Impact of Social Networking Websites on the Perception of Organizational Culture and its Adoption for Recruitment

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Abstract

The benefits of technological advancements cannot be falsified in any walk of life. The boom of Social Networking Websites (SNWs) has captured the attention of masses now-a-days. This has caught the eye of organizations and they see that they can use it to their advantage. The purpose of this study is to investigate the impact of SNWs on the perception of organizational culture and its usage for recruitment process in private call centers of Pakistan. Data from 230 employees were collected using the non-probability sampling method "take-them-where-you-find-them". The variables of this study were SNWs, organizational culture and recruitment. The findings showed that the informational context in private sector has significant influence on organizational culture and recruitment processes. As per the results, the variables show a positive relationship with each other. Organizations of the twenty-first century should keep up with current demands and innovations. Retaining contacts and being able to use them to the best of advantage is the art to master these days, after all the world has become a global village because of such websites.

1. Introduction

Organizations continue to realize the major impact that information and communication technologies have on their day to day business practices (Kruger, 2010). In last decade the innovation of Social Networking Websites (SNWs) has evolved the working of business domains. The younger generation of internet users has modified the methods of social interaction. This revolution has greatly impacted the business methods (Zyl, 2008). Social Networks Websites (SNWs) are online community websites where

individuals having the same interests in personal and professional areas come together virtually. Social networking has been adopted by masses now. Facebook and MySpace being the most popular SNWs allow users to connect to various organizations and groups having the freedom to view and publish information. This act has been seen as very useful for countless reasons for companies as well as for the employees and even prospects.

LinkedIn is more of a networking website rather than socializing where past and current employees can maintain contact, search jobs and information regarding organizations from connected employees associated with the organizations. Various authors have mentioned the importance of social networks in collaboration with HRM (Truss & Gill, 2005). SNWs are being used in various HR areas such as screening of candidates during recruitment process at organizations (Kluemper, 2009). Employers are exploring the new dimensions to recruitment processes; candidates have also begun applying various methods for searching jobs creating a very competitive job market. With the outburst of SNW interactions both parties are expanding their horizons in searching, and interacting with potential job connections and further building upon them.

Very few studies have been carried out in Pakistan on SNWs and its effects. SNWs and the utilization of internet is a new innovation in the HR practices (Parry & Wilson, 2008). A study conducted in Lahore, Pakistan by Ahmed & Qazi (2011) which was concentrated more on students and its impact on their academic progress. But the trend of Facebook, Twitter, and LinkedIn etc has quickly crept into being an essential part of most peoples' lives i.e. academically, professionally and personally. Many organizations hold their place on such social communities for various reasons. This research may be able to find the importance of social networks for acquiring new knowledge (Nahapiet & Ghoshal, 1998; Subramaniam & Youndt, 2005).

This study will analyze upon two variables, SNWs effect on the organizational culture and also as this trend has begun to make its impact on various HR practices such as recruitment. In this research the private sector will be targeted, analyzing the advantages and disadvantages of SNWs on towards

organizational culture and employment opportunities. This study will make valuable contribution towards further research of social networking websites in the context of various HRM activities.

This paper is organized as follows. Section two provides a summary of researches that have been done previously similar to this topic. Section 3 three explains the procedure used to collect and analyze information. It identifies how this research is adapted and a preliminary guideline to the next chapter. Section 4 four represents the results of our study, alongside with statistical interpretation of the data that was gathered for this study. Section five discusses the implication for SNWs on organizational culture and in recruitment processes in the light of the results.

2. Literature Review

2.1 Social Networking Websites (SNWs)

Social Networking Websites (SNWs) are online community websites help in building communities who possess the same interests and activities or are interested in exploring others interests (Khuemper & Rosen, 2009). LinkedIn is a more focused networking website serving approximately 60 million users. This website is primarily used for searching jobs and contacting present and past colleagues. LinkedIn is not used for instantaneous communication rather builds long term relationships (Laurano, 2010). SNWs have been praise for their ability to increase its number of social contacts, improve customer relations, accelerate business processes, provide cost effective recruitment, motive employees, increase their moral and job satisfaction at offices (Zyl, 2009).

