Global Talent Management and Social Networking in Multinational Corporations: Nigeria Evidence

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Abstract
This study reviewed the concepts of Social Networking, Social Media and Global Talent Management. The specific objectives of the study were to ascertain how Social networking assist Multinational Corporations in terms of global talent management. The Delphi method was used in the study, with three groups of experts questioned, utilizing questionnaires in two rounds: Human Resources managers, Human Resources Researchers, and Students in a postgraduate programme in Business Administration from a sample size of 28 in a population of 80. The result showed that all groups evaluated the requirements of Global Talent Management in Multinational Corporations. However, the groups had different views about the application of Social Networking. The graduate students were exceptionally open-minded about Social Networking and consequently advised the application of this technique. The managers were skeptical in the direction of this novel medium and most were yet to incorporate Social Networking into Global Talent Management to a great extent. This work presented a Global Talent Management model for Multinational Corporations using Delphi method for the study. This is a new approach, which will aid scientific researchers, scholars, and practitioners to integrate Global Talent Management in Multinational Corporations, with the aid of social media. The study encouraged Multinational Corporations to adopt Social Networking effectively for their Global Talent Management.

Keywords: *Social Networking (SN), Social Media (SM), Global Talent Management (GTM), Multinational Corporations (MNCs), Human Resources (HR).*

I. INTRODUCTION

Individuals are known to be social beings and use dyadic interactions to sustain individual and collective existence. By implication, human existence is made possible by person-to-person interaction, which enables support for every activity. According to Jablonski (2018), "We are social animals. We crave contact with others for help, wellbeing, and entertainment. Such interactions are expanded over time by interest, popularity, and everyday needs, especially when defined and built into networks of some sort. Communication as the primary form of interaction has evolved over the centuries to more amenable conditions and structures for increased participation and enhanced benefits. Such systems evolved from inter-personal meetings to communal (natural stratification) and formal networks.However, social networking (SN) entered into the social media (SM) phase when the first internet-based mail was sent in 1971 (Van Lier, 2019). This revolution is today what is known as social media, used for social networking for personal, social, and business purposes.

Social Networking, therefore, transcends the original perspective of Social interaction to include business interaction, and also as a business tool for the management of human and material resources, through using Social Media various platforms and applications for the ease of doing business. Global Talent Management, an emergent concept which arose from recent fast-paced globalisation employ Social Networking and human resource management and development. Furthermore, global talent management isquitea novel multidisciplinary and emerging conceptthat serves as a critical strategic issue for multinational corporations (MNCs) for numerous reasons. Firstly, there is a growing acknowledgment of the critical role of globally experienced managerial talent in ensuring MNC success reflects the intensification of global competition and the increased demand for international learning and innovation in MNCs.

Multinational Corporations are better positioned to compete globally by adopting Global Talent Management concepts to select and develop their human resources (Schuler & Jackson, 2009). By implication, having the right people, with competencies and well developed mindsets towards organisational success, is a necessity for MNCs to thrive globally. This is achievable by aligning Social Networking with Global Talent Management, through identifying the main drivers, and the right human resource actions to succeed (Waribugo,

Ofoegbu, &Akpan, 2016).Multinational Corporations are sometime faced with financial gaps, which impact their operations and sustainability. To survive such situations, strategic issue of attracting, motivating, developing and maintaining talent are known to play significant roles, in addition to closing financing gaps (Beechler& Woodward, 2009). Social Networking in this case, play crucial role, because more people leverage on networking communities for social activities, establishment of contacts and jobs search (Murchu, Bresling, & Decker, 2004).This study from the Nigerian evidence, investigated how Global Talent Management and Social Networking impact Multinational Corporations. It also provided information and knowledge that can enhance the effective use of Global Talent Management through social Networking for Human resource development in Multinational Corporations in Nigerian.

