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Social Media and Human Resource Management Approach: The Transformation Model Design

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Abstract

Purpose: The present article has been written to review studies in the field of social media evolution in human resources and the gaps in this research. This review paper is expected to motivate further research initiatives regarding the role of social media in different HRM practices.

Method: The paper is based on 98 published papers collected from the Web of Science Database particularly from 1975 to 2021 (up to NOV) using VOSviewer software.

Findings: After reviewing the paper contents, the author briefly highlighted the findings. According to studies, the results show that

the issue of change has shifted to Transformation 4.0 in Media and HRM 4.0 in recent years. An approach that refers to concepts such as social networking and digital media. The results also show that traditional approaches to social media before 2018 are more related to Communication, Communities, Goals, Behavior, and so on. In recent years, concepts such as Technology, ACTIVISM, INTERNET USE, Facebook, Culture, etc. are related.

Conclusion: The author expects that based on the findings; the organizational policymakers can get some practical guidelines regarding the efficient utilization of such a platform. In particular, the media can be a well-established platform for searching for competent employees and creating employer branding. Therefore, more and more research studies should be carried out focusing on this recent issue.

Keywords: Social Media, Transformation, HRM, Scientific Map.

1. Introduction

Social media has transcended languages, borders, and cultures (Boudlaie et al., 2018, 212). A lot of information is exchanged daily through social media worldwide. It is very common for many people to publish and read personal and professional information. This information can be viewed not only by friends and relatives but also by colleagues, customers, and others. As a result, individuals cannot ignore social media in corporate environments. Social media includes a wide range of tools, including wikis, blogs, social bookmarking, and social networking, which have increased in use over the past few decades (Weidner et al., 2015). Advanced technology and new forms of media create desirable opportunities in the modern knowledge society for the exchange of information, communication, and cooperation across the borders of a country, race, or nationality and

can be used in various fields of human activities (Prakapienė and Prakapas, 2018). This phenomenon, which exists in every area of social life, has been extensively analyzed in recent scientific publications (e.g., Al-Rahmi et al., 2015; Kluemper et al., 2016; Dabija et al., 2017). Similarly, research on social media and its application in business has become commonplace (e.g., Vilkaitė-Vaitonė, 2015; Trakimavičiūtė, 2017) and often the aspect of interaction and communication between generations is the main subject of selection analysis (e.g., Levickaitė, 2010). The use of social media in management, especially human resource management, has affected various industries and has significantly changed the way human resource professionals perform their duties. Thus, human resource management is one of the areas in which the transformation and rapid development and application of modern technologies and the integration of social networking sites have become an integral part of the process (Prakapienė and Prakapas, 2018). On the other hand, the high volume of scientific literature available in a particular field of research is often very large, which poses a challenge for researchers and professionals and prevents them from having a structural view of the available information (Rodrigues et al., 2014). Bibliometric analysis is a method that provides a macroscopic overview of a large volume of scientific literature (Li and Hale, 2016). Bibliometric methods can be used to evaluate the performance and research patterns of authors, journals, countries, and institutions, and they can be used to identify patterns of collaboration between them (Li and Zhao, 2015). Thematic classification of a particular field can indicate the diversity of research topics and the multidisciplinary nature of that particular research field (Hosseini et al, 2020). This method of analysis can show the latest developments, research orientations, and hot topics of research (Wang et al., 2014). The bibliographic analysis also makes it possible to identify gaps in a particular area of research, both in terms of content and geography (Gall et al., 2015). This method has been widely accepted to provide innovative perspectives in evaluating the research process (Mao et al., 2015). This article uses bibliographic analysis in the field of social media evolution research in the field of human resource management. The expansion of the use of social media has affected all aspects of life and, naturally, organizations are sensitive to the use of their human resources through these media (Shayan et al., 2017, 135). Organizations are increasingly

using social media in human resource management, including the selection process (Jacobs, 2009; Jobvite, 2012; McDonnell, 2012). Social networks can provide information to achieve an individual's organizational fitness (McGrath, 2012), the applicant's personality (Back et al., 2010), and his skills and abilities (Boudlaie et al., 2018, 212). Organizations often browse social media to find digital clues in the hiring decision process; Which reflects the information created and used by any media (Kligiene, 2012). Social media poses unique challenges for organizations. These challenges include more contact with current employees and future job seekers, more targeted advertising and more engaging partnerships, and more horizons (Kaplan & Haenlein, 2010). It can be said that the use and abuse of social media play an increasing role in human resource management decisions (Hidy & McDonald, 2013).

The purpose of this study is to provide a macroscopic overview of the main features of social media evolution research based on a bibliographic analysis. The analytical process of the research is shown in Figure 1. The information presented in this article provides a clear picture of the research process in the field of social media in human resource management and can help researchers, practitioners, and students to identify and map the scientific structure and follow the latest changes. In the continuation of this journey, researchers will find the appropriate path with the following questions:

> ➢ What is the relationship between social media evolution and human resource management in research?
> ➢ What are the most important indicators of the evolution of social media in the era of industry 4.0?
> ➢ What is the current research gap in social media evolution and human resource management?

The researchers then proceeded in several steps. In the Basics section, researchers analyzed 98 related articles in three phases. The focus is on the WOS database articles by the end of 2021. These articles directly address the evolution of social media and provide good clues to human resources. In the methodology section, using VOSviewer software, analyzes are presented in different formats. Finally concludes and provides research implications, provided limitations, and future directions.

2. Literature Review

2.1. Social Media and HRM

The use of social media has added new value to organizations and business development (Alkhateeb and Abdal, 2020). In a way that changes people's communication, knowledge sharing, and exchange of ideas. According to Brand watch (2019), 81% of all small and medium-sized businesses use some kind of social operating system in their activities. The concept of using social media in the workplace is controversial. Proponents argue that using social media improves employee performance directly or through mediating variables such as job satisfaction, ethics, and commitment (Leidner et al., 2010; Kaplan & Heinlein, 2010; Charansonkungongol, 2015; Carlson et al., 2016; Alawan et al., 2017). One of the most important studies that support the significant role of social media use in the workplace in improving workers' job performance is Moqbel et al. (2013) who found that the use of social media by members of the organization leads to increased job performance through the role of the mediator is job satisfaction.

Similarly, Cao and Ali (2018) stated that the use of social media in the workplace has a positive relationship with job performance. The use of social media seems to remove barriers to cooperation by creating a shared work environment and increasing job satisfaction, which leads to improved job performance (Monet and Niaribo, 2013). On the other hand, several researchers claim that the use of social networks in the workplace leads to a negative impact on employee performance (Bevan et al., 2014; Fox & Morland, 2015; Mogbel & Kak, 2018; Yu et al., 2018). They claim that the intensive use of social media in the workplace may lead to adverse consequences such as addiction, waste of time, low levels of positive emotions, poor health, and poor performance (Moqbel and Kak, 2018; Fox and Morland, 2015).

Cao and Yu (2019) stated that although the use of social media affects and negatively influences the positive conflict between technology and work, both of them harm job performance. In general, it was clear that the debate over the impact of using social media had not yet been resolved (Moqbel and Kak, 2018). Social media is a broad term that encompasses a wide range of applications and tools (Alkhateeb and Abdal, 2020). However, there are several standard features associated with these tools. First, these tools are based on technology that is commonly used by employees and affects the organization. Second, they are usually social and are used to support

interaction between people. Finally, these tools are used in the workplace as well as for personal calls (Ali-Hassan et al., 2015). Recently, social media platforms have been increasingly used in the workplace to facilitate communication between employees (Leonardi et al., 2013; Jafar et al., 2019).