Studies show that SNWs is used for sharing information, keeping connections with each other, messaging etc (Agarwal & Mital, 2009). SNWs are very much used in keeping in touch similar to telephone, emails and instant messages (Colomo-Palacios et al., 2008). Another researcher Ellison et al. (2007) reported that students maintained contact or intensified their interaction with old friends by SNWs. Unknowingly these contacts become fruitful when students enter their professional careers of jobs or internships. SNWs can be used for different reasons such as for work related situations (e.g. LinkedIn), connecting with people with shared interests such as music, politics, studies or even quixotic relationships (e.g. Facebook, Twitter, Myspace). The connections created with each other on SNWs may be a valuable source of

information and resources (Donath & Boyd, 2004; Wellman et al., 2001). Lange et al., (2008) discusses the advantages of social networking websites saying that SNWs benefits can be classified into three main categories: i) Community, ii) Collaboration and iii) Contribution.

2.2 Organizational Culture

"Any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members is known as Organizational Culture" (Trice and Beyer 1984). When employees informally refer family and friends to apply for job postings in the same organization is known as employee referrals (Morehart, 2001). Employees that are employed through employee referrals has gained much popularity for various reasons of being cost efficient, (Morehart, 2001) stay committed to the organization for longer periods of service (Breaugh, 1981; Kirnan, Farley, & Geisinger, 1989) give better output in terms of performance (Kirnan et al., 1989) poses higher levels of motivation and job satisfaction (Breaugh, 1992) and they have more knowledge of the company before being employed, which helps them absorb into the company within a shorter time period (Williams, Labig, & Stone, 1993).

2.3 Adoption of SNWs for Recruitment

Recruiting can be done with the assistance of several methods. Most popular methods being used for recruitment are online job boards and company WebPages (Lishchenko, 2009). Some companies involve third parties such as www.rozee.pk, www.brightspyre.com for searching and synchronizing the candidates' qualifications with the job requirements. These third parties also reach out to a more geographically diverse area of applicants in search for jobs online (Crispin & Mehler, 1997), but with third party involvement the information provided is also limited because these parties charge fees for the amount of content uploaded (Zusman & Landis, 2002).

Companies use their company website to publish details about their strategies, vision, goals and even job vacancies. By this mean the initial recruitment processes are performed i.e. gain the attention of potential candidates through the information regarding the jobs available and receiving resumes from candidates

willing to be recruited (Borstorff, Marker & Bennett, 2007). This method has several advantages such as the marginal cost is quite low and company has full access and control to the information that is to be put on the websites. Braddy, Thompson, Wuenseh & Grossnickle, (2003) considers organizational websites more beneficial than the interaction of third party recruiting websites. The detailed information provided to the applicants indirectly has a positive contribution towards the recruitment process and employment related decisions. Applicants are more aware of the organizational culture, (Cober et al., 2000; Marcus, 2001) organizational values and employee benefits creating a favorable image of the organizations recruitment methods.

HR practitioners should be cautious when using electric media while head hunting to avoid biasness (Campion et al., 1997). But looking beyond the finer personal information on SNWs, these websites have a large amount of tacit information available which relate to the users writing skills, job experiences, knowledge, interests and other job related criteria that relate to the job description (Kluemper & Rosen, 2009). Di Loreto (2007) identified three trends towards success; it's essential to have internet presence in modern times, being able to share knowledge and to link to networks and people. The recruitment strategies have to be in alignment with the Human Resource Management goals and mission, union agreements, and labor conditions (Compton et al. 2009). The HR department is becoming the must part of organizations. Organizations are merging online recruitment with their recruitment processes. But limited research has been done regarding this area as of yet (Parry and Wilson, 2009).

3. Theoretical Framework and Methodology

3.1 Theoretical Framework

3.1.1 Variables of Study

SNWs being an upcoming addition to organizations and people for various professional sources is our independent variable. This study focuses on the employment opportunities one may possess being linked to SNWs, this may have a positive or negative impact altering the results of our study making this a dependent variable. Another dependent variable under consideration of this research is organizations

culture, as employees are socially linked via a website it may draw various outcomes on this variable as well. A simple cause and effect relationship has been created between our variables.

