HR practices in Social Media and associated aspects of Social Capital

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Abstract: Social capital is the expected collective economic benefits derived from the preferential treatment and cooperation between individuals and groups. This concept is a sociological concept which includes social communication, trustworthiness and reciprocity. On the other hand Social media is the interaction among people in which they create, share or exchange information and ideas in virtual communities and networks. It is believed that without successful social communication, trustworthiness and reciprocity, there is no effectiveness of social media. If social media is successful, then it means all three constituting elements are present in it. Presence of these elements or constituting elements is not a static reality but indeed ever changing in nature. When social media is being apprised for its contribution HR practices, its alarming indications also assessed. Ill effects will influence practices of management and development of human resource. This is why an assessment has been made in this article under the mention title an attempt has been made to assess threats of social media in case of inability of understanding the social capital.
Keywords: social capital, collective economic benefits, preferential treatment, trustworthiness, reciprocity, HR practices, HR management, HR development.

INTRODUCTION

Commercial and non-commercial activities are dependent on soundness of social communication. The term soundness can be understood here to mean the barrier less communication system. Barriers may appear due to influence of various factors such as perception, different attitude, different preoccupation and prejudice of the communicator. So for ensuring a effective platform for human resource management and human resource development social media is expected to be barrier less. In the same time ethnocentrism, region-centrism are separate other issues are still they have influence on the so-called social platform. A considerable progress have been witnessed in social media during present days and significant initiatives are on to mix up social media with human resource management and human resource development. The instant paper has attempted to focus on impact of social capital over HR practices through social media.

Objective:

The paper has been prepared on basis of two objectives. These are as follows:

- Understanding the current status of social media.
- Having assessment of social capital in social media and its influences in HR practices.

RESEARCH METHODOLOGY:

These papers have been prepared on basis of explorative study. No other studies have been found on the discussed topic. However data also collected from similar studies and this is why the sources of data for this paper are mainly secondary.

SOCIAL MEDIA:

Social media have been developing this country for better social connectivity. From international friendship to regional conversations social media is playing important role where there is an enhanced social communication and where the word of mouth matters. Social media is allowing connections between people in a way that has never happened before. News is spreading faster, trends are gathering pace and plethora of information is available to all on in a unprecedented level. There are also drivers and these are speed, cost, scale. Speed here means the ability to connect faster, cost means ability to participate, create and generate content at very low cost and scale means ability to reach to a large number of people.

Social media an important part of online media. Around 66% of the world's Internet population visits social networks and blogs. According to Com Score Media Matrix (as shown in **Table 1**), the worldwide growth from July 2009 to July 2010 of social media was 23%. But it is noteworthy that India's growth in social media from July 2009 to July 2010 was

43%. According to the statistics the robust growth have been witnessed in Russian Federation which is of 74%

of the period from July 2009 to July 2010.

Table 1: Growth of Top 10 Social networking markets Worldwide: July 2010 vs July 2009

	July 2009	**July 2010**	**% Change**
Worldwide	770,092	945,040	23
United States	131,088	174,429	33
China	N/A	97,151	N/A
Germany	25,743	37,938	47
Russian Federation	20,245	35,306	74
Brazil	23,966	35,221	47
United Kingdom	30,587	35.153	15
India	23,255	33,158	43
France	25,121	32,744	30
Japan	23,691	31,957	35
South Koriea	15,910	24,962	57

Note: Total Worldwide –age15;Excludes visitation from public computers such as Internet cafes or access from mobile phone or PDAs   Source: comScore Media Metrix

According to statistics issued by Com Score Media Matrix (shown in **Table2**) total Internet audience in India have been increased from 35,028 in July 2009 to 39,562 in July 2010. That means there have been a 13% growth in total audience. Social networking have witnessed a 43% growth in which Facebook's leading and very remarkable percentage change from July 2009 to July 2010.

An unbelievable 179% change in the Facebook penetration among social media have been witnessed in India. A number of 52 million users are projected to grow to 100 million in the coming year.Facebook market penetration have been remarkable in India and this penetration is continuing to increase.There have been a 10.9% growth in comparison to December 2009 and in February 2010 there was 12.3% growth in comparison to the January data and in June 2010 there was 18.5% growth (as Shown in **Figure 1**).

