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The Power of Social Media in Enhancing Talent Acquisition in Pakistan's Health Sector

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ABSTRACT

The purpose of this study is to examine the role of social media in hiring the right talent in health industry in Pakistan. With digital hiring on the rise, hirers are exploring LinkedIn, Facebook and Instagram to shortlist candidates. This study seeks to explore the success, challenges and tactical application of Social Media for recruitment. Based on primary data by survey and semi-structured interviews, social media brought unique benefits such as wider reach; quality candidates were attracted; employer branding was enabled and it is cost effective. These also highlight issues like lack of digital literacy, privacy issues and infrequent use of platform for senior-level positions. Social media is identified by the study as a strong relationship of talent acquisition and recommendations from the healthcare sector are made on how social media can be utilized effectively. So, these can be implied to be a prospective instrument to make decisions of strategy for recruitment being in a resource-starved setting such as this one in Pakistan.



Introduction

Online recruitment has boomed and with it many firms source their talent using talent sites such as LinkedIn, Facebook or Twitter acting as agents between firm and employee. Sites assist employers reach the most significant candidate pools, increase the company's branding outreach, and perhaps even allow service perfect live access passive job seekers, which tend to redefine how we recruit for new jobs (Hosain & Liu, 2020).

Social media (SM) is also playing a greater part here. More generally, SM can be termed as a cluster of social networking sites (SNSs) such as Facebook, LinkedIn, and Twitter that are increasingly attracting professionals, academicians, and practitioners alike. All these facilitate

online interactions and exchanges of opinions, views, private messages, photos, and streaming videos (Melanthiou et al., 2015). Social media is increasingly being employed today not only for hiring but also for conducting background or pre-hiring screening on potential applicants before even recruiting them. Although few, there had been some studies that explored the application of data on social networking websites in the selection, recruitment, and background check process.

Research Background

The strategy that works towards the identification and recruitment of the employees who meet the company's target and enhance its efficiency is called talent acquisition or simply purchasing the right talent. Talent acquisition is crucial to every organization around the globe that is faced with the most serious deficiency of skills. It is now a strategically and competitively driven business function, as opposed to the past, when it was limited to simply hiring and getting the job done as fast as possible (Rahaman & Roy, 2017).

While there are significant differences between talent acquisition and recruiting, both processes aim at filling vacancies. The biggest difference is that talent acquisition focuses primarily on the future, while recruitment is more concerned with the present moment. Social media transformed talent acquisition by offering websites for job posting, channels for candidate sourcing, and forums for employer branding, through which it is easier to interact with high-quality professionals (Brush, 2022).

Similarly, Facebook job groups and boards, Twitter posts, and Instagram campaigns are secondary means by which organizations can advertise job openings. These media enable two-way communication, whereby companies post not only jobs but also build employer brands, assess potential applicants' personalities based on public profile information, and even engage with inactive job seekers who may not be actively seeking employment but are open to offers.

In Pakistan, the recruitment process has undergone a remarkable change over the past few years, shifting away from traditional means and guides, where organizations used newspaper ads and employment fairs, to cost-effective online recruitment processes. Organizations are using innovative ways to capture war for the proper and effective talent in the market. Not only that, but many companies use the principles of networking and association with colleges for hiring and selection of local talent. Mass social media such as LinkedIn, Facebook, Instagram, and WhatsApp possess a massive and instrumental role to connect with a diverse and broader audience for hiring (Suvalova, Zhukova and Suvalov, 2022).

Moreover, Pakistani organizations are using online solutions such as websites for job opportunities, such as Rozee.pk, Mustakbil.com, BrightSpyre. Both employees and applicants find it convenient to connect on these platforms, simplify the applications, and reduce the recruiting time. This trend has been extended by the integration of social media platforms, which are more real-time and interaction-based when it comes to talent recruiting. With the growing use of the internet and mobile phone users in Pakistan, the penetration of social media is huge with over 71% of individuals using platforms like Facebook, LinkedIn, Instagram, and WhatsApp, which made the e-recruitment extremely successful, especially for reaching out to the younger generation active on these platforms and are extremely sensitive to online recruitment (Chandani, Bashir and Ahmed, 2020).

Social media recruitment is less expensive and a lot faster compared to classical recruitment, which allows one to finish the jobs much easier and more efficiently, which is crucial in the competitive market. Furthermore, companies use social media to promote their values, culture, and brand, allowing them to recruit appropriate candidates. Currently, employer branding through

social media is one of the key talent-attracting techniques in a competitive marketplace. The rural-urban divide only creates more challenges to social media recruitment in Pakistan. Cultural factors also influence the role of social media in talent recruitment in Pakistan (Phillips-Wren, Doran, and Merrill, 2016).