3.1.2 Operationalization of Variables and Sources

Three variables under study are (1) Social Networking Websites "Social networking websites are defined as "web based services that allow individuals to (a) construct a public or semi-public profile within a bounded system, (b) articulate a list of other users with whom they share a connection, and (c) view and traverse their list of connections and those made by others within the system" (Bond & Ellison, 2007).

Organizational Culture "Any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members is known as Organizational Culture". Innovation, Supportiveness, Attention to Detail, Team Orientation, are some dimensions (Trice & Beyer1984) (Braddy, Meade & Kroustalis, 2006).

Recruitment "Recruitment is described as the practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees" (Breaugh & Starke 2000 according to Parry & Wilson 2009).
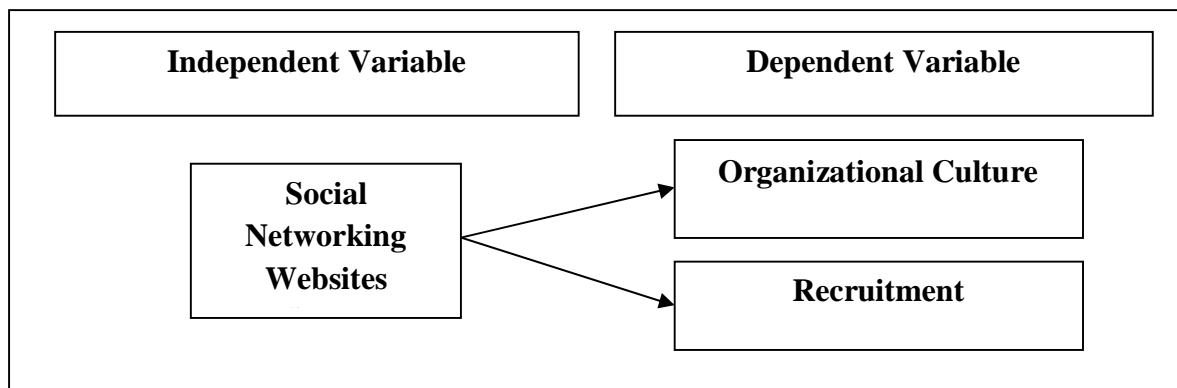
3.1.3 Theoretical Model

Figure 3.1: A conceptual framework describing relationship of variables. (Source: Braddy, Meade & Kroustalis, 2006, Parry &Wilson, 2008)

3.1.4 Formulation of Hypothesis

Hypothesis 1:

Ho1: There is no significant relation of social networking websites with recruitment.

Hypothesis 2:

Ho2: There is no significant relation of social networking websites with organizational culture.

3.2 RESEARCH DESIGN

After going through considerable amount of literatures, the following research design has deemed to be overlooked by others but has considerable importance in Pakistani business sector. This research design is a quantitative study based on a survey research to examine the various dimensions of organizational culture i.e. team orientation, diversity, innovation etc. also of recruitment via SNWs consisting of various dimensions such as convenience, talent database, international candidates etc of a sample population. The study was cross- sectional, as in this study data was collected by random sampling, where every sample had equal chance of representing the whole population required to achieve the purpose of this research. The intention of this research was to congregate data that would be significant to determine the response to the research problem.

3.2.1 Population

The survey was carried out to gather the perception of the respondents regarding SNWs being integrated with Management areas. The questionnaires were distributed randomly to various call centers in the vicinity of Islamabad Pakistan. The population for this study was respondents contributing to private sector call centers like Telenor, Ufone etc where youth are recruited in larger numbers who had more exposure to internet and SNWs. Data collection was on basis of random selection of respondents that use SNWs. Data was collected irrespective of any religion, gender, sect, race etc discrimination. The technique used for this study was random (convenient sampling).

The main aim of this research is to see the impact of SNWs on organizational culture and recruitment. Call centers provide such an environment in trying to keep the employees consistently motivated. These employees are also very heavy SNWs users. These employees usually have their first launching pad jobs

at call centers. They further try to pursue their opportunities in excelling their careers alongside making this an ideal environment for research to be surveyed.

