

Examining the Impact of Social Media on Human Resource Management: A Literature Review

Adya Hermawati ¹, Rahmania ²

¹ Universitas Widyagama Malang

² Universitas WR Supratman

adya.uwiga@gmail.com

Abstract. This literature review examines current knowledge on the impact of social media and networking platforms on human resource management practices. Analysis of existing studies reveals social media is increasingly used for activities like recruitment, employer branding, and employee engagement. Benefits include widened talent reach, cost and time savings, and personalized branding. However, challenges remain in maintaining consistency, leveraging data, and measuring return on investment. Recommended strategies involve active listening, cultivating brand advocacy, optimizing automation, and tracking relevant metrics. While research interest in this domain has grown, robust empirical investigation remains limited. Further studies should build integrated theoretical frameworks and explore cultural nuances around social media-based human resource management.

Keywords: human resource management, networking platform, talent, social media, literature review

1. Introduction

Humans must constantly be prepared to deal with change and competition on a global scale since globalization is inevitable. Humans will suffer if they are unable to adapt. If a business cannot manage human resources (HR) in a global cultural and social context, they will also have to deal with this. Organizations must expand their human resource capability to thrive in the globalization era. Only if the HR component transforms into a person continually learning—through books, learning resources, experts, peers, and in everyday life—can this capacity growth be accomplished. To compete globally, it is essential to keep working toward improving human resources, such as raising self-capacity (Marnis & Priyono, 2008; Moningkey & Franksiska, 2020).

The fast advancement of information technology is a feature of the contemporary modernization period. The advancement of civilization influences human behavior, and in the past, print and electronic media like newspapers, radio, and television were still employed for information gathering. Nowadays, people use sophisticated internet media technologies to their advantage while seeking information to simplify the process. Social media is offered to simplify communication and several other tasks. Today's new Lifestyle may be seen in the conduct of society and the young generation worldwide, including Indonesia, who utilize the internet and social media through electronic devices. Utilizing social media and the internet makes accessing and looking for various information requirements very convenient. Social networking is widely used nowadays, and its benefits are numerous. Today's society may be seen as a generation that keeps up with the advancement of the times. Modernization is changing people's attitudes and mindsets to function in the modern world. Modernization generally entails shifting from outdated practices to more cutting-edge ones (Gani, 2018; Suryani & FoEh, 2019).

The management of resources or labor inside a firm is done through human resource management. The method was developed by human resource management to increase employee performance in achieving business objectives. The study of human resource management will show how businesses should hire, manage, lead, develop, and assess human resources with quantity and quality in the best and most professional ways to accomplish this aim. The employee's appraisal of recruiting, training, and development—one of the main factors in producing the best human resource and professional—is one of the most critical aspects of this process. Finding and recruiting appropriate people to fill a particular position in a firm is the broad definition of recruitment. Additionally, conventional recruiting will cost more money, time, and effort than internet recruitment. Employers must physically carry out the hiring procedure and post job openings through conventional media. In this situation, the business should pick applicants for traditional positions, determine the time and location of the interview, and utilize outsourcing, consultation, recommendation, recruiting, campus, or internal hiring, which involves money and time (Chisenga & Chande, 2012; Marsal & Hidayati, 2018; Sintani et al., 2021).

The steps involved in traditional recruiting strategies are posting a position, receiving applications, shortlisting prospects, scheduling interviews, and hiring people. Such a hiring procedure may include outsourcing, consulting, referrals, campus recruiting, or choosing a prospective inside candidate for a job change. As social networking platforms and online job portals take over the selection process for individuals fulfilling a job role, these techniques are now losing ground. According to academic research, recruiters utilize every medium available to evaluate job candidates. The prevalence of professional social media platforms (PSMs) in employment and recruitment procedures is evidence of this. PSMs are quickly changing how job seekers and recruiters look for new personnel. The function of the Internet in people's lives has been reframed. Social media platforms (SMPs) were first developed to make communicating about personal and professional interests easier. SMPs are vast and dynamic, allowing various kinds of content to be exchanged. According to several studies, SMPs comprise the following three technological features: (a) intermediation of user-generated content, (b) user interaction and direct access to online material, and (c) connectivity of users with one another on the network. Different SMPs have various functions (Hanoum et al., 2021; Novialumi, 2019).

The usage of PSMs has dramatically increased during the last few years. Recruiters have been

relying significantly on social networking sites, particularly PSMs, in the US, for instance, to find qualified applicants. PSMs were developed to make it easier for people to share their interests (both professional and personal). Because the application procedure is simple and there is a big pool of applicants, these platforms have supplanted traditional ways of hiring. Several surveys have found that LinkedIn is the most practical and efficient website for employers and job seekers among the different PSMs that simplify the employment process (Micu & Geru, 2016; Rusman, 2022).