Within a collectivist society, social referrals and community trust are significant motivators for job searches. Although professional yet urban-dwelling platforms like LinkedIn, which emphasize post-secondary education, are marketed to educated professionals, they may discourage people who prefer conventional or group hiring practices (Aqeel & Siddiqui, 2019).

It is important for the hospitals to understand these cultural differences to create successful social media campaigns that are culturally relevant to the different pools of candidates. Although studies have examined social media hiring in the recruitment of Pakistani service industries, none have focused on hospitals. There has been minimal research on social media recruitment within Pakistan's healthcare sector, and it is a challenge and an opportunity (Aqeel and Siddiqui, 2019).

According to Nisar and Shafiq (2019), it was previously considered that using social media in Pakistan's healthcare sector was to deliver public health communication rather than talent acquisition. While across the globe, evidence exists that social media has been effective for healthcare to address the problem of talent shortage; it is not applicable to a great extent to low health budget countries and the digital divide of Pakistan. This gap in research depicts the necessity of a study that will analyze how Pakistani hospitals can tap into social media to compete in the labor market, both in opportunities and challenges. While there are many benefits of social media recruitment and talent acquisition, there are several negative consequences for both the employee and the firm if not appropriately carried out.

Social media and internet job site issues, such as compliance issues, insufficient HR training, and poor use of digital tools, may render it difficult to spot and attract good candidates. In contrast, when employers receive a candidate's data, they Political, religious or psychological biases that may exist from other factors, e.g. photo posts, political views, or lifestyle, on sites like Facebook or Instagram, may indirectly contribute to poor decision making (Murire, Chinyamurindi, and Cilliers, 2020).

This could lead to appearance, religious, gender, or ideological-based bias, as opposed to skills and experience-based. This kind of bias undermines the hiring process and even leads to discrimination problems. In addition, social networks gather large numbers of applicants, a substantial share of which actually do not have the skills of a hire company. Overall, the healthcare sector of Pakistan provides an interesting backdrop to examine social media as a recruiting tool. High levels of social media penetration and challenges with the healthcare workforce in the country provide an opportunity for digital recruitment platforms and related tools. However, access to digital literacy, the rural-urban divide, and adherence to cultural practices that favour the non-formal recruitment processes are barriers that need to be overcome to unleash the full power of social media (Wickramasinghe & Perera, 2020).

This study intends to explore the use of social media in Pakistani hospitals to recruit talented experts, while pointing out the constraints and offering solutions for successful recruitment that contribute towards providing better healthcare services in a resource-limited setting. Despite the enormous population of social media consumers in Pakistan, organizations fail to make optimal use of the platforms to reach and involve the right talent, especially health sector, where to patient ratio is 1:100 and struggling with recruitment, especially in rural areas. Although social media provides means to promote employer branding, target passive candidates, the healthcare industry

continues to rely on traditional recruitment methods, like word of mouth, newspaper publications, or posters (Nisar and Shafiq, 2019).

Even though social media is utilized to identify qualified applicants, the majority prefer overseas chances. This makes it even more challenging to find local talent for Pakistani organizations. This paper aims to address the issue of ineffective social media recruitment strategies in Pakistan's healthcare industry by discovering ways through which hospitals can maximize social media platforms to find and recruit talented individuals.

This research tries to determine whether levels of selection within Pakistan's facilities division have been impacted by social media recruitment or not, compared to more traditional channels of recruiting. However, the research intends to address the following questions:

1. How do organizations in Pakistan use social media to recruit staff?
2. What are the challenges of employers in recruitment through social media in Pakistan?
3. Which social media websites are most commonly used for recruitment in Pakistan?

This study aims to investigate the role and effectiveness of social media platforms in recruitment practices within Pakistani organizations, with particular focus on the healthcare and education sectors. The prospected research objectives are:

- To examine how Pakistani organizations, use social media platforms to hire personnel
- To identify the problems faced by employers when using social media for effective recruitment
- To assess the effectiveness of social media recruitment techniques in the healthcare and education Sectors
- To recommend ways of maximizing the use of social media to hire and employ the best-suited candidates in Pakistan

Such research helped companies identify the right candidates at the right time when a vacancy arose. When a vacancy did arise, the research helped organizations to identify accurate candidates at the right time (Uzair, Kanwal, and Haleem, 2017).

