

Role of Social Network in the Talent Management and Acquisition

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Abstract

The social network has opened new avenues for the HR practices in every organizations today. Utilization of social networking sites for taken management and talent acquisition has become more popular in the corporate sector. Talent management and acquisition is significant and continuing process in HR management. The using of social network proved as very helpful for HR management where in it assists to acquire the best talent required by the organization. Through the present study an attempt has been made to focus on the major role of social network platforms in talent management and acquisition and the opinion and perception of HR officials regarding reasons of using social network, major areas of HRM in which social network is using challenges and issues in using social network platforms in talent management and acquisitions etc. This study also focused on the various suggestions given by HR officials for effective using of social network platforms.

Keywords - Social Networking, Talent Management, Talent Acquisition.

1. Introduction

In today's modern era of globalization organizations in every sectors have been transformed into digitally interconnected and streamlined networks from the traditional time consuming and manual business activities. Today, there is a intervention of social media in various areas of trade and business, industry, like marketing, advertising, communicating etc. The social media is now effectively using in the HRM practices also. Social networking is getting popularity from the inception of 2000s. The utilization social network platforms such as - Facebook, LinkedIn, Twitter, Instagram etc. for the talent management and acquisition is getting more and more popular among the corporate and industrial organizations. Social network platforms are providing a vast collection of information regarding potential candidates. Recently, it is observed that, the corporate social media pages have proved as very effective advertising media with many advantages than conventional job advertising media.

Social networking media helps to build a brand, attract talent and give a personal face to the organization. It helps in HR practices by providing an opportunity to stay connected, gather feedback, recruit and collaborate. Many organizations are now exploring social network in their regular business activities which make them to enable innovation, increase productivity, select right person for specific job and accelerate growth that will drive business.

2. Review of Literature

1) Richa varma, (2018), has discussed on the role of social media in the training and development of employees, talent retention/management etc. Through the study author has focused on some dimensions of social media's intervention in talent management and acquisition. Author has also discussed on the various dimensions of talent management process. Author has focused on the various rewards of utilizing social media for skill and talent management. Author has suggested that there should be facilitate collaboration and the culture of innovation with social media and elimtate the hurdles in the talent management and acquisition.

2) Vikram Sandhu, (2019), has revolves around the major element in HR practices, that is using of social networking platforms in various talent management process within the social capital and social relations framework. Through the study

author has focused on the importance of the social networking in accessing the talented workforce. Author has also discussed on the various issues related with using the technology driven social networking sites while assessing the talent pool. Author has observed that organizations are receiving benefits from the social networking platforms in the form of acquisition of passive employees and untapped talent, creation of organization brand etc.

3) Mohamad S. Husen and Ping Liu, (2020), have explore the role of social media in searching, managing and acquiring of talented workforce and investigate the appropriate rationales behind and ways of using the social media for such purposes with due advantages and risk involved. In the opinion of author although social media is getting popular among the employers, they are not utilizing social media as the major or secondary source. Through the study author has observed that LinkedIn is the most preferred source among the employers for managing searching and acquiring talents. Through the study authors have discussed on the role of social media in attracting and hiring talented candidates and motives and risks in utilization of social network platforms in talent management and acquisition.

4) Lena Dresselhauw, (2020), has contributed the knowledge about talent management and the role of social media platforms in talent management and acquisition. Through the study author has focused on the challenges and circumstances that are responsible for the requirement of global talent management in the multinational corporations. The major objective of the study is to create a global talent management model including social media that intends to support multinational corporations on the implementation phase. Through the study author has observed that the HR officials are sceptical towards new social media and did not integrate social media in global talent management to a great extent.