Table 2: Top social networking sites in India: July 2010 vs July 2009

India	July 2009	July 2010	% Change
Total Internet: total audience	35,028	39,562	13
Social networking	23,255	33,158	43
Facebook.com	7,472	20,873	179
Orkut	17,069	19,871	16
Bharatstudent.com	4,292	4,432	3
Yahoo! Pulse	N/A	3,507	N/A
Twitter.com	984	3,341	239
Linked.com	N/A	3,267	N/A
Zedge.net	1,767	3,206	81
Ibibo.com	1,562	2,960	89
Yahoo! Buzz	542	1,807	233
Shtyle.fm	407	1,550	281

Note: Total India-age 15+;Exclude visitation from public computers such as Internet Café or access from Mobile Phones or PDAs   Source: comScore Media Metrix
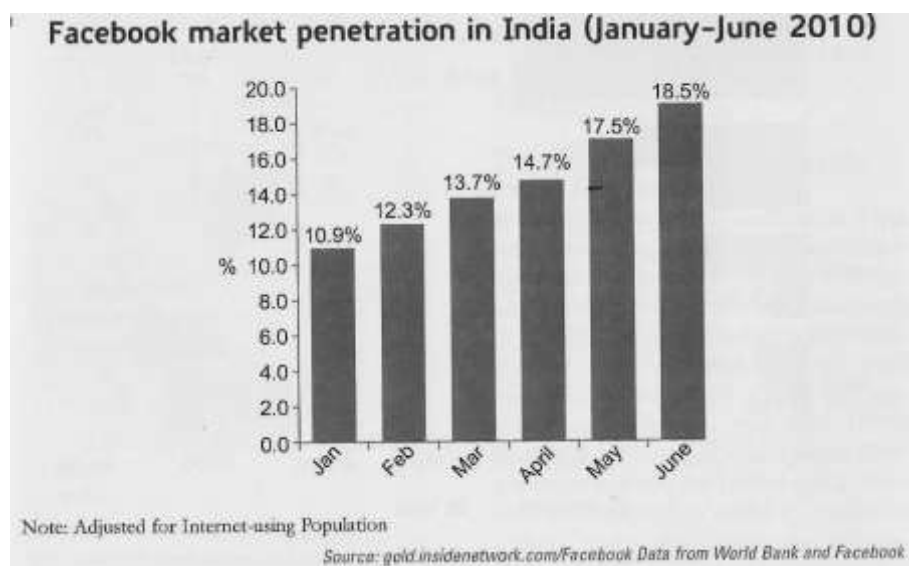
Facebook market penetration in India (January-June 2010)

Fig-1: Facebook market penetration in India (Jan-June 2010)

Social Capital:

The term "social capital" according to the Putaman [1] was in occasional use from about 1890, but only became widely used in the late 1990s. In the first half of the 19th century, Alexis de Tocqueville had observations about American life that seemed to outline and define social capital. He observed that Americans were prone to meeting at as many gatherings as possible to discuss all possible issues of state, economics, or the world that could be witnessed. The high levels of transparency caused greater participation from the people and thus allowed for democracy to work better. The French writers highlighted also that the level of social participation (social capital) in American society was directly linked to the equality of conditions [2].

Social Capital in Recruitment and Selection:

Tejbir Kaur and Sayeeduz Zafar [3] stated growth of social media have been remarkable these days and quite naturally employers throughout the country are utilising social media for the purpose of recruitment and selection. In this context social media has been facilitating wide range of social network and a social platform of enhanced social interaction. The writers also stated that effectiveness of recruitment and selection is dependent on effective collective effort than such stated platform is most suitable. This collective effort is very much similar to that conceptualisation of social capital. It have been argued by the writers that social media can be fast, efficient and cost-effective when it is likely to be used as a recruitment tool. Writers also observed in the 2011 report of Nigel Wright Recruitment and they have summarised as follows:

A statistics of 80% of the company used social media for the purpose of recruitment and it has been stated that almost 95% of those company have been using Linkedin. In 2010, 83% of employers have been reported to use social networking for hiring and 46% of them planned to spend more on social recruiting. Writers also stated 35% of jobseekers in Sweden log onto social networking sites everyday and in United States 76% of companies used LinkedIn's hundred million registered users for recruiting. Writers stated 84% of jobseekers have a Facebook profile and 48% of them indulged in at least one job hunting activity on Facebook in the previous year. It also have been shown that there is a increase in corporate emails and the rate of such increase is ranging from 20 to 25% every year. Writers highlighted that 41% of 2011 university graduates used social media in their job search.

