

## **A STUDY ON IMPACT AND UTILISATION OF SOCIAL MEDIA ON HUMAN RESOURCE MANAGEMENT FUNCTIONS**

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### **ABSTRACT**

Social media (SM) has grown in popularity in recent years as a result of greater public awareness, a new age of organisation, information, and technology. Growing progress in electronic human resource management (e-HRM) in general, and human resource (HR) self-service technology in particular, has created revolutionary prospects for changing the design and delivery of HR services. Despite their importance, our understanding of how to enhance acceptance of these technologies is limited. Though SM appears to be an effective human resource management (HRM) tool, it is strategically important to combine research inputs from both the employers' and individuals' viewpoints in order to exploit SM effectively. Recognising this, academic scholars have been interested in SM for over a decade. However, research into SM and their usefulness is still in its early stages. To meet this demand, the current study conducts research on a sample of 80 respondents to gain a thorough understanding of the impact of SMs on three components of HRM: hiring processes, training, and communication. The study is inspired by the fact that, due to the short life cycle of social media platforms and information systems, SMs must innovate and provide value to their consumers on a regular basis.

**KEYWORDS:** Social media, Recruitment, Training, Communication, e-HRM

### **INTRODUCTION**

In the past decade, the globe witnessed another slightly communicating system that not only recorded its importance in today's world of communication but also became a radical platform for expression in perspective. We were evident the impact on social media in all aspect of our life whether its politics, entertainment, business, education, etc. Societal issues, ethical dilemmas, and environmental concerns are addressed with the help of social networking sites (Korff et al., 2017). Indicating to business perspective, in traditional approach, SM has spurred despite a new medium of advertisement for products but in the contemporary world, it has registered its presence in all aspects of business whether finance, marketing, logistic or HR with the help of social media, companies can improve their relationship with target customers irrespective of geographical boundaries. These days, organizations are utilizing several social networking sites; Twitter, Facebook, LinkedIn, Pinterest, and Instagram, etc. an increasing brand visibility (Freer, 2011).

The phrase "social media" refers to online frameworks and resources centred on communication, community-based input, engagement, content sharing, and collaboration in online communities and networks. There is no single definition of social media; it is always growing, and different authors use different approaches. Solis (2007) gives the most assuring definition, saying that social media describes online tools that are used by people to share content, profiles, opinions, insights, experience, and actual media content, thereby affecting on-line conversations and interactions among different groups of people. A few examples of the same are Instagram, Facebook, Twitter, LinkedIn, and Youtube.

Human resources management scope activities have else understood the prominence of SM with current, while the future business world and made serious steps to include social media in its functioning. Today, whether it's about hiring employees or making a communication group of professionals to receiving feedback on the company's policy the social media is used as a first-hand platform (Madia, 2011). The HR department is equally responsible for formulating the social media policy on employees (Kaur, and Zafar, 2014).

## **LITERATURE REVIEW**

Transforming the role of human resource (HR) from being operation-focused to more strategically oriented has long been an aspiration for the HR community (Ensher, Nielson and Grant-Vallone 2002; Lengnick-Hall and Moritz 2003; Tansley and Newell 2007a; Bondarouk, Ruel and van der Heijden 2009). One of the main driving forces to afford this transformation is argued to be the adoption of electronic human resource management (e-HRM) (Bondarouk and Ruel 2009; Strohmeier 2009). According to Ruel, Bondarouk and Looise (2004, cited in Bondarouk and Ruel 2009, p. 528), e-HRM can be defined as 'a way of implementing HRM strategies, policies and practices in organisations through the conscious and direct support of and/or with the full use of channels based on web technologies. Recent advancements in e-HRM have witnessed a growing popularity of HR self-service technology (Marler and Dulebohn 2005; Watson Wyatt 2009). HR self-service technology, as a building block of e-HRM, is developed based on legacy, web and/or voice technologies to create a virtual HR space where users, including line managers and employees within and outside HR functions, can have direct access to some of the HR services without the limitations of time and location (Harris 2008; Marler, Fisher and Ke 2009; Reddick 2009).