3.2.2 Data Collection Method

Two sources were used for the collection of data i.e. primary sources and secondary sources. Primary data was collected with survey technique. Adapted questionnaires were distributed to various employees working at call centers in Islamabad. Questionnaires were distributed by two methods; some questionnaires were handed to respondent in person, while other questionnaires were distributed to employed representatives online with the facilitation of Google documents by sending a link over Facebook, LinkedIn, and emails. During the distribution of surveys observation of how recruiters perform their duties was also considered.

3.2.3 Sample and Sampling Techniques

Initially a pilot testing of 20 employees was considered in the study to ensure meaningful responses to the research questionnaire. The sampling technique used was available sample approach. In this method, information is collected from available respondents; Cozby (1997) called it "take-them-where you-find them-together". A total of 150 questionnaires were distributed online out of which 146 responded showing a response rate of 97%. Alongside 100 hardcopy questionnaires that were distributed by hand and 93 had responded back with a response rate of 93%. But due to 09 incomplete responses, they had to be omitted. As a result 230 responses were further utilized for assessment and interpretation.

Table 3.1. Questionnaires Data

Total Questionnaire Distributed			Total Questionnaire Returned		
Distribution Method	Total Returned	Total Percentage	Incomplete Response	Total Returned	Total Percentage
Online/Softcopy	146/150	97%	9	230/250	92%
Hardcopy	93/100	93%			

3.2.4 Pilot Testing

A pilot test was conducted to check the reliability and validity of our selected scale before taking our research to a larger sample size. After the reliability tests had been applied, the cronbach alpha was

checked for each variable. The value of cronbach alpha was observed to be as 0.911 for SNWs. For organizational culture, the cronbach alpha was 0.841 and for recruitment the value of cronbach alpha was found to be 0.789.

Table 3.2. Cronbach Alpha of Variables during Pilot Test

Variables	Cronbach Alpha
SNWs	0.911
Organizational Culture	0.841
Recruitment	0.789

3.2.5 Instrumentation

The instrument selected for collection of data was a questionnaire. The scale for the target variables has been adapted from three different social networking scales:

- Lishchenko (2009) scale has been adapted for SNWs. This consists of sample items such as which SNWs are frequently, duration of the usage, and the frequency of visiting those SNWs. Likert scale was used 1 for strongly agree to 5 for strongly disagree.

- Parry & Wilson (2008) questionnaire was adapted for the adaption of SNWs in recruitment scale. It consisted of 23 questions. It covered various recruitment dimensions of SNWs such as being able to international candidates, their diversity, the convenience of SNW in this process etc. with the assistance of 5-point Likert scale the questions were asked 1 being strongly disagree to 5 being strongly agree.

- Cultural dimensions were taken from a study by Braddy, Meade & Kroustalis, (2006) which was initially adapted from O'Reilly, Chatman and Caldwell (1991).

It had nine questions covering various dimensions such as the respondent's views being associated with an organization by SNWs, the impression it gives them regarding their organizational culture. Innovation, team orientation, diversity are some organizational culture features that were discussed. They were asked with the help of a 5-point Likert scale ranging from strongly disagree to strongly agree.

3.3 DATA ANALYSIS TECHNIQUES

In order to accomplish the goal of this research, SPSS (Statistical Package for Social Sciences) and AMOS were used to analyze the collected data. Firstly the questionnaires had been sorted out for separating incomplete questionnaires from the usable complete responses.

Reliability Analysis, Descriptive Analysis of Data, Correlation Coefficient, Cross Tabulation, Model Testing using AMOS was done to test the hypotheses of this study**.**

4. RESULTS AND ANALYSIS

4.1 Reliability Analysis

The reliability analysis of the data was carried using SPSS and the results are in Table 4.1.

Table 4.1 Descriptive Statistics

Variables	Cronbach Alpha
Social Networking Websites	0.758
Organizational Culture	0.764
Recruitment	0.746

4.2 Reliability Analysis of Variables

Table 4.1 shows the values of Cronbach Alpha for each variable of this study. The value of cronbach alpha for Social Networking Websites (SNWs) is 0.758 while for Organizational Culture is 0.764 for this study which is according to the accepted range all around the world. (Nunnaly, 1987) states that any variable having cronbach alpha value of 0.70 or more is reliable. The value of cronbach alpha for Recruitment is 0.746 which is again between the acceptable ranges.