It has also revealed (shown in **Figure 2)** how recruiters are availing of services of companies like job fight to explore social networks to get their information on potential candidates across manyfold social media platforms. There are also other companies such as select Minds, Refario and Appirio those use traditional recruitment techniques such as referral hiring. Tejbir Kaur and Sayeeduz Zafar [4] also stated that automated referral systems can be generated through social media they stated that Nigel Wright Recruitment also provides an example about electronics retailers Best Buy's recent recruitment campaign to find an online marketing expert in the said campaign, online channels were used. It is also a fact one of the job preliminary conditions was the marketing expert is desired to have at least 250 followers on Twitter.

Social Capital in performance management:

Social capital through social media have been playing important role in evaluation of individuals. Hatala [11] stated that social network analyses could

possibly enhance the empirical rigor of Human Resource Development building in such spheres as organisational development and organisational learning as well as leadership development and organisational change and training and development and it provides a methodology for examining the structure among individuals, groups, organisation and provides help in explaining variations in beliefs, behaviour and

outcomes. Another pare of writers Issacson and Peacey [5] stated in their report on human resource in social media observed that the talent acquisition is one of the important spheres among companies to utilise the social media. Social media enhances the entire recruiting process from posting openings to sourcing candidates, review resumes, making an offer and on boarding.
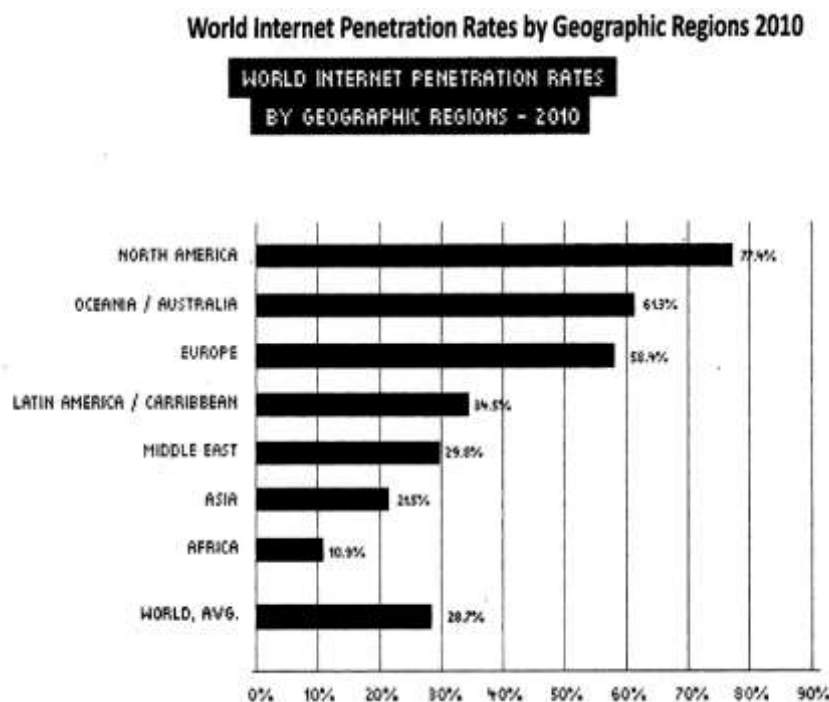

Fig-2: World Internet penetration rates. source [12]

Risks associated with Social Media

KPMG study [6] stated that Social media presents the enterprise with two unique sets of risks: These have been shown in the following Figure 3 [6].

Many companies that utilise social media for successfully integrating it with daily business. The challenge appears within the creation, execution, and enforcement of social media activities. Many companies may not guidelines to govern social media usage or can find their policy difficult to enforce .It could be due to lack of employee engagement and training in the relevant aspects. In light of such limitation companies prefer to say that there is no need for social media . On the other hand trustworthiness issues are also relevant. The platform as viewed in developed countries like United States ,UK and Canada as well as other European countries may not come with similar trend in other countries. In fact the trend is likely to be different in Urban and in rural areas. On the other hand they extent the work will grow there will be probability of Malpractices.

