitment, Case study approach, L'Oreal, Employee engagement

## Introduction:

The only vital value for an enterprise is the experience, skills, innovativeness and insights of its people. Human resources are the key components in every organization. It represents total knowledge, talent, and attitude, creative ability, aptitude and belief of an individual involved in the affairs of an organization. Management of human resources is an integral part for every concern. It is associated with the people at work and their relationships within and outside the enterprise. Recruitment of efficient staff is one of the important activities as it generates the human capital for the concern. E-recruitment has been an issue of interest over the past ten years. Internet is considered as the latest tool in hiring. It is a real revolution spreading over the world of job hunting & hiring. The term online recruitment, e-recruitment, cyber recruiting, or internet recruiting, imply the formal sourcing of job information online. The first references to e-recruitment appear in articles of the mid-1980s. E-recruitment can be divided into three types of uses: corporate web site for recruitment and commercial jobs boards (such as monster.com) for posting job advertisements and social media for recruitment. Various research evidences show that online recruitments have become an easy way to save cost and valuable time of firms. Some recent studies on the effectiveness of internet in recruitment and selection have reflected the benefits delivered by Internet to the organizations. Employers profit from the fact that Social Networking Sites become important. They can gain a lot of personal information about applicants "as a source of applicant data in an effort to improve hiring decisions". Furthermore, in 2008 companies started a new trend of looking for qualified employees on Social Networking Sites. These sites afford companies the opportunity to search for potential candidates. The variety of these Social Networking Sites is growing fast and there are national differences. There is a diversity of popular Social Networking Sites by continent, region and country.

Social media are part of everyday life. Jobseekers are even more active: most of them are represented in social media, and most of these use social media on a daily basis. The most popular social media platforms offer an extensive reach towards a growing audience. Consequently, they entice companies to enter the social media universe. The corporate world has increased its social media presence by almost 50% over only three years.

## Social media today

"Social media" is the collective term for a wide range of online platforms that allow members of online communities interact. The basis of these online communities and networks is sharing: pictures, music, interests, ideas and experiences. They also encourage members to post items they have created themselves.

## Job seekers and social media

The survey reveals that social media StepStone job seekers online are even more active on social media than the average Internet user: 81% of job seekers have at least one social media account. 76% of users' social media with one account to keep your profile up to date. Almost all jobseekers with multiple social network accounts (91%) maintain at least a regularly updated profile.

In fact, social networks have become part of the everyday job applicant life. 70% of them are on Facebook every day. Other Attracta different social media following: only 40% of LinkedIn users and 33% of Twitter users check their daily profile.

Job seekers use social media for a wide range of reasons. They are present social media to share their interests and experiences, lookfor friends and check out what's happening in the world, but also find jobs and to promote themselves.

### **Social media in the corporate world**

Corporate advertisers follow their target group, whether consumers, potential employees or prospects. With popular social media platforms that offer increasingly broad scope to larger audiences, attracting companies to enter the world of social media.

Less than half of the companies in 2010 were active in social networks, but within three years the proportion has increased by 70%.

Since the use of social media has grown over the years, the scope offer has be more interesting. The first people who follow this by launching trend in social media campaigns were HR departments. It is only recently that have been overtaken by marketing departments, and they remain a close second.

The main reason for a means of social communication, corporate presence is communication to different target groups: new and existing customers, of course, but also future employees. A media presence on social supports activities that include:

- HR management and recruitment
- Increasing brand awareness
- Spreading news on products and services
- Attracting new customers
- Interacting with existing customers.

### Research Design:

This paper is an attempt to understand the concept of Social Media recruitment. It is a conceptual paper. Social Media as a tool of recruitment is playing a dominant role. Generation Y employees are tech savvy and always connected to social media networks. Therefore the corporate's today can use this media as an effective source of recruitment and get the best talents. A case study approach is adopted in the paper. L'Oreal the world's largest beauty and Cosmetics Company is a case study for successfully using social media as a recruitment tool.