4.3 Frequency Distribution

Frequency distribution has been carried after splitting the variables Gender with SNWs, Organizational Culture and Recruitment.

4.4 Frequency Distribution based on Gender

Table 4.2 Gender wise respondents

Gender	Frequency	Percentage %
Female	113	49%
Male	117	51%

From the data collected from the kind respondents, the above table elaborates that the data consisted of 113 females who responded and 117 males who responded to the questionnaire. The ratio between both genders had very minimal difference i.e. 49% and 51% respectively.

4.5 Frequency of Gender and Preferred SNWs

Table 4.3 elaborates the representation of male and female while filing the data for the website they use mostly; with a scale of 1-5 symbolizing several famous websites Major sample use Facebook consisting of 75 females and 78 males. Second most used website is LinkedIn by both genders consisting of 16 female and 22 males. The third most used SNW is Twitter consisting of 14 female and 15 male. MySpace being used by females is 8 and zero by male. Two males are using some other SNWs. Majority of 75% agreed that the SNWs they use met their requirements.

Table 4.3 Gender and Preferred SNWs

Gender	SNWs	Frequency	Percentage %
Female	Facebook	75	32.6%
	Twitter	14	6%
	LinkedIn	16	6.9%
	MySpace	8	3.4%
	Other	0	0%
Male	Facebook	78	33.9%
	Twitter	15	6.5%
	LinkedIn	22	9.5%
	MySpace	0	0%
	Other	2	0.8%

4.6 Frequency of Gender and Duration of SNWs

Table 4.4 also highlights the male and female representation, while filing the data for how long they have been using SNWs. Table 4.3 clearly indicates the division of gender with the duration of SNWs usage. 14 female and 23 male said they have been using SNWs since one to two years. 41 female and 30 male have been using SNWs for two to three years. A whooping number of 37 female and 28 male have been using SNWs for three to four years. 21 female and 36 male are associated with SNWs for more than four years.

66% of the respondents agreed that SNWs made considerable contribution to their professional and personal lives.

Table 4.4 Gender and Duration of SNWs

Gender	SNWs	Frequency	Percentage %
Female	1 to 2 years	14	6%
	2 to 3 years	41	17.8%
	3 to 4 years	37	16%
	More than 4 years	21	9.5%
Male	1 to 2 years	23	10%
	2 to 3 years	30	13%
	3 to 4 years	28	12%
	More than 4 years	36	5.6%

4.7 Frequency of Gender and Preferred SNWs

Table 4.5 highlights the male and female representation, for the data of the average of how many times they visit SNWs. 02 female use SNWs less one time a week. 20 female and 11 male claimed to use SNWs two to six times a week. 27 female and 34 male said they use SNWs one times daily. 49 female and 44 male said they use SNWs two to six times per day. 15 female and 28 male notified they use SNWs more than seven times a day. 51% respondents believed that the time they spent on SNWs was sufficient to meet their reason to use SNWs.

Table 4.5 Gender and Frequency of visiting SNWs

Gender	SNWs	Frequency	Percentage %
Female	Less than 1 time per week	2	1%
	2-6 times per week	20	8.7%
	1 time per day	27	11.7%
	2-6 times per day	49	21.3%
	7+ times per day	15	6.5%
Male	Less than 1 time per week	0	0%
	2-6 times per week	11	4.8%
	1 time per day	34	14.8%
	2-6 times per day	44	19.1%
	7+ times per day	28	12.2%

4.8 Frequency of Gender and Organizational Culture

Table 4.6 elaborates the representation of male and female while filing the data for organizational culture, with a scale of 1-5. The values of organizational culture have been taken as the mean of the variable. It clearly shows that 2 female and 2 male opted for one. 06 female and 05 male opted for two. 74 female and 84 male opted for three. 24 female and 31 male opted for four. And 02 male opted for five.

