

Factors Affecting the Effectiveness of Social Media for Recruitment: An Exploratory Factor Analysis Approach on Private Universities in Bangladesh

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Abstract

Social media are crucial weapons which are used as online recruitment tool at present time. The study is designed to explore the most crucial factors which affect the effectiveness of social media for recruitment. This paper is basically prepared based on 50 respondents from 10 private universities of Bangladesh to understand the cost and time effectiveness of social media for recruitment. Data used for this study have been collected by using a structured questionnaire of 5 point Likert scale which consists of 15 specific questions. The study is conducted by factor analysis and attained 4 factors including Information Quality, Privacy & Security, Cost & Time and User Friendly that influence the effectiveness of social media for recruitment. Another statistical tool *t-test* has been also used to prove the hypothesis. The study also reveals that these four factors are in satisfactory level. From the study concerned people in this arena can get a specific view about the factors that directly influence the effectiveness of social media for recruitment and take corrective actions to improve the present situation.

Keywords: Social Media, Social Media Recruitment, Benefits of Social Media Recruitment, Factor Analysis and T-test.

1. Introduction

In the modern world, people are gradually dependent on technology. Social media is a very important innovation which has opened up new paths of engagement and revolutionized the exchange of information. Social media can be used for various purposes. People can easily communicate with each other through this social media. Kaplan Andreas M., Haenlein Michael (2010) stated that "Social media is a group of Internet-based applications that build on the ideological and technological foundations and that permits the exchange of user-generated content. It is becoming a very important tool of recruiting people in the organization. Robin Richards (2012), CEO of Tweet MyJobs, concluded social media recruitment as an effective process for job seekers and recruiters to search, converse, share, engage and refer each other using social media, web-based and mobile platforms. Social media recruitment refers to find and attract the actual and potential candidates using different social media like Facebook, Twitter, LinkedIn etc.

Private universities are one of the most important growing sectors in our country. According to University Grant Commission (UGC), currently 96 private universities are operating in our country. These universities recruit a large number of talent people. Every year, they need fresh graduates and experienced people as lecturer, assistant professor, associate professor and professor. Traditional recruitment process is still used by many universities but social media is becoming very important as a tool of recruitment in this arena.

Social media is often used by the private universities to provide advertisement for the vacant position. Potential candidates can easily get the information and apply for faculty position through using social media. Using social media users can get the advertisement of recruitment. They can also submit their CV through social media. In spite of the political and economic crisis in our country, the war of talent is still an actual topic and organizations like private university are confronted with the problem finding the talented faculty members. It often becomes difficult for universities to recruit the talented candidates with great academic soundness. But universities need teachers to survive, talented teachers are a prime source for a university's competitive advantage and talented people are scarce. The search for the best and the brightest people is a constant battle between universities and they have to develop techniques and strategies in order to find the best employees. For that reason, the strategic

question of finding, attracting, selecting and retaining the best people has become a significant issue for private universities. However the present study is designed to explore the factors affecting the effectiveness of social media in recruitment process and its present scenario. The study has been conducted in 10 private universities of Bangladesh.

2. Objectives of the Study

The major objectives of the study are:

1. To analyze some relevant factors that affect the effectiveness of social media recruitment.
2. To study how far the social media recruitment is cost and time effective.
3. To determine whether the social media recruitment is user friendly or not.
4. To explore the effectiveness of social media for recruitment

3. Review of Literature

3.1 Social Media

Social media has been conceptualized by researchers in different ways. Social media is shortly defined by Dave Kerpen (2008) as "Social media is online text, pictures, videos and links, shared amongst people and organizations." In preparing a conceptual explanation for social media in broader perspective, Murthy & Dhiraj (2013) state that, "Social media has been comprehensively characterized as the many relatively inexpensive and widely accessible electronic tools that empower anybody to distribute and to get data, work together on a typical exertion and construct connections." In another way, Howard Greenstein (2010) stated that "Social media are the online technologies and practices that people use to share content, insights, perspectives, experiences, opinions. They are media for social interaction." On the perspective of online platform Doreen Moran (2008) defined social media as "It is a collection of online platforms that individuals use to share content, profiles, feelings, bits of knowledge, encounters, viewpoints and media itself encouraging discussions and cooperation online between gatherings of individuals." Angie Schottmuller (2009) states that "Social media is communication channels or tools used to store, aggregate, share, discuss or deliver information within online communities. The focus is on interaction and relationship."