3. Significance of the study

The utilization of social network platforms have transformed the corporate and industrial sectors of India today. It has changed the HR management process entirely. With the Internet, not only the prospect employee search the proper employment opportunity and employer search the right candidate or prospect employee for the recruitment, rather using the traditional modes of recruitment, acquisition of talented candidates, and talent management etc. On this background it is significant to take a review on the role of social network in talent management and acquisition and reasons of increasing usage of social network in talent management. It is equally important to know about the major HRM areas in which social network platforms are playing important role and to know about the various challenges in using of social network in talent management and acquisition.

4. Objective

- a. To understand the perception of HR officials about the role of social network in Talent Management and Acquisition.
- b. To focus on the reasons of increasing utilization of social network in Talent Management and Acquisition.
- c. To know about the major areas of HRM in which social network plays a significant role.
- d. To understand about the various challenges/issues in the utilization of social network in Talent Management and Acquisition.
- e. To know the opinion of HR officials about the effective social network platforms (media) in Talent Management and acquisition.
- f. To understand the suggestions given by HR officials for effective using of social network platforms

5. Research Methodology

The present study is descriptive in nature. For the collection of primary information a questionnaire has been prepared for the HR officials from the large and medium scale industrial organizations satuated in and around Pune city. For the selection of sample convenient sampling method has been applied for the selection of 50 HR officials (25 from large scale organizations and 25 from medium organizations). For the study purpose 5 large scale and 5 medium scale industrial organizations have been selected. (5 HR officials from each organization - $5 \times 10 = 50$). The secondary information has been collected through the study papers, articles published in the various national and international journals, and books were also

referred for the secondary information. Simple percentile method has been applied for the analysis of primary information.

6. Results and discussion

Table No. 1

Role of Social Network in Talent management and Acquisition (perception of HR officials)

Sr. No.	Particulars	Frequency	Percentage
01	It helps to integrate with next generation professionals	04	08%
02	It create wide advertisement about vacancies	09	18%
03	It helps to tap passive candidates	11	22%
04	It helps to setting up organizations profile and brand	08	16%
05	All the above	18	36%
06	Total	50	100%

From the above table it is revealed that, 8% of the HR officials getting help to integrate with new generation professionals. Young generation today, spend much time on the social media like Facebook, Twitter, Instagram etc. These partals has become the best way to connect with young job seekers. Therefore, from the employers point of view the social network or media plays an important role in the their recruitment strategies and talent management and acquisition. 18% HR officials have stated that, through the social network they are able to create wide advertisement about vacancies available in their organization. In the opinion of HR officials social network narrow down their candidate search to find highly specific capabilities, and easily get access to a huge number of candidates and promote the vacancies that they wants to fill. In the opinion of 22% HR officials tapping passive candidates needs efforts and convincing as these candidates are not ready and actively looking for change their job. In this situation social media plays an important role. 16% HR officials have stated that, social media have an important role in setting up organizations profile and brand. This can offer many benefits to thte organization in the process of recruitment and talent management and talent acquisition. Majority of the HR officials (36%) have opined that all the above mentioned areas, social networking is playing an important role.

Table No. 2

Reasons of increasing utilisation of social network in talent management and talent acquisition (opinion of the HR officials)

Sr. No.	Particulars	Frequency	Percentage
01	Reduced cost and time	03	06%
02	Ready information	02	04%
03	Helpful to attract passive candidates	10	20%
04	Helpful to avoid negligent hiring	07	14%
05	Helpful to know about the personality of candidate	06	12%