II. REVIEW OF RELATED LITERATURE

Social Media

Several studies and papers on Social Media have used the terms; social media and social networking interchangeably. Each one of them brings to mind precise connotation in application. Social media ensures interaction among individuals. In addition, web 2.0 is regarded to be the driving force behind social media, enabling the connections among personsvia industrial and electronic devices; consequently, social positioning, social playing, social shopping, and social networking sites are allaspect of Social Media (Haag & Cummings, 2013). Alternatively, social networking sites (SNS) according to Haag & Cummings (2013), are online platforms where persons automatically produce an account, share information with individuals or organisations and, also acquire friends. These SM accounts are not only for individuals use only, but also for organisations that utilize it as a platforms or means of publicity and for other purposes; such as job advertisements, online selling, and recruitments among others. The first Social Media site that was initiated is sixdegrees.com, which was birthed in 1997 and allowed users to have a custom-made online record with friends. Several other Social Networking Sites, such as the well-liked Facebook, Twitter, and LinkedIn regarding hiring tools began operations after 2004.

Social Media and Hiring

Job seekers comprising over 100 career sources are attracted to organisations' sites such as Career-Builder.com that are used for recruitment practices. This trend has been popular since Social Networking sites began operation. Nessler (2014), asserts that Careerbuiler.com has productively reduced the cost of hiring every employee for about 70% due to a reduction in travel costs and time for about 60% for employers in recruiting activities, which is also applicable to prospective employee too. Melanthiou et al. (2015) asserts that electronic recruiting is concern with the merger of the Web with employing human capital, through the use of internet applications to achieve superior hiring processes. Almost all organizations currently leverage on Social Media pages for employing job seekers, thereby enhancing the quality of their recruitments. Andrews (2012), opines also that corporations now creates their own Facebook pages, which they use as job vacancies advertisement tools for attracting talents. Furthermore, there is an increase in Social Media usage by human resources practitioners to find detailed job applicants information for screening and to decide on the best-suited applicants (Brown & Vaughn, 2011).

In furtherance to effective use of social media as hiring tool, Facebook's authorized webpage's job posts are currently connected to their business page, where applicants could see the latest jobs accessible via the Jobs bookmarks on Facebook or the Marketplace. Importantly, social media thus serve as a basic link to directing job seekers through click of the button to organisations' website where they access information regarding job opportunity (Spellmann, 2018). The significant use and followership in Social Media by account holders, has made recruiting through Facebook and other platform to provide companies a much broader diversity of recruitment opportunities, as well as problems.

Previous investigations reveal that the most popular SM site for hiring are LinkedIn and Facebook (Melanthiou et al., 2015). Ascientific research carried out by the Society of Human Resource Management (SHRM), on 541 HR specialists, showed that 95% respondents acknowledged the use of LinkedIn as a means of recruiting, while 58% use Facebook as a recruiting tool and 42% establish that they use Twitter (Zide et al., 2014). Also, an investigation pointed at how HR managers recognised the kind of technology they used in their department, concluded that in North America, technology was becoming more popular for employing job applicants, specifically mid-level staffing (Villeda &McCamey, 2019). In addition, though interviewers stated increase in number of work applicants, yet the quality of recruited workforce remained unaffected or even lesser. The use of SM for employment differs in diverse countries and it relies on the accessibility of internet connection and social media usage. The findings show that 91% of the population in Canada are able to gain access to the internet, 71% in China, 89% in the U.S. 67% in Mexico, 39% in Kenya, and also 25% in India (Pew Research Center, 2018). According to Statista, as of January 2021, Nigeria registered active internet users is approximately104 million, which is about half of the total population.

Pew Research Center (2018), revealed that more wealthy countries such as the U.S., Sweden, Germany, Netherlands, Canada and Australia have higher internet access, compared to emerging countries, such as Nigeria, India, Tanzania, Indonesia, Bangladesh, Kenya etc. Nevertheless, in recent years, there have been observed growing utilization of the internet and social media by developing countries (Pew Research Center, 2018).

Social Networking (SN)

The Business Dictionary defines social networking as family, friends, and their relatives who collectively work together to construct an interconnected structure through which information is exchanged, coalitions are formed, aid is obtained, and strings are pulled.In a normal organizational context, this consists of peer groups, seniors, and subordinates who share privileged knowledge regarding getting things done, how the power structure works, and who presently holds the strings. (Business Dictionary, 2010).

The phrases "social" and "networks" are both considered independently and used interchangeably. In this context, social indicates the capacity of an individual to connect with people and analyze information created by other people, as well as to interact in a variety of ways. The term "networks" refers to distinct linkages of people or technology. Its application is not limited to a complete abstract group of nation, people, or the like. (Potts et al., 2008).