3.2 Social Media Recruitment

Social media recruitment refers to find and attract the actual and potential candidates using different social media like LinkedIn, Facebook and Twitter. Social media recruitment can be used to encourage a large number of candidates to apply for the vacant position. Researchers have defined social media recruitment in different ways. Alder & Matt (2011) recognized that "Recruitment through social media or social recruiting process defined as the recruiting candidates by using social platforms as talent databases or for promoting. Prominent social platform used for recruiting potential candidates by business organizations include Facebook, LinkedIn, Twitter, XING, Google+, Viadeo and Branch out. Social recruiting is at the crossing point of recruitment and social media." Chris Young (2012), CEO & Founder Async Interview, states that "Social recruiting is expelling hindrances to geography, companies and people by using web communities to increase transparency about an organization and/or its employment opportunities and scopes." In another way, Robin Richards (2012), CEO of Tweet MyJobs, characterizes social media recruitment as "It is a procedure for employment seekers and employers to search, converse, share, engage and refer each other using social media, web-based and mobile platforms." Social recruiting uses social media profiles, blogs and online communities as a talent database to find and search for potential candidate data and information. Social media recruitment is quicker and easier to perform than other traditional recruitment processes.

3.3 Different Tools and Ways Used in Social Media Recruitment

There are a set of tools used in social media recruitment like LinkedIn, Twitter, YouTube and Facebook. Scholar's opinions in regard to the use of social media tools are as follows. Researcher Joos (2008) states that "Social media is a broad category, including practices, such as podcasting, web recordings, blogging, internet videos, text messaging and HR e-mail marketing, which are some of the more widespread applications used in recruitment." Notwithstanding these apparatuses, he also added that there are a little number of highly famous sites which recruiters are using progressively, for example, Facebook, Wikipedia and Yahoo. These join devices to pull in the consideration of potential applicants ordinarily going from sites to sites, wikis, podcasts and video stages. With the end goal of this paper we join another late study by Jobvite (2012) among managers uncovers that "LinkedIn is as of now the most prominent interpersonal organization device being utilized for selecting, followed by Facebook and Twitter. It also appears that the use of social media tools and their application at different stages in the recruitment process differ, as does their application between different employers." YouTube is an apparatus that empowers associations to show more data about themselves and opportunities by

recording interviews with key people in the association. Twitter can also be used to express the vacancies and while Facebook is dominating an informal communication instrument, some organizations use it for recruitment purposes or to direct candidates onto their careers site.

3.4 Factors Affecting Social Media Recruitment

There are some factors stated by several authors that significantly influence the overall social media recruitment process. Wu *et al.* (2003) stated that “Information content, cognitive outcomes, quality of applicants, privacy, user employment, technical support, visual appearance, organization of information, navigation, credibility and impartiality are the factors affecting the social media recruitment.” According to Barners and Vidgen (2000), “the factors are usability, design of information, trust, and empathy.” Lui and Arnett (2007) described the factors as “quality of information and service, system use, playfulness and perceived ease of access.” Loiacono *et al.* (2008) stated the factors as, “ease of understand, further usefulness, complementary relationship and accuracy of information.” Another author Palmer (2002) pointed out the factors as “navigation, content, interactivity and responsiveness and issues of privacy.” So we can say employers must have responsibility to ensure accuracy on their own websites and also consider the issue of privacy while using the information of potential candidates.

3.5 Benefits of Social Media Recruitment

Researchers have different opinion regarding the advantages of social media recruitment. Davison, Maraist and Bing (2011) states that “there are an extensive variety of advantages connected with using social media for recruitment, special focus on cost savings, expanding the pool of candidates came to, and being able to target recruitment at specific groups of potential applicants.” A survey of leading employers conducted by Cober and Brown (2006) uncovered that “recruiters get more value in the recruiting process from their budgetary investments in social networking websites than in corporate employment websites.” According to Cober *et al.* (2000), “the benefits of recruitments by using social media are time-effective, inexpensive and adaptable. Applications and resumes can be effortlessly examined, taking into consideration faster and more important data exchange.” Brown and Vaughn (2011) states that “Social media provide a readily available public forum to research candidates while incurring minimal cost, permitting even little organizations to take part in such practice.”