The use of social media in business and human resources has grown significantly. A study analyzed the relationships between various features of social media and Human Resources Management (HRM) highlighted the growing influence of social media on the functions of HR professionals, particularly in the areas of information sharing and recruitment (Kluemper et al., 2016). An article discussed the integration of social media into HRM practices, emphasizing the significant role of social media in reshaping HRM functions by utilization of social media for various HR practices is a growing trend (Hosain, 2023). Beside, statistics evidence shows that LinkedIn was found to be the best platform among PSMs giving for 94% for hiring individuals for vacant job roles. Second place is followed by Facebook (65%), third place is Twitter (55%), and the rest social media are Instagram or even Youtube contributed (Ruparel et al., 2020). This discipline focuses on choosing the best social media platforms and sites from the vast array of alternatives and using them to benefit the company. This calls for a thorough awareness of the significant advantages and disadvantages of social media and its successful management within the framework of the enterprise. This field strongly emphasizes utilizing social media for efficient human resource management, which includes hiring, collaborating, and engaging employees. It also examines the non-financial effects and methods for calculating the return on investment for social media. It also discusses how social media will change and what it means for human resource professionals. More chances have been made available for professionals and students to further their career goals thanks to PSMs, including LinkedIn. Though PSMs appear to be a valuable tool for HRM, it is strategically crucial to include research inputs from the viewpoints of both employers and individuals to utilize PSMs fully. As a result, since the preceding ten years, PSMs have attracted the attention of academic scholars. PSMs research and efficacy are still in infancy (Tampubolon, 2014; Ruparel et al., 2020).

According to academics, PSMs should start their professional careers. According to recent research, individuals' fitness for a job role is evaluated based on their online profiles on PSMs. For employment interviews, a solid profile is crucial. PSMs have received more academic attention recently because of their growing significance and critical role in HRM activities, particularly employability and recruiting. However, scholarly information on this topic is dispersed through various publishing channels. As a result, it is difficult to understand the current findings' management and theoretical relevance and derive relevant conclusions. Numerous studies contend that this represents a substantial vacuum in the literature and that, to comprehensively develop fruitful avenues for future research on the efficacy, efficiency, and usefulness of PSMs in HRM practices, a critical synthesis of earlier studies is necessary. Therefore, the current study aims organizes these intriguing but dispersed investigations to produce a thorough and cutting-edge synthesis of the knowledge already known in this field. By making cumulative findings for improving theory and practice, this suggested review advances the body of knowledge on the function of PSMs in the hiring process. To analyze the study and the influence of PSMs, a Systematic Literature Review (SLR) is conducted on various research on employability and PSM published between 2020 and 2023 to achieve this goal. This SLR's primary goal is to contribute to practice and research so that PSMs may reach a larger audience and benefit individuals and HRM professionals.

2. Research Method

The data analysis process or Systematic Literature Review (SLR) is shortened in this case. Abstracts, methods, conclusions, debates, and actual observations or experimental data are all included in journals

or papers utilized in empirical research studies. A simplified method analysis technique is used to assess the advantages and disadvantages of the literature for each critical research project or literature review carried out concurrently.

A streamlined form of a SLR or a methodical approach to data analysis is utilized. Summaries, introductions, methods, findings, and comments are all included in journals or papers used in empirical research studies, in addition to the actual observations or experiment results. The primary method analysis techniques review each simultaneously completed literature study or critical research to determine and assess the benefits and drawbacks of the literature. Choosing topics from each literary analysis's results can establish links between literary works. The emerging articles should appropriately represent the literature review's study objectives by formulating themes, addressing all relevant issues, and considering the results' relevance. The procedures for the SLR are shown in Figure 1.

In order to employ qualitative data that would later be exhibited in an illustrated form in the hopes that it would appropriately depict the phenomenon under investigation, descriptive research (descriptive qualitative) is the research technique used. Purposive tactics were used in the selection of research subjects for this investigation. For papers used in literature reviews, databases of both local and international journals are searched. The criteria used to determine the material for the literature review included information from the following categories: research publications published between 2020 and 2023, papers on the design of randomized controlled trials (RCTs), experimental research, original papers based on primary sources, and firms operating across various industries stored in Mendeley. While this time period may capture recent developments, it may leave out prior studies that provide essential historical background or patterns. Throughout the procedure, the Mendeley and PRISMA applications are used as tools. Changes in features or algorithms might impact the consistency of the coding process. The PRISMA tool uses coding to compare journals after document selection and classification using Mendeley.