Social media platforms provide fundamental benefits for knowledge management because they increase vertical and horizontal communication (Mantimaki and Reimer, 2016). Companies now see social media as a strategic tool for fostering innovation, and many have integrated social media into their operating systems (Lam et al., 2016). On the other hand, evolution is a word that can be used to describe how the rapid growth of technology has shaped today's workforce. HR managers are faced with the task of learning how to change their organization based on technological change (Hendrickson, 2003).

Studies examine how to effectively use technology, especially social media, to help transform the human resources sector (Williams, 2017). Also, researching the effectiveness of social media sites in human resource management is key because it provides a competitive advantage to an organization (Lenniks, 1968). In addition, limited research is available on this subject due to the constant changes in social media and cyber laws. While the phenomenon of social media has been widely described in scientific publications (Kizman et al., 2018; Armstrong & Taylor, 2014; Klumper et al., 2016; Koch et al., 2018), various analyzes and interpretations of the opportunities to use social networking sites in human resource management begin, and scattered individual research is done, there is a lack of a holistic approach to the phenomenon.

On the other hand, the use of "bibliographic analysis" has been observed in some studies related to the subject of this research in recent years. López-Carril et al (2020) in an article on the emergence of social media in sports. They argue that social media has revolutionized the sports industry by changing the way athletes, coaches, clubs, federations, sports companies, and other industry actors interact. Leung et al. (2017) in a bibliographic study from 2007 to 2016 addressed the issue of social media in two topics: co-citation and co-word analysis. Chinotaikul and Vinayavekhin (2020) addressed the issue of digital transformation in business. The results of this study indicate that this field of research is an emerging field

that has grown rapidly in the last three to four years. Ruano et al. (2018) have conducted a detailed analysis in an article entitled the differential impact of scientific quality, bibliometric factors, and social media activity on the influence of systematic reviews and meta-analyzes about psoriasis.

Finally, methodological quality was related neither to bibliometric influence nor social media activity for systematic reviews. In conclusion, there seems to be a lack of connectivity between scientific quality, social media activity, and article usage, thus predicting scientific success based on these variables may be inappropriate in the particular case of systematic reviews. Cuevas-Molano et al (2019) in a study analyzed brand content on social media. The results reveal findings based on the signs of methodological diversity and maturity in the subject, expressed through the predominance of empirical works, diversity of actors, methodological designs, and analysis units that will enhance new research in digital communication in digital environments.

Chawla and Goyal (2021) in an article on emerging trends in digital evolution. The study depicts an overall incremental trend of year-on-year publications, authors' performance, publication journals, associated institutions, and research driving countries, along with key insights from co-citation network analysis. Furthermore, the study evaluates four research areas - organizational impacts, applied applications and insights, operational processes, and social aspects, comprising eighteen research streams that comprehensively cover research under the DT domain.

Gan and Wang (2014) analyzed from the perspective of library science and information on social media. This research has thoroughly reviewed 646 articles in this field. Pang et al (2020) reviewed social media marketing in an article. In particular, it was found that most research was developed from the perspective of consumer-brand relationships. Grounded in three key questions, this study finally gave a comprehensive analysis and critical profiling and called for distinct directions for future studies in the field of social media marketing research. Chaudhari and Pawar (2021) conducted a detailed analysis in an article entitled Propaganda analysis in social media. This bibliometric survey shows that propaganda in social media is more studied in the area of social sciences, and the field of computer science is catching up. The evolution of research on propaganda in

social media shows positive trends. This subject is primarily rooted in the social sciences. Also, this subject has shown a recent shift in the area of computer science. The keyword analysis shows that propaganda in social media is being studied in conjunction with issues such as fake news, political astroturfing, terrorism, and radicalization.

Nusair et al (2019) analyzed social media in hospitality and tourism in a study. The results indicated that social media-related research was mostly published in top-tier journals. Salimi et al (2019) in a study examined social media in marketing. This study shows that Canada, Australia, and France have been the most productive countries in this field.

Therefore, in this study, researchers use the bibliometric approach as a tool to determine the status of research conducted in a particular field, analyze the trends and possible knowledge gaps in it and discover the important role in management and decision-making in the field of media. The bibliographic analysis mainly allows the development of analytical methods and bibliographic indicators from statistical criteria and is a tool that manages information records of publications, citations, patents, reports, etc. In addition, it integrates information to Development of research fields on the subject of media evolution and roadmap.

2.2. Bibliometric Method

Since the purpose of this study is to examine the current knowledge about social media with human resource management and to examine developments in this field, we performed the analysis of the main path with a bibliographic approach. This method has been used since 2010 to evaluate research articles and provide information about their growth trends (Sattari et al., 2021).

Bibliographic studies allow the researcher to obtain reliable quality indicators (Góngora, 2010). This method uses two techniques including bibliographic analysis and bibliographic mapping. The bibliographic analysis is used to examine the performance of articles and publications based on various indicators such as the number of publications, citation index, document types, impact factor, etc. (Fu & Ho, 2015). Bibliographic mapping, on the other hand, is a technique that helps to provide a structured view of publications (Vošner et al., 2016).

In addition, Van Eck (2011) points out that bibliographic mapping is used to visualize the production of research literature. Bibliographic mapping is also one of the most widely used techniques in the production of literary products (Van Eck, 2011). Contrary to traditional approaches, the bibliographic review is a systematic analytical tool that helps researchers discover the most influential researchers, authors, affiliations, as well as keywords, and interrelationships between their works (Rajab et al., 2022). With this analysis, researchers can identify levels of collaboration between authors, journals, and countries (Wahyuni et al., 2019). The use of bibliographic analysis ensures transparent, objective, and systematic research (Aria et al., 2017). To date, researchers have conducted this type of analysis in areas such as the food supply chain and digitalization (Rajab et al., 2022), collaboration and focus on the recurring prison dilemma (Glinatsy and Knight, 2021), climate change, and human health (Suile, 2020), Medicine (Honor et al., 2019), Cultural Evaluation (Youngblood and Lahti, 2018). In this study, we selected a keyword-synchronized network analysis by selecting an intuitive tool that is highly compatible with bibliographic analysis (ie, VOSviewer software). By doing this, we identify research topics and examine the boundaries of research in scientific fields (Rajab et al., 2022).
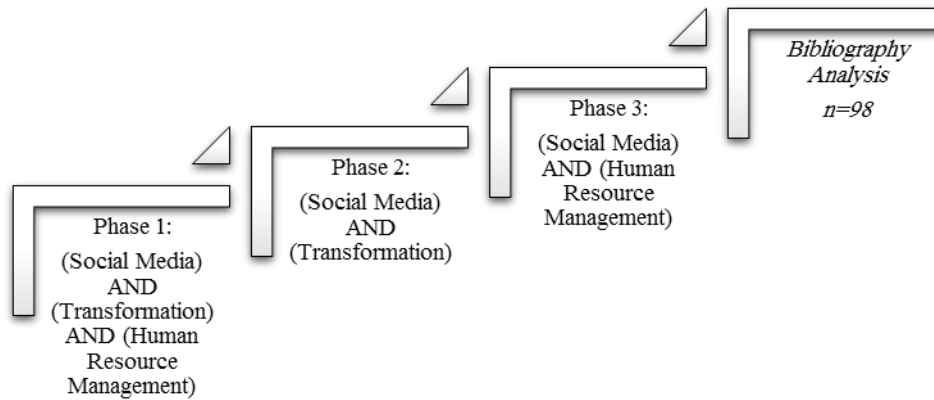
Figure 1. Key-Route Main Path Analysis