Table 4.6 Gender and Organizational Culture

Gender	Organizational Culture	Frequency	Percentage %
Female	1.00	2	1%
	2.00	6	2.6%
	3.00	73	31%
	4.00	24	10.4%
	5.00	2	1%
Male	1.00	2	1%
	2.00	5	2.2%
	3.00	84	36%
	4.00	31	13.5%
	5.00	2	1%

4.9 Frequency of Gender and Recruitment

Table 4.7 elaborates the representation of male and female while filing the data for recruitment, with a scale of 1-5. The values of recruitment have been taken as the mean of the variable. It clearly shows that 06 female opted for two, 93 of them opted for three, and 14 female respondents opted for 4. Table 4.7 also highlights the male representation, while filing the data for recruitment, 04 of the male respondents opted for two, 101 of them opted for three, 10 chose four, 02 opted for five.

Table 4.7 Gender and Recruitment

Gender	Recruitment	Frequency	Percentage %
Female	1.00	0	0%
	2.00	6	2.6%
	3.00	93	40.4%
	4.00	14	6.1%
	5.00	0	0%
Male	1.00	0	0%
	2.00	4	2%
	3.00	101	43.9%
	4.00	10	4.3%
	5.00	2	1%

4.10 Frequency of responses for Education

Table 4.8 elaborates the representation of the frequency distribution w.r.t the education of the respondents scale of 1-5 symbolizing different education levels. This table clearly shows that only 18 respondents were Intermediate qualified, whereas 74 respondents were holding a bachelors degree. Majority of the respondents were Master qualified with a number of 130 which is more than 56% compared to the rest of the respondents. 09 respondents were holding a doctorate degree.

Table 4.8 Frequency of responses w.r.t Education

Education	Frequency	cf	Percentage %
Matriculation	0	0	0%
Intermediate	17	17	7.3%
Bachelors Degree	74	91	32.2%
Masters Degree	130	221	56.6%
Doctorate Degree	9	230	3.9%

4.11 Frequency of responses for Age

Table 4.9 elaborates the representation of the frequency distribution for age of the respondents scale of 1-5 symbolizing different age ranges. This table clearly shows that only 07 employed respondents were under 20, whereas 128 respondents were between the age of 21 to 25 claiming to be the majority. 73 respondents fell between the age of 26 to 30. 14 respondents were aged between 31 to 35. Only 08 respondents were aged 36 and above.

Table 4.9 Frequency of responses for Age

Age	Frequency	cf	Percentage %
Under 20	20	7	3%
21- 25	128	135	55.6%
26-30	73	208	31.7%
31-35	14	222	6.08%
36 Plus	8	230	3.47%

4.12 Correlation Matrix

Correlation analysis has been carried out to examine the relationship between variables if they are related positively or negatively and to examine their significance towards each other. Correlations vary between -

1 to +1. In table 4.10 there is a positive correlation between SNWs and recruitment by 0.449 and p value

= 0.024 which is less 0.05, so significant.

Table 4.10 SNWs and Recruitment Correlation

		SNWs	Recruitment
SNWs	Pearson Correlation	1	0.449*
	Sig. (2-tailed)		0.024
	N	230	230
Recruitment	Pearson Correlation	0.449*	1
	Sig. (2-tailed)	0.024	
	N	230	230

* Correlation is significant at the 0.05 level (2-tailed)

In table 4.11 there is a positive correlation between SNWs and Organizational Culture by 0.489 and p

value = 0.036 which is less than 0.05,so significant.

Table 4.11 SNWs and Organizational Culture Correlation

		SNWs	OC
SNWs	Pearson Correlation	1	0.489*
	Sig. (2-tailed)		0.036
	N	230	230
OC	Pearson Correlation	0.489*	1
	Sig. (2-tailed)	0.036	
	N	230	230

* Correlation is significant at the 0.05 level (2-tailed).

4.13 Cross Tabulation

Cross tabulation analysis or contingency tables analysis has been done to check the association of

variables of this study and also to examine frequencies of observations that belong to specific categories

on more than one variable.

Table 4.12 SNWs and Recruitment Cross Tabulation

Social Networking Websites					
Recruitment		Disagree (1)	Neutral (2)	Agree (3)	Total
	Disagree (1)	1	2	4	7
	Neutral (2)	17	56	6	79
	Agree (3)	25	91	28	144
	Total	43	149	38	230

In table 4.13 the value of χ^2cal= 14.020 and p = 0.007, it is concluded that H0 of hypothesis 1, i.e. there is no relationship between SNWs and Recruitment is rejected. The alternate research hypothesis that SNWs have a significant relationship with recruitment is supported by this analysis. It can be concluded that there is strong association between SNWs and recruitment.

