University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Social Media & HR: A Bibliometric Analysis

Divyanshu Pawaskar Mr.
SCMHRD, Symbiosis International University, Pune, India, divyanshu_pawaskar@scmhrd.edu

Priya Sharma Ms.
SCMHRD, Symbiosis International University, Pune, India, priya_sharma@scmhrd.edu

Sanjay Bhattacharya Mr.
SCMHRD, Symbiosis International University, Pune, India, sanjay_bhattacharya@scmhrd.edu

Monica Kunte Dr.
SCMHRD, Symbiosis International University, Pune, India, monica_kunte@scmhrd.edu

Netra Neelam Dr.
SCMHRD, Symbiosis International University, Pune, India, netra_neelam@scmhrd.edu

See next page for additional authors

Authors

Divyanshu Pawaskar Mr., Priya Sharma Ms., Sanjay Bhattacharya Mr., Monica Kunte Dr., Netra Neelam Dr., and Preeti Mulay Dr.

Social Media & HR: A Bibliometric Analysis

Divyanshu Pawaskar, Priya Sharma, Sanjay Bhattacharya, Monica Kunte,

Netra Neelam

SCMHRD, Symbiosis International University, Pune, India

Preeti Mulay

SIT, Symbiosis International University, Pune, India

Abstract

From an HRM standpoint, the better an organisation is able to manage their workforce, the better their performance will be. In doing so, social media nowadays play a major role to this end. Be it talent acquisition, employee engagement, talent management or enhancing employer value proposition, social media profiles are playing a big role for organisations. The onus of which lies to a large extent on the shoulders of the HR department. Merely having pages on social media platforms do not suffice. Proper management and audience engagement become the key for HR. It is not sufficient to just have a page on main social media platforms. A blend of Social Media, HR practices and a perfect strategy to implement these functionalities can help organizations reach their goals. Lot of research is being done in this direction and this paper sought to evaluate the same. Through systematic searches from Scopus, Web of Science and Google Scholar database, the data was analysed and represented through prisma charts, tree diagrams and graphical representations pertaining to the research that has been done in the area of social media and HR.

Keywords: Social media, HRM, HR Processes, Human Capital, Talent Management, Bibliometric Analysis, Systematic Review

<u>Introduction</u>

Human resource management is the approach or practices to manage the workforce of an organisation. The better the company is able to manage their workforce, the better the performance of the company will be. Human resource management is managed by the Human resource department (HRD), which is a very important part of an organisation. Their major tasks include recruiting new employees to an organisation based on their ability, talent and behavioural traits. Other tasks involve planning, controlling, directing and organizing company activities in order to ensure that the organisation works smoothly.

Initially, recruitment was being done through traditional methods but nowadays social media plays a major role in recruitment and is being used by many organisations. Due to these very advantages of the internet, having a social media profile for marketing or for corporate HR interaction has become a rudimentary activity for any company. The pace of the recruiting process has been increased by these sites, including measures such as advertising a job, having applications, taking interviews, making this process very effective by giving those offers online if the candidate finds suitable. Apart from this, social media can be used internally by the organisations for taking feedback from employees, for employee education and meetings as well. Since it is not an easy task for anyone to implement and handle social media for an organisation, HR needs to ensure a proper balance of its resources. It is not sufficient to just have a page on main social media platforms. A blend of Social Media, HR practices and a perfect strategy to implement these functionalities can help organizations reach their goals.

<u>Literature Review</u>

Social Media is a set of online communication channels comprising of community-based input, collaboration, interaction & content sharing. It has drastically changed the way we live and the way we do business. Organizations around the world are using social media to connect not only

with the clients but also with potential candidates for recruitment [1]. However, constructively using Social Media in HR practices while managing the risks associated with its use is a challenge for organizations. The authors have discussed the use of Social Media in HR practices [1-2]. Social Media has greatly impacted Human Resource practices in various ways and researchers, scholars & practitioners have investigated this impact. Research evidences on impact of Social Media on HR are just beginning to emerge, but are scattered across a wide range of diverse literatures. On reviewing the existing study in different literatures on Social Media in HR, the authors have integrated the disparate studies [3].

The influence of Social Media on HR practices & strategies is increasing but has not been explored fully. The Authors have highlighted the contribution of use of Social Media to strengthen of HR practices. They have considered Social Media as an Information System and Human Resource Management as a Communication System. They have devised a 3-D framework that combined the directions of HR communication, hierarchical system of HRM and the temporal nature of HRM. On comparing data from two different organizations, the findings demonstrated some similarities and differences in use and a dominance of bottom-up utilization of Social Media in HRM [4].

Social Media provides a platform for personal, professional and commercial interaction which promotes interaction & communication. Unlike traditional communication channels, offering single-way communication, social media offers a two-way communication between the consumer and the company. The authors have conducted their research on the pharmaceutical industry and shared their results about awareness and the usage and its ensuing impact of Social Media on organizations. They have used Random sampling as well as Judgmental sampling [5]. The research paper has listed the arguments and counter-arguments on use of social media in Human Resource management, E-recruitment and HR marketing. The research based on determining if the active use of social media is impacted by the size of a healthcare company.

It also checks its impact on the creation of recruitment specific videos to attract potential employees in the internal & external labour market [6].

In the recent times a big transformation has been seen in Human Resource practices, from traditional recruitment or selection to E-recruitment or selection [7]. While some believe Social Media to be a complimentary base for traditional method making it more dynamic using relational tools, others see it as essential tools not only for recruitment but also for employer brand strategy [8]. A study of the effectiveness of social media on e-selection satisfaction revealed the company popularity, quality of application and time savings to be the most significant parameters driving applicant content [7]. Social Media platform-based strategies enable the recruiters to reach the job seekers and personalize content to better the talent acquisition process [9]. They provide the employers with a wider scope, savings of time, savings of cost, advertising benefits, better match and larger crowd, quicker response, enhanced reachability, attraction of passive talent etc. To the employees they provide the advantages of savings in time and cost, ease of application, large number of easy to find opportunities, etc. [10, 11]. However, even though use of social media in recruitment opens new avenues and offers many advantages, it comes with its own challenges. The most problematic issue is the lack of validity evidence to back the data collected [8]. Sometimes when the applicants are not tech savvy, they tend to commit mistakes in data entry. Often people deliberately provide incorrect information. These factors affect the quality of selection [10]. Moreover, on multiple instances, people have more than one profiles under similar or different names. To gain a holistic view of the different facets of a candidate's life, there might be a need to reconciliate these profiles based on complex models [12]. Another important consideration for employers in the process of e-recruitment is to ensure fairness in the process to maintain brand reputation and to avoid any legal implications [13]. Some researchers argue that this employment of a Web3.0 technique in selection and recruitment come with a number of doubts, challenges and

dilemma related to control, authority and ownership thereby advising the companies to enter this market with utmost caution [14]. Organizations must be very careful while using social media data to assess profiles of job-seekers [15]. These differences between traditional techniques and social media can serve as roadmap to identify undesired aspects and to leverage the benefits thereby rendering it a useful tool for recruitment [16]. A well-designed framework and a strategic use of information available on social media may greatly help to obtain better results [17].

