Enhancing Organization Attractiveness Through Employer Branding: Examining The Mediating Role Of Social Media

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Abstract

The main purpose of the research is to examine the role of social media to communicate employer brand image to potential applicant in creating positive perception about the organization. The proposed model specifying the, how social media creates a bridge between employer brand perception and organization attraction as an outcome in the online recruitment. For this study, data was collected from 211 employees working on Indian IT sector to test the mediating role of social media, step-wise linear regression was performed (SPSS 22). The major findings are: (1) SM is a significant predictor of organization attractiveness (2) the mediating role of SM between employer brand perception and organization attractiveness is empirically established. The results of the study suggested that organization can use SM to promote/ create their employer brand perception to the prospective applicant towards enhancing organization attractiveness. Further, theoretical and managerial implications have discussed.

Keywords: Mediator; social media (SM), employer brand (EB), organization attractiveness.

Introduction:

The primary function of recruitment is to recognize and attract potential employee in the organization (Breaugh and Starke, 2000). The strategic significance of recruitment is to gain the competitive advantage, so that it becomes very essential to attract and retain high quality people (Boxall and Purcell, 2003; Barney, 1991; Wright and McMahon, 1992; Barney and Wright, 1998). But now, organizations are facing difficulty in hiring the applicants due to current challenges, such as globalization, use of high technology, aging population and high competition to survive (Ployhart,Tippins & Schmitt, 2017; Francis & Bessant, 2005). Furthermore, existence of labour shortage in the job market due to lack of qualified candidate (Cappelli,2012) make an existence of 'war of talents' (Lievens et al., 2002). Schelechter, Hung and Bussin,(2014), in their study suggested that, attracting and retaining the talent is one of the strategic and challenging issue faced by the organization in the process of recruitment. However, Traditional 'spray & pray' method of recruitment is not sufficient to attract the prospective candidate in the organization (Joos, 2008). To overcome this situation organization, need to upgrade their recruitment strategy and primarily focus into the talent attraction andtheir retention (Lievens et al., 2002; Chambers et al., 1998).

The discovery of web 2.0 facilitate two-way communication platform such as Facebook, LinkedIn, Twitter, WhatsApp, Blogs, You Tube etc. (Ghatak &Singh, 2019) and has increasingly gained attention by the organization (Scuotto, Giudice and Carayannis, 2017; Song, Wang, Chen, Benitez and Hu, 2019). Along with advent of smart phone, sharing and accessing of information become much easier. Now brand value of a firm perceived by building brand awareness and gain references in social media page (Andzulis et al., 2012).

Previous studies focused on uses of social media for different purposes such as,creating brand (Backhaus & Tikoo, 2004, 2016; Edwards, 2010), brand attractiveness (Alniacik & Alniacik, 2012), and for advertisement and external brand communication purpose (Foster et al., 2010). A study by Micik & Micudova, 2018, (in Czech Republic),found that, in order to attract potential applicant especially generation-Y most of the companies using career website more as compare to social media sites. And also suggested that there is opportunity and scope for the study how to use the social media sites to make attract employees from generation Y.In terms of academic research, to increase the organization attraction by use of social media and creating positive perception of employer brand is sparse (Carpentier, Hoye & Weizters, 2019; Carpentier, et al., 2017, Sivertzen, Nilsen and Olafsen, 2013) and especially the role of SM communication characteristics (social presence and informativeness together) on organization attraction (Carpentier, Van Hoye & Weng, 2019). In India, research related to employer brand is very few (Tanwar & Prasad, 2019; Kaur et. al., 2015), where most of the research has been done on western countriessuch as; Russia, Czech Republic etc.(Kucherov & Zhiltsova, 2020; Micik & Micudova, 2018), and there are limited empirical evidence of social media as a hiring device tool with reference to Indian organization employee (Tanwar & Prasad, 2019; Kashyap & Rangnekar, 2016).

A study by Carpentier, Van Hoye and Weng, 2019, investigated that, how social media page characteristics influenced the attraction of perspective 'applicants towards the organization. The research examined the how potential applicant influenced by social media communication characteristics such as; social presence and informativeness. The quantitative result showed that both, i.e., social presence and informativeness page characteristics of social media had positive effect on organization attraction separately and also suggested that

further study has required to examine the combine effect on organization attraction. To address these gaps acknowledged from the previous literature important factors such as, employer brand perception, social media and organization attractiveness are identified. Through the guidance of theory (Signaling theory, uses & gratification theory) and literature review we proposed a conceptual model (fig: 1& 2) to explain the relationship between these variables. This study aims to investigate the technique through which perception of employer brand help organization to develop positive organization attractiveness amongst the employee in India. The study also explains to the relationship between employer brand perception and social media communication. Social media was chosen as the mediator between employer brand perception and organization attractiveness. The study explores the relationship between employer brand perception, social media and organization attractiveness. The Findings of the study would add empirical evidence in the literature of online recruitment by analysing the impact of employer branding and social media on organization attractiveness. Furthermore, establishment of social media as a mediator improve the understanding of employer branding and help recruiters to design effective recruitment strategy.