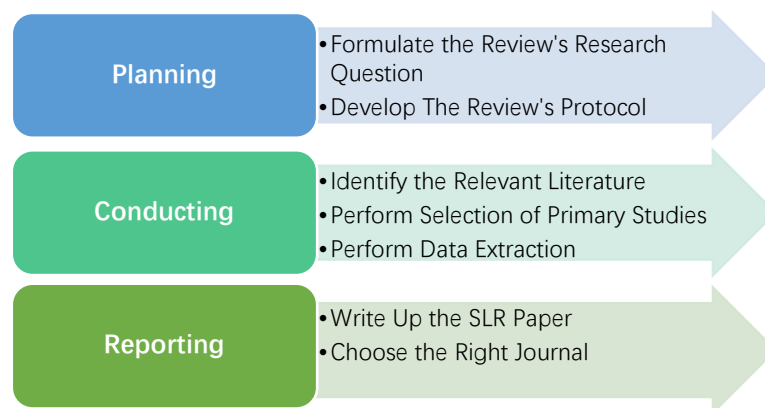


Fig. 1: Stages of Systematic Literature Review

3. Results and Discussions

Social media and networking platforms are increasingly utilized in human resource management practices, particularly in areas such as recruitment, employer branding, and employee engagement. The axial, selective, and open coding of the data shows that the Mendeley and PRISMA programs are crucial for the classification tool used by the publication. The literature and empirical research on sentiment analysis in case studies and data sources might be strengthened in a few places. Open coding is the concept-discovery method where data is divided into segments and compared to find patterns and differences. Secondly, categories are arranged using research-focused selective coding. Axiomatic coding also makes use of classes and subcategories based on relevant concepts. The first stage of the journal classification procedure involves using the Mendeley program to gather related articles related

to the search subject. Subsequently, credible online journals are consulted to assemble journal research organized by article topic and publication year. The PRISMA tool is then used to merge the journals that compare the subjects and points of contention. Figure 2 displays the list of journals in Mendeley's application.

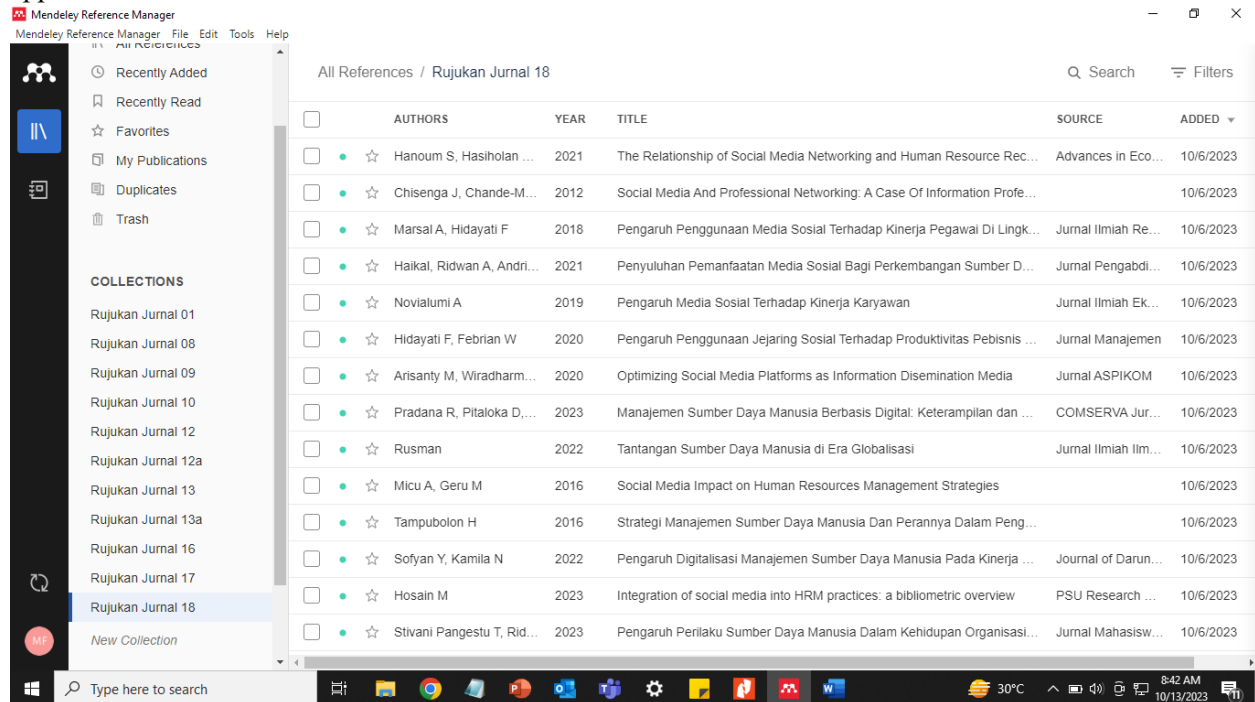


Fig. 2: List of journals to be analyzed and discussed.