3. Methodology

This research is one of the types of descriptive-analytical research. The research community is comprised of all ISI scholarly products from social media researchers indexed on the Thompson Reuters database. Web of Science is part of Thompson Reuters, which covers about 45 different languages and more than 12,000 journals with the highest impact rates since 1900. The database provides bibliographic database services. The field of specialization of this database is citation index and statistical analysis and is one of the most reliable international databases for scientometric studies. This database is also widely accepted and has been used frequently to analyze scientific publications, and many of the most important bibliographic studies have used this database (Rahman et al., 2020; Paltrinieri et al., 2019; Fellnhofer, 2019).

The author used VOSviewer software for making a bibliometric mapping to search published papers based on citation, co-citation, bibliometric coupling, frequently used keywords, and co-authorship networks. To find the relevant papers, the author used the database of the Web of Science (WoS). The reason for choosing only the WoS database for this review paper is that it is the proper and authentic source of published papers with reliable impact factors. Papers published focusing on the role or impact of social media or Social Network Sites on various HRM practices were a matter of interest. The author included particularly the papers published from 1975 to

June 2021. To retrieve the records of this research, a search was conducted in the Core Collection section of the WoS database on October 30, 2021, without a time limit.

It is used to calculate and find each subject in a two-dimensional map so that the distance between two items shows the degree of similarity or relevance with the utmost accuracy (Hosain et al, 2021). The VOS clustering method is used to cluster topics into different groups and assign a specific color to each cluster (Hosseini et al., 2020). The interpretation of the maps is explained in detail in the Findings section, but in general, in all interpretations, the size of the circles and the size of the labels show the amount of repetition of the words. The colors represent the clusters and indicate the distance between the two communication circles and the similarity between them (Rodrigues et al., 2014). In this cognate study, words that were repeated at least 10 times were examined.

4. Findings

The number of published articles is an important indicator for measuring the development process of a discipline or field is research. The total number of scientific articles related to the search field indexed in the WOS database is 98 articles. Only one article has been published in the first phase of the review. This article was published by Vardarlier and Ozsahin (2021) in *"Digital Transformation of Human Resource Management: Social Media's Performance Effect"* in the INTERNATIONAL JOURNAL OF INNOVATION AND TECHNOLOGY MANAGEMENT. The number of citations to this article is 56. In this respect, this study aims to examine the social media tools used in human resources management processes and the effects of social media use in human resource management processes on the human resources management performance and the firm's overall performance. The survey was conducted on human resource managers of 122 firms operating in the manufacturing and service industry in Turkey. Data obtained from 122 human resource management managers were analyzed through the SPSS 21.00 statistical packet program. Research findings displayed that human resources management managers use social media tools frequently for recruitment and employee branding processes, and prefer mostly LinkedIn in all processes of human resources management.

In the review of the second phase, 71 articles have been published in this database. Of these, 21 articles with a share of 29.57% belong to the category of communications. Also, the highest number of published articles with 11 articles is related to 2017. Also, the first article published in this search related to 1981 with the subject "*MASS-MEDIA, THE FAMILY, AND SOCIAL TRANSFORMATIONS - ITALIAN - ACQUAVIVA, SS*" and in the magazine REVUE DE L INSTITUT DE SOCIOLOGIE. There is only one citation in this article. The process of scientific production according to the second phase is shown in Figure 2.
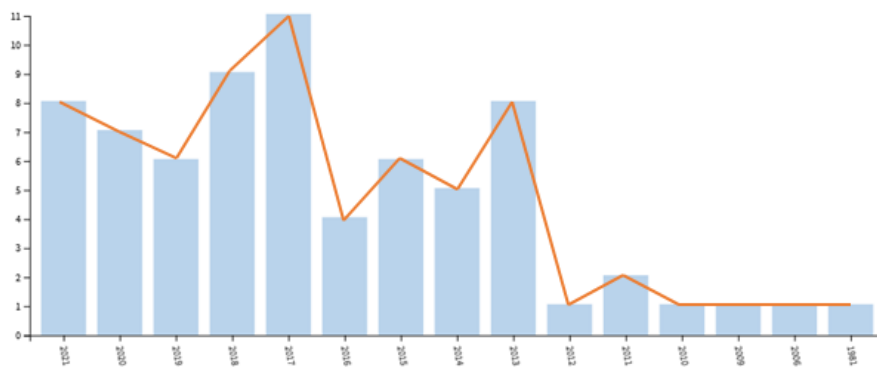

Figure 2. The process of scientific production according to the second phase

Also, the study of this phase shows that 45 articles are of the type of article with a share of 63.38% (figure 3)
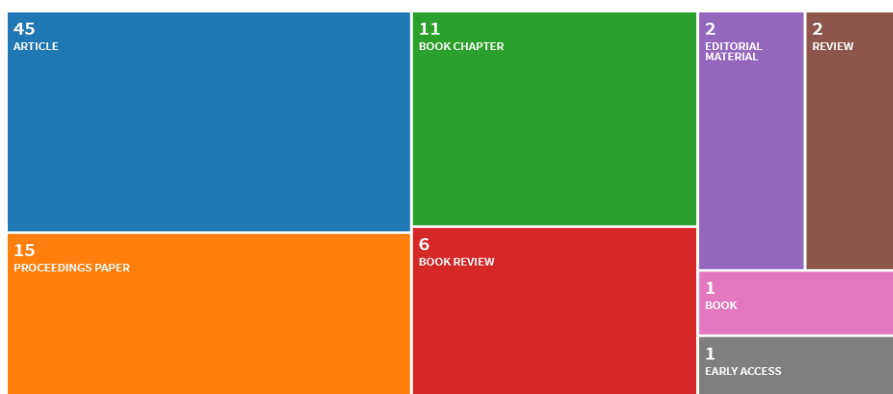