Theory and Hypotheses Development

To understand the underlying relation among these three variables such as; dimensions of employer brand, social media, org. attraction, present study based on the 'signaling theory' and 'Uses and Gratification Theory (UGT)'. With reference to recruitment activity, Signaling theory appropriately explain the mechanism of sending signals and applicant's responses (Spence, 1973; Uggerslev et al., 2012; Connelly et al., 2011) and majorly used by the researcher in recruitment related research (Carpentier et al., 2017, 2019; Celani and Singh, 2011; Slaughter, Zickar, Highhouse & Mohr, 2004). The signaling theory basically

concerned to decrease the information asymmetry between the two parties (Spence, 2002). This theory mostly used in describing the behaviour of two parties known as sender and receiver, looking for gathering information (Connelly, Certo, Ireland and Reutzel, 2011). Generally, one party i.e., sender must choose how to communicate that information (signal) and the second party i.e., receiver try to interpret the signal. Based on the signaling theory (Spence, 1973), we proposed that organization sends signal or message about its image through social media and potential applicant interpret this signal as whether that place is good for work on not.

Moreover, UGT theory that focuses on social communication and specifying how a particular media is selected in order to fulfil the certain needs (Katz, Blumler and Gurevitch, 1974). This theory also applicable in the case of social media uses where persons looking for gratification (Raacke& Bonds-Raacke, 2008). Based on UGT theoretical approach, we can relate both Utilitarian and social gratifications are influence people to utilize social media to learn and gather information (Bae, 2018; Gao & Feng, 2016). In context to social media 'utilitarian gratification' demonstrate information seeking motive and social gratification refers to the developing and maintaining the social contacts (Gao & Feng, 2016). Based on the UGT theory, we can relate two motives i.e., informativeness and social presence as SM page communication characteristics which is found in other literature also (Frasca & Edwards, 2017; Kissel & Buttgen, 2015).

Employer brand and organization attractiveness

Employer branding refers to an organization's ability to attract the best employees and retain the one's they already have (Backhaus & Tikoo, 2004, p. 501-517.). 'Employer brand' in context to the organization, it is the combination of benefits such as; psychological, functional and economical offered by the employer to the potential employee and its main role is to provide comprehensive framework to the management to enhance their productivity and improve recruitment, retention and commitment (Ambler & Barrow, 1996). Mayo (2001), highlighted its communication characteristics as it is deliberately or non-deliberately communicated by the employer to the prospective applicant. Whereas, other researcher stated that main purpose of employer branding is to positive mental picture about the company to the potential applicant (Ewing et al., 2002).

Previous studies related to prospective employees' attraction towards the organization in the early stage of recruitment, figured out that the attraction towards the organization is developed due to the perceptions about organizational attributes e.g., salary, career growth, job site, career enhancement scheme of the organization etc., (Lievens & Highhouse, 2003; Cable & Graham, 2000;Turban& Keon, 1993). Several studies also explored that intention to apply for the job by the potential applicantsis dependent upon how they perceived oganization attractiveness characteristics (Belt & Paolillo, 1982; Fombrun & Shanley, 1990; Rynes, 1991).In this competitive market, employer branding significantly helps in recruitment and retention of employee (Kashyap & Rangnekar, 2014). Those organizations who communicating their strong employer brand image receives positive organizational outcomes (Priyadarshi, 2011). Previous study also suggested that organization brand representation is a significant part in talent attraction (Cable & Turban, 2001; Tom, 1971). Thus, it is said that positive and distinct employer brand is a necessary asset for the organization. Despite very few studies demonstrate how this perception about brand can build, managed and communicated in context with recruitment practices (Lievens and Slaughter, 2016).

A study by Micik and Micuduva, 2018, stated that communicating organization culture or brand has positive relation with building

organization image. It is evident that potential applicants' perception about the organization affected by portrayal of employer brand image (Collins and Kanar, 2014). Thus, organization focuses to attract applicant through promoting unique and favourable brand image (Carpentier et al., 2017). Thus, we hypothesize as follows:

Hypothesis 1: Employer brand perception is positively related to organization attractiveness.