Current e-HRM situational challenges, such as insufficient resources to update HR-related technological infrastructure (Tansley and Newell 2007b) and the lack of visible results from HR-related information systems (IS) investments (Tansley and Newell 2007a), indicate that the aspiration to transform HR to become more strategically oriented requires great consideration for improved practice by the HR academic and practitioner communities (Bondarouk and Ruel 2009).

The social media platforms represent a developing advancement with the likelihood to think about the versatility, revamping, and utmost flexibility handiness asked for by response association for their information frameworks (Sutton and Shklovski, 2008). The strength of SM web-based social networking promotions to be able to not just ease far-reaching

communication and reinforce data streams, yet additionally be adaptable into the necessities of the respondents. Online networking innovations have been beforehand utilized as part of calamity reaction, yet almost no investigation has been directed considering their effect on HRM, and specific information sharing and use amongst the respondent organization. These innovations demonstrate users the capacity to react rapidly to changes in the information about ambiance and give modification, flexibility, ease of use, and adaptability in both the framework and the data. The SM back up the creation from occasional user's technique promising the surge of idea and learning by allowing the proficient time, prevalence, involvement along with modifying/purify from enlightening matter (Constantinides and Fountain, 2008). The expectation of an employee with

the services of the HR depends on various variables, namely, diversion, interaction, and function that lead to the satisfaction with the employees with employment (Fodness and Murray, 2007).

The three aspects which are studied in this paper are the following:

### 1. **Recruitment**

Employee recruiting means finding and/or attracting applicants for the employer's open positions.

The use of social media in hiring and hiring practises has piqued the curiosity of human resource management professionals. Social networking has grown in popularity as a recruiting tool, allowing firms to locate prospects, assess potential hires, and build a strong employer brand. Because of the rising usage of social media for recruiting, HR professionals must understand how to use these platforms ethically and successfully.

The study seeks to determine whether social media usage influences employment and hiring procedures, as well as any potential benefits and drawbacks. The study's purpose is to educate HR professionals on how to effectively use social media for recruiting while minimising risks and obstacles.

### 2. **Training**

Training means giving new or current employees the skills that they need to perform their jobs, such as showing new salespeople how to sell your product.

Staff performance, job satisfaction, and training and development all have a direct impact on an organization's operations. The emergence of social media has provided HR professionals with new opportunities to boost their training and development programmes. Social media platforms have various features that enable workers to engage in peer collaboration, knowledge exchange, and social learning. Social media may replace costly classroom training sessions in addition to giving affordable training possibilities. The study's goal is to look into the use of social media in training and development, exploring its potential benefits and drawbacks as well as identifying the critical aspects for its implementation.

The study's findings can assist HR professionals in better understanding how to use social media to promote employee training and development, ultimately increasing productivity and success.

### 3. **Communication**

Communication fulfils three main functions within an organization, including coordination, the transmission of information, and sharing of emotions and feelings. All these functions are vital to a successful organization. The coordination of effort within an organization helps people work toward the same goals.

Effective communication is an essential component of human resource management because it fosters cooperation, builds trust, and increases employee engagement. Because social media has risen in popularity, human resource professionals now have more options and outlets to improve internal communication. Social networking platforms such as Facebook, Twitter, and LinkedIn enable HR professionals to engage with stakeholders, customers, and employees in real time, building a more open and interesting communication culture. Employees can get involved in business decision-making and problem-solving by using social media to promote information exchange, idea development, and feedback. The study's goal is to examine how social media is used in HR communication practises, as well as the potential benefits and drawbacks of social media communication.

The study's goal is to examine how social media is used in HR communication practises, as well as the potential benefits and drawbacks of social media communication. The study's purpose is to provide HR specialists with guidance on how to use social media to improve internal communication in businesses, which will ultimately promote employee engagement and corporate success.

#### **Integration of Social Media in HRM**

Social Media is one of the most resourceful platforms for HR professionals. It can be used for both - finding out about interesting contacts as well as exploring existing contacts, i.e., searching for information about people with whom we already communicate (Pavlo Smerva 2018). Social networks can be used to hunt for answers to questions and professional expertise, but the opportunities provided by social networks to HR professionals go well beyond simply looking for and obtaining information. LinkedIn, for example, is ideal for this. We can also utilise Facebook to find out information about folks.