Moreover, the candidates were relieved from figuring out where, when and why were they needed to search jobs and what were the ways through which they will land up with a job. It made it easier for organizations like the hospitals and educational institutions to actually get accustomed to the use of social media for hiring and develop the right skills. Moreover, it helped the HR professional to frame strong policies that allowed unbiased hiring, especially in rural locations. This study provides the significance of social media recruitment by defining each of the variables such as experience with emerging technologies, nature and education level and their effect on work performance.

Literature Review

This section is crucial since it reviews the literature on Pakistani organizations' use of social media for talent acquisition. The assessment covers the theoretical, institutional, ethical, and technical aspects of the Sustainable Development Goals (SDGs). LinkedIn has become an effective site where organizations around the world are leveraging to identify, attract, and connect with prospective candidates. It might be observed that kind of phenomenon in Pakistan as the increasing social media users are a new system for recruiting to get in touch with professionals.

Social Media that was being used only for social purposes has been transformed into a huge business, marketing, learning, and politics. So on including Human Resource Management tools in this modern era (Ajaz, Ummar, & Bashir 2025). The importance of social media in the modern world, specifically the use of social media in Pakistan being a third world country, cannot be underlined enough. In this world where everything is going digital, social media has become a necessary element in removing the barrier of communication, enabling the communication to happen in real-time and giving identity to individuals and organizations.

In a world where LinkedIn boasts over 70 million active users on social media and an unprecedented surge in smartphone use is changing the dialogue, it's not only shaping how corporates recruit talent (particularly in important areas of healthcare industry) but also how they engage and what their corporate persona looks like; Pakistan is no exception. With a growing need for expert personnel, the problem of scarce trained staff and irrational staffing in rural areas have become severe issues to the Pakistani health care organization (Raza, 2022).

Combine those with recruitment systems that don't fix something that isn't broken, and it definitely doesn't help. This one is more in line with social media. It allows hospitals and health institutions to not only advertise jobs but also tap into a larger pool of human resource including expat Pakistani doctors and nurses and the coming generations of doctors and nurses who does not rely on traditional media at all. For instance, Deshati (2017) stated that when a hospital HR department posts a job opening, they can immediately filter candidates based on parameters like specialism, experience and location on platforms like LinkedIn before handpicking the right candidates with absolute precision. They effectively bridge the gap between talent demand and supply for Pakistan healthcare industry. Digital platforms have also gone as far as to cyberspace the job ads for standard urban cities, the walk-in interview advertisements, and the self-declared organizational culture in private hospitals and clinics (Reuter, 2020; Khan, 2020).

They aid in building an employer brand as well as, enabling enhanced discoverability with prospective candidates. These are incredibly useful tactics when recruiting a younger, tech-savvy workforce. It surely adds to employer branding given that more and more of such trade professionals will for go to another country to have better opportunities. When utilized to its full potential, social media can help highlight everything from the hospital environment to the training opportunities, the quality of patient care and the benefits all the aspects of the equation needed to attract talent to the organization and retain it (Matiunin, 2020).

The power of social media in recruiting, more than anything else, lies in connecting with a multitude of people of different demographics in one shot. Even while conventional hiring practices are still used, social media is occasionally used in addition to or instead of them. This is crucial due to the fact that healthcare facilities should be trying to find compassionate, skilled, and mission-driven team members, and therefore these help companies showcase their worths, culture, and objective. Job seekers today are looking for more than just a paycheck; they are also looking for meaningful, dignified work. Social media acts as a window to the work environment of any organization which plays a pivotal role in the decision making of a candidate. While hiring was the most critical part, online media offered hospitals the platform to reach their own employees as well other medical communities as well (Jamil & Saleem, 2021).

Reuter (2020) elucidated that most of the Pakistani healthcare settings have also limited online facilities which are utilized usually for scheduling, reminders and administrative messaging process that supports operations on a daily basis. Webinars, awareness campaigns, and virtual training sessions are taking place using online media platforms and are even used in many advanced institutions that allow the continuous professional development of healthcare personnel.

The efforts are aimed at achieving Sustainable Development Goals; because they encompass equitable and universal access to health information and services through digital technology innovations. With the pros, comes the cons and this felt the same way.

At the same time, compliance with ethical recruitment practices and protection of patient confidentiality must be retained in the context of the healthcare environment. It ensured that social media sends the right message in compliance and equality: Hospitals need to ensure they aren't doing anything on Social Media that violates regulations or causes unintentional dissemination of information that is Pro-Inequity/Discriminatory Hiring Practices. There was also the issue of even fewer healthcare provider in digital radar because of lack of inadequate access to internet infrastructure this time, it's deep rural Pakistan. This would lead to a digital divide that would not only curtail inclusion, but also harm in recruiting on social in general. But there are a lot of problems but space to develop human capital by digital media in health care sector is enormous (Rehman et al., 2022).