Figure 3. Document types in second phase

In the third phase, 26 articles were found in the search field. The highest number is related to 5 articles in 2018. It is also the first article from 2006 (Figure 4). This article is entitled "*A study on the effects of social networks on human resource management in small and medium business"* and in Conference Journal: 8th West Lake International Conference on Small and Medium Business Location: Hangzhou, PEOPLES R CHINA Date: OCT 15-17, 2006 Published. 13 articles of ARTICLE type with 50% share. Also, in a specific category, the largest number is allocated to 14 articles of MANAGEMENT type and 7 articles of BUSINESS type.
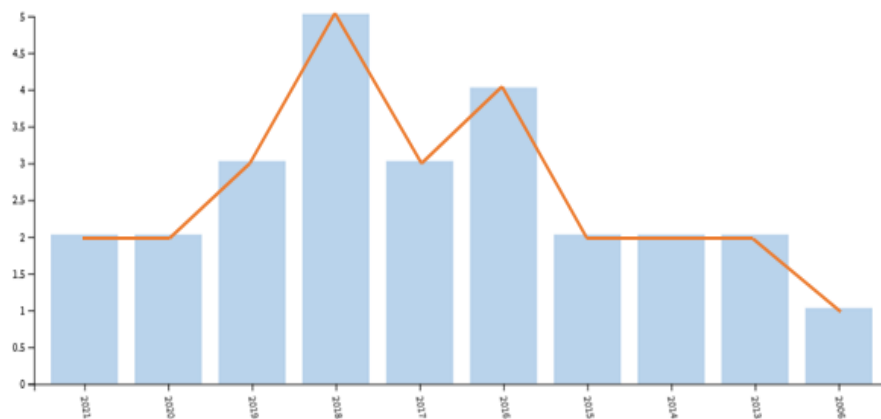

Figure 4. Scientific production process according to the third phase

4.1. Keywords and Time Trends

In reviewing the first phase of researchers' research on Digital human resource management; social media use; social media tools; HRM performance; firm performance are focused. In the study of the second phase, the co-occurrence network of repetitive keywords of the authors (Figure 5) is seen in five clusters, which 11 items are seen in the most important cluster (Red):

adoption- behavior- community- impact- information- innovation- management -networks -transformation -trust -word of mouth.
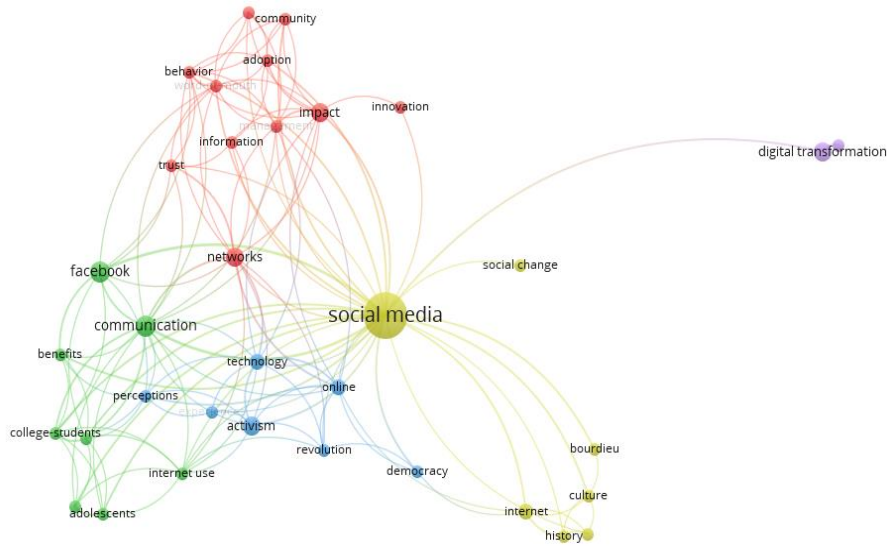
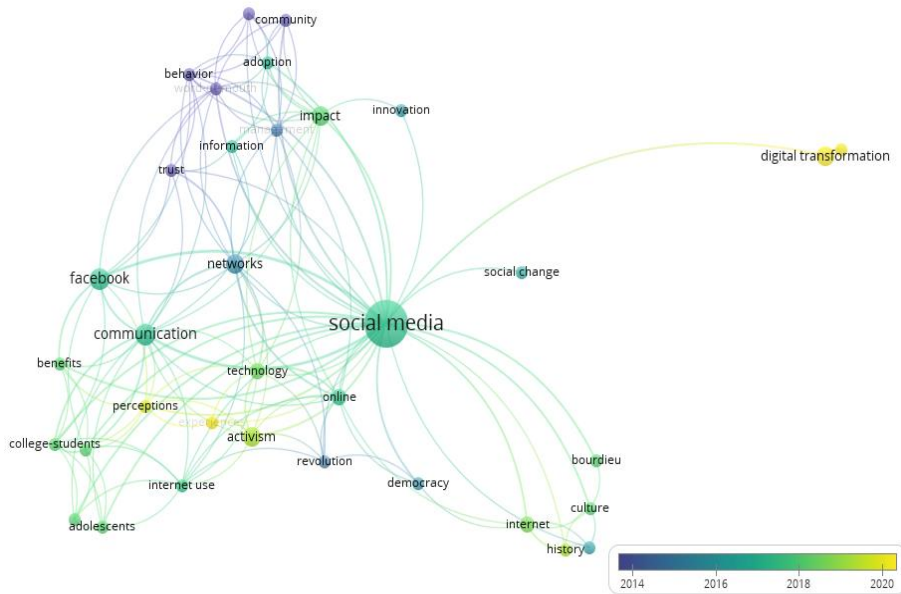Figure 5. Co-occurring network of repetitive authors' keywords

Figure 6. The time trend of the most frequent words in the second phase

In the following, the time trend (along with time information) of the most frequent words in the second phase is also examined (Figure 6). The color of a term indicates the average year of its publication. The average year of publication of a term is calculated by considering

the average number of years of publication of all articles that contain the term. The evolution of vocabulary over time indicates that newer terms are yellow and older terms are blue. Due to current trends in recent years, the focus has shifted to digital transformation and social networking with social media.

In examining the third phase, the main focus is again on social media. In the study of the most frequent keywords, 5 clusters are seen; the most important cluster (Red color) with 7 items has the most connections among researchers (Figure 7).

Figure 7. Network co-occurrence of the most frequent keywords in the third phase

4.2. Most Cited Articles

In the first phase of the search, 56 citations are seen and show that only the 2021 article has had an increasing trend among researchers. In the review of the second phase, ten researches are considered as the most cited articles according to Table 3. The process of citing articles in the second phase is shown in Figure 8.
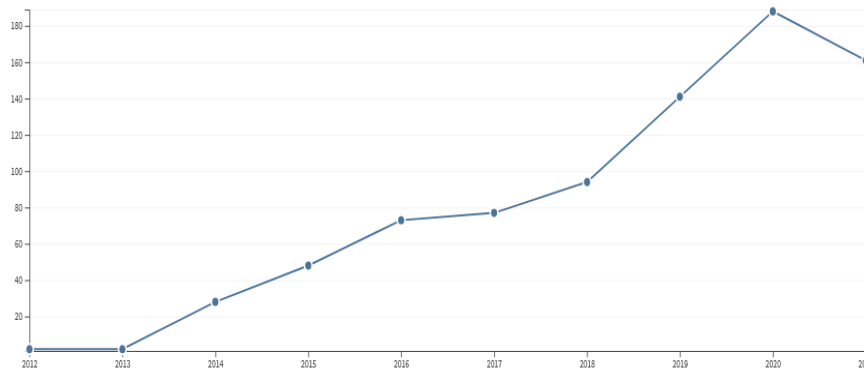
Sum of Times Cited per Year