It is believed by some that the organizational practice has outpaced the scientific studies on the use of Social Media in the field of recruitment and selection [18]. This gap results in a number of unanswered questions imposing a large scope of further research developments in the direction. Several studies exist around the analysis of the shortcomings of using social media platforms for e-recruitment, suggestive frameworks for improvements, and on further development of this trend. A study using Vector Autoregressive (VAR) model demonstrates that recruitment-related company messages on Facebook result in a higher recruitment success thereby suggesting importance of proactive and regular engagement [19]. Use of Support Vector Machine (SVM) and Chi-square to perform classification of prospects is also seen, based on their personality traits analyzed from their timeline activities into categories like Dominance, Influence, Steadiness and Conscientious (DISC) [20]. Another study illustrates a method for personality-assessment using an open-vocabulary analysis of the comments or post languages from social media. Results suggested that such an investigation was capable of providing a deep analysis of a candidate's mental life along with associated personality traits [21]. One big challenge in e-recruitment is the extraction of a candidate's skills from raw texts to map his profile against a job-role. A bottom-up approach may be used to generate a multi-lingual base of skills which was expected to provide better results [22].

While Social Media Platforms are increasingly becoming popular and essential elements of the recruitment processes, there is a lot of ambiguity prevalent not only at the demand side of the equation but also on the supply side [23]. The Human Resource professionals across industries as well as geographies use social media in the course of recruitment for a wide range of reasons. The recruiters from two southern metro areas in United States are found to use LinkedIn when looking to fill supervisory positions or jobs requiring high skill levels. While the jobs targeting mass, audiences are preferred to be posted over job portals like Monster and CareerBuilder [24]. A similar study on the recruiters of Portugal revealed the most used Social Networking Sites to be LinkedIn (89%) and Facebook (58%) with the evaluation of applicant profiles being the first step even preceding an interview [25]. Similar is the trend in South Africa where despite the usage of traditional recruiting methods, LinkedIn is central to the recruitment process. Moreover, the use of Twitter and Facebook is relatively lower here as compared to the other geographical regions [26]. On comparing the data for Russian labor market with other countries revealed that the Russian companies evaluate the social media profiles as an effective tool for selection but fail to close a large number of vacancies due to several shortcomings [27]. Another study targeting the professionals from Norway, France and Germany revealed the usage and adoption of LinkedIn by latter to be of much higher extent as compared to the former two [28]. The patterns of SNS use for recruitment are highly dynamic and complex but a general observation reveals a higher use of LinkedIn by large organizations as compared to medium or small sized ones. Whereas, the use of Facebook is seen to be quite the opposite with small and medium sized companies exhausting it more than the large institutions [29]. The relation between SNS qualities and effective e-recruitment (EER) is also found to be significant, indicating that Facebook might be more effective than LinkedIn for EER due to better platform quality and feature diversity [30].

Hence, after a critical analysis of using social-networking as a recruitment tool within a security enterprise, advantages and disadvantages of using it for Generation Y were identified. Overall study indicated that social media can be used as a recruitment tool in addition to and not I contrast to the traditional methods [31]. However, it does have a great future potential with an ability of being used as a full-fledged means of envisioning employment [32]. However, the current state of knowledge does not provide a definite answer to if the data from these networks is reliable and usable at large [33].

Today, India is at a stage where its status as a break-through economy depends on its focus on building human capital. The most critical challenge in HRM is attracting the best talent and retaining them. Online Social Media platforms connect people across the globe and thus can be leveraged by employers to attract applicants with their employer branding strategies [34]. The researcher has assessed the impact of Job-related data through Word of Mouth (WOM) on Employer Attractiveness. Two WOM platforms have been identified, viz. – Traditional WOM & Social Media WOM. A study was conducted taking following attributes as independent variables – Traditional WOM as Information Source, Social Media WOM as Information Source, Tangible & Intangible Job Attributes & Relationship Strength. Job Attractiveness was treated as the Independent variables with Source Expertise & Source Trust acting as Control Variables [35].

Employer branding is essentially the way to achieve sustainable competitive advantage. Jobseekers generally have basic information and knowledge about the job and the organization. These applicants search for information about the company though their websites as well as their posts on social media handles. The authors have identified factors which significantly impact the decision taken by Czech university business students while choosing their future employers. It also comprises of a survey that investigated social media usage and use of recruitment websites in employer branding which involves perceptions of an ideal employer.

The research suggested that the symbolic traits of an ideal employer are not dependent on gender and employment status. Also, respondents who follow posts on an organization's Social media handles don´t find an organization´s profiles on social media important, whereas respondents who follow organization's posts on their recruitment websites do find the organization´s profiles on social sites important [36].

Exploration on social media as a medium of communication & knowledge coordination has been increasing. The study had focussed on the effect of 3 dimensions of social media viz. Hedonic, Cognitive & Social on a Team's Creative Performance with respect to knowledge management. The survey which comprised of data gathered from 382 members across 82 knowledge work teams revealed that the three Social Media dimensions had contrasting effects on the transactive memory system which enhances team creative performance through team creative efficacy [37].

In the context of contemporary dynamic business, building procedures for recognizing employees and further conducting employee engagement, need sustained attempts by organizations. Hence, they are actively exploring and embracing newer strategic initiatives for engaging their employees. The researchers undertook 65 semi-structured interviews with employees spread across various sectors which confirmed social media usage for employee recognition [38].

Over time, social media has become widely accepted especially during the past decade and has a wide impact on organizations. The author has studied the effect of social media on Knowledge Management of an organization. Key aspects of social media have taken a technological leap over the past decade from mobile technologies to analytics & cloud computing. Social media is a diverse digital infrastructure which is evolving and changes and enhances the way people communicate and collaborate. Each of these shifts had distinct implications on organizational

knowledge management. Trends suggest that with newer technologies like AI, VR & AR emerging, social media will continue to mature, which will eventually impact knowledge management practices in organizations [39].

With more than 2 billion social media users worldwide, organizations are using Social Media to attract potential future employees and to lure consumers to their products/services. Along with sharing information about brand related activities on their official social media pages, brands are also represented through the private social media accounts and activities of their employees. Employees play multiple roles viz. sharing brand-specific information, endorsing company's brand, and displaying behaviours that are consistent with the brands and the organization's values. The social media behaviour of an organization's employees is both an opportunity as well as a risk [40].

Employees act as strong brand ambassadors who shape the reputation of a brand with their online activities. However, use of social media requires a strategic management approach. This includes deep research, good internet connectivity at work premises, strong commitment from the C-suite, dedicated social media teams, establishment of guidelines and policies, training, integration, as well as goal setting and measurement. All these things will aid organizations to leverage benefits of social media usage by its employees and also avert risks associated with it [41].