(Source: Mendeley)

After the research procedure, various methods were used to collect data, varying in scope from general to specific. These methods included semi-structured interviews, participant observation, and documentation. The content analysis methods in this post were applied to obtain reliable results. To determine the most important results, the analysis will involve generating, benchmarking, evaluating, and deciding. Following the research protocol, various methods were used to collect data, ranging from general to specialize. These methods included semi-structured interviews, participant observation, and documentation. The methods used for the content analysis of this article were selected to yield trustworthy outcomes. The analysis will entail looking through, comparing, extending, and selecting to choose the most significant findings. After reviewing a few articles, a decision must be made. The PRISMA Tool recommendations are followed in the selection process to ascertain which article best fits the chosen subject and topic. The flowchart and article selection process using the PRISMA Tool are displayed in Figure 3.

Additionally, these data are carefully and deliberately examined to identify trustworthy data. In addition to providing details about the focus of the study, the talks will cover topics like stimulating scholarly interest and laying the groundwork for developing solid theoretical arguments for the practical application of professional social media platforms (PSMs). Compiling and assessing previous research findings is crucial and opens new directions for future investigation. Table 1 displays the study's findings and some techniques employed.

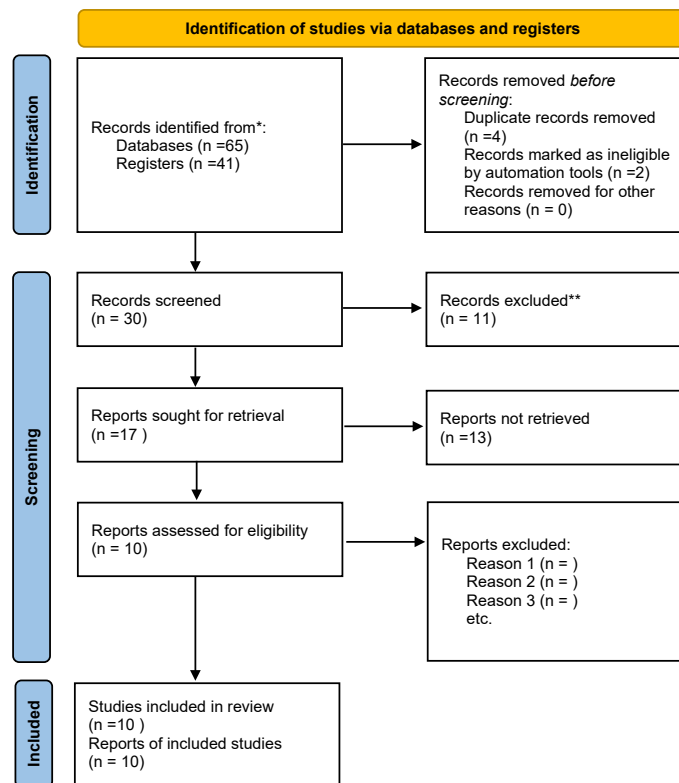


Fig. 3: List of Journals to Be Analyzed and Discussed
(Source: PRISMA)

Teenagers and students use social media to connect with others and share personal narratives. Because of its many fascinating uses, this social media platform has drawn corporate executives, greatly enhancing the standard of living for their workforce. This research has demonstrated the accuracy and falsity of this premise by analyzing literary sources from several domestic and foreign publications that address the benefits and drawbacks of social media in promoting the public's improvement of human resources. Social media is relevant to attempts to enhance human resources in point businesses since it is an online tool that has been tried and proven by different specialists. Examples of these are WeChat, Facebook, Line, and Twitter. Finally, we saw that when individuals start taking social media seriously and stop thinking it is simply for fun, innovation and understanding have a significant influence. Social networking has been shown to provide fresh information for those seeking to expand their knowledge and skill set, particularly in corporate human resource management. These discoveries are believed to become essential components to raise the standard of training provided to human resources via social media platforms (Sintani et al., 2021).

Research on the connection between social media networking and recruiting for human resources reveals that social media platforms like Facebook, Instagram, YouTube, LinkedIn, and others have increased candidates' chances of achieving their professional objectives. Numerous studies have demonstrated the practicality and convenience of social media networking for job searchers and companies. Through social media networking, job seekers may more engagingly present their qualifications, work experience, and talents to potential employers. Additionally, businesses may locate potential applicants using this type of social media. As a result, social media helps with the hiring process for human resources. This has also prompted studies on the impact of social media on hiring practices in the human resources field. The data leads the study to the conclusion that since 2000, research in this area has advanced. Studies on social media's impact on Human Resources Management (HRM) have shown encouraging trends, particularly during the past four years. This suggests that there

is a growing body of research to talk about. According to Scopus statistics, with 19 publications discussing the issue, the United States is the nation with the most significant number of authors discussing the impact of social media on HRM. The cluster's primary discussion topic is influencing candidates' profiles to choose online recruitment. The co-occurrence analysis displays the number of terms from year to year and throughout several research. More than just the subject matter is getting more complicated; the research methodology is also evolving. Observe the pattern and predict future study areas that are getting more focused (Hanoum et al., 2021; Suryani & FoEh, 2019).