06	All the above	22	44%
07	Total	50	100%

The above table focused on the various reasons of increasing the utilization of social network in talent management and acquisition process. In the opinion of 6% HR officials the usage of social network has increased because it helps to reduce the cost and time and also helps to reduce the paperwork, reducing application costs etc. Social network provides ready information about job seekers. The information available for employers through the social media is not obtainable elsewhere such as behavioural pattern of prospect candidates, their hobbies, interest etc. The ready information job seekers provide opportunity to the employers to cross check the information which is already provided by the candidates to the organization. Stated by 4% HR officials. In the opinion of 20% HR officials social media has proved as very helpful in attracting passive candidates. These candidates are specifically attractive for organizations as they represent an unexploited pool of potentials not connected with placement agencies, and thus there is an increase in using of social network in talent management and acquisition. In the opinion of 14% HR officials usage of social network has increased due to it help in avoiding negligent hiring. According to these HR officials, due to using of social media, employer can get true information about the candidates competence or fitness through the diligent search of references, information about whether candidate have a criminal background or not and even his/her general background etc. 12% HR officials have stated that, the usage of social media by the employers has increase because it proved as helpful to know about the overall personality of the job seeker. Majority of the HR officials (44%) have stated that all the above mentioned factors responsible for increasing the usage of social media by the employers.

Table No. 3

Major areas of HRM in which social network plays a significant role (opinion of HR officials)

Sr. No.	Particulars	Frequency	Percentage
01	Recruiting process	13	26%
02	Talent management and acquisition process	14	28%
03	Training and development	08	16%
04	Other	15	30%
05	Total	50	100%

From the above table we come to know about the major areas of HRM in which social network plays a significant role. In the opinion of 26% HR official network plays an important role in the recruiting process. The usage of social network to the conventional HRM practice like recruitment begins with the simple assumption that the candidate and the employer must know each other social network enable employers to provide information pertaining to job availability in the organization. In the opinion of 28% HR officials talent management and aquisitis is the major area of HRM praticies in which social media have an important role. It is cost efficient and time saving and enable the employer to reach out to more and more talented candidates by using minimum resources. 16% HR officials have stated that in the training and development activity social media playing a significant role because it allow training to take place across geographical limits. Training through social network provides an insight into increasing employee engagement and quality of content so that the posts and profile reach to the more and more people. In the opinion of 30% HR officials, social media plays an important role in other

HRM practices like performance approval. performance management maintaining organizational culture, industrial relations etc.

There are some issues and challenges related with the utilization of social network platforms in the process of talent management and acquisition. These challenges and issues are mediated in the following table.

Table No. 4

Various challenges/issues in the using of social network in talent management and acquisition

Sr. No.	Particulars	Frequency	Percentage
01	Legal issues	02	04%
02	Irresponsible practices	04	08%
03	Lack of validity/reliability	07	14%
04	Risk of data security	02	04%
05	All the above	35	70%
06	Total	50	100%

The main challenge or issues in using social networking platforms in talent management and acquisition are legal issues stated by 4% HR officials. In the opinion of 14% HR officials the lack of validity or reliability of the information provided by the applicants is the major issue in talent acquisition, recruitment process. According to the 8% HR officials irresponsible practices like providing fake information by the applicants some time it may happen that, employers do not hire the applicant and terminate the current employees on the basis of their social profile posts. 4% HR officials opined that there is a risk pertaining to the data security. Majority of the HR officials (70%) have opined that all the above mentioned issues or problems and challenges are related with the utilization of social network in talent management and acquisition.

Social networking platforms are major tools of keeping contacts or interactions among people and organizations in the virtual communities and networks. Social network platforms such as LinkedIn, Facebook, Gmail, Instagram etc. are refers to the use of online social network with other people. The following table focused on the major effective social network platforms using by the corporate/industrial organizations in the process of talent management and acquisition.

Table No. 5

Extent of coping ability of current pedagogy with rapid transformation in corporate sector (opinion of management graduates)

Sr. No.	Particulars	Frequency	Percentage
01	Linkedin	12	24%
02	Instagram	07	14%
03	Facebook	03	06%

04	Gmail	10	20%
05	All the above	18	36%
06	Total	50	100%

24% HR officials have stated that, the social network platform like LinkedIn is the most effective platform in the talent management and acquisition process, because it have a ability to leverage the networks of the organization, colleagues, employees and their connections to find the best talent. In the opinion of 14% HR officials Instagram is the most effective social media platform. According to these officials . Instagram have a major contribution in attracting managing and reruiting talent and thereby to the strategic importance of talent management and acquisition. In the opinion of 6% HR officials Facebook is the most effective social networking platform. According to them facebook is a huge network platform which is important and effective in corving out the space of the organization. 20% HR officials are in faver of Gmail. The majority of the HR officials (36%) have opined that the social media platforms like LinkedIn, Facebook, Gmail, Instagram etc. are all the effective in the process of talent management and acquisition.