The research determines the effect of 3 categories of Social Media usage viz. Cognitive, Hedonic & Social on job performance. The survey conducted within a multinational IT company empirically showed that cognitive & social use of social media had an indirect yet positive impact on innovative as well as routine job performance of employees. Hedonic use of the Social Media had a direct negative impact on employee performance but positively contributed to forming of social ties thereby resulting in a positive impact on employee's

innovative performance [42]. The authors have conducted a quasi-natural field experiment by collecting data of 2 matched-samples groups in a large financial company in China in order to determine if social media usage at workplace affects team performance. It was found that Ding Talk & WeChat which were work-oriented & socialization-oriented social media channel respectively, lead to improvement in employee performance as well as performance of a team as a whole [43].

The authors have carried out a research comprising of a sample of 326 fulltime employees to devise an association between usage of Social Media at workplace & factors like Job performance and work-family balance. The research revealed that social media addiction & work-family balance was negatively associated whereas social media usage and job burnout were positively related [44]. The authors have examined the moderating effect of social media usage on the association between personality traits & job performance. They have conducted the study on samples comprising of 381 employees of the AI Manseer Group. The PLS SEM analysis proved that though Social Media had no moderating effect on the association between personality traits & job performance, 3 personality traits were found to be notable for job performance [45]. The authors proposed a contextual framework to identify the discrete & ambient stimuli that distinguishes social media contexts from digital communication media and physical contexts. They have demonstrated that it changes more person-centred theories of Organizational behaviour [46].

There has been a profound shift in internal communications with the advent of social media. The involvement of personal social media plays an internal networking role and thus contributes to social profile research technologies related to employee engagement within the modern economy. The authors have studied the role of staff management based on data generated from community social media sites to establish a relevant model for staff management evaluation. The study has provided "theoretical foundations" for the creation of a

paradigm for HRM, taking into account the distinct attributes of workers on the basis of SM data, including the appraisal process. A methodological and instrumental approach has been introduced in this paper to the existing challenge of building the "most successful work team in a global ecosystem". The tools proposed by the authors allow development of the most productive team on the job on the basis of the automatic processing of natural knowledge stored digitally on the social accounts of potential work team members [47-48].

Nowadays, organizations are increasingly focusing on their employees so as to gain a competitive advantage. This rapid transformation has come with the influx of Gen Y employees in the workforce. Contrary to their predecessors, Gen Y employees have a different perspective and tend to switch job frequently. In order to maintain organizational sustainability, it is crucial that these employees are retained. Thus, the authors have studied HR practices in enabling employee retention. Use of social media is tremendous in case of Gen Y and it has essentially become a part of their lives. The authors have proposed a conceptual model combining mentoring along with social media in order to retain Gen Y employees. This model is significant for scholars & professionals as well. It gives crucial insights to organizations in order to increase retention rates of Gen Y employees [49-50].

There has been an acceleration in voluntary turnover ever since the global economic recovery which has raised concerns amongst employers regarding employee retention. The largest gainers from this economic recovery from a talent perspective are organizations who follow three key strategies - First is performance management strategies which help employees gain expertise which maximizes their potential. This if followed by a positive employer brand and use of innovative techniques to design & deliver technology driven HRD initiatives like eLearning & Social Learning Tools. These strategies are the key elements for employee retention [51].

Social Media has completely changed the way people connect, communicate & share information. As social media has both benefits as well as potential risks associated with its usage, it is pertinent for employers to come up with policies governing its appropriate use. The researchers have identified key problems organizations face while dealing with social media issues and relationships between use of social media and human resources has been discussed [52]. By concentrating on the people with whom the employees interact on social media, the question whether employees should be allowed to use to Social Media at work can be answered. Based on the data from the blogging activity of 269 employees of a Canadian health-care provider, the authors have reached the following conclusion. There is a negative relationship between the extent to which employees engage in personal interaction with people not working for the organization and the intrinsic work motivation and proactive behaviour. If employees interact with co-workers on social media, the effects are positive [53].

Research Method:

Databases Referred: Scopus, Web of Science, Google Scholar

Keywords searched: Human Resource Management, Human Resource, HRM, Social Media, Social Networking, Social Networks

The literature review was carried out using Scopus, Web of Science & Google Scholar as the Search Engines. Following Query was used in order to fetch documents in Scopus:

TITLE-ABS-KEY ("Human Resource Management" OR "Human Resource" OR "HRM" AND "Social Media" OR "Social Networking" OR "Social Networks") AND (LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR

LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015)) AND (LIMIT-TO (LANGUAGE , "English"))
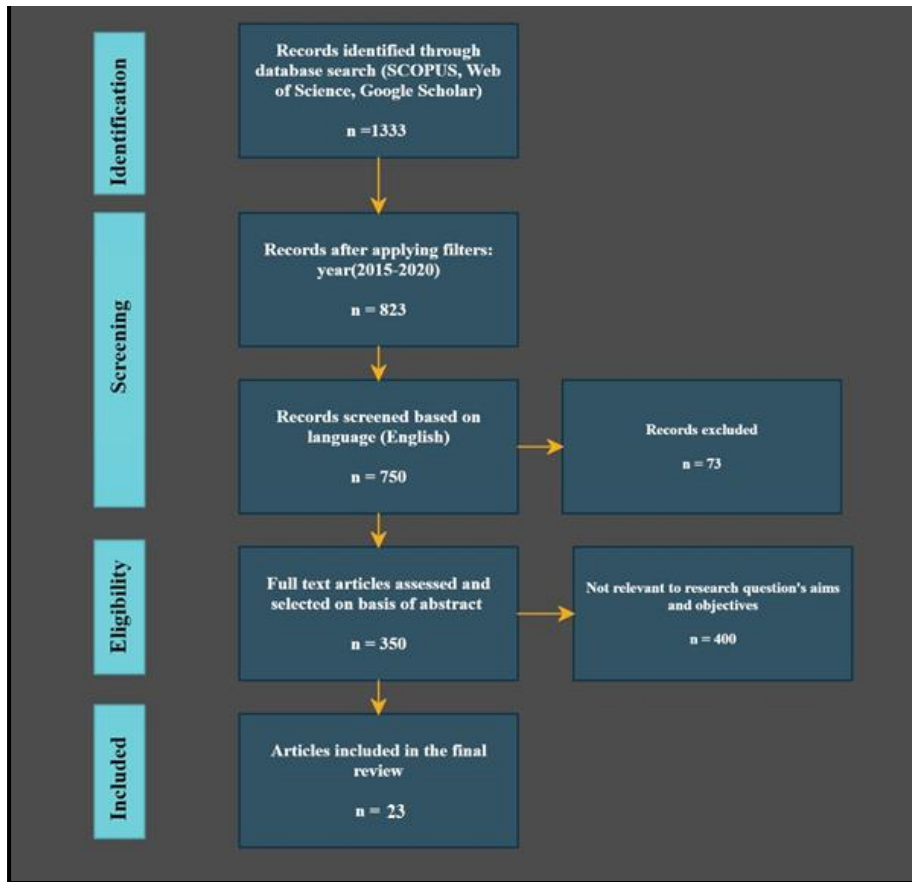

Fig.1: Prisma Chart showing steps followed during the Literature Review

The Prisma Chart above shows the process followed for searching and segregating papers, from the large volume of works available over the internet, upon which this Bibliographical Analysis could be conducted. On searching for the keywords on SCOPUS, Web of Science and Google Scholar databases, about 1333 papers were identified. An initial screening was performed on the basis of language (English) and the year of publishing (2015-2020). The resulting bulk of 750 research papers were read, examined for relevance, and finally 350 papers were selected. Further, 53 most relevant papers were hand-picked and are summarised in the Literature Review Section.