In the mid-1960s, psychologist Stanley Milgram undertook a research on the historical context and foundations of social networks, coining the phrase "small world phenomena" or "6-degrees-of-separation." His discovery stated that each individual is related to another person via a brief chain of acquaintance ties with a maximum of six corners (Koch et al., 2007). Consequently, a social network consists of a set of nodes, that is, in the form of groups of actors, with edges that can be defined as social interactions and relationships (e.g., communication relationships or acquaintance-ships) amongst actors.

Hence, social network is capable of facilitating insight into who communicates with whom, who is acquainted with, and who trusts whom. There is also a possibility to distinguish between strong and weak links between actors. Collections of closely linked people are obvious in the graphic, while hubs depict people who have a lot of interactions with other people. (Koch et al., 2007). Potts et al. (2008) explains social networks as an interconnected set of individual agents that produce production and utilization decisions depending on the actions of other agents on the social network; a concept that prioritizes communicative behaviors above connection alone.

Natural stratification and sheer popularity characterize the key social network nowadays, which is internet-based social networking. When two users have anything in common, they will connect readily. For example, two users may be acquainted or share a shared interest.

From the previous time-consuming and dull manual activities, contemporary organizations have been changed into digitally integrated and efficient networks. Also, the use of SM in many corporate domains such as marketing, advertising, operations, communication, and so on is an addition to this digitalisation evolution. Since the beginning of the 2000s, SM has grown in popularity.

Social Networking Sites (SNS)

With over 2 billion internet users globally and the rising usage of (SNS) for Talent Management in an emerging country like Nigeria, 72 percent of internet users utilize social media for job searches. Social media is more than just a tool for communication and social interaction. It has taken over as a large recruitment tool for many developing economies, including Nigeria. SNS is emerging as an effective organizational tool that has functioned as an active recruitment tool for Nigerian businesses. Apart from recruiting, it helps firms achieve various good results, such as increasing brand recognition, lowering conventional expenses, improving learning, extending communication, and mimicking the work environment of organizations. It has become clear that organizations who do not use social networking tools to manage their recruiting requirements prefer to rely on traditional methods (Banerjee, 2012; Freer, 2012; Kavitha& Pillai, 2011; Pollitt, 2008). SNS assists organizations by providing them with access to a large pool of candidates and carefully picking active applicants over passive ones. According to a research conducted by Kavitha and Pillai (2011), 85 percent of applicants were passive candidates who were not actively hunting for work. It is difficult to discern this fact using the standard way of recruiting.

The reliance on SNS is insurmountable. SNS offers unexplored labor markets as well as simple access to active applicants. One well-known example of such recruiting is that of Oracle's CFO (Chief Financial Officer), Jeff Epstein, who was recruited on LinkedIn in 2008. This implies that businesses must also seek competent candidates from nontraditional sources. SNS, as a platform for more complete and accessible communication, aids in the creation of communication among consumers, workers, and employers. This structure is especially essential for IT organizations that require active sharing and place a high priority on learning (Iyer, 2011). SNS also aids in the creation of a virtual preview of the tasks at hand. This not only presented a clear picture of what

was anticipated, but it also prepared the way for suitable interviewers to apply (Freer,2012).Individual abilities - innate gifts, skills, intelligence, knowledge, experience, judgment, attitude, character, and desire - are combined.

Talent Management

Talent is usually well-thought-out and difficult to reproduce, replicate, or alternate(Larsen 2012).Lewis and Heckman (2006) stated that the term "talent" has been defined in diverse sources. The addition of individual's abilities - innate gifts, skills, intelligence, knowledge, experience, judgment, attitude, character, and desire - is referred to as talent (Michaels, Handfield-Jones & Axelrod, 2001). It also entails the capacity to learn and evolve. Nijs et al. (2014) stated that talent is systematically cultivated inherent skills of a person employed in jobs they prefer, believe are essential, and want to devote energy in.According to Nijs et al. (2014), talent enables individuals to perform task(s) brilliantly in one or more realms of human functioning, operationalized as doing wonderfully more in relation to persons of a comparable age or experience or constantly operating excellently.