Employer branding and social media:

In recent years, it was found that emergence and rapid development of social media, impacted e-HRM area significantly (Joos, 2008; Kaplan & Haenlein, 2010; Welbourne, 2010).), especially, recruitment activity (Girard, et,al., 2013). It facilitates the platform to create, share and exchange of ideas and influence potential applicant to take decision to join the company or not, brand (Bernoff & Li, 2008; Girard et al., 2013). Above all, SMhas the capability to advances the hiring process (McFarland & Ployhart, 2015). Company websites and social media platforms are mostly used to promote employer brand (Bondarouk et al., 2012). Among other social networking sites, Facebook and LinkedIn are important platform that largely used for searching the job and hiring process (Adecco, 2015; Nikolaou, 2014). Most of the organizations have already started to use social networking sites as communication tools within their organization (Vuori, 2012). If the image of the employer's product is well shared with others, it will help job applicant to positively perceive the organizational culture of future company (Backhaus, 2016).

Communication with the new generation through SM is very important since it provides platform to interchange, in which one can share, discuss and agree with the idea (Kietzmann, et. al., 2011) and in this way it helps to create an employer image that benefits by attracting appropriate potential (Davison, et. al., 2011). A study by Sivertzen et al., 2013 showed that social media, psychological value, innovation value and application value were found to be

directly associated with corporate reputation which further become desires for job application. Furthermore, some study suggested that social networking sites are great means to convey employer brand at low cost to reach extensive applicant (Kissel & Buttgen, 2015). Hence, social networking sites are excellent means of communicating employer brand to different stakeholders of a company at a lower cost. And found association between applicant, employer brand and social media. Thus, we hypothesize that:

Hypothesis 2: The potential applicant's perception towards the EB is positively related to the SM.

Social media and organization attractiveness:

SM is considered as second generation of website-based service, which allows people to interact with each other virtually. Many of the organizations nowadays have created social media page on which they provide information related to their work environment, products, brands and communicate this information to different stakeholders of the company (McFarland & Ployhart, 2015; SHRM, 2016). Due to popularity and ease of use of social media job search behaviour of potential job seekers (active & passive) has changed, now they rely more on different social media platforms (Adecco, 2015). In order to attract the best talent, organization must take up a position decently on SM and try to make good connection with the prospective applicants (Gillissen, 2018a). It is well known that; potential applicants find difficulty to choose the specific organization due to lack of awareness and information of the future company. In this regard SM is best tool to give an insight about the organisational culture. (Gehrels, 2016). Sivertzen et al., 2013 empirically established the significant relation between SM and corporate reputation, further it leads to the intention to apply by the potential applicants.

Nikolaou, 2014 in his study found that in recruitment context, signaling theory (Spence, 1973; Connelly et al., 2011), job searching activity arises due to lack of information availability so the applicant may try harder to search for information about the employer. This activity may lead to the interpretation of the organization communication characteristics on social media such as; informational nature and social presence and, in addition, provide indications of what the organization looks like as alike as an ideal employer. As a result, it can affect the attractiveness of the organization (Carpentier, Van Hoye & Weng, 2019).In addition, a study conducted by Allen, Mahto & Otondo, (2007), empirically established the significant association between the availability of information related to job and applicant's viewpoint towards the organization. Kissel & Buttgen (2015), found in their study the direct effect of perceived available information on organization attractiveness found to be negative whereas, other studies also suggested the positive relationship between perceived available information on social media and positive perception about the organization reputation and companies' image, (Frasca & Edwards, 2017; Sivertzen et al., 2013) which, in turn, led to a positive association with employer attractiveness. Gregory, Meade and Thompson, 2013 on the other hand, found that availability of small data on website, which accounts for the increase in the positive effect of social presence on org. attraction and conversely. Thus, it leads to the next hypothesis as:

Hypothesis 3. Social media (Informativeness and social presence features) has a positive effect on the attraction of an organizational.

Social media as a Mediator between employer branding and organization attractiveness:

Informativeness characteristics regarding recruitment context refer as the adequate and useful information provided for potential applicant about the job (Van Hoye and Lievens, 2005). Here, information adequacy refers to the availability of sufficient information (Barber & Roehling, 1993) and relevant information related to the information influence the perception in context to social media. Also, relevant information about the employer and organization culture also influences applicants' perception of a good work environment (Carpentier et al., 2019).

In addition, the high social presence on the contact page may beas it demonstrates to the applicant that the organization is a friendly and cordial employer,which results, asthe development of organization attraction (Connelly et al., 2011). In this regard the study of Allen et al. (2013) has shown that the social presence on company website is positively related to the perception of applicant about the organization.

A study by Kissel& Buttgen, (2015) empirically shown the direct relation between perceived information availability and employer attractiveness was negative, but highlighted the availability of information on social media has positive association with company image, which continues to be related to attraction of the organization. Here, it is noteworthy that the employer brand indirectly influenced the organization's attraction and application intention by company-controlled sites or social networking sites. In addition, they suggested that social media sources are very important to communicate brand messages and attract potential applicants.