Analysis:

1. **Analysis on the basis of Year of Publication:**

   On analysing the research papers against their year of publication, it was observed that while the count of papers published averaged around 125 between the years 2015 to 2020, there was a negative trend in the number of papers published in this field over the years.
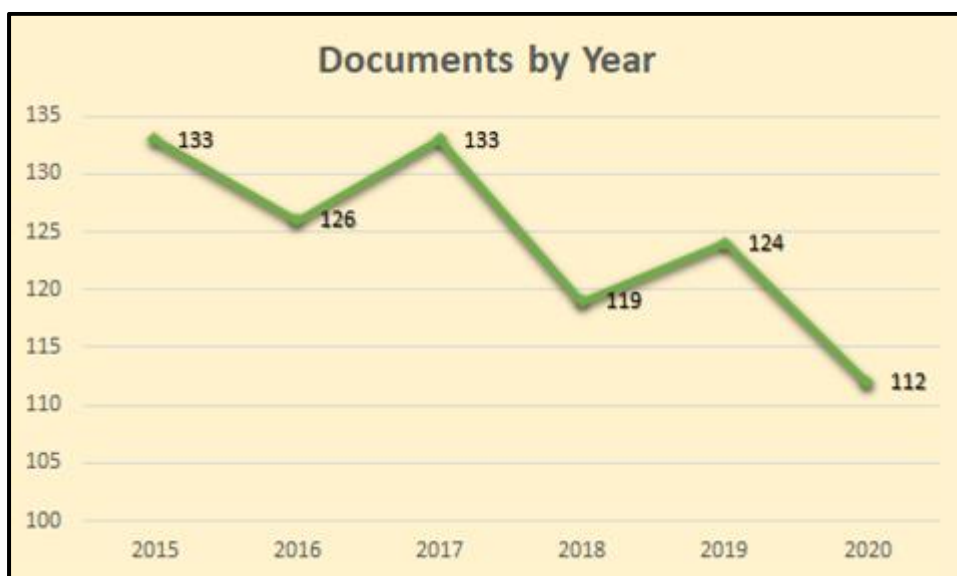

Fig.2 Year wise trend in Research Publication

2. **Analysis on the basis of Document Sources**

   The available research work on Social Media & HR were analysed to find which journals were the ones that published maximum work on the subject. It was found that most of the papers sourced from 'Lecture notes in Computer Science' followed by 'Advances in Intelligent Systems and Computing'. The detailed analysis is depicted in the Tree map below.
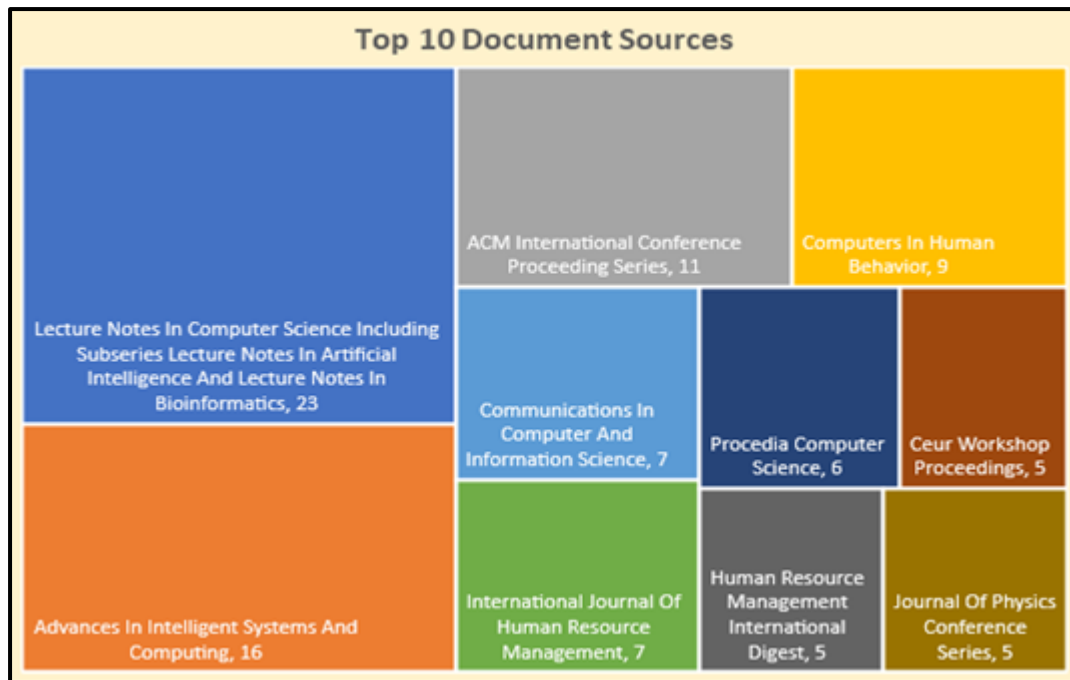
Fig.3 Tree Map showing Top 10 Sources of Documents

3. **Analysis on the basis of Authors**

The available research works on Social Media & HR were analysed to inspect if there were any researchers who studied the area intensely and published a large volume of work in this area. Most of the Authors among the top 15 were found to have published three papers with Yang H. from Japan contributing the most with 5 papers published.