The objective of this study include

- To identify the reach and use of social media as a tool for recruitment
- To study the various social media tools used by L'Oreal for recruitment.
- To develop a social media recruitment model for L'Oreal
- To study how social media effects engagement levels in the organisation

### Discussion:

#### Social media as a recruitment tool

Job seekers use social media for a number of reasons. Looking for a job may not be the most popular activity in social media, but it is very important. Procurement is therefore one of the main activities offered to corporate social media users, along with the brand new products, attracting customers and care for existing customers. Social media commonly used for recruitment are LinkedIn, Facebook and Twitter. In France, Viadeo and LinkedIn are currently neck and neck, while the top social network in Austria and Germany remains Xing. LinkedIn, however, is gaining ground in the three countries. Quotes for hiring social media are quite low. Only 15% of companies spend more than 5% of its human resources budget on social media, and many spend nothing at all about them. Only 29% of companies have staff who are dedicated to recruiting through social media.

#### Job posting via social media

The number of candidates from media ads social work is very low and does not meet the recruitment needs of businesses. When comparing the channels, media fill only 2% of jobs, while internal sources account for 24% of jobs and job 21%.

### Direct search via social media

Professional social networks seem like a great candidate data base, but research shows that they are far from reaching everyone. Only 56% of jobseekers have been contacted through social networks, and most profiles found through social networks are white-collar workers. The level of response to requests for work social media is rather low, too: only a quarter of the companies have received answers to most of your requests.

### Background research on future employees

With so much information available to the public, it is no surprise that 73% of companies use social networks to test candidates. The information found can have an influence on the hiring decision. Most job seekers are aware of this fact and adapt their behavior in social media accordingly. A minority, however, have never checked their online reputation and do not know how to change their privacy settings.

### Employer branding

The companies have tripled their use of social media for employer branding in the past three years. The most common method is to present a profile of the company and a link to their career pages. Management and monitoring of employer brand through social media is also high on your list - and recommended, since half of jobseekers check social media pages of a company when applying for a job. It is a fact that social media are a complement to other recruitment channels, expanding the scope of a company to search public employment. The integration of social media into the mix optimize recruitment campaign. More ideas and tips are available in this document.

### Case analysis of L'oreal:

#### History of L'oreal

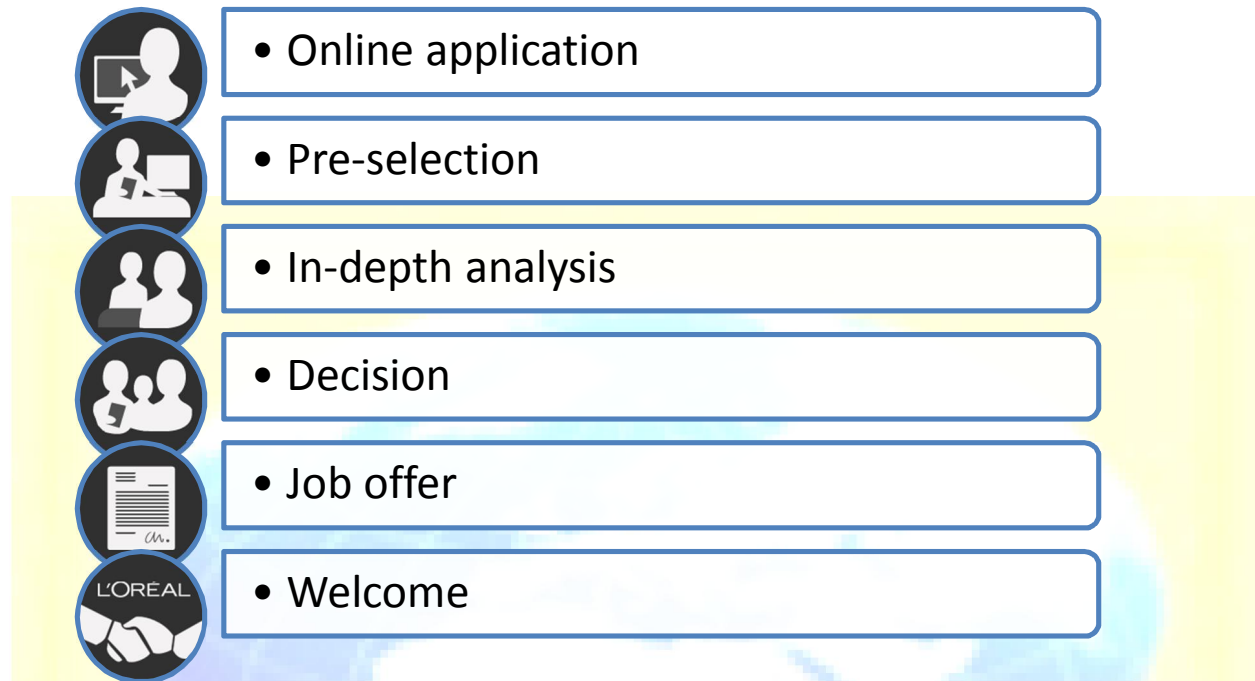
In 1909, Eugène Schueller, a young French chemist of German origin, developed a formula called hair dye Auréale. Schueller formulates and manufactures its own products, which he then sold to Parisian hairdressers. On July 31, 1919, Schueller registered his company, Société Française de Teintures In offensive pour Cheveux (Safe Hair Dye Company of France). The guiding principles of the company, which eventually became L'Oréal, were research and innovation in the field of beauty.

