SOCIAL MEDIA
IMPACT AND RELEVANCE IN MANAGING
HUMAN RESOURCES IN INDIA
Acknowledgements

This report studies the impact and relevance of social media in four major HR areas within five industries with the special focus on Indian market.

We would like to express our deepest gratitude to each one of the CXOs who participated in this survey. We would also like to thank our colleagues from Global Research Centre for Consulting and other colleagues from Wipro Limited, specifically Wipro Consulting Services who have helped in bringing out the final report by ensuring critical review and providing their expert inputs.
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Foreword

Over the past few years the meaning of communication and collaboration has taken a whole new dimension. Organizations are looking at ways of leveraging social media for customer and employee engagement.

This first-of-its-kind India-specific study by Wipro Consulting Services is intended to help CHROs understand the relevance and impact of social media on Human Resources as a function. While a lot of information is available on what the CHROs think and perceive about social media, this study goes a step ahead from multiple perspectives –

- It captures the critical views of the CXOs and other stakeholders therefore making it holistic
- It aims at understanding local issues, thus making it specific to the Indian context
- The report successfully captures the readiness of the organizations from a social media perspective
- It emphasizes for CXOs key HR areas where social media could be effective.

I hope you find the findings interesting and meaningful. Please do write to us with your observations.

Regards,

Vasudev Murthy
Practice Partner
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Executive Summary

One out of every nine people in the world use Facebook, with an estimated 700 billion minutes being spent every month on this application, it is interesting to note that over 2.5 million organizations have a Facebook presence in addition to their corporate websites. An estimated 250 million people access social media sites through their mobile devices. The impact that social media has on the daily lives of people is beyond “like” on Facebook or “re-tweet” on Twitter. Organizations are feeling the need to be present on not just one social media platform, however, on ensuring that they are “available and listening” to all at all times. Commenting on the role of social media in an interview to the Harvard Business Review, Howard Schlutz (CEO – Starbucks) mentioned –“….Whether you are creating a brand, building one, or running a big one, you’d better understand social media, because there is a seismic shift in how people are gaining access to information and, as a result, how they are behaving.”

It is essential to note that the mechanics of employee engagement in conventional human resources is slowly but surely changing. The need is to communicate faster, provide a platform for presenting views and information, connect with larger groups and most importantly provide an environment for a free and transparent mode of interaction. This need is growing and is greater today than earlier. With Gen Y taking on the people management roles in which they influence the decisions in the organizations, it is becoming even more important to consider the use of relevant modes which they could relate with. With the growing influence of Gen Y on organizations it has been observed that organizations which have social media presence are viewed by them as more conducive to open information sharing than others.

HR Consulting arm of Wipro Limited conducted a seminal study to understand the impact and relevance of social media in Human Resources in year 2011 – 2012. The findings provide immense insight into the “shift in organizational behavior” from traditional methods of communication and collaboration to a widespread need for real-time, innovative methods to reach a large number of employees with similar or dissimilar interests. A majority of leading organizations in India are venturing into the new pastures for employee communication, engagement, collaboration and other areas of human resources. However, a great amount of insecurity and ambiguity still exists from an information security perspective. Organizations are embracing social media for various reasons and some are doing so, because ‘they wish to be there because their competition does so’. Social media is trendy to some and a necessity to the others. With generation Z entering the active workforce, the need to be on social media is assuming greater importance from a human resources perspective.

Key findings:

- 63% of the CXOs use social media in their respective industries, though this is not indicative of the extent of usage and effectiveness
- Majority of the CXOs are in agreement with the fact that social media is relevant and the usage should be emphasized upon to gain maximum of it
- Social media continues to remain a major tool for organizations to reach their customers and employees, however, marketing and sales leads the way, followed by human resources and corporate social responsibility
- Majority of the organizations use social media in human resources. However, they also agree that it has not been tapped to the maximum. It is used disparately and inconsistently, however, organizations are confident that they will be using social media better in the future to be ahead of the competition
- Leadership in majority of the organizations have shown keen interest in usage of social media in the areas of Internal Branding, Collaboration & Communication, and Hiring
- Hiring emerged as the only area where organizations were found to be social media ready
- Data security emerged as the number one impediment to implementing or using social media platforms, closely followed by perceived lack of organizational maturity and monitoring capabilities
The survey indicates that social media can have a considerable impact on HR processes, specifically in the Internal Branding function that is considered a key activity of HR. The recruitment process too provides ample opportunities to organizations to adopt social media platforms.