Fig.4 Donut Chart showing Documents by Top 15 Authors

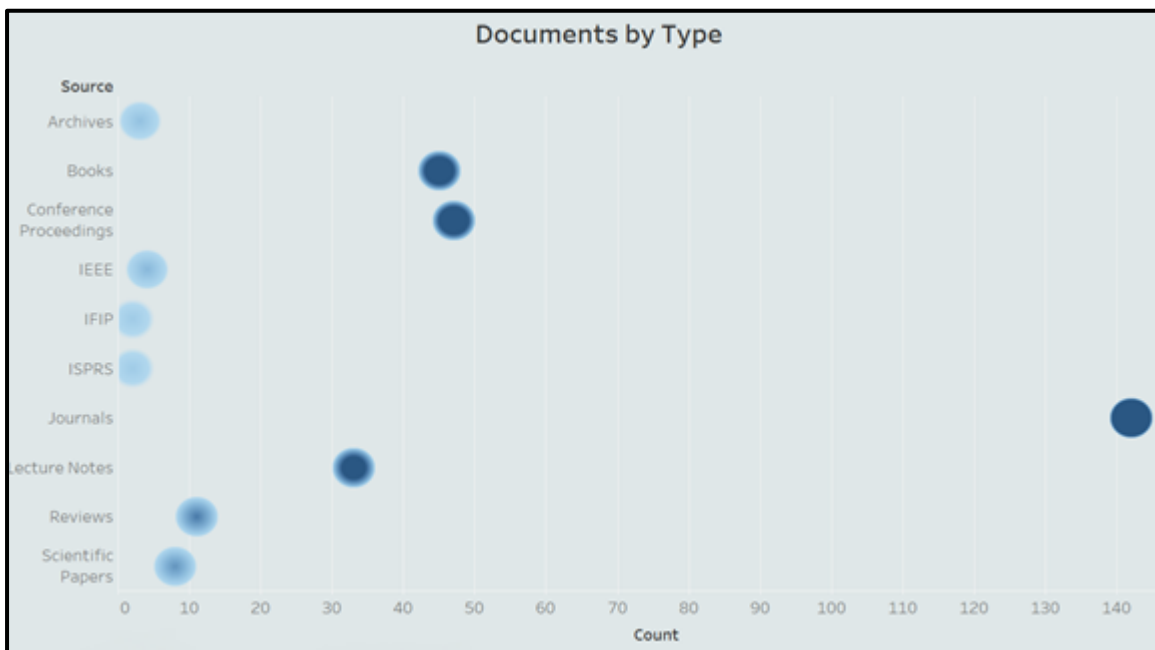**4. Analysis on the basis of Document Type**

Fig.5 Graph showing Research Documents by Type

Of the 750 research papers reviewed in this study, approximately 50% of the research documents were Article based whereas Conference papers comprised 38% of the documents. 11% of the research papers were published as Book Chapters & Conference Review Documents whereas other documents like editorials and notes constituted less than 5% of all the research papers.

5. **Analysis on the basis of Document Affiliation**

The University of Liverpool has the maximum number of Affiliations viz. 6 as far as relevant research on Social Media & HR is concerned. It is however closely followed by a number of Universities & Institutes from across the globe each having 4 to 5 research papers affiliated to them. To name a few are Nanyang technological University, University of Pardubice, Hongkong Polytechnic University, University of Adelaide, University of Science & Technology China, Monash University, Harbin Institute of Technology etc.
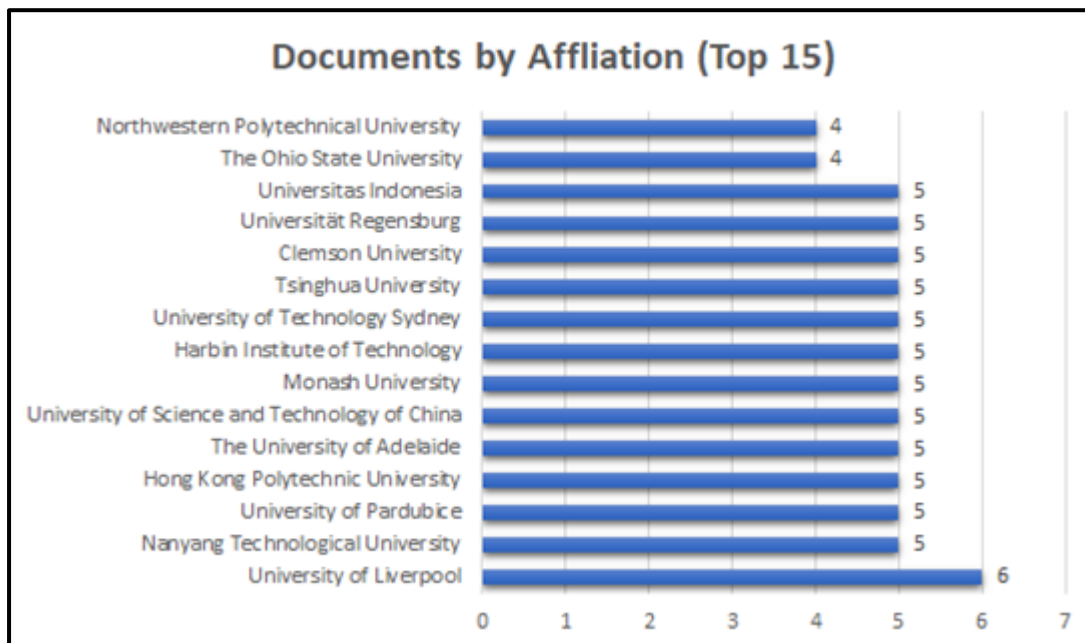

Fig.6 Bar Graph showing Research Documents by Top 15 Affiliation

6. Analysis on the basis of Subject Area

When it comes to the Subject Area, research based on Social Media & HR is dominated by the Computer Science discipline which comprises 24% of the research published so far. 19% articles pertain to the Business Management & Accounting discipline whereas Social Sciences & Engineering fields comprise 12% each.
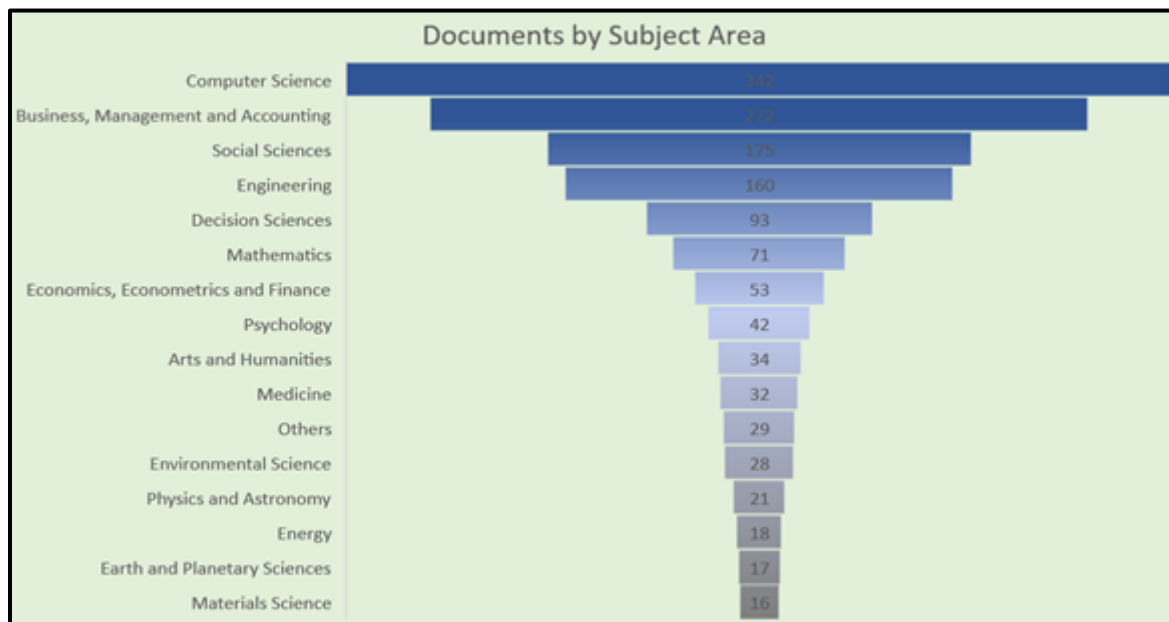