In addition, talent can be described in two ways: inclusively or exclusively. All workers are viewed as potential talent by the inclusive. The approach views all individuals as talented (Armstrong, 2006) and believes that everyone can contribute to organizational success. The opposing viewpoint holds that only persons with superior performance and potential are considered talented. According to this method, a core group of executives, technical specialists, and key contributors may push the organization forward and produce talent (SHRM, 2007).

The Conceptual and Intellectual Boundaries of Global Talent Management

There is one important obstacle that talent management (TM) has failed to address over the last decade is the unresolved question concerning its definition and intellectual boundaries. Lewis and Heckman (2006: 139) rightly stated that there is a concerning lack of clarity on the purpose, scope, and overall goal of TM.

Lewis and Heckman identify three philosophical ties about what TM is. The writers associated with the first stream simply substituted the TM for human resource management, typically restricting their major concern to certain HR activities for example, leadership development, succession planning, recruiting, and so on. The second stream highlights talent pool development, with a major concentration on projecting employee/staffing needs and managing employee advancement across jobs" (Lewis & Heckman, 2006: 140), generally relying on past research in human resources planning or succession planning literature. Similarly, the third stream is concerned with the management of talented groups. Thus, this literature contends that all organizational functions must be completed by "A performers" described as "top grading" (Smart, 1999), and stresses the management of "C players," or chronically low performance, out of the organization (Michaels et al., 2001). Collings and Mellahi (2009) describe an extra stream that accentuates the identification of top echelons that have a differential influenceon the firm's competitive advantage in the industry (Boudreau & Ramstad, 2007; Huselid et al., 2005).

The wide variation in TM definitions has created two major issues. This is also true for global talent management. The first problem is for academics within this region to obtain clarity and understanding on what global talent management means from a practical, theoretical, and conceptual standpoint.Another significant problem is that global talent management must differentiate itself from international human resource management. This does not mean that global talent management cannot benefit from global human resource management. However, it must distinguish itself from international human resource management in order to be examined separately (Tarique and Schuler, 2010). Stahl et al. (2007), on the other hand, described it as an organization's hard labor to choose, attract, develop, and retain critical skilled workers on a global scale.

This concept of GTM stresses an international concentration on the function of multinational organizations' internal systems in attracting, retaining, and deploying important strategic workforce to achieve the organization's best strategic primary concern.Nonetheless, a different body of work (Boudreau & Ramstad, 2007; Huselid et al., 2005) highlights the relevant of the careers these outstanding individual workers fill in the framework of talent management systems and suggests that this should be the starting point for talent management systems. Finally, there is space for comparative studies in the global setting that evaluate how talent management systems perform in diverse national contexts. Doh, Stumpf, and Tymon (2010), for example, conducted an investigation on talent management in the Indian environment, whereas Iles, Chuai, and Preece (2010) carried out an investigation on talent management in the Chinese setting. Similarly, McDonnell and colleagues (2010) studied talent management in the Irish context. As a result, the following is a collective definition that may capture the concept of global talent management:

GTM consist of all organisational activities aimed to attract, develop, select, and retain the most excellent staff in the most tactical roles on a global scale. Global talent management considers the differences in both organisations' global strategic priority, and the differences crossways national perspectives for how talent ought to be handled in the countries where they operate.

Factors Influencing the Emergence of Global Talent Management

For several reasons, global talent management is a comparatively young interdisciplinary topic of study that is known to be a crucial strategic concern for multinational companies (MNCs). Interestingly, for starters, there is anincreasing acknowledgment of the critical role of globally experienced management talent in ensuring MNC success reflects the intensification of global competition and the increased demand for international learning and innovation in MNCs (Bartlett &Ghoshal, 1989; Dan-Jumbo, &Akpan, 2018). Secondly, employer rivalry for talent has moved from the national to the regional and global level (Sparrow et al., 2004). There is an increasing realization that multinational corporations (MNCs) must manage people worldwide in order to remain competitive in the global market, and that skilled workforce may be located in various regions of their global operations around the globe (Ready and Conger, 2007). MNCs are finding it more challenging to attract and retain the important managerial expertise for their worldwide operations. In the same vein, they are increasingly contending for the same pool of global talent (Stahl et al., 2007). Thirdly, there is shortage of administrative and professional talent which has become a critical HR concern for most MNCs (Bjorkman and Lervick, 2007; Scullion and Starkey, 2000).Fourthly, research evidence shows that a lack of international management talent has become a significant obstacle to the successful execution of global strategies (Scullion, 1994; Cohn et al., 2005), and unavailability of leadership talent, specifically, has been identified as a significant barrier that many corporations face as they seek to operate successfully on a global scale (Sparrow et al., 2004; Stahl et al., 2007). Lastly, the expansion of developing markets space has increased need for a specific sort of management talent capable of operating effectively in these culturally diverse and geographically distant regions (Scullion, Collings and Gunnigle, 2007).