This trend has been observed by CHROs and they echo our finding - “It is noteworthy that today the majority of the population employed in organizations are in the Gen Y category (mostly people born after 1982)…this is the population that wants things done fast and is almost impatient to scale heights and make things happen for themselves. Interacting via Social media today has become a habit to many and employers who give the employees freedom to access social media at the workplace are perceived as more open and this in turn is a great engagement booster, needless to say – social media is today used by most recruiting engines of organizations to acquire talent and to project desired organizational and brand image.” remarks Rohit Dhody, Head – HR (Mach Mobile Solutions Pvt Ltd)
Introduction

During the fourth quarter of 2011, Wipro Consulting Services conducted a study on the use of social media in select business processes. This seminal study conducted across 150 companies from five verticals, was conducted with the objective of understanding how organizations respond to the challenges and opportunities provided by social media in terms of using it in their key functional processes. In addition, the study sought to understand the readiness of these organizations to adopt social media in their day to day businesses. Understanding how pervasive social media is in today’s business and how it is perceived across industries and organizations, and whether the seniority of respondents has any bearing on all of this is not just fascinating for its own sake, but for the implications it holds for these businesses.

Our survey took into account four types of social media platforms:

1. Networking sites: Sites such as Facebook, LinkedIn that allow individuals with similar social or business interests to share ideas and connect.
2. Blogging sites: BlogSpot or Twitter that enable individuals to present their thoughts to a wider audience.
3. Information sharing sites: Slide share or YouTube that help individuals share and collaborate content.
4. Organization-specific forums: Intranet, discussion boards, and other forums that encourage communication among employees.

Our study focused on exploring the use of Social Media in HR processes. The outcomes show that not all functions within Human Resources are suited for social media. Hiring, Communication and Collaboration, Talent Management, and Internal Branding are suitable for using social media. Compensation and Benefits and Performance Management deal with confidential information where social-media may not be considered useful and so were out of scope.

Our report follows this structure, which is self-explanatory:

i. State of Social Media in Current HR Practices- Outlines key findings
ii. Social Media in Human Resources
iii. Social Media Readiness
iv. Challenges for using Social Media
v. Conclusion
vi. Survey Methodology (Appendix)
vii. Survey Universe (Appendix)

“…Individuals are able to find more than just personal reasons to stay hooked on to a social media sites – employment and business opportunities increase. While one is able to find resources when needed, employers have been able to weed off employees who do not embrace its culture.”
Ramesh Rajan, Assistant Vice President, Barclays Bank
The survey showed that both with respect to preferences and conviction of the respondents, the areas within HR, as far as use of social media in those areas was concerned, were ranked as shown in the figure alongside.

Indian organizations are opening up to the idea of usage of social media for reaching out to the employees. Indian CXOs still hold reservations about usage of social media for hiring and seem more comfortable with the more traditional methods like job portals, employee referrals, walk-ins etc. However, with increased pressure on CHROs to keep a check on recruitment budgets, they are exploring more social media options and we will see a greater momentum in this area in India. Companies continue to use intranet portal for internal branding and do not seem very open to using publicly available social media websites.

Social Media platforms can be used in four major HR areas: Hiring, Collaboration and Communication, Talent Management, and Internal Branding. Our survey has shown that within Hiring, works such as Sourcing, Pre-joining Engagement are preferred for use of these platforms. In Collaboration and Communication, Technical Discussions and Employee Recognition were considered fit for use of social media, while Organizational or Policy Communication and Virtual Meetings did not find favor. Talent Management as a whole was not favored for use of social media, while Internal Branding was considered fit for such use. Here Thought Leadership and Employer Branding were deemed suitable for social media.

While individual industries considered suitability of social media in the main HR areas and its subordinate functions, based on the requirements and characteristics of their industries, it was clear that Hiring, Internal Branding and Collaboration and Communication found favor in these industries. This finding is of great significance for enterprises that are examining an opening for introducing social media in the organization. It helps them to examine requirements and develop suitable social media-based solutions that deliver value to their clients.

![Figure 1 Preferences for using Social Media for Internal Branding by Respondent Type](image-url)
However, decisions on investments and the best recourse for organizations are taken by those at the helm or those vested with the responsibility of advising based on their expertise. We noted that in the organizations that we surveyed Decision Makers appeared reluctant to use social media. An example of their thinking can be seen from their responses to use of social media for Internal Branding. Implementers appeared to be most enthusiastic. However they have little say in decisions at this stage, but in the future this generation will be at the helm and hopefully will be open to new ideas then. Strangely though, these Decision Makers appeared quite eager when the readiness of these functions to social media usage was assessed.