Chakraborty and Haldar [7] shared the views of Cohen and Felson [8] and Grabosky [9] and wrote that crime and malpractices " are increasing due to three main factors. First: supply of motivational offenders, Second: availability of suitable targets, Third: Absence of capable guardians. Supply of motivational offenders means people those have wrong intentions and are motivated to commit any act, which is forbidden by laws." In era of enhanced there is increase in supply of motivational offenders. On the other hand, availability of suitable targets means, presence of certain class of people, those can be deceived very easily in comparison to others by abusers of social media. Chakraborty [10] also stated that "Globalization has created wider scope of buyer seller interaction. There is an enhancement of professional and organizational life and more people are coming and playing important roles. Such phenomena are in it creating hazards while the system of checks and balances is ineffective.
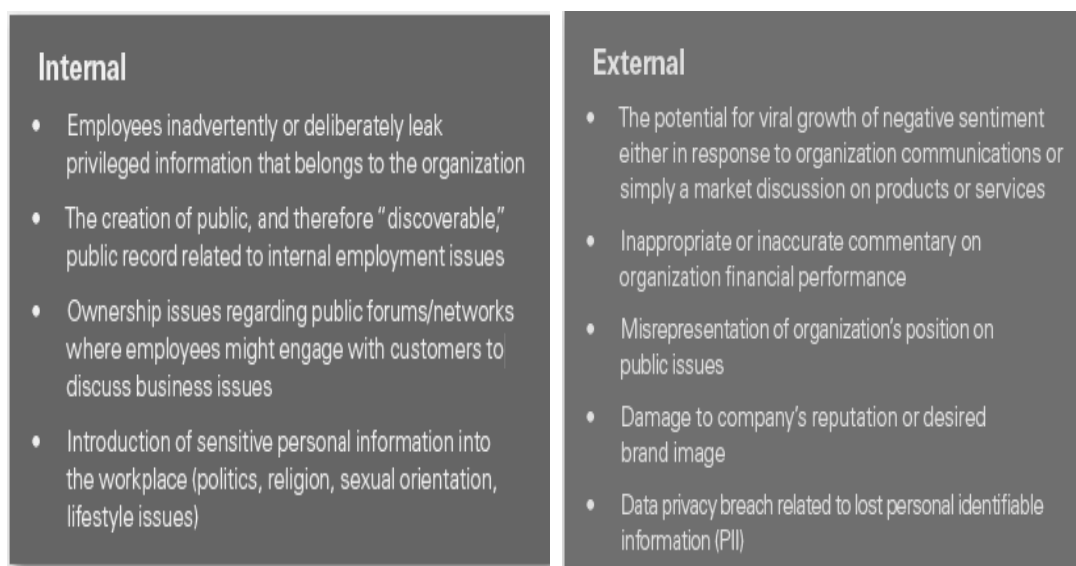
Internal	External
• Employees inadvertently or deliberately leak privileged information that belongs to the organization	• The potential for viral growth of negative sentiment either in response to organization communications or simply a market discussion on products or services
• The creation of public, and therefore "discoverable," public record related to internal employment issues	• Inappropriate or inaccurate commentary on organization financial performance
• Ownership issues regarding public forums/networks where employees might engage with customers to discuss business issues	• Misrepresentation of organization's position on public issues
• Introduction of sensitive personal information into the workplace (politics, religion, sexual orientation, lifestyle issues)	• Damage to company's reputation or desired brand image
	• Data privacy breach related to lost personal identifiable information (PII)

Fig-3: Social media risks

CONCLUSION

In the light of the above discussion it can be concluded that the way the social media will become trustworthy , in the same way it will become more dynamic platform to carryout different HR practices. But in this context a broad framework of control of social media should in place. Social Media is prone to malpractices. A platform which is not secured could hard be a platform for socio economic interaction. In India for promoting HR practices through social media legislative action is required. So at last the recommendation are as follows and they are establishment broader policy framework and establishment of procedure to ensure security in cyberspace.

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