A recent study by, Kucherov & Zhiltsova, (2020) in the Russian FMCG industry found that the information on social media has created not only significant perception of employer brand but also organization attractiveness. Further, qualitative study suggested the importance and benefits of social media uses in right hiring of applicant and employer branding purposes. In addition, Carpentier et al., (2017) found that information availability on Facebook page significantly influences the employer

image and attractiveness towards the organization.

The study also revealed the social presence of SM(Facebook profile) acts as a mediator between dimensions of employer brand and organization attraction. Therefore, we have proposed the hypothesis as:

Hypothesis 4: social media mediates the relationship between employer brand perception and organization attractiveness.
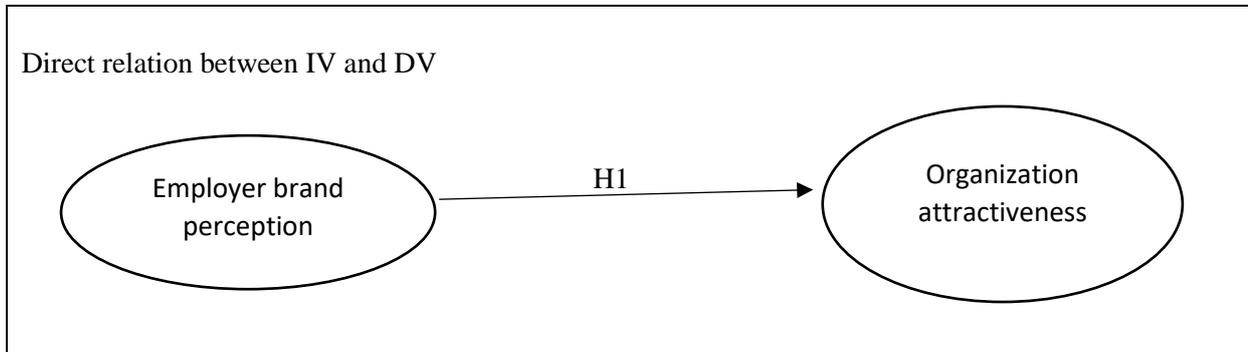

Direct relation between IV and DV

Employer brand perception → H1 → Organization attractiveness

Figure 1: showing direct relation between EBP and organization attractiveness

Indirect relation between IV and DV, with mediating variable
H4: EBP->SM->organization attractiveness (indirect relation)

Social media

H2

H3

Employer brand perception → H4 → Organization Attractiveness
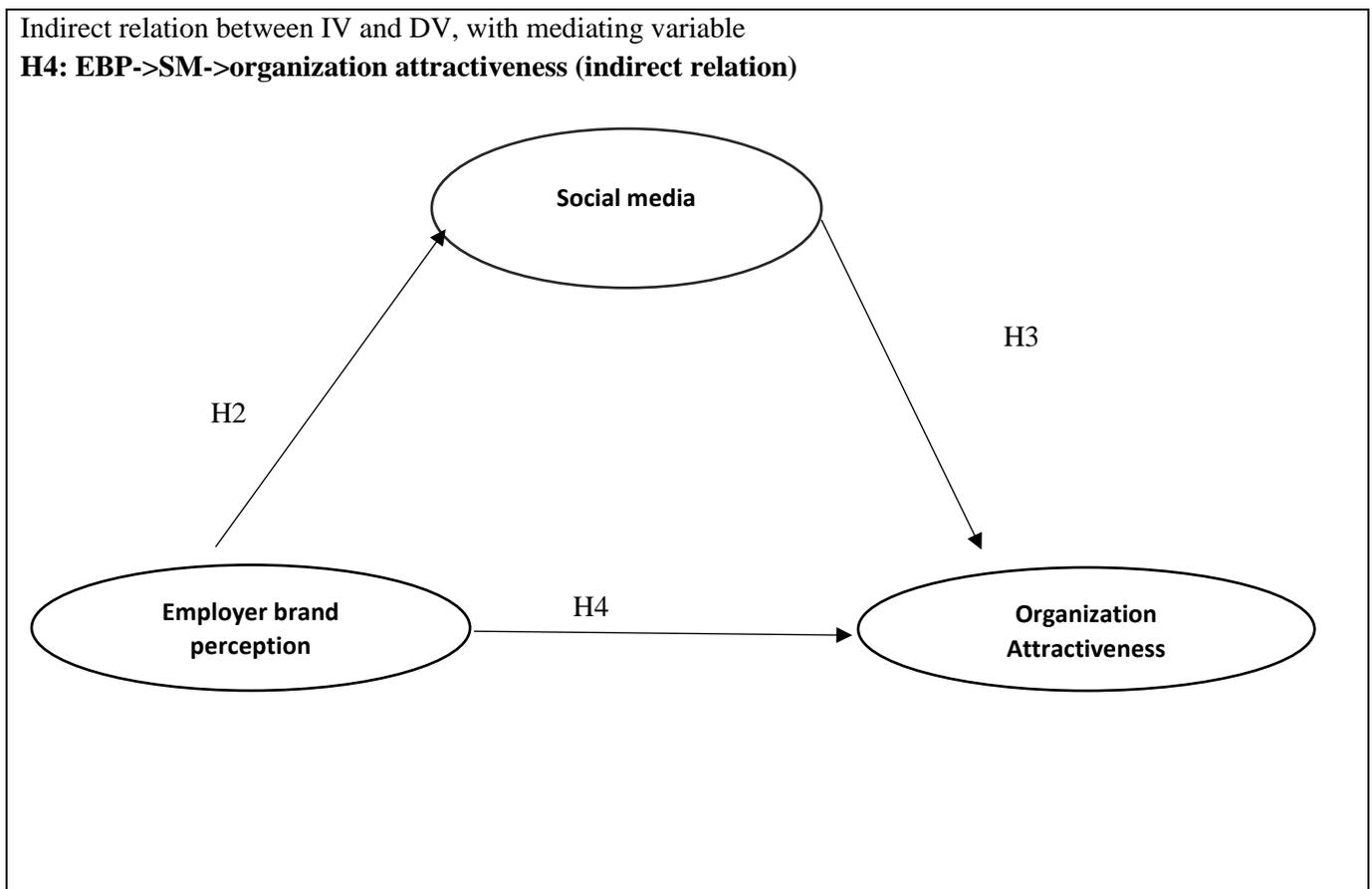
Figure 2: showing indirect relation between employer brand and organization attractiveness