Figure 8. The process of citing articles

Table 3. The most cited articles in the second phase

Row		Article Title	Author	Journal Name	Year	Total citations	Average Citatios per Year
1		Introduction to the Special Issue Social Media and Business Transformation: A Framework for Research	Aral	INFORMATION SYSTEMS RESEARCH	2013	370	41.11
2		Transformation of Adolescent Peer Relations in the Social Media Context: Part 1-A Theoretical Framework and Application to Dyadic Peer Relationships	Nesi	CLINICAL CHILD AND FAMILY PSYCHOLOGY REVIEW	2018 a	87	21.75
3	Phase 2	Social media and the transformation of activist communication: exploring the social media ecology of the 2010 Toronto G20 protests	Poell	INFORMATION COMMUNICATION & SOCIETY	2014	63	7.88
4		Transformation of Adolescent Peer Relations in the Social Media Context: Part 2-Application to Peer Group Processes and Future Directions for Research	Nesi	CLINICAL CHILD AND FAMILY PSYCHOLOGY REVIEW	2018 b	44	11
5		The social media transformation process: curating content into strategy	Kilgoure	CORPORATE COMMUNICATIONS	2015	32	4.57
6	Phase 3	Social media usage in hotel human resources: recruitment, hiring and communication	Gibbs	INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT	2015	44	6.29

7	Human Capital Reloaded: The Use of Social Media in Human Resource Management	Giordano	SOCIAL ORGANIZATION: MANAGING HUMAN CAPITAL THROUGH SOCIAL MEDIA	2016	30	5
8	Critical challenges associated with the adoption of social media: A Delphi of a panel of Canadian human resources managers	Poba-Nzaou	JOURNAL OF BUSINESS RESEARCH	2016	27	4.50
9	Status Update: Social Media and Local Government Human Resource Practices	Tufts	REVIEW OF PUBLIC PERSONNEL ADMINISTRATION	2015	18	2.57
10	The influence of online professional social media in human resource management: A systematic literature review	Ruparel	TECHNOLOGY IN SOCIETY	2020	12	6

The study of the third analytical phase shows that the number of references is increasing. The 5 most important articles that have the most citations in this field are presented in Table 2.

4.3. Top Authors and Countries

The study of the second phase shows that the highest number of articles with a share of 9.85% is allocated to CHEUNG CMK and LEE MKO and the number of 7 articles. WAGNER C is also next with 6 articles and a share of 8.45. The study of the third phase also shows that the top authors with a share of 7.40 and 2 articles are jointly dedicated to 12 authors. Also, according to bibliographic analysis, the most citations to authors in the second and third phases are according to Table 4.

Table 4. The most citations to authors in the second and third phases

Row		Author	Documents	Citations
1		Prinstein, Mitchell j	2	131
2		Nesi, Jacqueline	2	131
3	Phase 2	Choukas-baradley, sophia	2	131
4		Poell, Thomas	2	71
5		Wagner, Christian	6	2
6		Manuti, amelia	2	30
7	Phase 3	De palma, pasquale davide	2	30
8		Uwizeyemungu, sylvestre	2	27

| 9 | Poba- nzaou, placide | 2 | 27 |
| 10 | Lemieux, Nathalie | 2 | 27 |

The first phase is related to Turkey. Also, in the review of the top countries, the United States is in the second phase with 14 articles and a large gap with other countries, and 562 citations. The Netherlands with 4 articles and 75 citations, New Zealand with 3 articles and 44 citations, and the United Kingdom with 6 articles and 42 citations are in the next categories.

The study shows that in the third phase, Canada with 3 articles and 71 citations, and also Italy with 3 articles and 41 citations are in the first and second ranks. Australia is next with 30 citations, the United States with 21, and the United Kingdom with 7 citations. It is important to note that more than 90% of the articles published on this site are in English. Figure 9 and 10 show the co-authorship network between countries in the second and third phases:
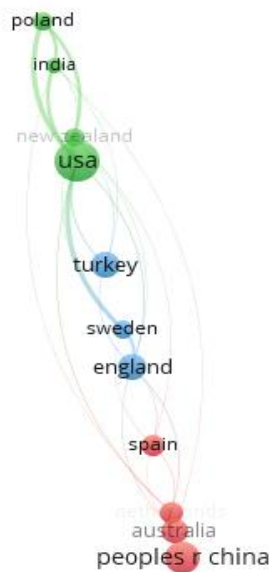

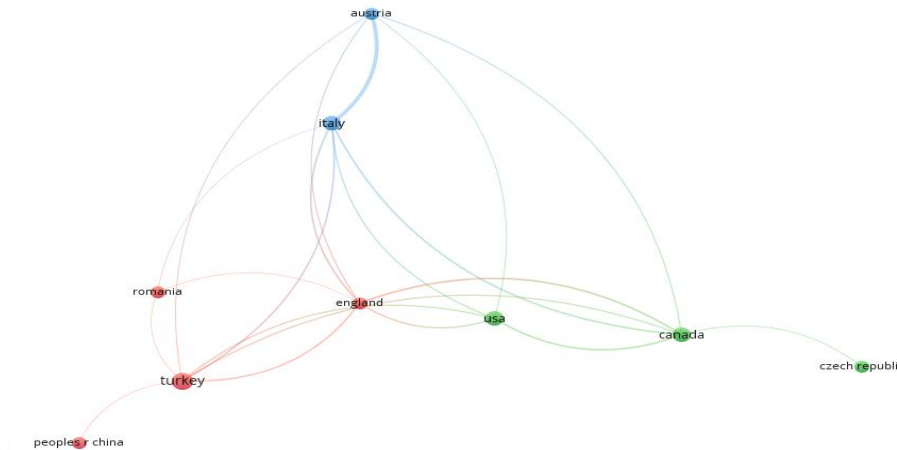Figure 9. Co-authored network between countries in the second phases

Figure 10. Co-authored network between countries in the third phases

The size of the circles indicates the total number of publications of a country through international participation. The larger the circles, the more active the country is in the international arena. The thickness of the line between the two countries refers to the frequency of participation. Thicker lines are related to a closer relationship. For example, the United States has more scientific partnerships with Turkey, Sweden, Britain, India, and Poland; or Australia and Italy have high scientific participation in the third phase.

Top publications

In the review of publications in the studied phases, the first phase has been published in the INTERNATIONAL JOURNAL OF INNOVATION AND TECHNOLOGY MANAGEMENT. In the second and third phases, most citations to journals have been considered by researchers. Therefore, most citations are related to Information system research with 370, and the International Journal of Contemporary Hospitality Management with 44 citations (Table 5).

Table 5. Top publications

Row		Source	Documents	Citations
1		Information system research	1	370
2	Phase 2	Clinical child and family psychology review	2	131
3		Information communication & society	2	63

4		Corporate communication	1	32
5		Tourism social media: transformations in ….	1	28
6		International journal of contemporary hospitality management	1	44
7	Phase 3	Social organization: managing human capital….	2	30
8		Journal of business research	1	27
9		Review of public personnel administration	1	18
10		Technology in society	1	12

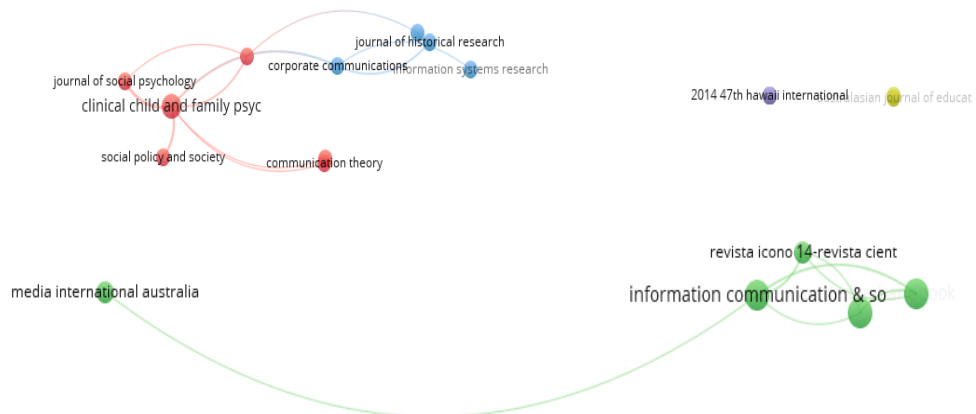The network of publications in the second and third phases is shown in Figures 11 and 12.