“Employee satisfaction surveys are very common. Social media can in a big way augment this exercise by providing some of the indicators and criteria perceived to be important by a generation of employees across the sector or just a particular region/location, or by employees of a particular company, so on & so forth. Again, how well is the HR in the company designed as of today to use that information available on social media sources to initiate action?” Dr Prabakara Raya, Professor and Head of Department – Management Studies, Pondicherry University
Social Media & Business
Relevance of Social Media in Business Functions

At the outset, it was important to understand the perceived relevance and usage of social media in business processes of the five industries. Employees from the five verticals gave their views on the queries raised.

Use of Social Media by Organizations

Of the 150 respondents, 63 percent agreed that social media was used in business processes in their industry. This concurrence of a rather large proportion of the respondents, establishes the use of social media in organizations. However, a little less than a third of the respondents disputed this idea. The use of social media was then analyzed across the five industry verticals to see if this varied by industry and how.80 percent of respondents from IT/ITES, and around two-thirds from Telecom—both hi-tech industries, agreed that social media was used in their processes. Strangely, 37 percent of respondents from BFSI and Retail—both industries where personnel interact a lot with end-customers and one would assume a natural setting for the use of social media, believed that social media is not widely used in their industry.

Use of Social Media in Business Functions

It is clear from the responses that Marketing and Sales is the main area where social media is used by organizations (72 percent across industries. This is closely followed by the Human Resources function (56 percent across industries. The responses favoring these two areas are by and large uniform across verticals, and understandably so. In addition to Marketing and Sales and HR, CSR and Customer Services are the two other areas where social media appears to get a favorable response, which is fairly corroborated by the responses from each vertical.
It is not surprising to observe that Information Technology and Information Technology Enabled Services companies are paving the way for usage of social media in human resources. It is surprising to note that the retail sector which traditionally boasts of high usage of social media in marketing and sales lies low in human resources. This study in fact shows that among the various industries, the manufacturing sector uses maximum amount of social media channels for marketing & sales and minimum in human resources. While this may be attributed to the nature of workforce and the relevance in such a setting, it has not been established as to why retails still lags behind in maturity from a social media usage perspective in human resources.

**Relevance of Social Media**

The respondents rated the relevance of social media in their organizations. across industries, 42 percent of the respondents believed social media were highly relevant, and a close 31 percent believed it was somewhat relevant to their industry.

In a reversal of sorts, while a little over a third of respondents from retail thought social media was not used currently, half of them believed social media has a high relevance to their industry, while a little over half (54 percent) from Telecom felt it had little relevance. Close to half (46.6 percent) of BFSI respondents agreed with the majority of their counterparts from Telecom and only a third felt it was quite relevant for BFSI. In IT/ITES an equal number believed social media was highly relevant or were ambivalent about it.
Social Media & Human Resources
Social Media in Human Resources

HR Function Most Suited for Social Media
After examining the relevance of social media in current organizational functions and processes, it was the turn of HR functions to be similarly examined. Overall, the respondents were reasonably open to using social media in HR. Of the four HR areas – Internal Branding, Talent Management, Collaboration and Communication and Hiring; three areas: Internal Branding, Collaboration and Communication and Hiring were considered almost equally suited for use of social media, with Internal Branding favored the most. Talent Management was deemed least suited among these for using social media. (Refer figure 1)

Preference for using Social Media in HR by Industry
Understandably the respondents of different industries differed in their preferences for HR processes that could use social media. As can be observed in the graphs below, Hiring and Internal Branding were the two functions favored in BFSI with Hiring ranked a little higher, whereas Telecom gave almost equal preference to all with Talent Management favored better than the rest. Collaboration and Communication was ranked the top, followed by Internal Branding, in IT/ITES whereas Internal Branding and Hiring were given same preference in the Manufacturing industry.

Preference for using of Social Media in HR by Enterprise Size
In large enterprises, Internal Branding (IB) was considered most ideal; of the four HR functions, for use of social media, followed by Collaboration and Communication, and then by hiring. However, these preferences varied in medium and small enterprises. Medium-sized enterprises favored Hiring (Hi) and then Collaboration and Communication (C&C). Small enterprises ranked Collaboration and Communication quite high, with the other HR functions polling almost the same number of responses.
As can be expected, the position, power and role of the respondent influenced the choices made for HR functions deemed suitable for use of social media. For Decision Makers, Internal Branding appeared most suited for use of social media, with Hiring and Collaboration and Communication following close together. Influencers considered Collaboration and Communication followed by Hiring as the most suitable for social media. While Implementers chose Hiring, Internal Branding and Collaboration and Communication, in that order.