The L'Oreal Group is the world's largest cosmetics and Beauty Company with an annual turnover of € 20.3 billion, with a presence in 130 countries, 27 global brands, 68,900 employees and 19 centers for Research and Innovation with brands such as Garnier, Maybelline New York and The Body Shop. They use social recruiting widely in various countries around the world (such as India and the Philippines), however, is especially important in the UK and the US.



## Recruitment and Selection Activity

Figure 1: Recruitment and Selection Activity



### 1. Online application

One can search online job searching careers.loreal.com for jobs that are interested and clicking "Apply". They will have the opportunity to share with L'Oreal their skills, training and experience. Your CV will be saved immediately and confirmed by e-mail.

### 2. Pre-selection

Each application is reviewed carefully by L'Oreal local recruiters. The pre-assessment focuses on the combination of the applicant's background, skills and professional experience and, if qualified, may lead to a first individual interview. This will allow L'Oreal to assess motivation, skills and potential of the applicant and put in perspective with our corporate culture.

### 3. In-depth analysis

Once the pre-selection phase has ended applicant can meet one or two administrators whose job is to evaluate how the profile and experience of the applicant are aligned with work. The applicant also meet with L'Oreal Director of Human Resources, which is responsible for the overall recruitment. In some countries this stage of the interview may include quantitative tests and assessment centers group, particularly for young graduates.

**4. Decision**

The various persons who have served applicant met to make a decision.

**5. Job offer**

If the applicant is qualified for the job he or she requested, the applicant will be presented with an employment contract that you will sign in the presence of the Director of Human Resources.