4. Methodology of the Study

4.1 Sampling Design

According to W. G. Zikmund and M. Griffin (2014), “A sample is a subset, or some part, of a larger population.” There are two types of sampling; probability sampling and non-probability sampling. For the sampling design of this study the convenience sampling approach has been selected which is a non-probability sampling technique. W. G. Zikmund and M. Griffin (2014) states that “Convenience sampling refers to sampling by obtaining people or units that are conveniently available.” Sample has been chosen from ten private institutions which are: City University (CU), World University of Bangladesh (WUB), Daffodil Institute of IT (DIIT), Daffodil International University (DIU), Bangladesh University of Business & Technology (BUBT), South East University (SEU), Bangladesh University (BU), Dhaka International University (DIU), BRAC University and Eastern University (EU). Teachers with the position of lecturer, assistant professor, associate professor and professor have been selected conveniently and given the questionnaire. They were requested to fill up the questionnaire according to their judgments and opinions. Fifty (50) respondents have been conveniently selected as the sample size for the survey.

4.2 Data Sources and Collection Procedure

For the purpose of this study, primary data have been used. A structured questionnaire has been developed and used as a data collecting instrument. In this study, the questionnaire includes two parts. The first one is demographic information with fixed alternative questions. Two fixed alternative questions have been used which includes four and three alternatives consecutively. Secondly, in part two 5-Likert scale has been used which includes 5 dimensions; *Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)*. The questionnaire consists of 15 specific questions. These questions are based on 6 variables which are used to measure the effectiveness of social media in recruitment process of an organization named information quality, privacy and security, quality of applicants and applications, costs, time and user friendly.

4.3 Hypothesis Development

In order to explore the factors affecting the effectiveness of social media in recruitment process, the study conducted a factor analysis test. After the analysis the study founds four crucial factors which affect the

effectiveness of social media in recruitment process. Then on the ground of factor analysis the researchers develop four hypotheses and t-test has been used to prove the hypotheses of the study.

The following hypothesis is developed and tested:

Hypothesis-1 (H_{A1}): Information quality about applicants is satisfactory

Hypothesis-2 (H_{A2}): Privacy and Security are ensured

Hypothesis-3 (H_{A3}): Social media recruitment saves cost and time

Hypothesis-4 (H_{A4}): Social media recruitment is user friendly

4.4 Data Analyzing Process

Frequency and percentage has been shown to analyze the response of fixed alternative questions and demographic analysis of the respondents using Ms Excel. The collected data has been analyzed by using SPSS 22.0 and MS Excel 2007. Principal component analysis has performed to identify the factors affecting the effectiveness of social media in recruitment process.

Furthermore, the collected data have been carefully processed and presented in the form of table and analyzed with the help of statistical tools such as reliability test, t-test etc. After statistical presentation, there will be some findings based on the survey conducted which has been presented in the study.

5. Data Analysis and Findings

5.1 Demographic Characteristics

Table-1 depicts the descriptive statistics. Out of 50 respondents, about two thirds of the sample is male. Almost sixty six percent of the respondents are lecturer in designation category and only eight percent of the respondents are professor.

Table-1
Sample Profile

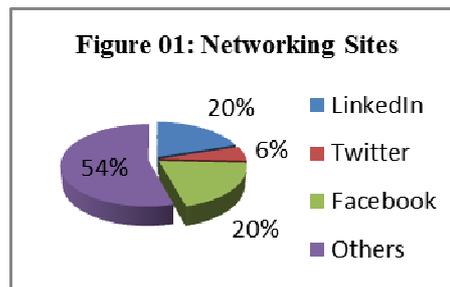
Demographic Characteristics	Frequency	Percentage
Gender (n=50)		
Male	35	70.0
Female	15	30.0
Designation (n=50)		
Lecturer	33	66.0
Assistant Professor	8	16.0
Associate Professor	5	10.0
Professor	4	08.0

5.2 Analysis of Fixed Alternative Questions

Two fixed alternative questions have been used in the questionnaire. The first question is related to the networking sites used by the universities to recruit the candidates. The second question is used to focus on the policy of social recruitment. This question has been developed to find out whether the organization follows any formal policy or not. HR people have been asked to response to the fixed alternative questions.