Table. 1: List of Journals in Literature Review

No	Author	Title	Design	Respondent	Research Procedures	Result
1	Ruparel et al., (2020)	The influence of online professional social media in human resource management: A systematic literature review	Qualitative Descriptive	45 studies	The study undertakes a systematic literature review to comprehensively understand the influence of PSMs on one aspect of HRM— hiring processes. Forty-five studies were selected from existing literature to examine the accumulated knowledge, assess current research boundaries, and derive ways to enrich this research area further.	The results of this evaluation give HR managers information about how existing and potential workers use technology platforms like PSMs. Managers of this kind could look at the sectoral usefulness of PSMs in their domains in terms of particular effects on companies, such as how they affect employee performance, retention, and attrition. Additionally, HR specialists should consider how PSMs may be used for other procedures, including succession planning, headhunting, and ongoing hiring.
2	Putra & Fahamsyah, (2021)	Penerapan Platform Media Sosial LinkedIn Sebagai Alat Rekrutmen	Qualitative Descriptive	400 respondents of job seekers	This study's research methodology explains the input, process, and output (I, P) model or system approach. One of the study's inputs is the adaptability of individuals with clusters to ascertain the variations in respondents in a single firm region with replies in diverse industrial domains.	377 respondents to this study had a range of characteristics, including gender, age group, final educational attainment, number of years employed, and monthly income. The findings indicated a strong correlation between the Jababeka industry's good performance and the personal organization, personal group, and personal work variables. Researchers advise businesses in Industrial Estates to use a personal profile when hiring employees, considering their requirements, competencies, personality, and values. This demonstrates how the Jababeka industrial area's workforce recruiting process is impacted by the variable of Personal-Job connection.

No	Author	Title	Design	Respondent	Research Procedures	Result
3	Kusuma, (2021)	Implementasi Manajemen Sumber Daya Manusia (MSDM) Berbasis Kompetensi Di Era Digital	Qualitative Descriptive	7,000 respondents from six EU member states	In order to gather secondary data for this study, systematic review procedures, expert evaluation and forecasts, content analysis of scientific literature, and systematic methodologies were all used in the qualitative research process.	The findings show that when professionalism is implemented, HR hesitates to embrace new technologies. The findings further support the significance of digitization for the needs of skills demand in the digital age and human resources.
4	Haikal et al., (2021)	Penyuluhan Pemanfaatan Media Sosial Bagi Perkembangan Sumber Daya Manusia (SDM) Pada Masyarakat Desa	Qualitative Descriptive	Community of Cidokom Village, Parung, Cidokom, Gn. Sindur District, Bogor	Human resources are fully aware of the advantages of social media, which helps them be open-minded and inspires them to better their work. Participants received this guidance in the form of lectures and Q&A sessions.	Social media has to be used as much as possible to improve the caliber of our human resources, specifically Stay in contact with friends and coworkers; locate past acquaintances or pals; Find applicants for positions, Find new employment, create a web interface for yourself, sign up for helpful grub, Create social networks, promote our goods, and provide customers with a way to communicate with manufacturers.
5	Hanoum et al., (2021)	The Relationship of Social Media Networking and Human Resource Recruitment: A Literature Review	Qualitative Descriptive	78 articles	Research in this area has grown in both volume and scope. Therefore, there will be significant advantages to a more methodical examination of the literature in this area. This study employs the bibliometric analysis approach, which	The outcome demonstrates how this field of study has advanced since 2000 and has shown a promising tendency, particularly in the previous four years. Additionally, a few new keywords arise annually, suggesting greater interest in this topic of study for research. According to the research's conclusions and suggestions, internet hiring enables businesses to find applicants who meet their requirements. Employers and job seekers might profit from online recruiting in terms of time