Such instruments not only serve to focus recruitment from a larger talent pool but are more effective for building service users confidence and transparency in healthcare delivery. Only the healthcare institutions demonstrating a proactive online approach towards the work being done in community practice or burning out successful immunization drives gain much of the public interest and score good marks on the institution reputation graph. In fact, this exposure transforms them into very powerful magnets as attractive employers and trusted care centers. In addition, this exposure has also in several instances led to new international collaborations, funding opportunities, and strategic partnerships with NGOs and academic institutions, benefitting healthcare service delivery and workforce capacity development. Slowly but steadily, the higher hospitals chain and teaching hospitals in Pakistan have started using AI tools and applicant tracking systems (ATS) to process huge numbers of applicants coming through social media effectively (Deshati, 2017; Mirza, 2023; Madanchian, 2024).

Matiunin (2020) reported that social media channels can filter resumes, follow up with prospects, and even identify where best candidates would come from on social media profiles. Though adoption is extremely low in the public sector because of budget limitations, the private sector is driving in digitalization in healthcare HR functions. Secondly, the digital transformation allows businesses to be a step ahead of their competitors and remain appealing to younger, digital-led workers, who prefer having a digital-first candidate experience and learning digitally too (Ali & Khan, 2021).

Medical schools and training centers are using social media to connect with graduates, promote admissions, and inform prospects about new programs. This builds a pipeline of future healthcare professionals already familiar with technology and communication with employers via digital platforms. Hospitals and organizations are also spending big on social media marketing teams and human resources practitioners trained in the art of online recruitment. The remote scaling of this practice is the mandatory norm of a discipline that social media has begun to migrate towards, that this is a sustainable talent attraction strategy, as it should have been, not as an interim one against marketplace volatilities that should be warded off (Reuter, 2020).

Social media may have been an ancillary tool for healthcare recruitment in Pakistan but it fast becoming the staple ingredient by which hospitals and clinics are hiring, screening and managing both existing and future employees. With cost-savings, a shorter recruitment time, a broader reach and recall value, its value is almost priceless. The digital revolution in Pakistan is underway and the very step of including social media into the spectrum of healthcare HR will be significant in

meeting manpower arising shortages, improving patient care and institutional development (Shah & Ali, 2023).

Talent Acquisition

Talent acquisition is one of the main pillars of every organization but it becomes even more critical in case of the Healthcare industry. Recruiting, sourcing, identifying, selecting, and hiring the most suitable person for the most suitable job at the healthcare facilities determines patient care quality, national health operational efficiency, and national public health outcomes ever since. With health care units in Pakistan always underfunded, overburdened, and understaffed, talent acquisition cannot be stressed enough. Knowing the right professionals (doctors, nurses, technicians, and managers) enables them to deliver services effectively, strengthens an institution and rebuilds the public confidence on it. There is no other sector where errors, duplications, or shortcomings are as deadly as they are in the medical field. There can also be negative patient outcome, increase in mortality, and dissatisfaction in profession and loss of institutional credibility if wrong people are recruited due to either a lack of qualification to practice (Ajaz, Ummar, & Bashir 2025), cultural mismatch or inexperience. Effective talent acquisition is not merely an HR responsibility; it is a global health problem (Sheikh, & Rehman, 2022).

Aligning itself with organisational and long term human capital plans, having the right practitioners in hospitals and clinics is all about readiness; openness; emergencies; pandemics; day-to-day medical care. The same goes as for a properly functioning admin setup which is capable of handling electronic health records, equipment and patient care coordination. Conversely, the best technologies or infrastructure will not deliver if this alignment is lacking (Reuter, 2020).

In Pakistan conscious alignment is especially needed due to endemic dual disease burden (communicable and non-communicable diseases), the medical graduates-brain drain to the UK, USA and Gulf and the dearth of training facilities in rural areas. Talent attraction strategies need to deal with these structural issues through future-oriented and creative strategies such as the utilization of social media, offering competitive compensation packages, and establishing robust employer branding (Khan, & Raza, 2022).