Overall, this recommends that, while the rhetoric of make the most of individual employee talent as an excellent source of achieving competitive advantage for MNCs has been fundamental to the discourse surrounding strategic HRM in recent years, the extent to which organizations successfully manage their human talent, particularly on a global scale, frequently falls short of this publicity (Cohn et al., 2005; Scullion & Collings, 2006). According to research, MNCs typically fail to recognize who their most skilled workers are, despite the fact that they are located all over the world (Col-lings, Scullion & Morley, 2007). Global talent management is key because companies cannot capitalize on an asset they are unaware they have.

Challenges in GTM

GTM is gaining widespreadattention in studies these days. Developing and sustaining a healthy talent pipeline is one of such essential problems that organizations face. Managers with significant abilities and thorough knowledge are in high demand in organizations. They are increasingly looking for highly trained, adaptable, and mobile personnel who can provide outcomes in high-pressure scenarios (Roberts, Kos-sek&Ozeki, 1998). As a result, there is fierce rivalry amongst organizations to hire a few managers with varying capital who have the competency to achieve company's set goals and objectives. (Farnadel et al. 2010). According to Price Waterhouse Coopers' annual CEO survey report (as stated in Tung, 2015), 58 percent of respondents expressed worry about a talent shortage. Similarly, in a poll of organizations across sectors conducted by Ernst & Young and Oxford Analytical (as cited in Tung, 2015), the majority of respondents identified a lack of talented work staff as one of the most serious dangers to their businesses.

According to Tarique and Schuler (2010), GTM issues are classified into two types: exogenous and endogenous. Exogenous difficulties are those that are outside the control of the organization's management. Demographics, globalization, and the demand-supply mismatch are examples of external difficulties. Globalisation encompasses the issues connected with the mobility of brilliant persons across nations as a result of pursuing additional education overseas or gaining international experience before returning to their native country. Demographic problems include the changing demography of the labor force. For example, Strack, Baier, and Fahlander (as stated in Tarique& Schuler, 2010) estimate that the population of severalprosperous countries would remain roughly the same, if even shrink in certain cases. Nonetheless, the population of the emerging country is growing and becoming younger. As a result, attracting, selecting, developing, and maintaining these many generations of workers, who may include extremely skilled individuals, is a problem for human resource professionals.

Endogenous challenges are factors or drivers that exist inside the exogenous. GTM problems like as egocentrism, international strategic partnerships, needed activities, and required competences are all part of the endogenous dimension. Regiocentrism entails regional and industry-specific obstacles. Organizations must develop a viable regional talent strategy for certain geographic locations. Internal Strategic Alliances problems include talent retention through mergers, acquisitions, and foreign joint ventures.

Role of HR in Global Talent Management

A company's success is dependent on its employees' abilities. Efficient talent management necessitates the acquisition of new skills. One of the most vital problems in transitioning from local to global organizations, and the notion driving most company choices nowadays, is obtaining personnel that has exceptional talents. HR

professionals should consider looking beyond HR planning for overseas projects and emphasize on TM, which includes deployment, talent retention, and talent discovery. HR professionals must concentrate their efforts primarily on talent development and deployment. According to Scullion, Sparrrow, and Farndale (2011), innovative tools, methodologies, and coordinating competences are critical tools for acquiring top personnel and guiding their careers.

Kim and McLean (2012) proposed three HR functions that can facilitate talent development. These include: a) generating structured global talent, b) undertaking worldwide team building, and c) balancing centralised and de-centralized tactics, as well as establishing global capabilities. Organizations must concurrently mix globally united strategy and corporate culture with locally precise customized tactics. For synchronized global strategy, organizations deploy senior manager from the company's headquarters to various subsidiaries in various countries throughout the world to communicate their core values and practices. The common GTM structure and its associated strategies enable global organizations to have an adequate supply of talent, effective talent deployment, and talent development. Collings and Mellahi, 2010).Organizations use a decentralized method for customized stated tactics. They develop and disseminate localized information (Marquardt et al., 2004). According to Kim and McLean (2012), the talent acquired and nurtured via a localised strategy may simply be more productive and successfulin the local stage of the business than at the headquarters or in other places (Kim & McLean, 2012).