Fig.7 Tree map showing Subject Areas of Research

7. Analysis on the basis of Research Funding Sponsors

The National Natural Science Foundation of China has sponsored the maximum number of Research articles (32). It is followed by the European Commission & National Science Foundation sponsoring 8 & 7 research articles respectively. 6 research articles were sponsored by the Fundamental Research Funds for Central Universities whereas others have sponsored about 1 to 4 research articles each.
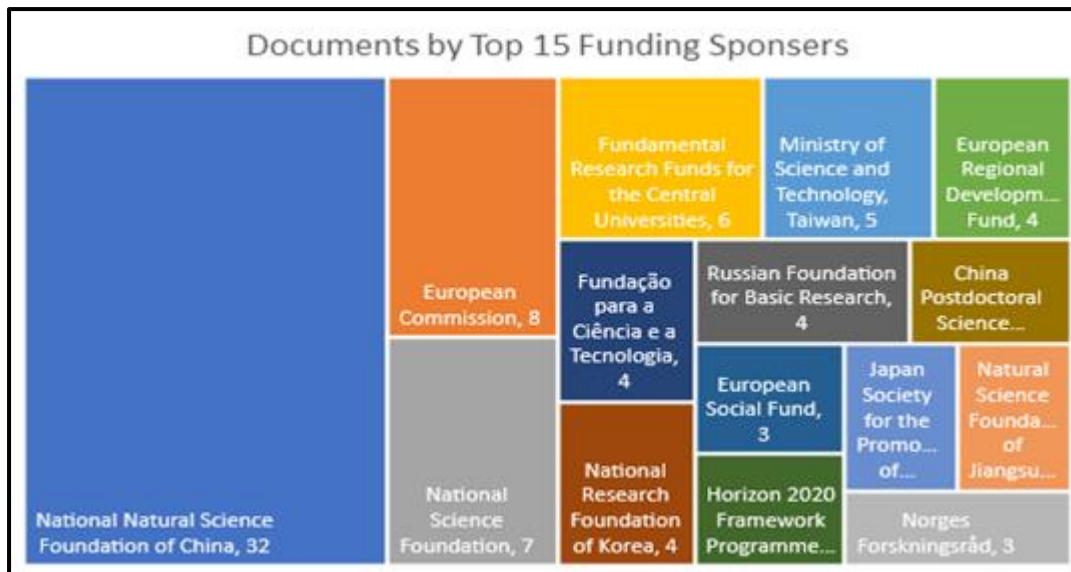
Fig.8 Tree map showing Top 15 Funding Sponsors

8. **Analysis on the basis of Document Source**

From the article, it is evident that a large number of countries from Europe are involved in research based on Social Media & HR. However, from the perspective of individual countries, the United States of America is the largest source of research in this field with 180 articles being published in the US itself. It is followed by China, United Kingdom, Australia & India each comprising between 40 to 70 research articles. Germany, Indonesia, Spain, Italy & Canada contribute between 20 to 40 research articles in this field. The precise number of articles in this field as per their source of origin are given below:

Country	Number of Articles
United States	180
China	64
United Kingdom	53
Australia	44
India	42
Germany	37
Indonesia	30
Spain	29
Italy	27
Canada	23

Country	Number of Articles
Taiwan	17
France	16
Malaysia	16
South Korea	16
Czech Republic	15
Hong Kong	15
Japan	15
Portugal	15
Russian Federation	15
South Africa	15

Fig.9 Geographical Map showing Research Documents by Country

9. Analysis on the basis of Keywords

The word cloud given below enlists the most commonly used keywords in the research articles reviewed in this study. Social Media, recruitment, LinkedIn, Facebook, Job,

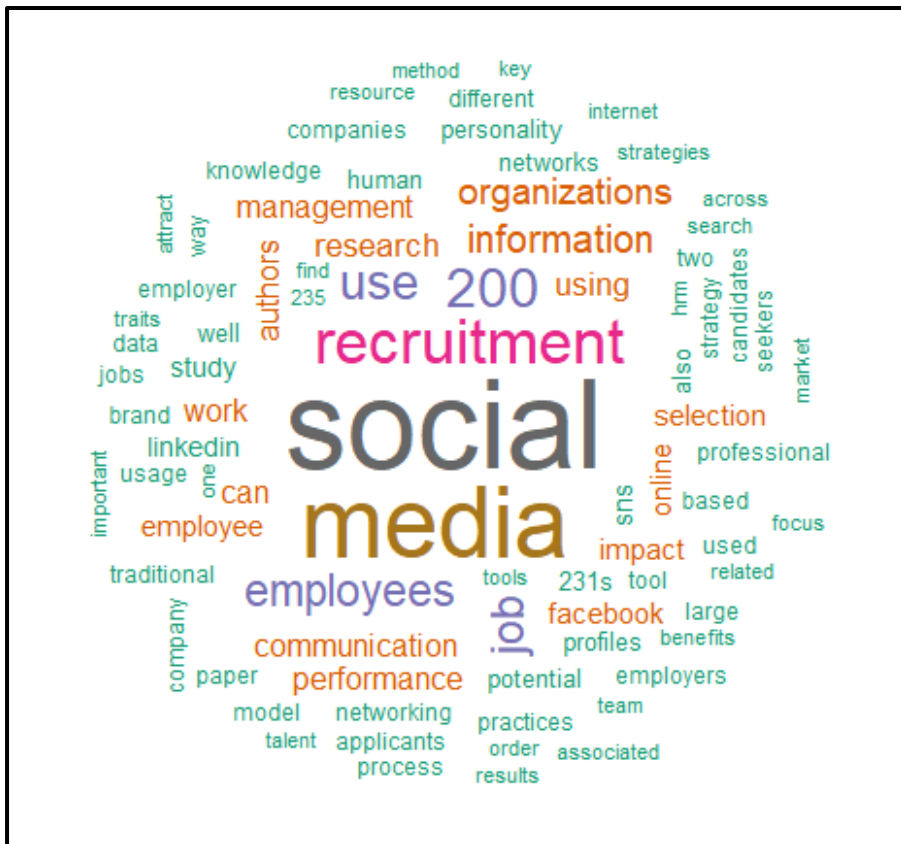Organizations, Employees, Communication, Performance etc are some of the most frequently occurring keywords.