Pakistan's health sector is dealing with several issues, especially those related to hiring and retaining the available medical workforce. This is because there is an enormous demand for trained medical service providers but the country has to face a huge scarcity of medical personnel especially in rural and underserved areas. But conventional recruitment methods could not cope up to the rising requirement of human capital, and the employment space is hinged on obsolete processes that cannot cater up the new and ever evolving needs of the health care sector. Unfortunately, the impact of this high turnover or artificial understaffing of remote areas, skilled workers migrating to better opportunities has been particularly evident in the health care sector. Traditional recruitment methods such as print media advertisement, job fairs, and word-of-mouth referrals are becoming less effective in managing to acquire the right talent (Hussain & Qamar, 2020).

Such methods often result in limited reach and do not expose healthcare facilities to more suitable opportunities like, for instance, the younger populace that is increasingly connected digitally. This leads to gaps in Pakistan's healthcare framework, with causes that are both systemic, as well as at the nature of individual institutions which struggle to fill vacant quarters, over increasing pressure on existing personnel, deteriorating standards of patient care and increasing costs of operations. Furthermore, the lack of diversity among the healthcare team is also expanding with much

concern, as the conventional recruitment approach is focused on the individuals within a certain area, which naturally excludes anyone living within the perimeter or even in the same country. Socio media provides one of the solutions to most of the recruitment challenges of health care organizations since it allows targeting a bigger and more diverse pool of appropriate candidates (Abbasi, W., & Hussain, S. 2020).

These social media allow organizations to look for exact skill sets, specialties, and levels of experience in a manner that conventional recruitment mediums cannot. However, with such potential on hand, the healthcare sector in Pakistan has fallen somewhat behind the curve in embracing digital recruitment practices. This is largely due to the fact that rural areas have inadequate access to reliable technology infrastructure and ongoing concerns regarding ethical matters upholding patient confidentiality and not discriminating or obscuring the recruitment process. Further, while Applicant Tracking Systems (ATS) and Artificial Intelligence (AI) can be promising candidates in simplifying the hiring process, they are not being used at all, especially in the public health sector given financial constraints and lack of technical infrastructure. Similar digital gap further intensifies the dilemma of accessing a mixed bag of skill (Khan, & Raza, 2022).

According to the Abbas & Abbas (2022) improperly trained staff can lead to clinical errors that put patients at risk. With lives at stake, there is too much out there to gain from a recruitment mistake in a field that is a matter of life and death. Unsafe care and health-care associated harm are among the major causes of avoidable death and injury worldwide, with inadequate staffing being a key contributory factor. At the end of the day finding the wrong person usually costs more via multiple rounds of interviews (and loops) as well as onboarding and training costs. Moreover, an ineffective talent acquisition impacts the hospital productivity levels and creates a burden on the already stretched out healthcare budget pillars of the countries like Pakistan by increasing the patient stay period, legal cost, and consequence of inefficient employees in service provision (Sharma & Dhar, 2016).

When hospitals cannot staff positions with qualified professionals, the burden shifts to current employees. This adds to workloads, stress and eventually burnout, negatively impacting the productivity and well-being of healthcare teams and the scale of healthcare systems. As noted in, chronic understaffing is a primary cause of burnout among acute sectors of the healthcare workforce, including nurses and direct service staff (Maslach & Leiter, 2016).

Poor recruitment practices also makes the domestic healthcare sector less attractive to specialist professionals contemplating coming here or staying. When these experts do not see a place to grow, or simply believe they deserve more you are more than welcome to have a job in the benefits of other countries. It only adds to the repercussion of the already present brain drain syndrome in Pakistan and others, where medical practitioners are leaving for the Gulf, UK and other countries increasingly (Syed et al., 2008).

Ineffective talent recruitment results in rural and underserved areas having inadequate medical staff. It creates health inequities since rural areas are denied timely and quality healthcare due to a scarcity of medical practitioners. The doctor-to-patient ratio in Pakistan's rural areas is far lower than advised, according to data from WHO and the Pakistan Medical and Dental Council (PMDC). This is mostly because of ineffective recruiting and retention tactics (Ali & Raza, 2021).

The following framework is designed to connect key variables such as candidate activity, recruitment success, employer branding, and social media adoption to overall improvement in healthcare human resources.