Table 1: details of the Measures

S. No.	Dimensions	Total Items	Source	Cronbach's Alpha

1.	Employer Brand	25	Berthon, Ewing & Hah, 2005	0.924
2.	Social media	6	Williamson et al., 2003 (Informativeness) Short et al., 1976 & Xu et al., 2012 (Socia presence)	0.813
3.	Organization Attractiveness	3	Lievens et al., 2005	0.716

Table 2: Descriptive Analysis

S.N	Variable	Mean	SD	1	2	3
1.	Employer brand	3.75	0.60	(0.924)		
2.	Social media	3.85	0.57	0.848**	(0.813)	
3.	Organization attractiveness	3.39	0.85	0.703**	0.688**	(0.716)

** Correlation is significant at the 0.01 level (2-tailed), Cronbach alpha value represented diagonally within bracket

METHODOLOGY

Sample characteristics and Procedures:

For the study, the respondents are comprises of employees (N=211) from the Indian IT sector. The sector was chosen was Indian IT sector the study, the reason behind this it has been ranked as 'the most attractive sector' by Randstad Employer Brand Awards (year 2012-2014). About 300 participants were contacted, among these 211 responses are usable with three months of time-frame. Of the 211 respondents, 135 (63.7%) participants were male and 76 (35.8%) were female having education level as; graduate 128 (60.4%), post-graduate 64 (30.2%) and others 19 (9%). The age group of the respondent's ranges between 20 to 40years, among these respondents' majority of them belong the 20-25 years of age category.

Measures:

For this study total of 34-items (questions) asked which is taken from the established standard scales. All the measures were taken in five-point Likert scale, where 1 representing the strongly disagree to 5 -Strongly agreeand the language of the questionnaire was in English. Apart from this, other questions related to the demographic characteristics are also included in the questionnaire.The Cronbach α for all three constructsranged between 0.716 to 0.924 which is significantly greater than the suggested value of 0.7(Hair, Anderson, Tatham & Black, 1995).

Employer brand: It was measured through employer attractiveness scale (EmpAt)developed by Berthon et al., (2005) using the 25 indicators having five dimensions – interest value (e.g., "The organisation produces high-quality products and services"), development value ("Gaining career-enhancing experience"), social value ("Happy work environment"), economic value (e.g., "Good promotion opportunities within the organisation"), and lastly, application value (e.g., "Opportunity to apply what was learned at a tertiary institution."). The value of Cronbach alpha was 0.924.

Organization attractiveness:3-items were taken from Lievens, Van Hoye, and Schreurs (2005). For example, "This organization would

be a good place to work for me". The value of Cronbach alpha was 0.716

Social media: role of social media was measured by total six items by its dimensions; informativeness (3-items) and social presence (3-items). To measure the perceived informativeness dimension we used three items from Williamson et. Al., 2003 and social presence also used three items from Short et al., and Xu et al., 2012. For example, "I think this page (social media) gave me accurate picture of the organization". The value of Cronbach alpha was 0.813.