Hiring
Any organization needs to have the right mix of talent in order to thrive. For this to happen, organizations must be able to attract and retain the best, making hiring such a critical process. The three sub-processes within this function are:

1. Sourcing  
2. Pre-joining Engagement  
3. Induction and Orientation

"...this positive movement may be attributed to the return of war for talent post the recession combined with the perennial economic instability in the world..."

Though it is implicitly assumed that social media platforms are most useful in Hiring, during the course of our survey we found that respondents were a little apprehensive about using these platforms for Hiring. Among the functions within Hiring, Sourcing was most preferred by the respondents, closely followed by Pre-joining Engagement, and Induction and Orientation, for use of social media.
Preference for using Social Media in Hiring by Industry

When the responses were examined by type of industry, the order of preference of respondents across all five industries was similar, as before—Sourcing was highly favored, followed by Pre-joining Engagement, and later by Induction and Orientation.

![Figure 9 Preference for using Social Media in Hiring by Industry](image)

Preference for using Social Media in Hiring by Enterprise Size

Across the three broad groups of enterprises when classified by size, Sourcing was unequivocally chosen for use of social media, followed closely by Pre-Joining Engagement, and Induction and Orientation, in that order.

![Figure 10 Preference for using Social Media in Hiring by Enterprise](image)

Preferences for using Social Media in Hiring by Respondent Type

As seen earlier in the section ‘Preferences by Respondent Type,’ people up the hierarchy appeared relatively reluctant to use social media for Hiring, preferring to use it either for Internal Branding or Collaboration and Communication. Implementers appeared to be most enthusiastic about using it for Hiring. As seen in the graph below, Implementers again appeared the most enthusiastic (though the differences are marginal) about using social media in all three functions within HR, as compared to their colleagues higher up the hierarchy. Whether these differences in disposition can be explained by differences in age, experience and exposure to social media is something that may have to be examined on some other occasion.
Collaboration & Communication

According to Gartner press release 2011 by 2014, social networking sites will replace email as the primary mode for interpersonal communication for 20 percent of business users.

Collaboration and Communication is integral to organization operations today, and is hence a promising area for using social media platforms. For the purpose of this study we considered four modes of collaboration or communications commonly used, namely:

- Organizational Communications
- Virtual Meetings
- Technical Discussions
- Employee Recognition

“...almost negligible number of companies in India use Social Media for Organizational Change Management, the concept of change management still eludes Indian Inc., organizations still wish to use the “stick” than the “carrot” approach...”

When respondents were asked to decide on areas in Collaboration and Communication suitable for social media, they highly recommended Employee Recognition, closely followed by Technical Discussions and then by Organizational or Policy Communication. Virtual Meetings were least preferred for such use.

Preference for using Social Media in Collaboration and Communication by Industry

When the responses were examined by nature of the industry, on an average, Technical Discussions and Employee Recognition were favored over the other areas. Responses from Manufacturing; where Virtual Meetings were given preference, varied a little. However, here too Technical Discussions and Employee Recognition were considered fit

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1Gartner Press Release
for such use for the responses are almost same across all the areas. The tradition-bound, BFSI appeared the most averse to use of social media for Virtual Meetings—though the differences in percentage points is not that big, when compared to other verticals. Employee Recognition is clearly the area where use of social media will be very acceptable across these verticals.

Figure 12 Preference for using Social Media in Collaboration and Communication by Industry

Preference for using Social Media in Collaboration and Communication by Enterprise Size
When the responses were examined by size of the enterprise, it wasn’t surprising that Technical Discussions and Employee Recognition; areas where enterprises generally support a broadcast to the widest audience possible (internal or external, depending on nature of the topic being publicized), were favored across the enterprises. Relatively, enterprises were loath to use social media either for Organizational or Policy Communications or Virtual Meetings. However, large enterprises appeared to be more favorably inclined to such use, as against the other two types of enterprises.