5.2.1 Social Networking Sites

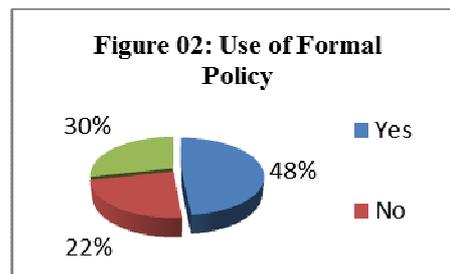
In this figure, it is seen that LinkedIn is the most used social networking site which cover 20% of opinion of the respondents. Facebook is also widely used which also cover 20% respondents in this study. On the other hand, Twitter is comparatively used less than the other two networking sites which represent only 6% of respondents. Some respondents stated that they use don't use LinkedIn, Twitter or Facebook and some respondents also stated that they don't use any social networking site that's why they put tick on 'others' which covers 54%. The detailed output can be found in the Appendix-2(I).



Source: Developed by Author

5.2.2 Use of Formal Policy

In this figure, most of the respondent stated that they use formal policy for using social media in recruitment. Almost 48% of the respondent stated that they have formal policy for social media recruitment. At the same time, it is also true that formal policy may not be used for social media recruitment. In this study, 22% respondent stated that they don't use any formal policy. Lastly, the study result shows that 30% respondent don't know about using of formal policy. The detailed output can be found in the Appendix-2(II).



Source: Developed by Author

5.3 Reliability Test

Table 02: Reliability Statistics

Factors	Cronbach's Alpha	No. of Items
Factor-01: Information Quality	.823	6
Factor-01: Privacy and Security	.778	3
Factor-01: Cost and Time	.749	3
Factor-01: User Friendly	.560	3

A reliability statistics (Cronbach's Alpha) has been performed to test the reliability and internal consistency of four factors. The coefficients ranged from 0.56 (Factor 4) to 0.82 (Factor 1), indicating that variables are considered to be internally consistent. All of the final communalities are higher than 0.50, indicating strong correlations between the indicators and the associated factors. The α value shows 0.823 for factor 1, 0.778 for factor 2, 0.749 for factor 3, and 0.560 for factor 4. Principal component analysis has performed to identify the effectiveness of social media in recruitment process of private universities in Bangladesh.

5.4 Factor Analysis

Table 03: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.668
Bartlett's Test of Sphericity	Approx. Chi-Square
	353.361
	Df
	105
	Sig.
	.000

An exploratory factor analysis has performed to measure the effectiveness of social media in recruitment process of private universities in Bangladesh. Bartlett's test of sphericity (with a value of $\chi^2 = 353.361$, $df = 105$, $p < .001$) and Kaiser Meyer-Olkin statistic calculated as 0.668, indicate that data seems suitable for factor analysis. Principal component and varimax rotation procedures have been used to identify factor dimensions. Principal component factors with eigen values of 1.0 or greater has been rotated by the varimax analysis. Variables with

loadings equal to or greater than 0.461 include in a given factor to decrease the probability of misclassification. A total of 15 satisfaction items from the factor analysis results in four factor groupings and has explained 68.72% of the variance. All of the factor loadings are greater than 0.46, indicating good correlations between the items and the factor groupings to which they belong. The results of the factor analysis are presented in Table.

Table 04: Total Variance Explained

Component	Extraction Sums of Squared								
	Initial Eigen Values			Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.753	31.686	31.686	4.753	31.686	31.686	3.444	22.963	22.963
2	2.746	18.306	49.992	2.746	18.306	49.992	2.866	19.108	42.071
3	1.686	11.241	61.233	1.686	11.241	61.233	2.220	14.801	56.872
4	1.123	7.485	68.718	1.123	7.485	68.718	1.777	11.846	68.718
5	.877	5.847	74.565						
6	.706	4.706	79.272						
7	.662	4.412	83.684						
8	.522	3.478	87.161						
9	.509	3.391	90.552						
10	.377	2.511	93.063						
11	.333	2.223	95.285						
12	.282	1.878	97.164						
13	.208	1.389	98.552						
14	.123	.818	99.370						
15	.094	.630	100.000						

Extraction Method: Principal Component Analysis.