**6. Welcome**

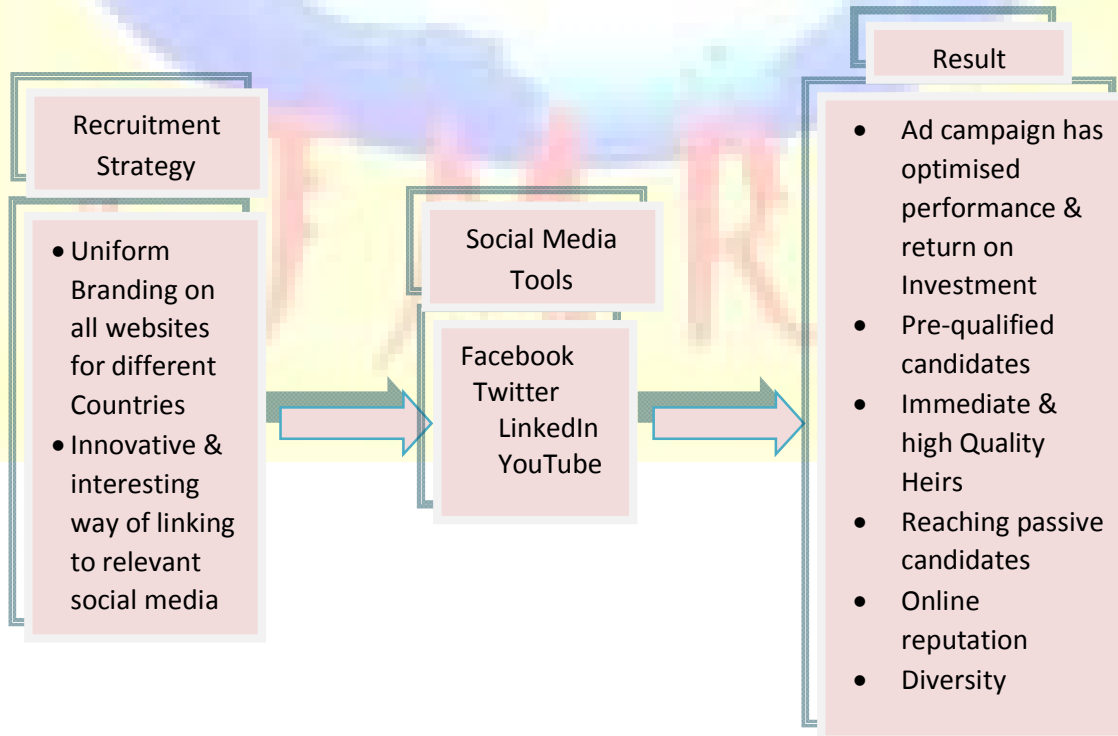
Although the integration program L'Oréal may vary from one country to another, always includes certain features:

An induction day in your department

A detailed presentation of your post (missions, objectives, contacts, etc.)

The L'Oréal Discovery seminar that focuses on presenting the L'Oréal Group, the work culture and other relevant information for all new hires.

**Figure 2: Social Media Recruitment Model of L'Oreal**



The above diagram depicts the Social Media Recruitment Model of L'Oreal. The model connects the overall recruitment strategy the organisation adopts to the efficient recruitment results encountered by L'Oreal with the Social Media tools. The model is explained as below

### **The L'Oreal Strategy**

L'Oreal have a uniform branding on all the websites for the countries in which they operate. The jobs section of each website lists available positions in that country and only a few link to the relevant social networks. The UK LOreal.Jobs website links to the L'Oreal Talent Recruitment Facebook page, the L'Oreal LinkedIn page, the L'OrealLuxeTalenTube Facebook page and the @LOrealCareers Twitter feed.

The L'Oreal US jobs website has an interesting and innovative way of linking to the relevant social media platforms. The Facebook page can be found via facebook.lorealusa.jobs, the Twitter @LOrealUSACorp feed via twitter.lorealusa.jobs, the LinkedIn page via linkedin.lorealusa.jobs and the YouTube channel is found at youtube.lorealusa.jobs (all these will be explored in more detail later, apart from the Twitter feed). The uniform branding of the various careers websites give an overall professional look to the careers side of L'Oreal, and the linking to the social platforms helps possible applicants find what they need with ease.

#### **(a) Facebook**

L'Oreal page Facebook Talent Recruitment (facebook.com/L'Oreal Talent Recruitment) is the Facebook page worldwide for all L'Oreal careers and jobs (with other existing pages for some countries - like India), and uses the application Work4Labs his "work for L'Oreal 'tab. The Twitter profile is linked to the Twitter alimentaciónLorealCareers, however the other tabs are not used often, and not regularly publishes page content . It does, however, have more than 30,000 likes, so the work tab must be working well in attracting talent.