Table 4.13 Chi-Square Tests to Hypothesis 1

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.020	4	0.007
N of Valid Cases	230		

In table 4.15 the value of χ^2cal= 18.590 and p = 0.001, it is concluded that H0 of hypothesis 1, i.e. there is no relationship between SNWs and organizational culture is rejected. The alternate research hypothesis that SNWs have a significant relationship with organizational culture is supported by this analysis. It can be concluded that there is strong association between SNWs and Organizational Culture.

Table 4.14 SNWs and Organizational Culture Cross Tabulation

Social Networking Websites					
Organizational Culture		Disagree (1)	Neutral (2)	Agree (3)	Total
	Disagree (1)	1	1	4	6
	Neutral (2)	18	54	5	77
	Agree (3)	24	94	29	147
	Total	43	149	38	230

Table 4.15 Chi-Square Tests to Hypothesis 2

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.590	4	0.001
N of Valid Cases	230		

4.14 Regression Analysis and Model Fit

AMOS is basically a continuity of regression analysis used to test the researchers' model. It requires normal assumptions of regression test; it is purposely related to the model sensitivity. AMOS has been used to test the model fit. The model has been described in figure 4.1 and 4.2 with both standardized and un-standardized statistics.
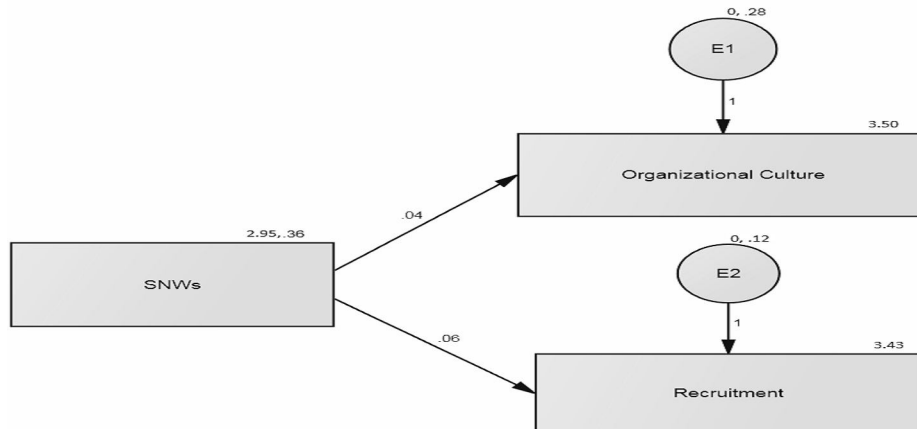
Figure 4.1 Standardized Statistics

The values of β, regression coefficient are being presented on all the arrows in the figure, and the β-value for SNW and Organizational Culture is 0.04, for SNW and recruitment it is 0.06. The values above the top right corner of rectangles are showing the variance.

In figure 4.2 the values on the top right corner are the values of R-square, while the values on the straight arrows are exhibiting standardized regression coefficients.
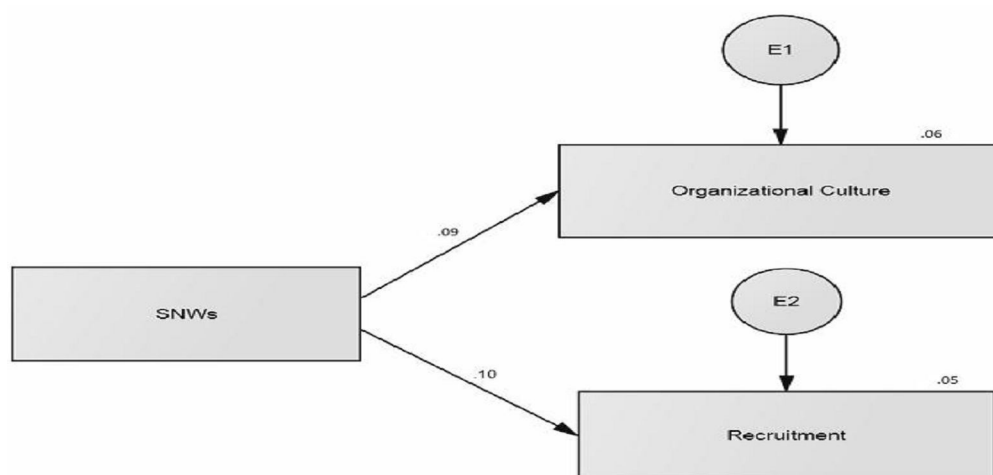