No	Author	Title	Design	Respondent	Research Procedures	Result
					includes citation and co-citation analysis.	and money savings when hiring people for specialized roles that can be covered globally.
6	Sintani et al., (2021)	Social Media Application Support Management of Human Resources in Business	Qualitative Descriptive	Several studies that have been released between 2010 and 2021	A phenomenological technique assesses the data, examining as much information as feasible. In order to reach its goal of gaining the most comprehensive knowledge of how social media works, the research analyzes it using an interpretive coding system.	Applications for social media can enhance the caliber of human resources. We may state that social media is being utilized more and more to improve the caliber of a company's human resources in addition to being used for friendships, based on facts and scientific proof. This discovery should be crucial for enhancing human resources with social media applications.
7	Vincent, (2022)	Social Media Integration into Contemporary Human Resource Management: A Qualitative Approach	Qualitative Descriptive	Several articles and literature review	The two research approaches used in this study were the integrated literature review design and in-depth interviewing. The investigator conducted interviews with human resource managers and human resource management specialists in academia until the data reached a saturation point.	The results showed that HR managers have utilized social media in modern HR practices. Additionally, it was discovered that social media platforms provide human resource managers with several advantages for their professional endeavours. Integrating social media into modern human resource management is not without its drawbacks, despite the overall benefits exceeding the drawbacks.
8	Sofyan & Kamila, (2022)	Pengaruh Digitalisasi Manajemen Sumber Daya Manusia Pada Kinerja Perusahaan	Qualitative Descriptive	211 companies	Hierarchical regression analysis is used in a quantitative survey as part of the study methodology.	The findings indicate that business involvement and HR strategy reinforce the beneficial association between HRM system maturity, HRM digitalization, and firm success.

No	Author	Title	Design	Respondent	Research Procedures	Result
9	Darmawan et al., (2023)	Manajemen Sumber Daya Manusia Era Digital	Qualitative Descriptive	Several Literature sources	Researchers and professionals need to examine the various ways social media affects companies. Research findings on various HR-related topics are still in their early stages of publication and are scattered over a wide range of literary works.	The primary goals of this article are to examine the latest impacts of technology on HR practices, taking into account the body of current research on the subject, and to discuss the benefits and possible drawbacks of using such systems.
10	Hosain, (2023)	Integration of social media into HRM practices: a bibliometric overview	Qualitative Descriptive	87 published papers	Utilizing VOSviewer software, the Web of Science Database manuscript, from 2010 to 2020. After examining those papers' contents, the author briefly emphasized the findings.	Earlier research indicates that the use of SM information for different HRM activities is increasing, even if it is now primarily restricted to talent search and recruitment selection. Additionally, it was shown that recruiting professionals most commonly use Facebook and LinkedIn, with the former providing behavioural information and the latter job-related data.

Social media development connected to enhancing human resources occurs in rural and metropolitan regions. An analysis was conducted to determine and investigate the role of social media in improving the quality of human capital, particularly in rural areas. Social media may be used at the village level as a helpful tool for friends and coworker communication. Able to locate coworkers or friends, locate employment applicants, locate new positions, create an internet presence, Sign up for helpful groups, Create social networks, Promote our goods, and provide customers with a way to communicate with manufacturers (Haikal et al., 2021).

Research on digitally based HRM education is carried out to assist businesses in modernizing their Human Resources (HR) operations and gaining a competitive edge. It also necessitates a shift in the need for HR capabilities and a change in work style. This document also describes Ren's current professional abilities in HR. The findings indicate that HR professionals must often learn to use this technology. The study's findings support the growing need for digital skills and the significance of digitalization for human capital in recent years. Digitalization presents a significant challenge for employers, employees, and public authorities. It is imperative to understand these challenges comprehensively to identify the most suitable policy options that can leverage them into mutually beneficial opportunities. This conclusion is based on the results and discussions that have been outlined. The impact of digital technology on the competencies required for various tasks, the degree of usage now observed in the workplace, and the attractiveness of professional personal branding when executed digitally are all impacted (Wenny Desty Febrian & Fitri, 2020; Achmad Pradana et al., 2023).

Additional data supports social media's role as a potent tool for thriving businesses, product promotion, branding, talent acquisition, and many other objectives. A firm can effectively use this well-known platform to advertise its existence. Specifically, the media may be a reliable source for finding qualified workers and building employer brands. As a result, a growing number of studies concentrating on this current problem must be conducted. The goal of this study is to critically examine how various HRM practices are being impacted by social media (SM) and social networking sites (SNSs). While the use of SM information for HRM activities is expanding, it is still primarily restricted to talent search and recruitment selection. Additionally, it was discovered that Facebook and LinkedIn are the two most often used websites among hiring professionals. The former primarily offers behavioral data, while the latter offers job information (Arisanty et al., 2020; Hosain, 2023; Rusman, 2022).

The advantages of digitalization are also demonstrated through research, with studies demonstrating how digitizing HR functions can help businesses modernize and gain a competitive edge. It requires both shifting HR requirements and work practices at the same time. The researcher's primary goal is to learn how to use competency-based HRM in the digital age. Researchers also examine the advantages and significant threats now and how they affect professional HR responsibilities and abilities. HR managers may enhance employee productivity and profitability through many obstacles and possibilities. One of the main issues is facilitating the seamless integration of digital employees with automated work, new digital forms, and organizational structures. New HR practices are required to retain a talent pool of digital employees, facilitate work-life integration, and increase diversity (Stivani Pangestu et al., 2023; Sofyan & Kamila, 2022).