Table No. 6

Suggestions of the HR officials for using effective utilization of social network platforms in Talent Management and Acquisition (multiple responses)

Sr. No.	Particulars	Frequency	Percentage
01	Collect reliable and valid information	43	86%
02	Develop transparent policy and code of conduct	41	82%
03	Link the code of conduct to training	32	64%
04	Select proper and reliable social network media	28	56%
05	Focus only on job related information	40	80%
06	Utilize as a complimentary tool than sole one	29	58%

The above table focused on the suggestions given by the HR officials for the effective utilization of social network in talent management and acquisition process. All the HR officials have multiply responded in this regard. 86% HR officials have suggested that, while using social network officials must give the preference to the reliability and validity of information. In the opinion of these HR officials, the organizations should refrain from using social network platform for obtaining information, until modes of collecting and evaluating such information are shown to be reliable and valid. In the opinion of 82% HR officials there should be development of transparent policy and code of conduct for using of social network platforms in the process of talent management and acquisition. In the opinion of these officials, a well structured code of conduct and transparent policy will help to the HR officials, to identify which practices are acceptable and which are not such as cybervoting applicants without consent or legal justification. 64% have opined that there should be efforts to link the code of conduct to training. In the opinion of 56% officials, organization should select proper and reliable social network media or platform in the process of talent management and acquisition. According to these officials selection of wrong social network platform could result in receiving excess and unrelated applications in the process of acquisition 80% HR officials have opined that the social network platform selection should be related to the job related information. these officials further

suggested that the organizations should focus only on the employment purposed websites 58% have suggested that the organizations should use social network information as additional tool than sole one, for initial acquisition or recruitment rather than relying on that.

7. Findings

1) On the basis of review of collected primary and secondary information it is found that social network media or platforms are having important place in the talent management and acquisition process and it provides a new insight into the effect of social network platforms on the talent management and acquisition process.

2) It is found that, today using of social network platforms are increasing because it helps to reduce cost and time, it provid readymade information attract passive candidates and help in avoiding negligent hiring etc.

3) It is found that, tsocial media plays an important role in various areas of HRM; such as maintaing organizational culture, performance management and appraisal, talent management and acquisition, maintaining industrial relations etc.

4) As per the information provided by the HR officials it is found that there are various challenges or issues in the using of social network in talent management and acquisition process. Legal issues, irresponsible parctices, lack of validity and reliability of information, risk of data security etc. are some of the major issues observed through the study.

5) LinkedIn, Gmail, Instagram are mostly preferred by the organizations in the process of Talent management and acquisition.

6) Almost all the selected HR officials have suggested some suggestions for the effective utilization of social network platforms in talent management and acquisition process. Collection of reliable and valid information, development transparent policy and code of conduct, focusing only on job related information etc. are some of the suggestion suggested by the HR officials.

8. Conclusion

As inevitable elements of technological innovation and development, no one organization can avoide social networking as a part of their HR activities. Through the present study it is found that today, social networking platforms are having a significant role in not only recruiting activity but also in other HR functions also. It plays a significant role in talent management and acquisition. The social networking platforms can only function in an effective and efficient manner if there is a implementation of suggestions given by the HR officials; and if employer and employees aware about the basic legal and ethical basis partaining to the usage of social network in every HR functions.

Social networking being widely used in searching and acquiring potential of employees, thus it is expected to develop as a tool for talent management and acquisition. It is concluded that, the present study will provide a foundation for the further research and study about suggestions given by the HR officials.

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