The factors' are labels as- Information Quality (Factor 1), Privacy and Security (Factor 2), Cost and Time (Factor 3), Users Friendly (Factor 4). Factor 1, Information Quality 31.686% of the variance in the model and encompasses 6 statements regarding trustworthiness of information, necessary information, relevant information, qualified applicants, quality application and reliable application. Factor 2, Privacy and Security; narrates 18.306% of the variance in the model and is composed of three statements regarding protection of data against abuse, data access by authorized users and protected communication with applicants. Factor 3, Cost and Time illustrates 11.241% of the variance in the model and is loaded with three statements relating to low cost for advertisement, low time for advertisement and low time for overall recruitment process. Factor 4, Users friendly, explains 7.485% of the variance in the model and is loaded with three statements relating to simplicity of social media recruitment, recruitment of target group candidates and ease of use.

Rotated Component Matrix^a
(Factors Loading)

	Component			
	1	2	3	4
Factor#01: Information Quality				
Necessary information	.841			
Quality application	.763			
Qualified applicants	.721			
Trustworthiness of information	.611			
Reliable application	.593			
Relevant information	.586			
Factor#02: Privacy and Security				
Data access by authorized users		.884		
Protected communication with applicants		.832		
Protection data against abuse		.656		
Factor#03: Cost and Time				
Low cost for advertisement			.827	
Low time for overall recruitment process			.765	
Low time for advertisement			.569	
Factor#04: User Friendly				
Simplicity of social media recruitment				.837
Ease of use				.528
Recruitment of target group candidates				.461

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

From the factor analysis, it is apparent that there are some major factors that affect the effectiveness of social media in recruitment process of private universities in Bangladesh.

Factor 1 (Information Quality) consists of six items, including trustworthiness of information, necessary information, relevant information, qualified applicants, quality applications and reliable applications which illustrates 31.686% of the variance. All the items are highly loaded on this factor. From the study it has been found that social media recruitment is effective mostly for availability of necessary information, quality applications, and qualified applicants. The other items, for which social media recruitment is effective, are trustworthiness of information, reliable applications and relevant information.

Factor 2 (Privacy and Security) is another most important critical factor which influences the effectiveness of social media in recruitment process of private universities in Bangladesh. This factor consists of three items, including protection of data against abuse, data access by authorized users and protected communication with applicants. From the factor analysis it can be argued that data access by authorized users is the most critical items which are preferred in factor 2. The other two items in privacy and security factor are protected communication with applicants and protection of data against abuse which indicate the effectiveness of social media recruitment from this perspective.

Factor 3 (Cost and Time) build with low cost for advertisement, low time for advertisement and low time for overall recruitment process which shows 11.241% of the variance in the model. The most dominating item of this factor is low cost for advertisement which has been proved from the analysis. The analysis also shows that low time for advertisement and low time for overall recruitment process also have significant impact on effectiveness of social media in recruitment process of private universities in Bangladesh.

Factor 4 (User Friendly), has formed by three items, simplicity of social media recruitment, recruitment of target group candidates and ease of use. Since now-a-days organizations want to recruit their personnel in simple way that's why simplicity of social media recruitment is another expected dominant factor for the users. Furthermore, ease of use and recruitment of target group candidates are other crucial items of user friendly which have significant impact on effectiveness of social media in recruitment process of private universities in Bangladesh.

5.5 Interpreting the t-Test Result

5.5.1 Test of Hypothesis-1 (H_1) [See appendix 01(I)]

Firstly, for analyzing the information quality about applicants in recruitment through social media the study considers six items namely trustworthiness of information, necessary information, relevant information, qualified applicants, quality applications and reliable applications. Appendix table 01(I) indicates that, for one sample t-test; at 5% significant level the p-value [Sig. (2-tailed)] for information quality about applicants is smaller than 0.05 ($p < .05$) which results that null hypothesis H_{01} is rejected and alternative hypothesis H_{A1} is accepted. The analysis depicts that, information quality about applicants is satisfactory.

5.5.2 Test of Hypothesis-2 (H_2) [See appendix 01(II)]

Secondly, for analyzing the privacy and security of social media based recruitment the research take into consideration three factors namely protection of data against abuse, using the data by authorized users and protected communications with applicants only. Appendix table 02 represents one sample t-test that, at 5% significant level, the p-value for this factor is smaller than 0.05 ($p < .05$) which depicts that null hypothesis H_{02} is rejected and alternative hypothesis H_{A2} is accepted. This test depicts that, privacy and security is ensured in social media recruitment.

