A STUDY ON "ROLE OF SOCIAL MEDIA IN TALENT MANAGEMENT" –WITH SPECIAL REFERENCE TO RECRUITMENT AND DEVELOPMENT OF TALENT

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Abstract

Success of an organization depends on its talent pool. But obtaining the right talent at the right time is the greatest challenge. Attracting and acquiring talent is the critical task for the employer and searching the right job is the most difficult task for the job seekers. Though there are varied sources of recruitment prevailing since ages still there is huge gap between job providers and job seekers. Hence both are looking up to social media for recruitment and development of talent to bridge the gap. This study is taken up to study the role of social media in connecting the employers and prospective talent. This conceptual study finds that the social media is playing a significant role in recruiting and developing talent.

Key words: Talent management, Social media, Recruitment, Development, Talent

Introduction

In present business scenario characterized by talent crunch, organizations across the globe are struggling to acquire and develop needed talent. Employers are trying out different sources of recruitment to attract talent and means of developing it. Today Social media is considered as one of the most preferred source of recruitment amongst HR executives. HR executives are looking forward to social media not only for recruitment but also for developing their talent pool.

Social Media

Social media is a platform where people across the world meet each other virtually, interact and share their feelings, opinions, ideas etc., with each other. Social media is trendy amongst Gen X, Gen Y and baby boomers as well.

Talent Management

Talent Management is the process of integrating new workers, developing and retaining current workers and attracting highly skilled personnel to work for the company.[1] Managing Talent in the present day word is highly complex. Employers have to initially identify the required talent and proceed towards recruitment of needed talent. The presence of talented people motivates other employees, which can be ensured through right means of recruitment. An organization must adopt a holistic approach for managing talent right from recruitment of talent

Recruitment

Organizations focus on attracting a diversity of talent from all ages. One of the important bases to manage the talent is recruitment. This base requires recruitment of candidates who have the capabilities to meet our requirements, the skills to perform the given task of dynamic nature (Rynes et al, 1997).

Recruitment is a process of searching for prospective employees and stimulating them to apply for the job in organization. In simple terms recruitment means identifying the way in which potential candidates can be sourced for the organization.

Recruitment is concerned with reaching out, attracting and ensuring a supply of qualified personnel. Recruitment is a linkage activity bringing together those with jobs and those seeking job.[2] Searching of suitable candidates and informing them about the opening in the enterprise is the most important aspect of recruitment process. An organization can recruit talent from various sources. They are as follows:

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[1] Masood Hasan et al. Talent Management in India, 2009
[2] Smriti Chand, Recruitment: Meaning, Definition, Process and factors influencing recruitment, Your article gallery

- Internal sources like Transfers, promotion and present employees.
- External sources of recruitment such as advertisements, unsolicited applications, employment exchanges, job consultants, labour contractors, educational institutions, employee referrals, application banks, job sites, social recruiting etc., it is up to the talent managers to choose relevant source that would help them to be early bird in locating invaluable talent in the competitive business world.

Development

Development means building the capacity of individual by enhancing their skills and knowledge required to achieve desired results.

Statement of the problem

There has been a great concern amongst industrialists, academicians and educational institutions about bridging the enormous gap between job seekers and job providers. Industries have adopted various sources of recruitment that are prevailing since ages to fill vacancies in their organizations. Despite of it, organizations locally and globally are finding it difficult to source right talent at the right time and are experiencing paucity of talent that has given rise to war for talent. Candidates are complaining about lack of job opportunities and employers are complaining about lack of potential candidates.

Organizations and potential candidates are looking up to social media to bridge this gap. Hence this study is undertaken to find out the role of social media in connecting potential candidates with employers and its significance in developing the talent pool.

Objective of the study

→ To study role of social media in recruitment of talent.
→ To study the significance of social media in developing talent pool.

Research Methodology: Conceptual Research.

Sources of data: Secondary data. Data for the study was gathered from books, journals, newspaper, internet etc.

Limitation: The study is based exclusively on secondary data and covers only two dimensions of talent management.

Role of Social Media in Recruitment of Talent

The way companies recruit talent has changed. Compared to earlier years, candidates now have far more power during job search. Finding and hiring ideal job candidates has become an extremely hard, expensive and time consuming task. There is a major shift in sources of recruitment. The change of paradigm has paved way for new recruiting trends. Industries and higher educational institutions are striving to improve their strategies of recruitment.

Trendy sources of recruitment have been adopted by talent management in corporate sector to attract and hire potential candidates. One such source of recruitment is social media.

Social media / social recruiting:

Social recruiting means using social media channels for recruiting. Social media has significantly impacted the process of recruitment. The term refers to different ways of using social media networks and websites to find, attract and hire talent. In the era of social media employers are spread across social medias like, Face book, Twitter, LinkedIn, YouTube, Instagram, WhatsApp, Pinterest, blogs, forums, job boards, Glassdoor etc., Today social media is growing not only as a platform for social interaction, but also as a space for finding jobs and development of talent.

Employers across the globe nowadays prefer social media over other sources of recruitment to locate potential employees. Social media is the finest means to approach job aspirants. More job aspirants, active as well as passive irrespective of generation to which they belong, are on social media.

Social recruiting goes beyond posting current vacant job ads on company's social network account. Social media can be used proactively to find prospective candidates, build a relationship with them and stimulate them to apply for job. Companies are creating group on Instagram and are successful in procuring a lot of application for jobs. These sources are highly effective for finding right talent.