As a result, any information obtained through Facebook should be regarded as unofficial, perhaps erroneous, and untrustworthy. While it is obvious that this is not the place to question about a potential employee's preferences, one may learn a lot about their likes, dislikes, and viewpoints, as well as who they tend to associate with. Social media platforms can also be utilised to actively communicate with employees. Several businesses also create presentations with the intention of connecting with and keeping in touch with possible employees. Instagram can be used as a platform for casual communication with employees and for disseminating some forms of public information, but to a limited extent. Its main benefit is that employees can access communication platforms quickly and without spending any money, even though they would normally be expensive, and that we don't have to force people to use them because most of our employees already have accounts (Bedná, 2013).

### **Social Media Transformation of Human Resource Management**

Technology has recently advanced in the sense that human resource management (HRM) is more effective. The workforce is continually changing to meet the organization's technical needs thanks to the use of social media platforms, online portals, cloud storage, and a number of other innovations. According to Miller (2012), a poll of employees revealed that 81% of them used a personal mobile device while at work. The incorporation of technology into businesses has produced a digital workforce where workers use the internet and their computers to carry out daily duties (Benson, Johnson, & Kuchinke, 2002). In addition to using technology at work, employees are now bringing it home (Miller, 2012).

The function of HRM has evolved from one of "file maintenance" to one of "strategic business partner," bringing value to a company's success (Casio, 2005). Additionally, businesses have increased their use of technology by using electronic human resource management (e-HRM), which uses online and internet technologies to carry out conventional HRM processes (Huang & Taylor, 2013). Traditional HR processes, for example, are simplified since managers may post job openings online or train new workers using a web-based system. Despite the fact that technology is changing the functions of HR managers, the topic of "how beneficial has technology been to their working roles?" has developed.

### **Advantages of Social Media and Human Resource Management**

Social media as a tool for HR is rapidly increasing in popularity among organizations. It has proven its success through websites such as: LinkedIn, Twitter, Facebook, College Recruiter, Simply Hired, Career Builders, and a variety of others (Davison, Maraist, Bing, 2011). Human resource managers use social media sites and websites for various managerial functions such as recruiting, staffing, selection, discipline, and termination (Davison et al., 2011), with many organizations relying heavily on websites such as LinkedIn to recruit future employees. Social media even provides HR managers a competitive advantage over other organizations (Collins & Clark, 2003). Additionally, social media has been associated with improving the social culture of an organization (Collins & Smith, 2006). Social media sites have helped to limit the time it takes for recruitment by allowing HR managers to filter through the large pool of applicants, i.e., simplifying the selection process. Social media is also being used to discipline and terminate employees who have violated any regulations of the corporation. Social media is key to success in an organization's external and internal environments. For example, in the Harvard Review on organizational culture, Unisys Tech Company experienced an increase in productivity using social media (Meister, 2011).

Social media helps HRM strengthen the internal functions of an organization, such as efficiency, collaboration, retention, and knowledge. Employees can use social media to communicate more quickly with one another, which helps increase productivity. Also, through different social networks and web based sites, employees can collaborate with one another with more ease (Collins & Smith, 2006).

### **Disadvantages of Social Media and Human Resource Management**

Despite the vast number of advantages that social networks have in HRM, there are also quite a few disadvantages that may arise from the use of social networks. Social media can blur the line between professional and leisure content, which has a negative impact on work-life balance (White, Hill, McGovern, Mills, & Smeaton, 2003). Furthermore, legal cases have been filed by employees over the belief of privacy invasions by their employer, which led to employees being terminated from their job based on their use of social networks (Davison et al., 2011). Another concern that has arisen is the standards and regulations governing the use of social networks by HR managers (Gramberg, Teicher, & O'Rourke, 2014).

According to Miller (2012), many employees are using personal mobile devices, which allows them to easily take their work home with them. The use of personal mobile devices by employees is also an issue in regards to the privacy of an organization. Human resource management is now struggling with the appropriate use of personal devices and technology within the workforce.