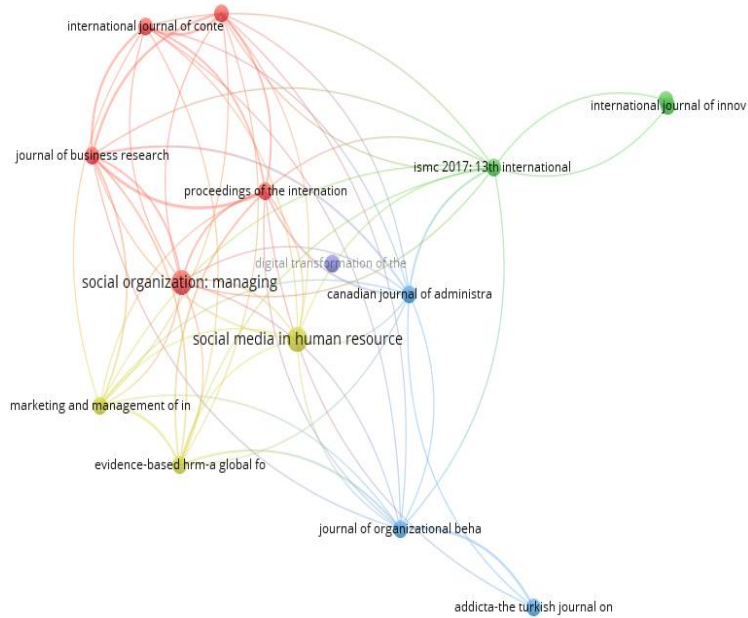Figure 11. The network also co-authored publications in the second phase

Figure 12. The network also co-authored publications in the third phase

4.4. Transformation Roadmap

Designed to draw an effective four-phase roadmap. Figure 13 shows the social media transformation roadmap and the role of human resource management:
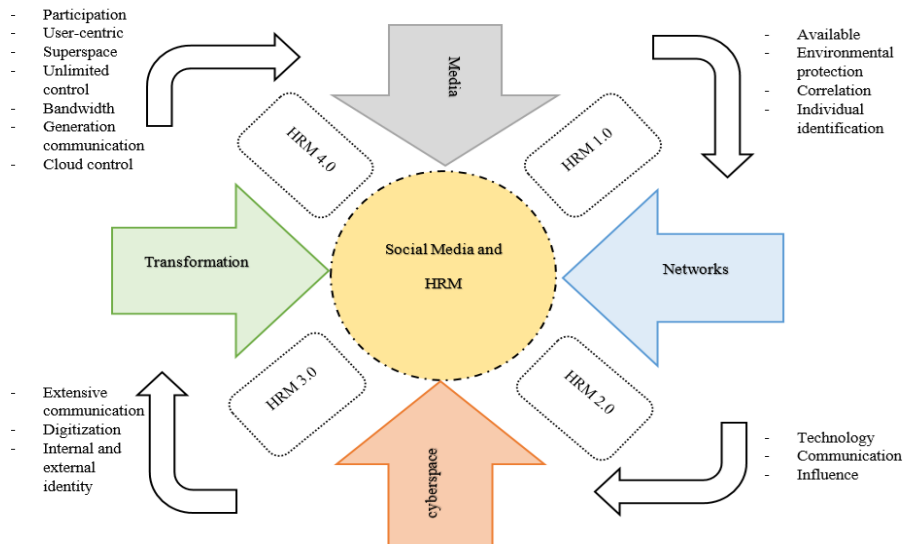

Figure13. Influential components of social media and HRM

Media and the first generation of human resource management

- The ubiquity or availability is the main feature of the media, and unlike our school and other social issues, the media is pervasive. They can form a wall less classroom with billions of listeners. The media are responsible for protecting the environment. They must create the overall solidarity between the components of society in response to environmental needs and are responsible for passing on the social heritage from one generation to the next. Defines society as a closed circuit. He believes that the mass media play a role as a highway in the process of identification in society. The media both promote and produce movement, dynamism, and vitality, as well as lethargy, laziness, and sluggishness. On the one hand, they evoke emotional feelings, love, and honesty, and on the other hand, they evoke feelings of ugliness, enmity, distrust, lies, and violence. This function naturally creates internal-behavioral conflict on an individual and social scale. News and training tasks are another function of the media. For example, watching movies about the lives of young people today, a person's personal beliefs about the morals and living conditions of young people change, and it is even possible to feel the tendency to the chaotic life of young people today.

Networks and the second generation of human resource management

- Today, information and communication technologies have penetrated all social, organizational, and individual spaces in human societies and have affected the daily way of life of individuals to a considerable extent. The use of these technologies is the occurrence of a "paradigm shift" inhuman individual and social life in which even ancient concepts can be identified with new epistemological geometry. According to Manuel Castells, new information technologies connect the far corners of the universe on global networks. As communication patterns increasingly transcend national borders, the number of Internet connections and users is growing exponentially. The rapid spread of the Internet, satellites, and digital technologies has made possible simultaneous communication between large

parts of the world, resulting in the ineffectiveness of many national information controls.

Cyberspace and the third generation of human resource management

- Computer communications create a set of Virtual Communities, and as a result, all human material and spiritual structures and processes are transformed. Cyberspace is a vast and complex world in which different groups and individuals live with different tendencies, beliefs, and convictions. The word life has not been misused in this space because it affects a person's existence and beliefs simultaneously with the real world and perhaps more. Cyberspace is a place where one can enter one's real-world activities. One of the prominent features of this space is space lessens and timelessness. The disappearance of spatial distance, the unprecedented increase in the ability of human beings to exchange and interact with each other has changed the process of collective identification of individuals.

Transformation in social media and the fourth generation of human resource management

- Social media is a new generation of websites that is in the spotlight of the World Wide Web these days. Such sites are based on the formation of Online Communities, and each brings together a group of Internet users with a specific feature. Due to the vast amount of communication that is possible in the environment of these networks, as well as the possibility of communicating with unrealistic specifications, these sites have a significant share of the total time spent on the Internet in the world. These improvements in the way people interact with each other have created opportunities and threats for managers and business owners. Consumers in spaces such as Facebook, YouTube, or Twitter spend a lot of time sharing each other's experiences around the brand in this new communication space. Because Content is created by users in interactive social network space, the power of individuals and communities to influence existing brands or

even immortalize old brands is increasing. Some of the features of social media are:

➢ **User-oriented:** In this type of media, the originality of the user is not only as a consumer but also as a producer and non-producer. The initiative to produce and publish content and communicate is in the hands of the user, unlike mass media with the media owner. In this type of media, the costs of producing and publishing content for the media owner will be significantly reduced due to the large production of content by users.