Figure 13 Preference for using Social Media in Collaboration and Communication by Enterprise Size

Preferences for using Social Media in Collaboration and Communication by Respondent Type
The section ‘Preferences of using Social Media in HR by Respondent Type’ has shown us that people up the hierarchy appeared relatively reluctant to use social media for Hiring, preferring to use it either for Internal Branding or Collaboration and Communication. However, it is clear from the graph above that Decision Makers were the most reluctant, when compared to the other groups, in using social media in all the modes of Collaboration and Communication, as well. It is known from ‘Preferences by Respondent Type’ that Influencers were utterly in favor of using social media for Collaboration and Communication, but we see them supporting all modes – especially Technical Discussions and Employee Recognition. The Implementers shared almost the same degree of enthusiasm as the Influencers.
Figure 14 Preferences for using Social Media in Collaboration and Communication by Respondent Type

Organizations have expressed keenness in using social media platforms actively in the area of collaboration & communication. Our study found that the results are extremely different from what one may expect. The manufacturing sector seems to be more open to using social media in all areas – Organizational or policy communication, virtual meetings, technical discussions and employee recognition followed by the telecom sector. One area where employers are consistently keen on using social media is in the area of employee recognition, while this is not common in the current day, however, we expect to active employee engagement activities on this platform. While LinkedIn’s “recommendation” had initiated this trend many years back in some form, however, Facebook and Twitter have taken this to the next level. If one were to observe the linking of social media tools like Facebook, LinkedIn or Twitter, it becomes evident that today employers have an option to recognize their employees on multiple platforms using simple and flexible techniques. Will gen Z embrace this form of recognition or are will they look forward to recognition elements like their predecessors is something Human Resource professionals need to think now.

Talent Management
We wanted to determine whether Talent Management was one of the areas in HR where social media platforms could be used effectively. However, we had seen earlier that the respondents were most apprehensive about using social media for this function. We considered four areas under Talent Management:

- Training
- Leadership Development
- Mentorship
- Employee Engagement

“While social media policies are important, they should help foster a culture of open communication and not restrict employees”

Preference for using Social Media in Talent Management by Industry
When the responses are examined by industry, it appears as though there is consistency in the way they all view the relevance of social media in all the four areas of Talent Management. Broadly, they are all in agreement that Training and Employee Engagement are better placed for such use, but Leadership Development appears to score marginally- that is, if we can say this given the near uniformity of the responses, over Mentorship. Given that Talent Management was disapproved roundly for use of social media and the near uniformity in responses, analysing this view further would serve little purpose.
Preference for using Social Media in Talent Management by Enterprise Size

Use of social media was favored across enterprises of all sizes in the areas Employee Engagement and Training. Leadership Development and Mentorship were relatively less preferred for such use. Employee Engagement was most favored of all the areas for use of social media. Of course, respondents of medium-sized enterprises appeared less enthusiastic than the others, especially their counterparts in larger enterprises.

Preference for using Social Media in Talent Management by Respondent Type

In Talent Management too, Decision Makers continued displaying their general wariness about the use of social media; though the differences in percentages were not too high, while Influencers appeared the most enthusiastic. The general enthusiasm shown for using social media in Employee Engagement and in Training was shared here as well.
Internal Branding

Internal Branding refers to showcasing capabilities of the organization, within the organization. We considered three areas within this function:

- Employer Branding
- Employee Branding
- Thought Leadership

In section ‘Use of Social Media in Business Functions’ of chapter ‘Relevance of Social Media in Current Business Processes,’ it was seen that the respondents believed that social media was most suitable for Marketing, and then for HR activities. Internal Branding is a combination of both Marketing and HR, and possibly preferred among all HR functions for use of social media, along with Collaboration and Communication. The respondents preferred using social media for Employer Branding, followed by Thought Leadership.

Preference for using Social Media in Internal Branding by Industry

When examined for variations across responses by nature of industry, it was seen that Employer Branding and Thought Leadership were considered more suitable than Employee Branding for using social media. In IT and ITES...
and Telecom, this was quite evident and so was the case in Manufacturing. Respondents from BFSI appeared to consider all three areas equally suited for social media usage.

![Figure 18 Preference for using Social Media in Internal Branding by Industry](image)

**Preference for using Social Media in Internal Branding by Enterprise Size**

When the responses were examined considering the size of the enterprises, it was seen that large and small enterprises were keen on using social Medias compared to medium-sized enterprises in the areas within Internal Branding. The responses showed that Employer Branding received greater support than Thought Leadership, when considering suitability of social media, cutting across all sizes of enterprises.