Fig.10 Word Cloud showing Major Keywords in Research Documents

Discussion:

The recent COVID-19 pandemic has completely changed the way we live & the way we work. Offices, corporate hubs & IT parks now look deserted as the work from home system has taken over. Most organizations have shifted from offline to online working practices. HR functions like Recruitment, Selection, Training & Induction have become all the more challenging in the virtual system as the traditional HR practices are no longer useful. It is where social media comes to the rescue. With the internet being widely available at reasonable rates, most people do have a social media presence & this can be harnessed to aid HR practices. Social media

platforms like LinkedIn & Naukri can be pivotal in e-recruitment & employer branding practices. Social Media can also serve as a platform for learning & can help in employee engagement as well.

The pandemic may cease to exist one day but this virtual setting of employment is here to stay for long. Thus, it becomes imperative for organizations to explore newer ways of functioning & so does the Human Resources Function of these organizations. This can be achieved by further exploring Social media for introducing innovative HR practices. Hence, the study provided a brief analysis of the ongoing research in the field of Social Media & HR, reviewing the major sectors being focussed by the researchers. This will help understand the extent to which corporates are utilizing social media for their HR functions and also to gauge the future scope in this discipline.

Implications:

There is a lot of scope in research on Employee engagement using Social Media. With the advent of the pandemic, most of the organizations are functioning with the 'Work-from-home' system. Thus, Social media can be pivotal in carrying out employee engagement through blogs, live sessions & videos so as to keep them abreast with the latest happenings in the organization. Social media can also serve as a platform for knowledge sharing and learning thereby reducing expenditure on training employees. Further, research can be conducted on devising techniques for use of Social Media in Employee Retention. Though Social Media has a lot of advantages, it does come with its own set of risks. Thus, it is important for organizations exploring social media for their HR practices to be well aware of the risks & rewards associated with SM and use it wisely.

Limitations:

After going through the available literature in the field of Social Media in Human Resource Management, it was observed that most research that has been carried out so far is focussed on e-recruitment and hiring through social media. However, a lot of ground is still uncovered with respect to numerous HR functions where Social Media can play a huge role. From Employer Branding to Employee Engagement and Knowledge sharing, social media can be pivotal. Research based on use of Social Media in Employer Branding; Staff Management & Employee Retention is in its nascent stage. Also, studies focussing on threats & disadvantages of using social media in HR functions are quite limited.

Conclusion:

With the penetration of the Internet, Social Media has grown tremendously & has become an inseparable part of human life. It is no longer limited to entertainment & personal communication but is also being harnessed by organizations to enhance their functioning. From the literature reviewed in this article, it is evident that a lot of organizations are using Social Media as a platform for e-Recruitment. Platforms like Monster & Naukri are being increasingly used for putting up openings for general purpose Jobs whereas LinkedIn, Xing etc are used for recruiting specialized individuals with niche skill sets required for a particular job. Social Media find applications in numerous HR practices beyond e-recruitment as well. Skilled Human Capital is a crucial asset of any organization and hence it is important to attract potential employees from a pool of job seekers. Social Media can help organizations in Employer branding by reaching out to applicants through their social media handles. Further, SM

channels can also aid in Employee Engagement & knowledge management activities within the organization. Though Social Media finds a lot of applications in Human Resource Management, it also has a risk associated with it. Thus, it is imperative for organizations to use these SM channels cautiously and establish policies for its efficient use by all stakeholders within the organization. Thus, Social media if used wisely, has the potential to further enhance and refine the traditional HR practices.

References:

[1] Peshkar P, Ghosekar P. Applications of Social Media in HR Function

[2] Giordano MC, Manuti A, de Palma PD. Human capital reloaded: The use of social media in human resource management. InThe Social Organization: Managing Human Capital through Social Media 2016 (pp. 1-13). Palgrave Macmillan, London.

[3] Kluemper DH, Mitra A, Wang S. Social media use in HRM. InResearch in personnel and human resources management 2016 Jun 30. Emerald Group Publishing Limited.

[4] Wolf MV, Sims J, Yang H. Social media utilization in human resource management. InWeb Based Communities and Social Media 2014 Conference (WBC 2014); 8th Multi Conference on Computer Science and Information Systems 2014.

[5] Gopinathan DR, Suri DS. A Study of Awareness and Usage of Social Media in HR Practices and It's Impact on Organizations Especially with Reference To Pharma Industry. International Journal of Management. 2016 Jul;7(5).

[6] Bejtkovský J. Social media platforms as HR marketing tool in selected healthcare service providers. Marketing and Management of Innovations. 2020.

[7] Ramkumar A, Rajini G. Innovative way of using social media networks for e-recruitment and selection. Int. J. Sci. Technol. Res. 2019;10:175-81.

[8] Kroeze AM. Recruitment via social media sites: A critical review and research agenda (Bachelor's thesis, University of Twente).

[9] Phillips-Wren G, Doran R, Merrill K. Creating a value proposition with a social media strategy for talent acquisition. Journal of Decision systems. 2016 Jun 10;25(sup1):450-62.

[10] Ramkumar A. E-recruitment through job portals and social media network: Challenges & opportunities. Indian Journal of Public Health Research and Development. 2018 Jun;9(6):143-8.

[11] Amadoru M, Gamage C. Evaluating effective use of social networks for recruitment. InProceedings of the 2016 ACM SIGMIS Conference on Computers and People Research 2016 Jun 2 (pp. 125-133).

[12] Isaj S, Seghouani NB, Quercini G. Profile reconciliation through dynamic activities across social networks. InInternational Conference on Advanced Information Systems Engineering 2019 Jun 3 (pp. 126-141). Springer, Cham.

[13] Ladkin A, Buhalis D. Online and social media recruitment. International journal of contemporary hospitality management. 2016 Feb 8.

[14] Aggerholm HK, Andersen SE. Social Media Recruitment 3.0: Toward a new paradigm of strategic recruitment communication. Journal of Communication Management. 2018 May.

[15] Van Iddekinge CH, Lanivich SE, Roth PL, Junco E. Social media for selection? Validity and adverse impact potential of a Facebook-based assessment. Journal of Management. 2016 Nov;42(7):1811-35.

[16] Gelinas L, Pierce R, Winkler S, Cohen IG, Lynch HF, Bierer BE. Using social media as a research recruitment tool: ethical issues and recommendations. The American Journal of Bioethics. 2017 Mar 4;17(3):3-14.

[17] Melanthiou Y, Pavlou F, Constantinou E. The use of social network sites as an e-recruitment tool. Journal of Transnational Management. 2015 Jan 2;20(1):31-49.

[18] Roth PL, Bobko P, Van Iddekinge CH, Thatcher JB. Social media in employee-selection-related decisions: A research agenda for uncharted territory. Journal of management. 2016 Jan;42(1):269-98.