Developing global abilities such as culture, self-awareness, excellent communication skills, a global mentality, and global tolerance can therefore be pivotal for commercial accomplishment. Such qualities can improve the performance of the talent. As a result, companies can employ a variety of interventions to build the competence of global talent. Organizations require a well-planned expansion system that can be incorporated into business strategy and goals, define action stages, analyze internal and external causes and resources, and represent global talent development initiatives (Kim & McLean, 2012).

Tarique and Schuler (2010) hint that talent positioning implies having the right talent in the right place at the right time, with the necessary capabilities and motivation that span across all levels and positions of the organization, as a critical IHRM activity for managing global talent. As essential IHRM operations in GTM systems, Tarique and Schuler also advised creating HR reputation, attracting employees interested in worldwide work, hiring based on a role, generating global leaders, minimizing repatriate turnover, and boosting employee engagement.

The findings of the literature review were merged and expanded upon by a Delphi survey method that involved the opinions of three groups of experts: HR researchers, HR managers, and graduate students who enrolled in M.Sc. programs in business administration. The study's central topic is: How can social networks help MNCs with global talent management?

III.   METHODOLOGY

The Delphi approach was used in this study. It enlisted the help of a group of people that are both active in and interested in the study issue. It is required to create and narrow down a more precise study topic (Saunders, Saunders, Lewis & Thornhill, 2011). The Delphi method is a versatile approach that has been effectively utilized to investigate fresh concepts. It is mainly appropriate as a research approach when there is just a blurred understanding of an issue or phenomenon (Skulmolski, Hartman, &Krahn, 2007). As a result, because it introduces a new subject of study in HRM, it will be beneficial in this study regarding GTM and the importance of social networks. This is largely an effective strategy for uncovering new ideas, such as GTM and social network function. This approach is determined by four major characteristics: iteration, the anonymity of Delphi participants, statistical aggregation of group answer, and controlled feedback (Rowe & Wright, 1999). Various skilled groups, HR managers, HR researchers, and postgraduate students were gathered in two rounds using questionnaires to answer the research topic.

The Delphi technique entails an iterative procedure of collecting expert judgements via a set of questionnaires with feedback for each of them. Each subsequent questionnaire is based on the findings of the previous one. When the research topic is answered, the processes come to a close (Skulmolski et al., 2007). According to Okoli and Pawlowski (2004), the Delphi model might be qualified as a strategy for arranging a group communication procedure in such a way that the process successfully involves a group of persons in its whole to deal with a complicated problem.

Questionnaire

As a result of adopting the Delphi approach in this study, separate questionnaires for different expert groups were desired and are accessible upon request.

A survey was administered to the postgraduate students with three sections: general questions, social networks talent and management, and employer brand. The HR researchers received queries from the same sections as well as one new one: HR challenges. HR managers were given the most comprehensive questionnaire,

which included four distinct areas: general questions, HR challenges, TM, social networks, and employer brand. However, the managers were directed to respond to additional questions in a separate section.

Because they expected no or only limited access to a work-life and executive position, the students were asked fewer questions. The HR experts looked at GTM and social networks, but they have more managerial roles on a regular basis and have less responsibility in a firm. The HR managers completed the most detailed questionnaire since they were expected to have the greatest information about the research issue.

The last questionnaires were distributed to the three separate expert groups after being prepared with the appropriate adviser and receiving comments from two HR researchers and two postgraduate students. The questionnaire was completed by 13 students from various institutions, 25 HR researchers, and 42 HR managers from overseas multinational corporations. Their input was analyzed when they received the materials. The participants were given the aggregated findings as well as extra questions, as well as an invitation to provide detailed feedback. Furthermore, if they changed their minds after hearing the opinions of the other experts who took part in the survey, they may score different features of TM and social networks again.