Figure 4.2 Standardized Statistics

4.15 Model Fit

In order to confirm the model fit, it is important to inspect the values of certain statistical tests like, CFI, Chi-Square and Root Mean Square Error of Approximation. For a Model fit the value of Chi-Square should be < 0.05, the value of RMSEA should be < 0.05 and the value of CFI should be > 0.9.

Table 4.16 Model Fit

Model	RMSEA	CFI
Default model	.000	.964
Independence model	.079	.000

The goodness-of-fit test statistics have been exhibited in table 4.16. The Chi-square test statistic is significant as the p-value for the model is 0.047 which is < 0.05, which suggest that the model is fit. Root mean square error of approximation (RMSEA) is 0.000 and since it is less than 0.05, it is evident that model is a good fit. Goodness of Fit Index CFI is larger than 0.9 which again reflect a good fit although CFI may not be as informative as Chi-square test statistics and RMSEA. So it is concluded that model used in this study is a good fit and suitable for further future researches.

From figure 4.2 which is the standardized model it is concluded that there is positive relationship between SNWs and organizational Culture, so Ho of hypothesis 1 is being rejected. Figure 4.2 also elaborates that there is positive relationship between SNWs and recruitment therefore; Ho of hypothesis 2 is also being rejected.

4.16 Hypothesis Testing

Table 4.17 Hypotheses Testing Results

Hypotheses	Result
Ho1: There is no significant relation of social networking websites on recruitment.	**Not Supported**
Ho2: There is no significant relation of social networking websites on organizational culture.	**Not Supported**

On the basis of results and analysis the null hypotheses of Hypotheses 1 and Hypotheses 2 have been rejected. So the alternative hypothesis can be accepted by saying that Social Networking websites have a significant relation recruitment and organizational culture. During the visit to a private call center Telenor

Islamabad for the distribution of questionnaires, I was provided the chance to have an unstructured discussion with a recruiter who described to be about their recruitment processes and SNWs impact on their culture. They said that where they advertise on newspapers and websites regarding job postings. Applicants are advised to apply online or maintain an account on brightspyre.com or LinkedIn for appropriate and efficient correspondence. Through LinkedIn they can get CVs in a standard format and also get to know the type of social circle one has which greatly helps in future adjustment of a potential employee with the organization. Recruiters can also see if individuals' values match with the companies' values. It is also helpful in filtering candidates who have applied with the requirements of a job. A pool is also maintained for future job openings. This helps them in being able to fill vacant seats soon to reduce losses. Facebook has greatly helped in reaching to masses especially youth in shorter span of time. Job advertisements can be posted on company profile page and the word spreads as fast as lightning.

On the other side they say that their call center if full of youth. SNWs have greatly reduced the gaps between employees. They come together much more quickly creating a bonding that is so strong lasting even after they leave the organization. It is easier to update events and important information and it spreads very quickly throughout. They did not feel any negative implications of SNWs, but are reluctant of employees using SNWs at office timings to avoid diversion of concentration from core tasks. They believe companies should maintain their public appearance on such sites for HR and marketing purposes. They said in the end that it is purely up to the individual as how much they want to expose or keep in privacy about themselves on such sites.

5. Conclusions

This research has taken a preliminary step in examining how SNWs can potentially impact a job seeker's impression of an organization. The relationship of SNWs with two variables i.e. organizational culture and recruitment in the private sector of various call centers of Pakistan has been found positive. This relation between the dependent variables and SNWs shows their importance for better recruitment. It can be concluded that the companies should use SNWs for the improvement of organizational culture and recruitment.

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