![Figure 19 Preference for using Social Media in Internal Branding by Enterprise Size](image)

**Preferences for using Social Media for Internal Branding by Respondent Type**

In the section ‘Preferences by Respondent Type,’ we saw earlier that Decision Makers were most enthusiastic about using social media for Internal Branding. However, when their responses are examined for the three functions within Internal Branding, one can see that their circumspection was unabated. They were least enthusiastic about using social media in any of the three functions within Internal Branding. Implementers were the most enthusiastic, while Influencers followed closely. However, overall these groups were in agreement with the general finding that these platforms were considered most suited for Employer Branding and Thought Leadership, over Employee Branding. (Refer Figure 2 in section set of Social Media in Current HR processes)

Implementers who are predominantly from Gen Y or Gen Z are more open to using social media for internal branding purposes; however, decision makers seem to be on the other end of the spectrum. While it may be incorrect to generalize that this is a common phenomenon across organizations, it has to be noted that there will be seismic shift in openness to usage of social media with churn in leadership across organizations.
After ascertaining how relevant social media was to some of the HR functions, it was important to assess the readiness of these organizations to using social media. Social media readiness was determined by considering three factors:

1. Usage of social media platforms
2. Willingness or openness to use
3. Capability to implement

Social media usage was determined from the extent they were used in different business processes. Willingness or openness to using these platforms was determined by assessing the extent to which these organizations were receptive to such use. The number of resources available with the organizations to implement social media platforms for various HR processes was used as an indicator of the capability to implement.

We have seen in ‘Relevance of Social Media in Current Business Processes’ that the use of social media in organizations is moderate — only 63 percent of the respondents agree that social media was being used in their industry. Around 42 percent feel that social media is highly relevant; while close to 31 percent feel it is moderately relevant to their industry. How ready then, are the HR departments to using social media across industries?

**Social Media Readiness in Hiring**
The Hiring function of organizations appeared equipped to use social media with 63 percent using such platforms, 74 percent willing to use social media and 64 percent capable of implementing social media platforms.

**Social Media Readiness in Hiring by Industry**
It is not surprising that in the industry that spawned the social media frenzy, social media is very acceptable for use in Hiring and the capabilities to implement it also exist. IT & ITES organizations were most equipped and likely to use social media. Similarly, Telecom employees appeared open to using these tools in Hiring and indicated that two-third of their processes used social media, though their capabilities were moderate. Manufacturing enterprises too reported moderate use of social media but they were more open to using these tools (almost three-fourth favored its use) and two-thirds of their resources could implement such tools — quite high for a sector that otherwise does not use IT as much, or have just begun to use it. While just half of BFSI respondents agreed that social media was being used, over three-fourth of them were agreeable to its use even though they had moderate capabilities. In a sector that has rigid processes and has to take into account regulatory dictates in many operational processes, this willingness to use social media in HR is encouraging.
Social Media Readiness in Hiring by Enterprise Size
As might be expected, Large and Medium enterprises displayed relatively greater capability to implement social media applications and platforms in Hiring. They also reported marginally higher usage of such platforms, though the overall usage is itself moderate. Strangely though, for all their abilities, large enterprises were least enthusiastic about using social media as compared to the other two types of enterprises. Both Medium and Small enterprises were quite keen on implementing social media platforms.

Social Media Readiness in Hiring by Respondent Type
While we have seen earlier that Decision Makers were most reluctant to using social media in various HR functions, strangely, they were the most open to using social media and also demonstrated relatively better capability than the others to implementing these tools. Relatively greater number of them also reported better use of social media.
Social Media Readiness in Collaboration and Communication

It was noted that in the area Collaboration and Communication too organizations were ready to use social media, in the sense that they were using these platforms and were open to use it. However, they were hampered by the fact that only 51 percent had the capability to implement these platforms.

Social Media Readiness in Collaboration and Communication by Industry

Most respondents were unsure of their competence to implement social media platforms for Collaboration and Communication. Understandably, IT & ITES and Telecom indicated high levels of use, with Manufacturing and Retail following them, in that order. Strangely though, Telecom was the least open to using these platforms, while BFSI, which reported lowest usage levels, was the most enthusiastic about using these platforms. This odd quality of BFSI was also seen in the Hiring area. Retail, Telecom, BFSI and Manufacturing were unsure of their ability to implement these platforms. However, strangely enough, IT & ITES too were relatively unsure as the others. This was in stark contrast to Hiring, where they were confident of their capability.
Social Media Readiness in Collaboration and Communication by Industry

Social Media Readiness in Collaboration and Communication by Enterprise Size
Large and Medium-sized enterprises appeared open to using social media for Collaboration and Communication and were also reported moderately high levels of current use. The capability to implement social media platforms for Collaboration and Communication was however, deemed relatively low across the three types of enterprises.