Sample

The study sample includes professionals from three separate groups: human resource managers, human resource researchers, and post-graduate business administration students. The groups were chosen because members of all groups may assess this research field. They are all familiar with the subject. Some human resource managers have either implemented or plan to implement a GTM system in their organization. As a result, they must all be interested in this subject. HR researchers work on pre-existing HRM themes. Many of them have already looked at certain parts of this field of study. It makes sense to integrate postgraduate students because they represent future employees and potential talents within an organization. Because the Delphi approach is only applicable to experts. Data was gathered by interviewing around 10 persons from each of the three categories. All potential respondents were asked via e-mail if they were willing to participate in the scientific study.

Data processing and analysis

28 of the 80 invited experts consented to participate in the survey. This equates to a total response rate of 35%. Students completed ten forms, yielding a response rate of 76.92 percent in this group. HR researchers conducted nine states, representing a response rate of 36%, while HR managers completed nine forms, representing a response rate of 21.43 percent. The 28 participants were invited to react to and improve on additional questions in the following phase of the Delphi procedure. Within the time restriction, only two researchers, three managers, and five students responded. The expert group presents the outcomes in the first stage. As a consequence, there will be one area for postgraduate student outcomes, one unit for HR researchers, and one unit for HR managers. Following that, in a separate part, the focus will be on comparing and summarizing the outcomes of these proficient groups.

Comparisons of Finding

We began by reviewing the expert groups' assessments on the HR problems. It was clear that HR scholars and HR managers have differing perspectives on this topic. Overall, HR managers provided lower ratings to the mentioned HR problems. MNCs must primarily deal with new HR approaches and a shortage of specialists and managers, according to them. The researchers, on the other hand, believe that MNCs should focus on staffing and replacing the most important employees. It's also worth noting that the researchers noted a slew of other HR issues. They must be more concerned about the upcoming problem than HR managers. However, HR professionals recognize that employer branding and TM will be the most important HR ideas in the future (Table1). To create a definition of TM, researchers and managers were asked to evaluate the basics and tools of TM. In this case, the two expert panels held identical views. Identification, attraction, and development are all obvious components of TM. Instruments such as university cooperation, on-the-job training, talent-oriented career models, and off-the-job training are essential TM tools. (Table 2 and 3).

Table 1: Findings for HR challenges

S/N	HR Researchers	Percentage	HR Managers	Percentage
1	Replacement of leading position	3.89	Implementation of HR techniques	4.33
2	Strategic realignment	3.67	Lack of professionals	3.56
3	Difficulty in recruiting employees	3.67	Lack of managers	3.44

| 4 | Lack of professionals | 3.44 | Strategic realignment | 3.44 |

Table 2: Findings for TM elements.

HR researchers	HR managers
Identification	Motivation
Attraction	Identification
Selection	Development
Development	Attraction
Retention	Retention

Table 3: Findings for TM instruments

HR researchers	Percentage	HR managers	Percentage
Cooperation with universities	3.78	On-the-job training	4.33
On-the-job training	3.44	Cooperation with universities	3.75
Talent-oriented career model	3.38	Talent-oriented career model	3.25
Off-the-job training	3.22	Off-the-job training	3.25
Cooperation with universities	3.78	On-the-job training	4.33

Following that, the expert panels decided the goal of TM. One of the most important aims for all contributors is to increase performance. It is notable that HR managers believe TM also emphasizes employee fulfillment and management succession planning (Table 4).

Table 4: Findings for TM goals

HR researchers	HR managers	postgraduate students
Performance improvement	Succession planning of managers	Performance improvement
Employer branding	Employee satisfaction	
	Performance improvement	

Furthermore, the three groups hold quite diverse views on the use of social media during work hours. The majority of students want to use social media without limitations, but HR managers prefer to ban some sites. Similarly, they had to assess the many social media appropriate elements. Postgraduate students and researchers perceive social media as a tool for improving employer branding as well as a recruitment tool. Managers, on the other hand, feel that social media may be used to use employees as ambassadors and to assess applications, but they do not consider it a recruiting tool (Table 5).