5.5.3 Test of Hypothesis-3 (H_3) [See appendix 01(III)]

Thirdly, for analyzing the third factor cost and time the study considers three items. The items are low cost for advertisement, low time for advertisement and low time for overall recruitment process. Appendix table 01(III) shows that the p-value for the factor cost and time is smaller than 0.05 ($p < .05$). Which results that null hypothesis H_{03} is rejected and alternative hypothesis H_{A3} is accepted. The analysis depicts that the social media for recruitment saves the cost and time both.

5.5.4 Test of Hypothesis-4 (H_4) [See appendix 01(IV)]

Fourthly, for analyzing the another factor user friendly the researchers take into consideration three factors namely simplicity of social media recruitment, recruitment of target group candidates and ease of use. Appendix table 01(IV) represents that the p-value for factor four smaller than 0.05 ($p < .05$) which depicts that null hypothesis H_{04} is rejected and alternative hypothesis H_{A4} is accepted. This test highlights that, the social media recruitment is more user friendly than other recruitment process.

6. Recommendations

- There are a number of significant social networking sites like; Facebook, Twitter, LinkedIn etc. So the universities should be careful to select the appropriate social networking sites through which they can easily reach to the target candidates and get the proper information to conduct the recruitment process.
- Formal policy should be adopted and followed by the universities while recruiting candidates using social media. Since social media recruitment is a technology based recruitment process, the policy can quickly become out of date. So the policy should be updated.
- It is advisable to consider potential legal issues, particularly those surrounding data protection and privacy.
- The social media recruitment should be user friendly. It should be easily understood by the candidates. In other words, keep social media activity for recruitment simple and secure.

- It is important to impart training and to provide information to those people who involved in using social media for the purpose of recruitment. Training will help them to understand and use proper social media for recruitment which facilitate the recruitment process.

7. Conclusion

A combination of the theoretical background and the findings of the survey lead to the conclusion that Social Networking Sites or Social Media are important and upcoming topic in recruitment process. Social media has a significant contribution for recruiting candidates. The outcomes of this research indicate a trend to use the social media for recruitment and it became obvious this issue will gain importance in the future. This study also concludes that social media has a great contribution to reduce the costs of overall recruitment process. It adds some value with traditional recruitment process. Social media has been able to reduce the time at a great extent for recruitment. Furthermore, people are gradually technology oriented. They find the way how they can easily apply for a post by using social media. At the same time, employers also try to recruit their employee at least possible time and costs. But social media is not totally an unmixed blessing. It is often difficult to ensure the privacy of information gathered from social media. On the other hand, the quality of information is another important issue in social media recruitment. Though some problems are associated with social media recruitment, it has added some additional features and brought some changes in the process of traditional recruitment. It is true that social media recruitment is easier and user friendly to the potential candidates who are searching jobs. Finally, even though the variables used in this study are derived from reviewing the literatures to identify factors that affect the effectiveness of social media in recruitment process and the variance explained by 68.71%, there are some other factors (items) which have been omitted. That's why the researchers can pay attention to the factors other than those mentioned in our study. The researchers can also try to show effectiveness of social media in recruitment process in comparison to other traditional recruitment process which is also not considered in this study.

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Appendix: 01 (I)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Information Quality	49	3.6156	.65986	.09427

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Information Quality	38.356	48	.000	3.61565	3.4261	3.8052

Appendix: 01 (II)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Privacy and Security	49	3.4014	.91788	.13113

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Privacy and Security	25.940	48	.000	3.40136	3.1377	3.6650

Appendix: 01 (III)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Cost and Time	49	4.0408	.66886	.09555

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Cost and Time	42.289	48	.000	4.04082	3.8487	4.2329

Appendix: 01 (IV)

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
User Friendly	49	3.8776	.62247	.08892

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
User Friendly	43.605	48	.000	3.87755	3.6988	4.0563

Appendix: 02 (I)

Social networking site used by the universities for recruitment

Networking Sites	Frequency	Percentage
LinkedIn	10	20%
Twitter	03	6%
Facebook	10	20%
Others	27	54%
Total	50	100%

Appendix: 02 (II)

Use of formal policy for recruiting through social media

Networking Sites	Frequency	Percentage
Yes	24	48%
No	11	22%
Don't know	15	30%
Total	50	100%