Two other Facebook pages "specialist" for the UK and US - Page graduate jobs and internships in the UK (facebook.com/LorealGradJobsUKI) and the US careers page (Facebook.com/LOrealUSACareers).

L'Oreal page Grad Jobs UKI, with a cover photo of some of its former employees, has no additional tokens (apart from the standard photos, map and liked), however, regularly posts with photos, offers Work and links. With over 900 likes, the page is quite active, and do get comments, likes and shares your content - but lack of taste and activity for which specialist is explained.

Races L'Oreal on page US, however, is much more popular (almost 7,000 likes), but not post any content. It does, however, have a tab 'Jobs lists current job opportunities as well as the sheets that explain the ideas and missions work for L'Oreal in the US .. The cover photo is interesting, and



additional tabs are all branded in a similar way - a great way to run a page, apart from the lack of content!

### **(b) Twitter**

L'Oreal have careers based accounts for the UK (LOrealGradJobs) with more than 1,100 followers, and a general account (LOrealCareers) with almost 3,500 Twitter followers.

Career L'Oreal Twitter Feed (LOrealCareers) maintains about 3,500 followers, and regular jobs (all using the hashtag #jobs) as well as some news articles about the company (receiving some 'retweets' and 'favorites').

The L'Oreal (graduate jobs) Power UK Twitter (LOrealGradJobs) has more than 1,100 followers, and updated on visits to the campus and other news. They also respond to other users' tweets and are a very 'human mind'. Normal rarely tweets retweeted, but the tweets of the competition may have more than one fifth of the followers retweet them - a very popular way to attract talent, and increase the basis of that job was read.

There are other accounts, but these are the two main food for the next race in the UK and USL'Oreal.

### **(c) LinkedIn**

L'Oreal have one LinkedIn company page - with a branded 'Careers' tab to match. The tab holds an introduction to working for L'Oreal, YouTube (Which can be seen below), plus testimonials from past employees and links to the L'Oreal Talent Recruitment LOrealCareers Facebook page and Twitter feed, and Relevant websites. The tab is Regularly updated with Job openings, and the branding looks very professional - a good job from L'Oreal. You can see a few statistics acerca de L'Oreal's use of LinkedIn for recruitment below.

### **(d) YouTube**

L'Oreal UK Careers has a branded YouTube channel (@ YouTube / LorealUKCareers) with only 5 Videos and 5, but more than 2,000 video views subscribers. The hotel has a good graphic quality background and Corresponding links to websites, but is set of videos that have the most points of view 'apprentice'. YouTube is a great tool for social recruiting and the latest video uploaded in May (and not very high quality - primarily filmed on a mobile phone), L'Oreal UK could spend some time creating some easy videos promote work for the company.

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## Results

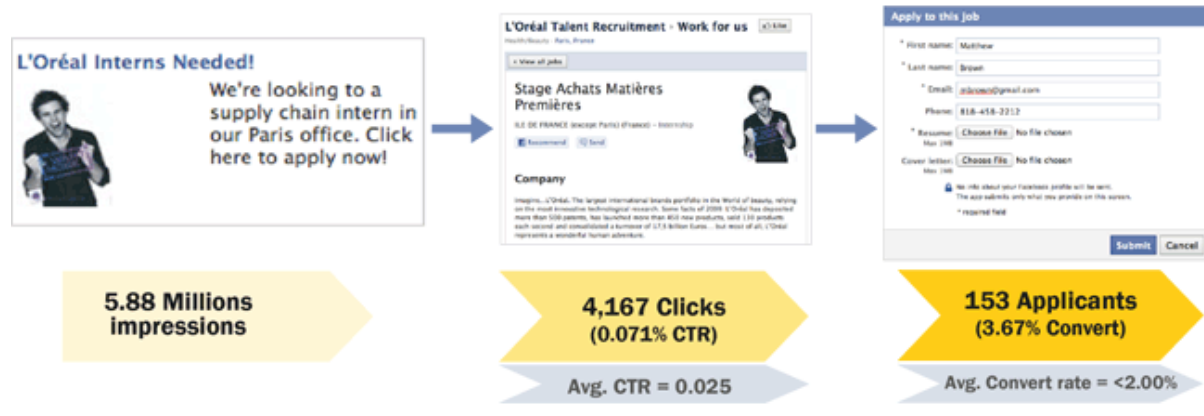
There are two case studies surrounding L'Oreal's use of social recruiting – one from Facebook (courtesy of Work4Labs), and one from LinkedIn.