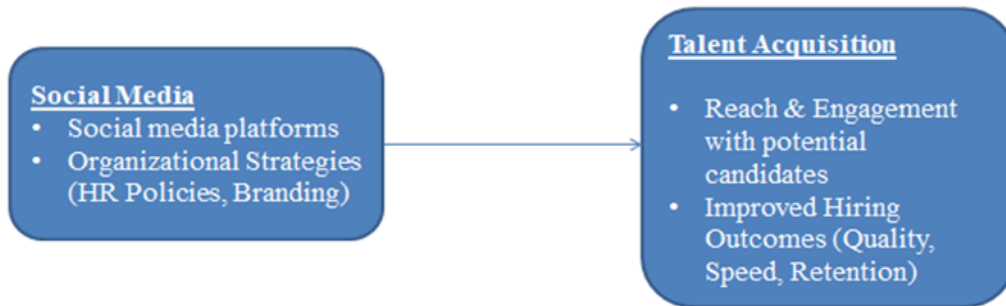


Figure 1: Research Framework

Social media is quantified on an institutional and strategic level, rather than with specific focus on platforms. The model extracts two significant aspects under the social media construct: the first, the utilization of online systems as general instruments for professional communication and outreach in recruitment; and the second, employer branding and human resource policy, organizational measures that determine how institutions are portrayed in the labor market and interact with potential applicants. These variables show how healthcare organizations become more visible and competitive by being present digitally. Previous presents that the managed digital interaction would lead to more effective and efficient recruitment processes (Kaur & Sharma, 2019).

Effectiveness of Talent Acquisition in the Healthcare Sector

An effective talent acquisition system Reuter (2020) elaborated that directly impacts the process of converting talent to human capital by ensuring that quality, motivated, mission-driven professionals are available to healthcare facilities. The end result is improved patient care, an efficient facility and a solid public health system (Mishra, 2022). In Pakistan, where the healthcare sector is face with shortage, turnover and brain drain, investing in talent management is essential for development of a durable healthcare workforce.

According to Sattibabu et al. (2024), talent acquisition is assessed via major factors such as reaching and overcoming hard to explore candidates, enhanced quality of hire, process efficiency in the recruiting cycle, and the quantity of employees recruited that stick. The role of health labor attraction is especially important in Pakistani healthcare sector due to severe staff shortages, increasing local and international talent light, and uneven geographic distribution of health work force a successful talent acquisition is vital in maintaining standards of health care and organizational performance. This research is aimed to investigate whether an online exactness strategy, presented professionally and consonant with center esteems and human asset practices, produces better enlistment results in the human services industry (Sattibabu et al., 2024; Nikolaou, 2014).

Concerning the social media with recruitment could help to have sustainable and equitable economic growth with decent jobs opportunities. The fact that large numbers of educated youth are without jobs or working for low wages in Pakistan is a loud indicator that social media could be an avenue between health facilities and under- employed professionals, they argue. Khalique et al. (2021) stated that this may in turn result in a backlash against utilizing the sustainability as of SDG 8: decent work & economic growth. A social medium, as a norm, helps to recruit talent too that is nurses, lab technicians, radiologists and admins, and hospitals are beginning to notice this increasingly. Real-time engagement on social media enables organizations to trump institutional

values and work culture along with the jobs on offering thus creating more sustainable labor relations.

Additionally, digital transformation and innovation with regards to finalizing recruitment practices is also establishing high value. In contrast, the majority of hospitals in Pakistan especially in the government sector still have inefficient, bureaucratic systems requiring hand-written applications, newspaper advertisements, and multiple signature approvals all of which take time, causing delays and inefficiencies in allowing recruitment, especially for critical positions like emergency medical team staff or specialist consultants. Chaturvedi and Tiwari (2025) added as this can strike back towards utilizing the sustainability as for SDG 9: industry, innovation and infrastructure. Despite these advantages, the use of social media for hiring in the healthcare industry is still grossly underutilized, mainly due to lack of digital training, unwillingness to adopt among users, lack of internal policies, and poor connectivity particularly in rural areas.

Businesses must utilize social media responsibly to promote equal employment practices and institution reputation. This can retaliate as Küfeoğlu (2022) elated towards leveraging the sustainability as of SDG 16: Peace, Justice, and Strong Institutions. Without management, social media recruitment has the potential to introduce new types of biases on the basis of appearance, offline conduct, or social media variables regardless of professional skills. To maintain justice and institutional strength, hospitals must develop and enforce HR policy and electronic codes of conduct for truthful screening procedures, equal opportunity hiring, confidentiality of information on candidates and bias-free evaluation procedures.

Theoretical Framework

The theoretical framework provides a backbone to conceptualize social media recruitment variables and dynamics. According to Taherdoost (2021), Technology Acceptance Model (TAM) provides an insightful theoretical framework to understand social media tool adoption in healthcare recruitment. According to the theory puts forward that two beliefs according to Denaputri and Usman (2019), Perceived Usefulness (PU) and Perceived Ease of Use (PEOU), influence an individual's intention to adopt and use a new technology.