The use of social media to integrate the old and new systems in HRM demonstrates how its extensive use has prompted the integration of platforms into many management roles throughout the globe. Given the rapid increase in the utilization of this novel mode of communication, it is imperative to scrutinize the implications of incorporating these platforms into human resource management. Consequently, this research aims to determine if HR managers use social media and what impact and implications these platforms have on HRM in the modern day. The results showed that HR managers have utilized social media in modern HR practices. Additionally, it was discovered that social media platforms provide human

resource managers with several advantages for their professional endeavors. Even while the benefits of integrating social media into modern HRM exceed the drawbacks, it was discovered that this approach has several drawbacks (Wolf et al., 2014; Vincent, 2022; Kluemper et al., 2016).

The top companies hire the best people at the lowest cost; the traditional recruiting procedure takes more time and money. This is essential to compete and get a competitive edge in the industrial world. The hiring process has evolved from traditional to technologically assisted approaches, including job-street, social media, and website-based recruiting. There are 443 million professional members on LinkedIn in over 200 countries. LinkedIn's professional social media platform may be used as a recruiting tool to facilitate communication between employers needing workers and job searchers (Putra & Fahamsyah, 2021; Williams, 2017).

This is also consistent with the evolution of social media platforms utilized for hiring. Over the past five years, social media's impact on the human resources environment has grown significantly and is still growing. Many writers have written about how important it is for the organization to encourage young people or new blood to use the platform for learning and innovation, pointing out that most employees are members of the first generation to grow up in an era of high technology. The institutional social media pages are the most cost-effective, time-efficient, and adaptable, increasing the efficacy of hiring personnel searches. Recruiters may easily view the range of applications and resumes through the system, making it possible to sort and search the data most meaningfully. The rise of social media motivates the HRM department to maintain a distinct perspective on the methods and real-world foundations of hiring new employees. The traditional method of sending resumes by mail, fax, or attachment to emails is now giving rise to social media. This presents excellent opportunities for recruiters seeking to find educated individuals other than candidates using search engines, blogs, RSS, classification, social networking, community communication, and multimedia. It is essential for the professional growth of employees (Darmawan et al., 2023).

This study limitation is about the long-term impact on employee engagement. While the literature acknowledges the positive impact of social media on employee engagement, there is a need for longitudinal studies to assess the long-term effects. Research should explore how sustained use of social media in HR practices influences employee satisfaction, retention, and overall organizational culture over extended periods. Future research direction examining a deep exploration of cultural nuances and global perspectives by investigate how cultural variations impact the effectiveness of social media-based HR practices, considering factors such as communication styles, privacy expectations, and attitudes toward technology in different cultural contexts.

4. Conclusions

In conclusion, this literature review synthesizes existing knowledge on the intersection of social media and human resource management. Current studies establish that social platforms facilitate recruitment, employer branding, and engagement. However, realizing the full potential of social media-based human resource practices requires addressing challenges around consistency, data usage, and impact easurement. As research in this domain grows, empirical studies grounded in integrated theoretical frameworks are needed to provide actionable insights. Moving forward, examining cultural nuances and outliers will be key to advancing knowledge and practice around social technology-driven human resource management.