In a study by Whitty and Carr (2006), social media is also contributing to "productivity-lowering activities" such as "cyber slacking" and "cyberbullying."

For instance, HR managers are catching employees browsing their social media sites, posting comments, and liking pictures all during work hours. As a result of employees misusing the Internet and social networks, increasing the vulnerability of the organization towards employment related lawsuits (Gramberg et al., 2012).

To summarise, social media has both benefits and drawbacks in human resource management. Human resource managers must be aware of the appropriate social media limits and bounds. Social media, on the other hand, can be used to improve HRM processes.

## **OBJECTIVES OF THE STUDY**

1. To explore the extent to which social media is used in human resource management practices, and to examine the impact of social media on various subfields of human resource management. Training and development, recruitment, and communication are examples of these.

2. To investigate if the frequency of professional social media usage affects HRM subfields.

## **HYPOTHESIS:**

A)  $H_0$ : There is no impact of the utilisation of social media on the subfields of human resource management such as training, recruitment, and communication.

$H_1$ : There is an impact of the utilization of social media on the subfields of human resource management such as training, recruitment, and communication.

B)  $H_0$ : There is no impact of frequency of social media usage on HRM.

$H_1$ : There is an impact of frequency of social media usage on HRM.

## RESEARCH METHODOLOGY

This study used a questionnaire with both qualitative and quantitative questions on a sample of 80 employees from the private sector to analyse the employees' consensus on the impact of social media on HRM. The questionnaire asked basic questions to determine the respondents' basic demographics. It was likewise based on a 5-point Likert scale, with 1 being strongly agree and 5 being strongly disagree.

The Likert scale was separated into three portions, each with questions about training, recruiting, and communication, in order to determine whether the frequency of social media use had an effect on these subcategories using statistical tool correlation.

## SAMPLING METHOD

The Convenience sampling was used to select respondents for the study.

## FINDINGS

### Demographic Statistics

		Frequency	Percentage
Age	Under 20	12	15.0%
	20-30	28	35.0%
	30-40	13	16.3%
	40-50	10	12.5%
	Above 50	17	21.3%
Gender	Male	34	42.5%
	Female	44	55.0%
	Prefer not to say	2	2.5%
Employment Status	Intern	15	18.8%
	Private Sector	15	18.8%
	Government Sector	43	53.8%
	Self Employed	7	8.8%
Educational Qualification	High School Diploma	5	6.3%
	Under Graduate	26	32.5%
	Post Graduate	43	53.8%
	PHD	5	6.3%
	Other	1	1.3%
Do you use Social Media?	Yes	75	93.8%
	No	5	6.3%
Which of the following social media has helped the most professionally?	LinkedIn	38	47.5%
	Facebook	5	6.3%
	Whatsapp	30	37.5%
	Instagram	5	6.3%
	Twitter	2	2.5%

- Out of 80 responses, 15% of our participants belong under 20, 35% belong between 20-30, 16.2% belong between 30-40, 12.5% belong between 40-50 and 21.3 % above 50. Talking about Gender, 55% respondents are Female whereas 43% are Male.
- 93.8% of our respondents use social media which shows the clear usage of it in our everyday life. Among these, about 40% people use social media on a daily basis. When we take a look at the Educational Qualifications of our respondents, 53.8% of our respondents are Post Graduates, who are likely at managerial positions within the organization, showing the integration of social media tools in the organization at higher levels.
- LinkedIn is the single most popular Social Media when it comes to Professional usage with Whatsapp right after is at 37.5%. The largest professional network on the internet is LinkedIn. LinkedIn can help you locate the ideal job or internship, establish and deepen professional connections, and get the knowledge you need to further your career.

### Likert Scale Analysis

A likert scale table is made up of various likert items or statements that have been developed to address a particular aim. On a 5-point Likert scale from strongly disagree to strongly agree, respondents answer these statements by expressing their view.

In my questionnaire, I divided the subfields of HRM (Training, Recruitment, Communication) into 3 different sections where I asked respondents questions related to their view on the impact of social media on the subfields of HRM on a 5 point Likert scale (1 being strongly disagree, and 5 being strongly agree)

This data was analyzed using the mean score calculated for each statement in the Likert Scale. The score calculated is used as the strength to analyze whether social media has impacted the fields of HRM.