Applied to Pakistan's healthcare industry, TAM can explain why HR experts might opt for integrating digital recruitment methods into their current systems. Only if these decision-makers see social media websites as effective ways of reaching a greater audience, improving quality of hiring, and streamlining the recruitment process (PU), and if they also find the sites to be simple to use and compatible with their normal operations (PEOU), the adoption likelihood will be high. This framework will especially aid in the exploration of behavioral intention in private and public healthcare organisations which we expect will vary by context in terms of resources, experiences and readiness for technology use. Using the application of TAM, this research aims to identify how these perceptions affect the strategic use of social media recruitment, extending the understanding of digital change in Pakistan's HR practices in the healthcare industry (Ali et al., 2020; Davis, 1989).

The Resource-Based View (RBV) of Barney implies that sustainable competitive advantage can be achieved if organizations can achieve and maintain resources that are valuable, rare, inimitable, and non-substitutable. Medical professional cadre is one of the important resources in the health sector. It governs the quality of care, patient outcome, and institutional performance, as all these attributes are directly affected by such personnel. RBV is relevant to this study because it explains the strategic purpose of utilizing contemporary methods of recruitment, such as Internet- based channels, in recruiting and retaining personnel of high quality. Leveraging social media-oriented

techniques that are consistent with organizational brand and best human capital practices, Pakistani hospitals experience enhanced access to quality professional with distinctive capability and competence. Hence, apart from sub-operatively need, talent procurement also becomes a core strategic behavior system when they want to perform and develop as institutions in the long run. Thus, by incorporating the RBV paradigm, we provide a theoretical justification for examining how new recruitment technologies can be used to enhance the competitive standing of a hospital in a resource-scarce health care environment (Dionysus & Arifin, 2020; Barney, 1991).

Methodology

The purpose of this study is to analyze the influence of social media on effective talent recruitment in the healthcare sector of Pakistan using mixed-method approach.

Qualitative method was used to understand the influence of social media channels on recruitment processes. Mindfully, the health care staffing in hospitals and medical centers is moving target and the digital ways from recruitment to taking them onboard for scheduling their online appointments is increasing. Where HR professionals are aligning the medical staffs at the same they were also seeking such platforms. However, the qualitative data was collected by conducting semi-structure interviews with HR managers, administrators and coordinators of hospitals facilitating in both public and private sector of Pakistan. This method ensures the validity of information about the ways social media are actually influencing the recruitment processes in health care sector.

However, quantitative research places its focus on objectivity and statistical precision that supports the aim of measuring how much social media websites affect talent acquisition processes in a particular, evidence-based way. For this research, the quantitative design was enable the gathering of ordered data using instruments like surveys or questionnaires filled out by HR specialists, recruiters, and hiring managers from healthcare organizations. This allows the researcher to acquire quantifiable information regarding the frequency, efficacy, and consequences of utilizing platforms such as LinkedIn, Facebook, and Twitter for recruitment.

With statistical analyses, correlations and trends can be established for example, whether social media usage results in better quality hires, lower recruitment expenditure, or enhanced hiring times (Bryman, 2016).

In addition, positivist philosophy of research, upon which the quantitative design was based, perceives reality as constant and measurable. Such a design is most suitable for hypothesis testing and drawing conclusions with the potential to be generalized to all healthcare organizations in Pakistan. Being based on figures, this design increases the validity and reliability of results and justifies recommendations based on evidence for hiring strategies in the health industry (Creswell, 2014).

The research employs a deductive research strategy, beginning with proven digital recruitment and talent acquisition theories, which are later piloted within the Pakistani context of healthcare. Established theories of social media recruitment and talent acquisition are used as the building blocks in this research to formulate hypotheses that are piloted within the Pakistani context of healthcare. The deductive strategy is appropriate for this study in that it enables the researcher to begin with definite, theory-informed expectations, such as social media sites like Facebook or LinkedIn have an important contribution to play in the recruitment of appropriate workers. These kinds of hypotheses can then be tested with empirical measures of the types defined in the previous paragraphs for example, questionnaires or interviews with HR managers and human resources

professionals from hospitals and health facilities (Bryman & Bell, 2015; Saunders, Lewis, & Thornhill, 2019).

This research was intended to investigate the ways in which social media sites are utilized by healthcare institutions in Pakistan to recruit and acquire talent. The population of interest was employees at different levels in healthcare institutions. Because of practical limitations, convenience sampling method was employed, enabling researchers to approach willing and accessible participants. Though this non-probability sampling technique restricts generalizability, it offered applicable firsthand information (Etikan, Musa, & Alkassim, 2016).