Social Media Readiness in Collaboration and Communication by Respondent Type
Remarkably, here too Decision Makers appeared to be at the forefront (relative to their colleagues in other levels), accepting social media, and quite positive about current use and capability to implement. This is in stark contrast to the attitude at this level, as noted by their responses in the previous chapter. Implementers were unwavering in their support and belief in the capabilities of the organization, while Influencers doubted capabilities, but were open to such platforms.
Social Media Readiness in Talent Management

We have seen earlier that respondents were not encouraging about using social media in Talent Management (only 37 percent); while just 31 percent believed that they had the capability to implement social media for Talent Management in their organizations.

Social Media Readiness in Talent Management by Industry

Of all the industries only IT & ITES stated they used social media to a considerable extent in this area and were open to using it further, though they were not sure of their capability to implement. The other industries were unwilling to use social media and extremely unsure of their capabilities as well.

Figure 25 Social Media Readiness in Collaboration and Communication by Respondent Type

Figure 26 Social Media Readiness in Talent Management by Industry
Social Media Readiness in Talent Management by Enterprise Size

While all three types of enterprises (by size) indicated that social media was used for Talent Management in their organizations, they weren’t that open to using it further. In this regard Large enterprises were relatively most averse, but reasonably sure of their capabilities in comparison to the other two. Small enterprises were the least sure of their capabilities, but more open to further use of social media in this area.

![Figure 27 Social Media Readiness in Talent Management by Enterprise Size]

Social Media Readiness in Talent Management by Respondent Type

Here too, Decision Makers were the most positive group, backing use of social media in Talent Management, when compared to the others. They indicated that social media was in use currently in some areas of Talent Management and believed this was in more areas than their counterparts in the other levels believed. They were relatively more open to the idea of using it further and were less doubtful of capabilities. Influencers, on the whole, appeared the most cynical of the lot, while the Implementers tread the fine middle ground.

![Figure 28 Social Media Readiness in Talent Management by Respondent Type]
Social Media Readiness in Internal Branding

Though respondents were very much for using social media for Internal Branding, in terms of readiness they ranked three in this area out of the four areas. Only 57 percent of the respondents were willing to use social media for Internal Branding, and only around half (53 percent) of the respondents believed they had the capability to implement social media for Internal Branding.

Social Media Readiness in Internal Branding by Industry

IT & ITES and Telecom again appeared very open to using social media for Internal Branding. IT & ITES reported the maximum use of social media in their current Internal Branding operations. However, they did not share the same degree of belief in their capabilities, as the respondents from Telecom. BFSI repeated its stance. They were unsure of their capabilities and reported moderate use of social media in current Internal Branding tasks, yet they were relatively more open to the idea of using social media. Manufacturing were not as agreeable to using social media, in comparison, and so were the respondents from Retail. They were least sure of their capabilities among all the other respondents.

Social Media Readiness in Internal Branding by Enterprise Size

Medium-sized enterprises were relatively more enthusiastic about using social media and stated they used it more than the others, currently, for Internal Branding. However, Small and Large enterprises were only marginally behind in their openness to use or current use. All three enterprises appeared moderately skeptical of their capabilities, with large enterprises a tad more confident than the others.
Social Media Readiness in Internal Branding by Respondent Type
Here too, Decision Makers went against their earlier stand and were the most confident of the three groups of employees about using social media for Internal Branding. Influencers were the most doubtful about capabilities to implement social media and did not believe that currently social media was used to the level that the Decision Makers believed. Implementers shared the belief in capabilities as Decision Makers, but were least open to the idea of using it further.