### Calculation of Mean Score

The mean score was calculated by computing the response of each statement to return the mean response of a particular section. Using SPSS, we defined each variable as the mean of Training, Recruitment\_mean, Communication\_mean. Using descriptive statistics, the mean score of each variable was calculated.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Mean of Training	80	2.25	5.00	3.7094	.57430	.308	.532
Recruitment_mean	80	2.00	5.00	3.7854	.53643	.884	.532
Comm_mean	80	1.60	5.00	3.9025	.60713	1.627	.532
Valid N (listwise)	80						

### Likert Scale Mean Scoring



The impact of social media was then determined based on the argument that a mean score of 3 represents no impact. A mean score of less than 3 represents a negative impact, and a mean score of more than 3 represents a positive impact.

Based on the above:

- From the table it can be clearly seen that the Mean Statistic of Training is 3.7094. Additionally, Mean Statistic of Recruitment is 3.7854 and of Communication is 3.9025. All the 3 Means of subfields of HRM are higher than the neutral score of 3 therefore we can infer that social media has had a positive impact on the 3 subfields of HRM.
- The average score for Communication is 3.9025 which interprets that Communication is a subfield of HRM which is affected the most by Social Media. This means that out of all the 3 subfields undertaken in the research, Communication has the greatest relationship with social media. On the other hand, Training stands to be at the lowest score i.e.. 3.7094. This indicates that it has been least impacted by social media.

## Correlation

		How often do you use social media for professional purposes?	Mean of Training	Recruitment_mean	Comm_mean
How often do you use social media for professional purposes?	Pearson Correlation	1	.272*	.217	.295**
	Sig. (2-tailed)		.015	.053	.008
	N	80	80	80	80
Mean of Training	Pearson Correlation	.272*	1	.404**	.324**
	Sig. (2-tailed)	.015		.000	.003
	N	80	80	80	80
Recruitment_mean	Pearson Correlation	.217	.404**	1	.395**
	Sig. (2-tailed)	.053	.000		.000
	N	80	80	80	80
Comm_mean	Pearson Correlation	.295**	.324**	.395**	1
	Sig. (2-tailed)	.008	.003	.000	
	N	80	80	80	80

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

\*\*. Correlation is significant at the 0.01 level (2-tailed).

- The Pearson correlation coefficient measures the strength of the linear relationship between two variables, and it ranges from -1 to 1. A positive correlation indicates that the variables move in the same direction, while a negative correlation indicates that they move in opposite directions.
- This table shows that "how often do you use social media for professional purposes" is positively correlated with the mean of training ( $r = 0.272$ ,  $p = 0.015$ ) and communication mean ( $r = 0.295$ ,  $p = 0.008$ ). These correlations are statistically significant at either the  $p < 0.05$  or  $p < 0.01$  level.

- However, as the  $r$  values for both of the above lie between 0.1 to 0.3, they are weakly correlated.
- Recruitment mean does not have a significant correlation with the frequency of usage of social media. This implies that the frequency of social media usage for professional purposes is positively correlated with Training and Communication. However, there is no significant correlation with Recruitment.

## CONCLUSION

The purpose of this research study is to examine the impact of social media use in human resource management. A cross-sectional research design and a quantitative technique were used in the study to assess the effects of various Social Media platforms on the three subfields of Human Resource management, namely Training, Recruitment, and Communication. According to the findings of this study, social media has a substantial impact on HRM. The Likert scale was used to analyse this.

The paper also sought to establish a link between the frequency of professional social media use and HRM. This was accomplished using correlation, and it was discovered that there was a positive association between frequency and training, but no significant correlation between recruitment and frequency.

The study's findings are highly noteworthy, and HR practitioners may find them beneficial in examining and analysing the relationship between social media and HRM. Several social media tools, such as LinkedIn, have been shown to be highly helpful in the selection and networking of professionals and like-minded individuals. The adoption of such tools has also made recruitment more effective.

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