Table 3: All measures Items

Factors
A. Employer brand attractiveness: EmpAt- scale (0.924)
(Berthon et al., 2005)
EmpAt-Innovation
0.841
1. Working in a pleasant environment.
2. Innovative employer – practical/ unique thinking practices.
3. This organisation values and apply creativity in work.
4. The organisation provides topmost quality range of products and services
5. This organisation works on creation of unique products and services
EmpAt-social
0.859
6. Exciting place to work.
7. Have a good relationship with management.
8. Have a good relationship with working employee.
9. Supporting and motivating colleagues.
10. Joyful work environment.
EmpAt -Economic
0.898
11. Good promotional opportunities in the organisation.
12. Departmental dealing experience.
13. Occupational security in the organisation.
14. A handsome basic salary.
15. A complete attractive compensation package.
EmpAt -Development
0.823
16. Recognition from management.
17. Scope for future employment.
18. Feeling worthy myself as a working for an organisation.
19. Feeling more confident as working in a particular organisation.
20. Gain experience to enhance my career advancement.
EmpAt -Application
0.774
21. Humanitarian organisation – giving back to the social community.
22. Provides opportunity to apply what was learned at a tertiary institution.
23. Opportunity to teach others what you have learned.
24. Feeling belonging in the organization.

25. This organisation is customer directed.

B.Social Media page characteristics:
(0.813)
a) Perceived Informativeness (Williamson et al., 2003)
1. I feel this page provided an appropriate picture of the organization.
2. The SM page provides relevant information for job-seeker.
3.This page provides adequate information related the organization as a future   employer.

b) Perceived social presence (Short et al., 1976 & Xu et al., 2012)
 1. I felt warmly addressed by this account.
2. There was a sense of human contact through this page.
3. I felt I was interacting with someone.

C. Organization attractiveness (Lievens et al., 2005)
(0.716)
1. This organization can be a great place for me to work.
2. I feel this organization is an attractive employer.
3. The work of this organization appeals to me.

S0urce: Adapted from Berthon et al. (2005)

Analysis

The main purpose of this study is to analyse the role of social media in mediating the effect of employer brand on organization attractiveness. In order to study the relation step-wise regression with SPSS 22 was used to test the all the hypothesis. For this study, we used age, gender, highest qualification and work experience as control variables. Employer brand perception (IV) and SM considered as mediating variables (MV) and attractiveness of the org. as dependent variable (DV). Existence of mediator between the two variables are checked by following the certain procedures proposed by Baron and Kenny (1986). According to them mediation can take place when:

 (1) The IV has significant effecton mediating variable,

(2) The IV must affect the DV, when the mediator is not present,

 (3) The mediating variable has an effect on the DV,

(4) Last, the effect of IV on the DV decline or become non-significant, when the mediator added in the model (Baron & Kenny, 1986).

RESULTS

The descriptive statistics including correlations and scale reliability results are mentioned in Table 2. Among the constructs, employer brand perception has mean 3.73 and standard deviation 0.60, social media has mean value 3.76 and standard deviation 0.58 and organization attractiveness has mean value 3.39 and standard deviation 0.86. The Cronbach alpha values range from 0.714 to 0.924, in which employer brand perception has highest (0.924), social media (0.813) and organization attractiveness (0.716), demonstrate very good to excellent scale reliability. A Cronbach's α value should be greater than or equal to 0.70 mostly accepted which shows, high level of homogeneity with the scale (Nunnally, 1978). Further, correlation between all the three constructs is positively related with each other at 0.01 level. The correlation between employer brand perception (EBP) and SM is 0.848, between social media and organization

attractiveness is 0.688 and between employer brand perception (EBP) and organization attractiveness is 0.703.

In order to test the all four hypotheses, we used step-wise regression in which four models were tested. The first hypothesis tests, if employer brand perception carries significant impact on organization attractiveness. The dependent variable (organization attractiveness) regressed on predicting variable employer brand perception to test the hypothesis H_1 and the

result significantly predicted organization attractiveness, F (1, 210) =205.433, p ≤0.001, which indicates that the perception towards the employer brand has a significant role in enhancing organization attraction (β = 0.703, p ≤ 0.001). The following results clearly signify the positive effect of the employer brand perception. Moreover, the R^2 = 0.495depicts the model explains 49.5% of the variance in organization attractiveness. The findings of the summary are explained in table below:

Table 4: Model 1, direct relation between employer brand and organization attraction

Hypothesis	Regression weights	β - coefficient	R^2	p- value	Hypothesis supported
H1	EBP → org. Attractivness	0.703	0.495	.000	yes