The Table below presents an overview of readiness by industry, enterprise size and respondent type in using social media platforms in all four areas of HR. It neatly summarizes the findings discussed so far. The uncertainty in using social media in Talent Management is quite obvious, in contrast to the eagerness to use it in Hiring. The respondents were quite open to using social media for Collaboration and Communication, but were somewhat unsure about current capabilities. They appeared tentative about using social media in Internal Branding, and may need a touch of persuasion to bring them around to using it.
<table>
<thead>
<tr>
<th>Process Area</th>
<th>Hiring</th>
<th>Collaboration &amp; Communication</th>
<th>Talent Management</th>
<th>Internal Branding</th>
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<tbody>
<tr>
<td>Parameters</td>
<td>Usage</td>
<td>Openness</td>
<td>Capability</td>
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<td>Overall</td>
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<td>IT &amp; ITES</td>
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<td>Manufacturing</td>
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<td>Retail</td>
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<td>Status by Industry</td>
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<td>IT &amp; ITES</td>
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<td>Status by Enterprise Size</td>
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<td>Status by Respondent Type</td>
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<td>Decision Makers</td>
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<tr>
<td>Influencers</td>
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<td>Implementers</td>
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</table>
Despite social media making significant inroads into our lives, most organizations are apprehensive about using it in business processes. The nature of the challenges perceived and how they compared across verticals should interest anyone keen to understand this area. Across all industries, close to 85 percent respondents said data security and privacy were the biggest concerns, while around 71 percent cited organizational maturity as a concern. The maturity of the industry and concerns about having the right kind of team to manage and monitor business processes that interleaved with social media transactions, weighed next on the minds of the respondents.

When these challenges were examined from the perspective of industry, it was seen that overwhelmingly concerns about data security and privacy caused considerable unease among respondents across each industry. That the respondents were next bothered by perceived lack of organizational maturity points to the belief across all these industries that they are not ready yet from the point of matured systems and processes to deal with the issues that social media might bring. This is also reflected in the belief that their teams are not yet mature enough to handle such a change. Respondents from IT & ITES did not share this concern for obvious reasons. The maturity of the industry also bothered the respondents, but IT and ITES again did not share this concern possibly believing that the industry has matured sufficiently.
Conclusion

“Explore the internal communities and tools available”
The definition of social media is changing every day and organizations need to keep up with the speed of change. Social media is not just about Facebook, Twitter or YouTube; it is more about being where the organizations stakeholders are and what they access. While companies in India are waking up to the fact that employee engagement is about being available, it is more important to understand that one need not necessarily use the social media tools available on public domain to engage employees. It is a misconception and needs to be clarified. Organizations should tap into the communities within the organizations more from an employee engagement perspective. While publicly available social media applications will provide organizations with a bigger network to tap into, it is the employees who will ultimately play the biggest role in all spheres whether it is hiring or employer branding.

“Look in all directions”
Multiple websites provide the genuine views of the employees (careerbliss.com, blackdoor.com) and they really need to be taken seriously than Facebook or Twitter. Employees are speaking about their organizations on different platforms; it’s about where one is looking. It is about looking in the right direction.

“It” is how much you make of “it”
Human Resources has always grappled with issue of reaching out. The last decade has provided the HR fraternity with this tool called social media which provides immense reach. It is up to the HR fraternity to tap in to this. However, at the same time one needs to ensure that one is not too reliant and compromise on the hygiene factors of employee relations.

“There is no substitute to being present”
One may provide the best of technology and platforms to keep in touch with employees, but then there is nothing better than being there. In the world of technology organizations becoming faceless, this is a classic mistake which should be avoided.
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Appendix
Appendix

Survey Methodology

Exploratory Research | In-depth Interview | Primary Research | Data Collection and Analysis | Reporting

Survey Universe
Our Survey was conducted by involving 150 top CXO’s at different levels. 30 respondents, each from BFSI, IT & ITES, Manufacturing, Retail, and Telecom participated in the survey. The organizations were classified into three categories based on their employee strength.

1. Small Enterprises: Employee count up to 5000
2. Medium Enterprises: Employee count more than 5000 and less than 25000
3. Large Enterprises: Employee count more than 25000

The respondents were also classified into the following three categories based on their decision making authority.

1. Decision Makers: Respondents with the authority to take significant decisions affecting the course of the organization.
2. Influencers: Respondents who wield influence and whose position affects major organizational decisions.
3. Implementers: Respondents responsible for implementing decisions taken by higher ups and handling routine tasks.

Figure 33 Respondent Profile

Total, Small, 33.33%, 33%
Total, Medium, 40.00%, 40%
Total, Large, 26.67%, 27%
Total, Influencer, 28.67%, 29%
Total, Implementor, 35.33%, 35%
Total, Decision Maker, 36.00%, 36%

Figure 34 Respondent Profile

Figure 35 Figure 33 Respondent Profile

Telecom, 20%
BFSI, 20%
IT & ITES, 20%
Retail, 20%
Manufacturing, 20%