[19] Golovko D, Schumann JH. Influence of company Facebook activities on recruitment success. Journal of Business Research. 2019 Nov 1;104:161-9.

[20] Utami E, Luthfi ET. Profiling analysis based on social media for prospective employees recruitment using SVM and Chi-Square. InJournal of Physics: Conference Series 2018 Dec 1 (Vol. 1140, No. 1, p. 012043). IOP Publishing.

[21] Park G, Schwartz HA, Eichstaedt JC, Kern ML, Kosinski M, Stillwell DJ, Ungar LH, Seligman ME. Automatic personality assessment through social media language. Journal of personality and social psychology. 2015 Jun;108(6):934.

[22] Malherbe E, Aufaure MA. Bridge the terminology gap between recruiters and candidates: A multilingual skills base built from social media and linked data. In2016 IEEE/ACM International Conference on Advances in Social Networks Analysis and Mining (ASONAM) 2016 Aug 18 (pp. 583-590). IEEE.

[23] Ruparel N, Dhir A, Tandon A, Kaur P, Islam JU. The influence of online professional social media in human resource management: A systematic literature review. Technology in Society. 2020 Nov 1;63:101335.

[24] McDonald S, Damarin AK, Lawhorne J, Wilcox A. Black Holes and Purple Squirrels: A Tale of Two Online Labor Markets. InWork and Labor in the Digital Age 2019 Jul 4. Emerald Publishing Limited.

[25] Melão N, Reis J. Using Social Networks in Personnel Selection: A Survey of Human Resource Professionals. In2020 15th Iberian Conference on Information Systems and Technologies (CISTI) 2020 Jun 24 (pp. 1-6). IEEE.

[26] Koch T, Gerber C, De Klerk JJ. The impact of social media on recruitment: Are you LinkedIn?.

[27] Tikhonov A, Konovalova V. The Impact of Social Media on Recruitment: Opportunities, Benefits, and Challenges. InProceeding of the International Science and Technology Conference" FarEastCon 2019" 2020 (pp. 415-423). Springer, Singapore.

[28] Pavlíček A, Novák R. Social media and industry 4: 0–Human resources in the age of LinkedIn. IDIMT-2018. 2018 Sep 5:199.

[29] Melão N, Reis J. Selecting talent using social networks: A mixed-methods study. Heliyon. 2020 Apr 1;6(4):e03723.

[30] Waheed A, Xiaoming M, Waheed S, Ahmad N. The role of social networking sites in effective e-recruitmen; A study of telecom sector in context of Pakistan. KSII Transactions on Internet and Information Systems (TIIS). 2019;13(8):3842-61.

[31] Lewis A, Thomas B, James S. A critical analysis of the implementation of social networking as an e-recruitment tool within a security enterprise. Cogent Business & Management. 2015 Dec 31;2(1):1104904.

[32] Hitka M, Lorincová S, Ližbetinová L. Comparison of using social networks for seeking employment in Italy and Slovakia. 30th IBIMA Conference. 8th November, 2017

[33] Jeske D, Shultz KS. Using social media content for screening in recruitment and selection: pros and cons. Work, employment and society. 2016 Jun;30(3):535-46.

[34] Gulati T. Futuristic Employer Branding Strategies: A Perspective beyond the Traditional HR with Social Media. Amity Global Business Review. 2019 Sep 1;9.

[35] Ahamad F. Impact of word-of-mouth, job attributes and relationship strength on employer attractiveness. Management Research Review. 2019 Jun 17.

[36] Eger L, Mičík M, Řehoř P. Employer branding on social media and recruitment websites: Symbolic traits of an ideal employer.

[37] Ali A, Wang H, Khan AN. Mechanism to enhance team creative performance through social media: A transactive memory system approach. Computers in Human Behavior. 2019 Feb 1;91:115-26.

[38] Nayak BC, Nayak GK, Jena D. Social recognition and employee engagement: The effect of social media in organizations. International Journal of Engineering Business Management. 2020 Dec 11;12:1847979020975109.

[39] Kane GC. The evolutionary implications of social media for organizational knowledge management. Information and organization. 2017 Mar 1;27(1):37-46.

[40] Marie-Cécile Cervellon Pamela Lirio. When Employees Don't 'Like' Their Employers on Social Media. MIT Sloan Management Review. Vol 58, 2017.

[41] Sonja Dreher. Social media and the world of work : A strategic approach to employees' participation in social media. Corporate Communications: An International Journal. 30 September, 2014.

[42] Hossam Ali Hassan, Dorit Nevo, Michael Wade. Linking dimensions of social media use to job performance: The role of social capital. The Journal of Strategic Information Systems. Volume 24, Issue 2, June 2015.

[43] QiSong, YiWang, YangChen, JoseBenitez, JiangHu. Impact of the usage of social media in the workplace on team and employee performance. Information and Management. Volume 56, Issue 8, December 2019, 103160.

[44] Suzanne Zivnuska, John R. Carlson, Dawn S. Carlson, Ranida B. Harris, Kenneth J. Harris. Social media addiction and social media reactions: The implications for job performance. The Journal of Social Psychology. Volume 159, 2019 - Issue 6.

[45] Jibril O S. The moderating effect of social media usage on the relationship between personality traits and job performance in private sector in Jordan (Doctoral dissertation, Universiti Utara Malaysia).

[46] McFarland LA, Ployhart RE. Social media: A contextual framework to guide research and practice. Journal of Applied Psychology. 2015 Nov;100(6):1653.

[47] Bagheri Rad M, Valmohammadi C, Shayan A. An empirical investigation of the factors affecting the use of social networks in human resources recruitment. International Journal of Public Administration. 2020 Apr 25;43(6):517-26.

[48] Barykin S, Kalinina O, Aleksandrov I, Konnikov E, Yadikin V, Draganov M. Personnel Management Digital Model Based on the Social Profiles' Analysis. Journal of Open Innovation: Technology, Market, and Complexity. 2020 Dec;6(4):152.

[49] Naim MF, Lenka U. Mentoring, social media, and Gen Y employees' intention to stay: towards a conceptual model. International Journal of Business and Systems Research. 2017;11(1-2):28-41.

[50] Mohammad Faraz Naim. Leveraging Social Media for Generation Y retention. European Journal of Business and Management. Vol. 6, No. 23, 2014.

[51] Wayne F. Cascio. Leveraging employer branding, performance management and human resource development to enhance employee retention. Human Resource Development International. 2014

[52] Haghshenas M, Sadeghzadeh A. Utilization of Social Networks for Human Resources Purposes. InStochastic Methods for Estimation and Problem Solving in Engineering 2018 (pp. 177-198). IGI Global.

[53] Bizzi L. Should HR managers allow employees to use social media at work? Behavioral and motivational outcomes of employee blogging. The International Journal of Human Resource Management. 2020 May 30;31(10):1285-312.