➢ **Interactivity:** Unlike mass media, which are one-way communication and publication of content by media owners and the user is only a consumer of content, two-way communication is established in social media and the user also plays the role of content sender and active participation of the user cannot be ignored.

➢ **Active participation:** Unlike traditional mass media, where the audience is relatively passive and has no control over the flow of information, in new media we are faced with the phenomenon of leaving the passive state and users' reactivity. The control over the flow of information is partly up to the user and he determines what information to publish for whom. However, the structure of the media set by its managers determines the ability and capabilities of the user.

➢ **Decentralization in the control and use of social controls:** Unlike mass media, where monitoring and regulation are applied in an organized and centralized manner, in social media, control is socially and decent rally through media context regulation and self-regulation (legislation and social media monitoring) is exercised by managers and users of social media.

➢ **Communication:** Most social networks are always expanding connections and connections between users. In some social media, the capital of users is greater communication with other users and presence in public

and the capital of media providers is social and user capital.

5. Conclusion

In this study, it was found that researchers have published numerous studies in different types during these 46 years, among which complete "Articles" have been the dominant document among social media studies and human resource management. Among the published articles, a number of articles had a high level of citation. An analysis of highly cited articles shows that most cited articles were published between 2013 and 2018. Further analysis of these papers shows that US researchers are at the forefront of publishing high-quality articles. Researchers from China, the United Kingdom, Turkey, and Switzerland are next in line.

To answer the first question, the results of 59 studies closer to the research question from 1975 to 2021 were examined: Feeley & Barnett (1997) showed that when co-workers with similar relationship patterns leave, employees are more likely to leave an organization, co-workers to whom the employee is directly tied, or if the employee is on a peripheral network. Shah (1998) showed that Employees receive job information from others who have similar relationships but receive general and performance information directly from relationships. Lyness & Thompson (2000) showed that Female executives feel more excluded from informal networks but enjoy such access. James (2000) showed that Race was related to access to social capital (relationship power and demographic homogeneity) and some social capital (relationship power) was related to psychosocial support. Seidel et al (2000) showed that Individuals referred to an organization through social connections were able to negotiate more basic rights. Thomas (2001) showed that Minority managers will grow in access relationships if they have access to diverse networks (in terms of performance, rank, and demographic profile of audiences). Siebert et al (2001) showed that Network structure (weak relationships and structural gaps) leads to an increase in social resources, which results in greater career success. Williamson and Cable (2003) showed that Firms use the board of directors and past hiring relationships to hire top executives. Leung (2003) showed that Entrepreneurs use strong relationships in personal networks and businesses as employment channels in various stages of company development. Borgatti and

Cross (2003) showed that Relationship attributes (knowing, valuing, and accessing the knowledge of others) facilitate the search for information. Friedman and Holtom (2003) showed that Membership in network groups reduces turnover targets. Collins & Clark (2003) showed that HR methods of networking influence internal (size, power, scope) and external (size and power) patterns that mediate the relationship with firm performance. Belliveau (2005) showed that the gender composition of counseling networks influenced job search results (women who have more men in their networks receive more job offers). Mossholder, et al (2005) showed that Employees looking for advice or public relations are less likely to leave the organization. Evans and Davis (2005) showed that High-performance work systems are likely to influence internal social structures that facilitate firm performance. Smith et al (2005) showed that the volume and power of calls inside and outside the company increase the ability to create company knowledge. Feeley, Hwang, and Barnett (2008) showed that Employees who report more than their friends are less likely to leave the organization. Somaya et al (2008) showed that Hiring employees from customers or competitors can benefit the company's performance. Losing employees to the customer is also beneficial while losing employees to competitors is harmful.

Kaše, Paauwe & Zupan (2009) showed that the design, training, and development of work to some extent form diverse networks in organizations. Venkataramani et al (2010) showed that Subordinates who occupy prominent positions in peer networks and have supervisors who hold prominent positions in peer networks reduce turnover targets. Fang et al (2010) showed that Learning within an organization increases when subgroups are semi-isolated. Cotton et al (2011) showed that Career development is supported by large and diverse networks of multiple and uniplex relationships by supporting psychological and social careers. Reinholt, Pedersen, and Foss (2011) showed that Employees are better able to acquire and deliver knowledge when everyone is central, motivated, and capable. Sasidharan et al (2012) showed that the position of the network of individuals and groups affects the learning outcomes after training. Luria and Kalish (2013) showed that Measures that count for incoming and outgoing peer candidates are more predictive of performance than traditional candidate counts. Soltis, et al (2013) showed that the ability to get out-of-work counseling reduces

employee turnover motivation while on-the-job counseling increases employee intent. Godart et al (2013) showed that a company's creative output can be increased through relationships with former employees (subject to a variety of company characteristics). Briscoe and von Nordenflycht (2014) showed that Male employees benefit more from co-workers than older customers, and female employees benefit more from the new generation of customers. Kulkarni & Gopakumar (2014) showed that People with disabilities emphasize the creation of matched disability networks as a tactic for career growth. Bensaou et al (2014) showed that Employees apply a variety of networking strategies to develop professional networks. Chaids (2014) showed that the results show that there are no standard guidelines for using social media for organizational learning. Tröester et al (2014) showed that Thoughts of leaving work led employees to retain but do not add new friends and do not seek new consultants (if old ones are removed). Rubineau & Fernandez (2015) showed that Networking can increase or decrease job-based gender segregation. Vardaman et al (2015) showed that Direct and indirect relationships in the workplace act as a mediator between turnover intent and behavior. Hysa et al (2015) showed the possibility of using social media in the recruitment process and at present the impact of social media on human resource management. Van Dijck & Poell (2015) showed that this introduction to the Special Issue of social media + Society discusses the key theoretical perspectives and methodological approaches needed to gain insight into how social platforms intervene in public space. Hensvik & Skans (2016) showed that Companies use networks to view high profiles. Zhang & Lin (2016) showed that Employment decisions in China are (at least in part) based on the social capital of applicants (especially in non-governmental companies and for higher and limited level jobs). Neeley & Dumas (2016) showed that Employees are exempt from training due to prior knowledge and have increased access to the organization's post-training networks. Jonczyk et al (2016) showed that after upgrading, employees face conflicting pressures to prune and build relationships that create or maintain efficiency and coherence. Parker et al (2016) showed that Performance feedback can help or hinder an employee's network development.