Source: author creation,   Note: * p≤0.05

The second hypothesis tests i.e., employer brand perception has a significant effect on SM (both dimensions combinedly; informativeness & social presence). In this case, the dependent variable is social media which is regressed on independent variable i.e., employer brand perception. In order to test the hypothesis H_2 and the result significantly predicted that social media, F (1, 210) = 537.582, p ≤0.001, which

indicates that the perception towards the employer brand has significantly communicated through social media (β = 0.848, p ≤ 0.001). the following results clearly signify the positive effect of the employer brand perception. Moreover, the R^2 = 0.719 depicts that the model simply explains 71.9% variance was found in social media. The findings of the summary are explained in table below:

Table 5: Model 2

Hypothesis	Regression weights	β - coefficient	R^2	p- value	Hypothesis supported
H2	EBP → social media	0. 848	0.719	.000	yes

Source: author creation

The third hypothesis tests, social media has significant impact on social media on organization attractiveness. In this case, the dependent variable is organization attractiveness, which is regressed on independent variable i.e., social media. To test the hypothesis H_3 and result significantly predicted that social media, F (1, 210) = 188.912, p ≤0.001, which indicates that the

perception towards the employer brand has significantly communicated through social media (β = 0.688, p ≤ 0.001). The findings clearly signify the positive effect of the employer brand perception. Moreover, the R^2 = 0.474 depicts the model explains 47.4% of the variance in social media. The findings of the summary are explained in table below:

Table 6: Model 3

Hypothesis	Regression weights	β - coefficient	R^2	p- value	Hypothesis supported
H3	social media org. attractiveness	0.688	0.474	.000	yes

Source: author creation

The fourth hypothesis tests, in this case, the dependent variable is organization attractiveness, which is regressed on independent variable i.e., social media and employer brand perception. After testing the hypothesis H4, the result significantly predicted that both employer brand and social media were positively associated with the organization attractiveness (β = 0.426, p ≤ 0.001 and β = 0.326, p ≤ 0.001, respectively). Moreover, the R^2 = 0.525 depicts the model explains 52.5 % of the variance is associated with employer brand and social media. Finally, the effect of employer brand declined from β = 0.703 (at p ≤ 0.001) to β = 0.426 (at p ≤ 0.001), thus result indicating mediation. Hence, hypothesis 4 was partially supported. The findings of the summary are explained in table below:

Table 7: Model 4, Testing indirect relation between employer brand dimension and org. attraction

Hypothesis	Regression weights	R^2	F	β - coefficient	t-value	p- value	Hypothesis supported
H4 EBP->SM-> Org. attractiveness		0.525	115.284	0.426 (EB)	3.633	.000	yes
				0.326 (SM)	4.733	.000	

Source: author creation

Following the Baron and Kenny, (1986) steps to check the mediation, (1) where organization attractiveness (DV) regressed on employer brand (IV) without the intervention of social media communication characteristics, it was come to know that EB is a relevant predictor of the OA, where value of β – coefficient was found 0.703, (at p ≤ 0.001), (2) when social media characteristics (MV) regressed on employer brand (IV), the result confirm that independent variable is a significant predictor of mediator, here of β – coefficient was found β = 0.848, (at p ≤ 0.001), (3) as fulfilling the third condition SM (MV) regressed on the OA (DV), it was found that social media is also a significant predictor of organization attractiveness, where β – coefficient was found 0.688, (at p ≤ 0.001), lastly (4) when organization attraction (DV) regressed on both variables i.e., EB(IV) and SM (MV) was found significant predictor of OA (DV), the result also depict that effect of employer brand declined from β = 0.703 (at p ≤ 0.001) to β = 0.426 (at p ≤ 0.001), which fulfil the important criteria for mediation. Thus, we can say that SM has played an important role or a significant predictor of organization attraction.

Discussion:

The present study focused to find out the role of SM in increasing the organization attractiveness in context to recruitment and, at the same time the study also investigated the relation among the variables such as; employer brand, social media uses and organization attractiveness. In order to identify how an organization can better use SM as a tool to communicate organization key characteristic to the potential applicant, relationship between these three variables has been established. The use of social media for employee recruitment purpose has become important part of the most

of the organization. In the present study, four hypotheses have been drawn from the review of literature considering signaling theory (Spence, 1973) & UGT theory (Katz, Blumler and Gurevitch, 1974). It was found that all the hypotheses are significant and have positive effect on the DV. First, the result from the testing of hypothesis 1 found the direct relation between employer brand dimensions and organization attractiveness is positive and significant which supported the findings of previous work (Kashive & Khanna, 2017; Sivertzen, et al., 2013; Carpentier et al., 2017). Similarly, it also supported the findings of, Xie, Bagozzi & Melaand, (2015), which is the employer brand attributes positively affect attractiveness (influence the applicant to search the job and intend to apply), rather than having negative or no reputation of the organization (Cable & Turban, 2003).