L'Oreal use the Work4Labs tab on their L'Oreal Talent Recruitment Facebook page. The case study surrounds an internship posted on their L'Oreal Talent Recruitment Facebook page using the Work for Us app, which allowed fans and employees to share the posting via their networks. Using the app, and the Work4Labs' AdvertHiring platform (to create advertisements linking to the job posting), the following results were reached:

- The internship's ad campaign had an "optimised" performance and return on investment – generating 5.88 million impressions with 4,167 clicks (a 0.071% click through rate (CTR). The click through rate was much higher than the average CTR of Facebook ads (which is roughly 0.02%).
- This led to L'Oreal receiving 153 applicants (a 3.67% conversion) – with almost all of them being pre-qualified due to the specific targeting options (education, experience) that L'Oreal chose for the ads.

- The campaign had an “immediate and high quality turnaround” with applicants viewing the job and submitting resumes minutes after it went live.
- L’Oreal received 17 qualified resumes within the first 12 hours of the campaign – a huge difference to the limited success from traditional methods.

The graphic below shows the numbers mentioned:



As these results (courtesy of Work4Labs) show, Facebook has been a success for social recruitment for L’Oreal.

L’Oreal used LinkedIn to solve 3 new challenges in their social recruiting process. The company recruit 6,000 new managers a year (including internships), using all the regular techniques, but wanted to solve these challenges (and used LinkedIn to do so):

- sourcing difficult-to-hire candidates
- reaching passive candidates
- online reputation

The company set up a ‘Careers’ tab on their company page (as discussed above) and “polished” individual recruiter profiles. Using their current network – with 15,000 L’Oreal managers and employees on the site – to find passive talent, the company had really fit the LinkedIn referral slogan of “the best employees refer the best candidates”.

Some results from this included:

- Oskar Isenberg Lima, Luxe, HQ Paris said he has “sourced around 90 top profile candidates in less than five months”, simply using LinkedIn.
- By using LinkedIn, a Body Shop UK (a sub-section of L’Oreal) recruiter saved £20,000 with a single license.
- L’Oreal Australia saved around 20,000 Australian dollars in recruitment fees on a single hire.

As these results (from LinkedIn) show – LinkedIn was also successful in helping L’Oreal socially recruit (and in cutting costs).

### **Employee engagement:**

This is an area of strategic focus for Loreal. By initiating engagement activities the company can increase productivity ,retain talented workforce and attract best talent .The company also focuses on workplace culture and diversity while hiring .Gamification is a cost effective method for employee engagement and hiring process with no extra travel cost

Loreal has launched a business game called REVEAL to select an intern or full time employee .Players have to participate in the life cycle of the product .The candidate gets exposed to Loreal culture and values .Their decision making ability is tested .Candidates also can decide on their career options .Thus gamification is used as a tool to engage employees.

### **Conclusion:**

Social media as a tool o recruiting has gained great popularity. The study in this paper enables to identify the reach of social media as a tool of recruitment. The discussion in the paper clearly brings into the foray the advantages of social media, to the potential candidates and corporate in general. The model developed enables to identify the various social media tools used by L’Oreal for their success in attracting and getting the talented employees. Thus social media has remained a promising tool for L’Oreal recruitment strategy and employee engagement .

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