Ballinger et al (2016) showed that Having connections with prominent colleagues reduces turnover among different types of

employees while having a rich network of structural holes only reduces turnover for higher-level employees. Parker & Gerbasi (2016) showed that energizing others reduces the likelihood of dismissal while energizing others increases the likelihood of quitting (through increased performance). Arjomandy (2016) showed that Different electronic human resource management models can be combined with social media (open, internal, specialized, and segmented models). Mawdsley & Somaya (2016) showed that Employee mobility affects organizations through human capital and the relationship that is lost or gained, but these relationships are moderated by a variety of limiting factors. Richard (2016) showed that Learner readiness plays an important role in implementing social media to learn in the workplace. Thus, it was found that the learner should be at the center of the overall strategy for implementing social media to learn about the workplace. Collins & Kehoe (2017) showed that Different human resource systems affect employees' ability, motivation, and opportunity to acquire and combine knowledge differently. Kehoe & Collins (2017) showed that Access to knowledge within the unit, outside the unit, and outside the organization mediates the relationship between relational-oriented HR systems and unit performance. Bizzi (2017) showed that Employee engagement in personal blogging with outsiders - people who do not work for the organization - is negatively related to the inherent motivation to work and preventive behavior. After introducing the problem, the article shows the solution. If employees blog with co-workers, their negative effects are positive: Blogging with co-workers affects the inherent motivation to work and be active. Soltis et al (2018) showed that Social resource management is a combination of social network theory and human resource management (employee competencies (hiring, selection, training and development), employee behavior and attitudes management (performance management, compensation, turnover, and maintenance), and employee management for Competitive advantage (strategic human resource management and strategic human capital). Boudlaie et al (2018) showed that the results of this study will lead to an increase in awareness of the use of digital footprint by companies relating to recruitment and decisions about employees. The rise of employers' information about the fact that social media data can affect recruitment and dismissal decisions, would result in fewer disciplinary and discharge outcomes. Haddadi Harandi et al (2019) showed that

the use of social technologies has the highest effect on knowledge exchange. In addition, the level of e-literacy has the highest effect on the rate of knowledge exchange. On the other hand, social technologies have the highest effect on the level of e-literacy. Abbas Khan and Nawaz Khan (2019) showed that the use of social media moderates the relationship between knowledge sharing and employee innovation. The use of social media plays an important role in sharing knowledge and innovation among employees. Susanto et al (2019) showed that Research results show phenomenal cybercultures and social tendencies in the context of social media exploration. This role has replaced the virtual reality of space and transformed social media into a practice of public education and contextual social changes. Nowadays, the exploration of social media affects social changes resulting in a technological impact, a social sensitivity, and a global position of social media users in swift current cybercultures.

Alkhateeb and Abdal (2020) showed that Findings showed that the effect of using social media for work purposes on job performance is completely mediated by job satisfaction while using social media for personal purposes does not, directly and indirectly, affect job performance. Murire and Chinyamurindi (2020) showed that This study presented five key success factors for overcoming the challenges that employers face when using social media for business purposes: Compliance with existing training rules for HR personnel on how to use social media for business purposes Recruitment; Identify a social media hero in the organization, and development and implementation of social media acquisition policies in the organization. There is a need for ongoing support from management to ensure that HR uses social media properly to identify and hire graduates in the organization. Ruparel et al (2020) showed that this study is motivated by the fact that due to the short life cycle of social media platforms and information systems, PSMs need to innovate and constantly value their users. Zhao et al (2020) showed that there is a relationship between social media features, environmental awareness, and knowledge sharing. Hosain (2020) showed that According to most of the previous studies, the utilization of SM information for various HRM practices is rising although such utilization is mostly limited to talent search and recruitment & selection at present. Further, it was found that Facebook and LinkedIn are the two most accepted sites among hiring professionals where the first one mostly provides

behavioral information and the second one provides job-related information. Finally, it was revealed that organizations can develop strong corporate branding through the presence of SM.

In response to the second question, it was concluded that the use of social media; Social media tools; HRM performance; The company's performance focuses on adoption-behavioral-community-impact-information-innovation-management-networks transformation -trust-word of mouth as well as focus on digital transformation and social networks with social media.

Finally, research studies to answer the third question show that what is most noticeable in the studies are the two approaches of traditional and modern social media and the way researchers look at them. The results show that the focus of research from 2020 onwards is on social networks and digital media. Newspapers, radio, and television, which are considered to be the most prominent traditional media in their emergence and activity, have never had as much variety of products and audiences as digital media, so their effects are not the same as this media. Communication and cultural change at the end of the last century and the early years of the new century have well illustrated the importance of the three key concepts of imagination, adaptability, and courage of change for the survival of governments, national cultures, and - on a more abstract level - even civilizations. Analyzes show that the movement of social media from completely traditional approaches to transformation with the advent of social networks and digital developments is moving at a rapid pace (figure 14).
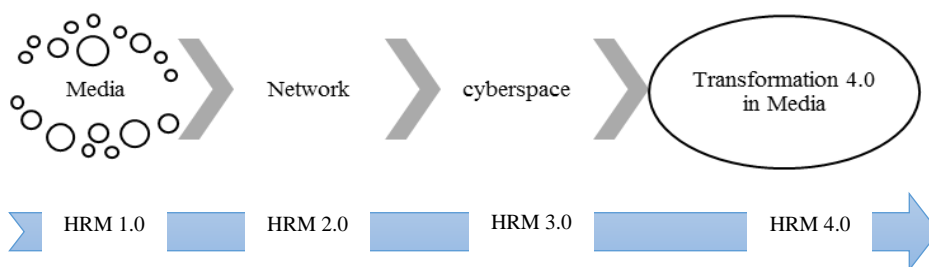

Figure 14. A transformational approach in the writing of researchers until 2021

As communication patterns grow across national borders, the number of Internet connections and users is growing exponentially.

The rapid spread of the Internet, satellite, and digital technologies has made possible simultaneous communication between large parts of the world. As a result, many national intelligence controls have become ineffective. Today, the role of the media and the extent of their influence in the political construction of societies is not hidden from anyone. Some communication theorists believe that today the world is in the hands of the one who controls the media. The major role of the media in shaping public opinion has led to the importance of the media being given so much attention.

Today, social networks are at the helm of the turbulent ocean of the Internet. Networks based on Web 2 technology with virtual socialism play a key role in the world's media equations. In addition to virtual networking, these websites allow you to take advantage of various opportunities on the Internet, including searching, reading, and sharing news, uploading photos and videos, writing notes and joining various groups, etc., and this makes Internet users more interested in social networks. Cyberspace is shaped by social structures, and the growth of technology, media convergence, and related issues have had different outcomes in different social contexts. Apart from quality, digital media products and products have had many positive and negative effects on organizations, which have been the source of more negative effects in underdeveloped and developing societies. Digital media with this breadth contains deep and shallow content and can cater to almost all tastes. The use of these media has created changes among all people.

Provided Limitations

New technologies revolutionized the world of media, and with this transformation, the media found the ability to disseminate information on a large scale and create an explosion in the quantity of information; however, due to the disappearance of the masses, the number of media audiences in this period is limited and the mass of audiences has become smaller groups. These new technologies have a profound effect on individual and social relationships and transform our perception of the world around us. On the other hand, instead of being sent to the masses and creating similarity, the message is sent to small, non-mass groups, which leads to non-massification. Overall, this new technology is cost-effective for many planning and management activities.

In the information age, the media are intertwined. Today, millions of computers, satellite phones, and fax machines are interconnected and cannot be separated from each other, and every message is transmitted through all these means of communication at the same time and their messages across the borders of countries. New media, in the traditional sense of the word, are no longer mass media that broadcast limited messages to a large, homogeneous audience. Due to the multiplicity of messages and resources, the audience has more choices. Audiences like to choose their messages, which deepens their categorization and increases the personal relationship between sender and receiver.

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