Second hypothesis refers as the effect of employer brand dimension on social media was also found positive and significant. Findings of the study suggested that all the dimensions of employer brand have positive effect on social media communication characteristics which further suggested that SM is a very significant media for communicating brand messages and attracting potential applicant. Current study supported the previous findings (Micik & Micudova, 2018; Carpentier et al., 2019; Kissel&Buttgen, 2015) that social media is directly or indirectly a good communicator of employer brand.

Result of testing third hypothesis, effect of social media on organization was also found significant. Both the characteristics i.e., social presence and informativeness characteristics combined has positive effect on the organization attraction as outcome, which was supported the findings of previous study (Frasca & Edwards, 2017; Carpentier et al., 2017; Allen et al., 2013) and not supporting the remarks of of Gregory, Meade and Thompson, 2013, which stated that availability of less information on website has increased the positive effect for social presence on org.

attractiveness and vice versa. Several studies (Braddy, Meade, Michael & Fleenor, 2009; Dineen, Ash & Noe, 2002) also suggested that job applicants use the available information related to job-hiring website to check the suitability of himself with the recruiting organization. Furthermore, Connelly et al., also found that availability of recruitment related relevant information on SM platform might generate signal about the organization creating positive perception of future company. Other study also supported that providing useful and adequate information on different media improved applicants' attitude towards the organization (Walker & Hinojosa, 2014; Williamson et al., 2003), thus, we can say that applicant can use this information about the organization as informative signals to determine about the attraction towards the company.

The indirect relation between employer brand and organization attractiveness in hypothesis 4, the result shows that social media plays as intervening or mediating role. We can relate the signaling theory in the mechanism of talent attraction, as findings of the study suggested that organization can use SM page to signal their employer brand which further converts into organization attraction as an outcome. Some study (Kissel &Buttgen, 2015) also shown that indirect relation between perceived available information and employer attractiveness on SM was positively related to company image, which further positively related to employer attractiveness. Here, from the result outcome it can be interpreted that employer brand and social media communication are good predictor of organization attraction.

Practical Implication:

This study provides significant implications in relation to organization and HR professionals looking for hiring talent. In order to attract the prospective applicant, this study provide suggestions to the organization mainly, 'how to communicate their brand through social media

page'. To do such organization must create and maintain social media pages in which they can provide relevant and adequate information about the organization's mentioning about the working culture, experience of existing employee with the organization, number of vacancies and selection criteria, etc. The more the information available on the social media platform builds the mental picture about the organization in the mind of job-seekers which in turn, increases organization attractiveness. Additionally, it is beneficial for the potential applicant as well because it provides vision to potential applicant to assess the image, culture and job-offerings of future company. The branding dimensions e.g., innovation value, application value, development, economic value and social value are the key elements to evaluate the potential employer.

Limitations of the study and future research:

The current study has few limitations; first limitation concern about the sample size. In this study we used 211 respondents only, where convenience sampling technique was used. Thus, we suggested that future study might include more respondents and different sectors across the country; it would help in generalizing the findings. Second, we used convenient sampling technique to gather data, and not considering the any particular criteria of age group, experience, job-location, education as impacting variable in our study. India, the country rich in cultural diversity where the role of female is different and also their perception might be different as compare to western country, so the further study may also include the effect of gender. Future study also considers the age group because the current generation is tech-savvy or their expectation from the organization is different. So that future study will explore the effect of these variables on the relations among these variables; employer brand, social media and organization attraction.

Third, the perception of employer brand and social media uses was measured at one time frame, which refers it was a cross-sectional study. The future study must explore whether this organization attraction converts into intention to apply for job or intention to stay in the job or not in different time-frame.Fourth, this study included only two dimensions of social media communication characteristics, future study suggested that more characteristics of social media should be included in the study in context to recruitment.

Conclusion:

In context to India, academic research on employee recruitment through social media is very few and online recruitment practiced in few sectors only. Previous studies suggested that employer generally worried much about their organization image in the mind of their current employee and future applicant. Recruiters always try to shape the image of the organization by designing attraction and turnover strategies which is commonly portrayed through employer brand image (Dabirian et al., 2017). This study indicates that uses of social media in recruitment are justifiable because it has positive effect on potential applicants' perception about the employer brand and organization attraction. Lastly, we say that employer brand and social media affect significantly to org. attraction. The summary of the findings suggested that those organisations expecting to gain competitive advantage in attracting most capable applicants will focus more on how potential applicants perceived employer brand of the company, and social media characteristics that promote organization attractiveness.

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