Table 5: Result for Suitability of Social Networks

HR Researchers	HR Managers	Postgraduate Students
Enhance employer branding	Review applicants	Enhance employer branding
Recruitment instrument	Use employees as ambassadors	Recruitment instrument
Use employees as ambassadors	Enhance employer branding	Review applicants

In addition, participants were asked to provide information on the social networks they frequent. Almost every student has an online presence, preferably on Facebook or LinkedIn. 78 percent of the researchers have online accounts, and the majority also react on LinkedIn or Facebook. However, 56 percent of the HR managers who answered do not have an internet profile. Only a handful of them have a profile on Facebook or LinkedIn. Overall, the expert groups favor the two social networks listed, Facebook and LinkedIn.

The primary motivations for using social networks are closely tied to the three specialty groups. They are all of the same mind that contact management and common communication are critical in this respect. Identity management is mentioned by both researchers and students, although only students expect to utilize social media for job searching (Table 6).

Table 6: Result for reasons for social networks

HR researchers	HR managers	Postgraduate Students
Identity management	Common interchange	Contact management
Contact management	Contact management	Identity management
Common interchange	Context-awareness	Job search

Researchers are intrigued by the appraisal of social media's future purpose. All of the scholars and students agree that SM will take on more responsibilities in HRM in the future. HR managers' perspectives, on the other hand, may be split into many categories: 67 percent agree that it will play a larger role, but 11 percent believe it is merely a passing fad that will go away, and 22 percent are unsure. As a result, social media plays a very distinct function for HR managers(Table 7).

Table 7: Findings for the future role of social media

HR researchers		HR managers		Postgraduate Students	
Use unrestrictedly	30%	Use unrestrictedly	22%	Use unrestrictedly	0%
Restricted temporally	10%	Restricted temporally	0%	Restricted temporally	50%
Blocked for some services	30%	Blocked for some services	45%	Blocked for some services	10%
Blocked for every service	10%	Blocked for every service	22%	Blocked for every service	40%
I cannot answer	20%	I cannot answer	11%	I cannot answer	0%

IV. CONCLUSION AND RECOMMENDATIONS

This study discovered that SN is important in the everyday lives lot of people which includes HR managers, HR researchers, and postgraduate students. Specifically, studentsunderstand how to utilize them; they have grown up with social networks and utilize them extensively for a variety of purposes, including job seeking. This has been considered from two perspectives: internal SN in an organization can be observed as critical support for MNCs in that the participants identify and benefit from their colleagues and management as a result of contact and common interchange as the most important facets for using SN. As a consequence, if an MNC has an internal SN for its workers, these purposes may be met, and the work staff can gain from interaction with their peers and common exchange, particularly regarding matters pertaining to their career and the organization. Internal communication may be a vital component of a business. Employees may feel fulfilled and appreciated

in the MNC as a result of this factor, and they may identify with their company. As a result, the basics of GTM, such as development, motivation, and retention, may be reached to a significant degree.

This study, on the other hand, concentrated on external social networks. To large extent, a growing number of people are building online profiles on a variety of SN. This is viewed as a risk at times, but it also provides a vital opportunity. Social networks can provide a significant opportunity for MNCs to meet their GTM goals. Using SN for GTM, you may achieve a variety of objectives. While HR managers indicate that their goal is to utilize SN to use employees as ambassadors for their organization, it is worth noting that they do not emphasize using SN to attract future workers. As a result, these SN are a tool to promote their MNC globally on the one hand, but they have not used it successfully to locate suitable workers on the other. This aspect is one that MNCs may work on.

As a result, developing a TM system within an organization is frequently the key to success. It may be simpler to see these difficulties if a corporation develops a separate GTM system. The shortage of professionals, managers, and leaders can be addressed in the near future. Companies, on the other hand, must begin focusing on this unique HR issue right away. As a result, it is reasonable to expect that current and future HR challenges will necessitate the use of GTM within MNCs. According to Guthridge et al. (2006), organizations are still unprepared to locate, motivate, and retain skilled personnel, but they have recognized the need of doing so and should now devote more attention to this HR issue.

As a result, networks can be used to provide feedback and serve as a messaging platform for trainers and employees. With regard to university collaboration, social networking sites (SN) such as LinkedIn or Facebook may be useful in endorsing potential employees. In this case, SN could support different functions. An SN in the form of a communication platform for all workers might help them improve their public speaking skills. Training online courses with the assistance of internal social networks may help them enhance their practical skills. Overall, these tools or instruments should assist the corporation in making the proper decision and achieving its organizational goals.

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