Why social media for recruiting?

Social recruiting uses digital platforms to meet future employees. A candidate's digital presence serves to supplement a resume. Talent managers can strategically reach out through social channels for cost efficient results, by directly engaging candidates via LinkedIn to targeting ideal applicant with face book ads. Job hunters know to use public social media platforms as a tool to share their skills.[3] Meet your audience on their platform of choice. You use social media for business strategies, but are you managing the most of this cost effective tool in hiring process?[4]

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[3] Emily Nhaissi, Using social media for recruitment and retention, Forbes.com, sep 4, 2018
[4] Kelly Ehlers, Smart hiring starts with social media recruiting, Forbes, Nov 21, 2017.

Speed: The tempo of social media is high. As job hunters are most of the time spend their time on social media, they quickly respond to ads placed on the media.

Reach: Compared to other sources of recruitment, social media is accessible to local and global job seekers without any geographical boundary and hence companies will have wider choice.

Cost: Social recruiting is either free or economical source. It reduces cost of employment and attrition cost.

Interconnectedness: As both the company and jobseekers are already on the social media, prospective candidates will be following or appreciating various things posted on media and is connected and hence they would be happy to join the team.

Background check: Social media facilitates background check on applicants. The interconnectedness helps hirer to know and understand the personality, traits, desires, expectations approach and achievements of the interested candidates and enables the employer to know the professional as well as personal profile of the candidate.

*Employer Brand***:** Social media by conveying the company's values and culture, creates brand image in the minds of potential candidates.

*Feedback***:** Sites like Glass door, Job buzz, Mouth shut provide views and opinion of past and present employees of the organization and facilitate prospective employees in analyzing the fact about the organizations.

*Attract passive job candidates***:** Benefits conferred by social recruiting have forced industries to adopt social recruiting as primary source of recruitment in order to attract not only active candidates but also passive candidates.

Inclusive approach

Inclusive approach of social media provides opportunities for underrepresented people like differently abled and women in searching better jobs.

Social media and development of talent

Social media not only enables management of talent in terms of recruitment, it also nurtures talent through online programs and innovation in HR practices. Nowadays social media is used as learning platforms.

Organizations heavily rely on the use of social media for formal training. In Face Book the instructor can create groups to enable sharing of information, ideas, quizzes, learning stuff, pictures etc., on a specific module.

Twitter can be used as a back channel to connect learning communities of a specific topic. LinkedIn has started LXP to develop training. LXP is compatible with all kinds of content ex-podcasts, micro learning, videos etc.

You tube is an outstanding source for e-learning. It is free and can be used to support training sessions. Apart from all these, Google plus, Chat bots, Big data analytics, AI, MOOC can be used for talent development.

Benefits of E Learning

- Social media enables employees to learn 24/7.
- It provides 3 A – Anytime, Anywhere, Access to learning content.
- Offers flexibility in learning medium.
- Employees can enjoy self-paced learning in social media.
- Learning materials can be frequently and easily updated and uploaded.
- Enables employers to track the learning journey of employees and put them on the proper track.
- Facilitates action oriented learning.
- Offers different learning styles like learning through videos, gamification, quiz etc..
- Reaches wider audience by crossing regional, cultural and economic boundaries.

Findings

- There is no shortage of talent, just problem sourcing the talent.
- Some of the prevailing recruitment sources (newspaper advertisements, campus recruitment, employment exchanges, job consultants, employee referrals, job portals etc.,) are losing their popularity and rest of them is getting outdated.
- Company's web has become redundant; it has become difficult even to trace the career link of the companies.
- Social recruiting has significantly impacted the process of recruitment and development.
- Social media is considered as key tool for promoting jobs. According to a research by Talentlyft 94% of recruiters use or plan to use social media for recruiting. 49% of employers who use social media found improvement in candidate quality. 70% of recruiters plan to increase their investment in social recruiting.(Source: Infinity Social Media and Job Cost)
- Over all 43% of organization surveyed use social media or online search engines to screen job candidates- SHRM survey report.

- Putting a job posting up on social media, can increase candidate application by 30-50%.[5] It can also target underrepresented groups.
- Recruiters are planning to invest more on social media as it helps in recruiting passive job candidates.
- Enables finding peers and mentors.
- LinkedIn is the pinnacle and most effective social site for recruiting.
- A few hirers are concerned about legal risks associated with social recruiting.
- Though social media recruiting is gaining popularity, a few hirers have not evolved this source in their recruitment practices due to lack of knowledge or paucity of staff time.

Suggestions

- In prevailing competitive recruiting environment, recruiters have to perceive how varied organizational actions and social networks influence candidates.
- Employers must be aware of pulse of potential candidates and source them accordingly.
- Hirers must often review their policies, procedures and practices of recruiting and development.
- Organizations have to implement more flexible, anticipatory talent sourcing and development strategies and abandon rigid and reactive practices.
- Build social media into recruiting efforts at this point, else one cannot recruit on par with industrial standards.
- Create awareness among employees about social media learning tools and evolve E-learning for talent development.

Conclusion

The focus is now on candidates who are being treated like customers[6]. Attracting and sourcing of talent is not new, but the path in which it has to be approached has to be changed. In the present scenario social recruiting is preferred by both job seekers and job providers. Talent managers must evolve novel and smart methods of recruitment to attract, acquire and develop talent in the era of war for talent (Mc Kinsley).

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