References

- Achmad Pradana, R., Pitaloka, D., Laduni Rukmana, I. & Gunawan, A. (2023) 'Manajemen Sumber Daya Manusia Berbasis Digital: Keterampilan dan Peran di Era Digital', *COMSERVA Indonesian Jurnal of Community Services and Development*, 209, pp. 1806–1817.
- Arisanty, M., Wiradharma, G. & Fiani, I. (2020) 'Optimizing Social Media Platforms as Information Dissemination Media', *Jurnal ASPIKOM*, 52, p. 266.
- Chisenga, J. & Chande, R. (2012) 'Social Media and Professional Networking : a Case of Information Professionals in the Scecsal Region', *XXth SCECSAL Conference held on 4th-8th June 2012, Nairobi, Kenya*, June 2012, pp. 4–8.
- Darmawan, D., Tinambunan, A.P., Hidayat, A.C., Sriharyati, S., Hamid, H., Estiana, R., Sono, M.G., Ramli, A., Sondeng, S. & Mareta, S. (2023) *MANAJEMEN SUMBER DAYA MANUSIA ERA DIGITAL*. PT. Sonpedia Publishing Indonesia.
- Gani, R. (2018) 'The Impact Of Social Media On Human Resource Intervention', *Journal of Emerging Technologies and Innovative Research*, 54, pp. 187–190.
- Haikal, H., Ridwan, A., Andrianto, I., Afif, W., Rusli, R. & Sunarsi, D. (2021) 'Penyuluhan Pemanfaatan Media Sosial Bagi Perkembangan Sumber Daya Manusia (SDM) Pada Masyarakat Desa', *Jurnal PADMA: Pengabdian Dharma Masyarakat*, 13, .
- Hanoum, S., Munthe, J.H., Prihananto, P., Arhab, A., Magenda, D.Z., Nugroho, M.A. & Manalu, O. (2021) 'The Relationship of Social Media Networking and Human Resource Recruitment: A Literature Review', *Proceedings of the 3rd International Conference on Business and Management of Technology (ICONBMT 2021)*, 202Iconbmt, pp. 290–299.
- Hosain, M.S. (2023) 'Integration of social media into HRM practices: a bibliometric overview', *PSU Research Review*, 71, pp. 51–72.
- Kluemper, D.H., Mitra, A. & Wang, S. (2016) 'Social media use in HRM', *Research in Personnel and Human Resources Management*, 34June, pp. 153–207.
- Kusuma, F.K. (2021) 'Implementasi Manajemen Sumber Daya Manusia (Msdm) Berbasis Kompetensi Di Era Digital', *Jurnal Binawakya*, 1510, pp. 5579–5590.
- Marnis & Priyono (2008) *Manajemen Sumber Daya Manusia*.
- Marsal, A. & Hidayati, F. (2018) 'Pengaruh penggunaan media sosial terhadap kinerja pegawai di lingkungan UIN Suska Riau', *Jurnal Ilmiah Rekayasa Dan Manajemen Sistem Informasi*, 41, pp. 91–98.
- Micu, A. & Geru, M. (2016) 'Social Media Impact on Human Resources Management Strategies', *Ovidius University Annals, Economic Sciences Series*, XVI2, pp. 340–344.
- Moningkey, R. & Franksiska, R. (2020) 'The Influence Of Social Media Addiction To Employees Performance With Cyberloafing As Intervening Variable (Study on Generation Y Workers at MNC)', *International Journal of Social Science and Business*, 42, pp. 251–258.
- Novialumi, A. (2019) 'Pengaruh media sosial terhadap kinerja karyawan', *Jurnal Ilmiah Ekonomi Manajemen Jurnal Ilmiah Multi Science*, 1001, pp. 43–51.
- Putra, H.M.M. & Fahamsyah, M.H. (2021) 'Penerapan Platform Media Sosial LinkedIn Sebagai Alat

Rekrutmen', *Jurnal Investasi*, 74, pp. 15–24.

Ruparel, N., Dhir, A., Tandon, A., Kaur, P. & Islam, J.U. (2020) 'The influence of online professional social media in human resource management: A systematic literature review', *Technology in Society*, 63 December 2019, p. 101335.

Rusman (2022) 'Tantangan Sumber Daya Manusia di Era Globalisasi', *Ilmiah Ilmu Manajemen*, 12, pp. 78–84.

Sintani, L., Manafi Albar, F., Tanjung, R. & Dwi Lestantri, I. (2021) 'Social Media Application Support Management of Human Resource in Business', *Budapest International Research and Critics Institute-Journal*, 44, pp. 14249–14259.

Sofyan, Y.A. & Kamila, N.S. (2022) 'Pengaruh Digitalisasi Manajemen Sumber Daya Manusia Pada Kinerja Perusahaan', *J-DBS: Journal of Darunnajah Business School*, 11, pp. 25–39.

Stivani Pangestu, T., Ridho Ridwani, R., Khaerunisa, A., Marhadi, A., Salsa Raya, C., Anggraeni Piliyanto, E. & Indah Lestari, S. (2023) 'Pengaruh Perilaku Sumber Daya Manusia Dalam Kehidupan Organisasi Bisnis Di Era Global', *Jurnal Mahasiswa Kreatif*, 14, pp. 65–77.

Suryani, N.K.S. & FoEh, J. (2019) *suryani nk dan foeh j.2019.Manajemen SDM.pdf*. Nilacakra Publishing House.

Tampubolon, H. (2014) *Strategi manajemen sumber daya manusia dan perannya dalam pengembangan keunggulan bersaing*.

Vincent, B.D. (2022) 'Social Media Integration Into Contemporary Human Resource Management: A Qualitative Approach', *International Journal of Research and Scientific Innovation*, 0904, pp. 69–72.

Wenny Desty Febrian & Fitri, F.H. (2020) 'Pengaruh Penggunaan Jejaring Sosial Terhadap Produktivitas Pebisnis Onlineshop Dengan Motivasi Sebagai Variabel Moderasi', *Jurnal Manajemen*, 102, pp. 106–123.

Williams, L.V. (2017) *Social Media Transformation of Human Resource Management*,

Wolf, M., Sims, J. & Yang, H. (2014) 'The Role Of Social Media In Human Resource Management', *UK Academy for Information Systems Conference Proceedings 2014*,