Chapter 42
Twitting for Talent by Linking Social Media to Employer Branding in Talent Management

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ABSTRACT

This paper reconnoiters and gives importance to how social networking has been tactically applied as a current means by many companies for branding their companies and inventive talent acquisition approaches in India. This research backs to the arenas of the domain talent management and has crucial suggestions for industry practitioners concerning the practicality of social network websites (SNWs) to organizational branding, talent management. Interviews were taken, which was a qualitative way of getting responses from 78 focussed group discussion with HR professionals working in information technology companies (IT). Later the data was analysed to their talent acquisition techniques that endorse the increasing consumption of (SNWs) social networking websites as part of their talent strategy.

INTRODUCTION

Research conducted in the area Human Resources Management utilizing SNWs can be mostly seen in these main categories: talent acquisition and selection techniques(Warning & Buchanan, 2010), employee policies (Brown & Vaughn, 2011), networking on the job (Simon, & Engle, 2017), and evaluating jobs (Bohnert & Ross, 2010); relations of the employer and the employee; (Sanchez Abril et al 2012) study on employee privacy; Väyrynen et al (2013) study on consequences on workstation of digital exposure; Mainierio and Jones's (2013) study on harassment of the employee in the workplace; A rising trend among many Indians is the extensive use of internet and presents a seamless environment for discovering diverse opportunities for employment and Talent Management policies. (Carpentier, M.et al 2019) There has been some research on the use of digital media on Human Resources (Sharma, 2019). Therefore, it is vital to examine the impact of SNWs on the processes of Talent Management that have an

impact on the organization. The literature has acknowledged that the commercialization of SNWs has given rise to the development of the social network theory. (Lewis et al, 2008). Researchers like Boyd Ellison (2007) predicted the prospective of skills of communication like SNWs in the research of social networks. Therefore, the primary purpose of this study is to develop the prospect of SNWs as a means of social networking in the background of the structural approach and discovering its practice in Talent Management in the Indian scenario. To be more precise, the objectives of the research are dual: (1) to emphasize the amount to which SNWs are being implemented and are demonstrating to be a valuable mechanism for Talent Management and branding the employer; and (2) to measure and analyze the hands-on practices for the companies using SNWs for decisions pertaining to Employer Branding, Talent Acquisition, Employee Engagement and the role of HR Manager. The outcome of this research shall be useful for HR researchers and industry practitioners, as it highpoints the effectiveness of SNWs in Human resources practices like the acquisition of talent and processes relating to the selection, ensuring engagement of the employees, and branding the employer.

REVIEW OF LITERATURE

Social Websites

The SNWs are web-based facilities that permit the employees to build private or public summary for themselves, communicate with number of internet workers with whom they are a part of the common association, and interpret and pass through the list of networks and the ones made in the organization (Ellison & Boyd 2007). The theory is being determined from the viewpoints of equally with social network theories and social capital. The method of social network emphases associations in the midst of the individuals (i.e., organizations, work units or individuals) and thus differentiates the situation from any old-fashioned structural perspectives of research that scrutinize each individual in remoteness (Brass, Galaskiewicz et al, 2004). The supporting evidence underlying the theory of social network is that the individuals are entrenched in the systems of interrelated relations which deliver prospects for and restraints on individual behavior (Burt, 2010). The theory of social capital has been recognized as a conception having importance to the learning of "processes of the social network" (Adler et al, 2002). Burt (2000) was among the first investigators who connected the network theory to the notion of the theory of social capital. Agreeing to Burt (2000), to help in the creation of social capital there are two networks. In order to create social capital, a closure argument related to network is required for a system of intensely interrelated elements. (Rothkrantz 2015).

The current study on the social capital theory has presented the benefits people be able to acquire from their social networks; robust links deliver them with expressive sustenance (capital bonding), and fragile links deliver them with no redundant facts and diverse viewpoints (capital bridging) (Putnam, 2000). Backing up the significance of social networks, exploration of this study has established social capital to be related with novelty, enactment and existence of organizations and groups in the system, and with the outcomes of the individual, like attitudes at work, performance on the job, and search for employment (Vlaisavjevic, et al2016). A country like India is extremely varied with different cultures, religions, geographical locations, and administrative disparities through its zone (Budhwar & Varma, 2013). Separately from the mixed environment, aspects resembling exclusion in the caste system, cost of living and numerous such motives act as a hindrance in emerging group associations (Intra and inter) among the

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