A close-ended and multiple-choice structured questionnaire was used to evaluate employees' experiences and perception of social media use in recruitment. All ethical principles were maintained, including confidentiality and anonymity, in order to promote open responses (Saunders, Lewis, & Thornhill, 2019). 120 responses were gathered from varied roles and organizations across the healthcare industry. This variance enriched the data, which was subsequently analyzed to pinpoint trends and correspondences among social media utilization and talent acquisition success.

Quantitative analysis included in SPSS was applied to the data obtained on 120 workers in the field of healthcare in Pakistan. The percentage and ratio analysis described by descriptive statistic was used to describe the demographical status of the respondents and the general trends of using social media to hire. These produced a clear image of likings and behaviors (Field, 2013).

Such inferential statistical methods as correlation and regression analysis were applied to investigate interconnections in the most significant variables, i.e., in the efficacy of social media websites and the efficacy of talent acquisition. The analysis of correlation was used to determine the strength and the direction of the relationship between the variables, the regression analysis was also used to determine the extent to which the variable of use of social media could determine the appropriate selection of the candidates. Such an approach to the study allowed testing the research assumptions and draw conclusions based on data, which made the research more credible and complete. The results are informative and they give a clear indication of the extent to which the social media is applied within the Pakistani healthcare sector as far as recruitment is concerned.

The study complied with the ethical research boundaries to ensure the protection of interests of the research participants and integrity of the research. Before collection of any data, they obtained the informed consent of all the respondents and it was clearly stated that they were free to withdraw during the session. It was explained to the participants that their response would be anonymous, confidential and could only be used academically. No personal information was collected and every data was handled in confidentiality. No intimidation or compulsive measures were used to influence the respondents in any way because all the participation is purely voluntary. The norms of ethics were related to the free exchange of information with the participants, the consideration of their time and the opinions, and the possibility to avoid manipulation of data. All these were done to ensure responsibility and respect when undertaking the research as per the social science research ethical standards (Bryman & Bell, 2015).

Data Analysis & Results

This section offers the headline results from the question answered by participants involved with social media-focused recruitment in Pakistan e-healthcare. This study seeks to evaluate the effects of social media on many aspects of talent acquisition, such as candidate sourcing, candidate quality, candidate interactions, and efficiency. Against the research objectives, the trends

extracted in the discussion context yield some deployed salts. Here we're focusing more on the tactical and what's new in recruiting in this era of social media.

Thematic Analysis

This theme includes emerging themes based on the comments gathered from practitioners involved in recruiting with Health sector in Pakistan. What the analysis does talk about is a new recruitment strategy social media, which marks a tectonic shift in the blueprint of talent search websites. It allowed us to identify the primary themes by conglomerating similar beliefs about (and experience with) social media and how it is perceived to potentially affect hiring.

Theme 1: Expanded Reach and Visibility

Most of the people responding about adding to the profile of the job vacancies, when it comes to social media sites as Facebook and LinkedIn, is another great influencer. This allows organizations to reach a larger, more diverse candidate audience as well, which would also include passive job seekers who may not otherwise be actively browsing job boards. Healthcare recruiters found this especially product useful as they attempted to recruit individuals to specialty posts in rural or underserved areas as traditional methods would not bring in enough candidates.

Theme 2: Employer Branding and Employee Engagement

Members often cited this as an important tool to help with branding your company as an employer of choice. Scope of online presence and interesting content can build a good image of the organization as an employer. Another benefit respondents cited social media offers is the ability to more actively and effectively communicate and engage with prospective employees from start to finish throughout the hiring cycle. Candidates weighing multiple offers find the pitch to be a deciding factor.

Theme 3: Enhanced Candidate Quality and Appropriateness

A key level theme that found expression was the perceived improvement in the candidate pool. What respondents liked was the better screening and selection of candidates by using professional profiles over social media as it provides more information to identify the right skills and cultural fit from the outset. This is a clear indication that social media plays a constructive role in assessing cultural fit. But, said those employers, observing a candidate's exchanges and postings on social sites as well as the wider company, may provide at least an indirect glimpse into personality, values and fit with a company's culture.

Theme 4: Efficiency and Speed in Hiring

Participants agreed that social media recruitment does accelerate the hiring process. It reduces the cost and time in making the hiring decisions through features such as convenience of advertising jobs, direct access to the candidates and fast feedback processes. The majority of HR persons explained how these efficiencies cut the timelines down from weeks to days and in some cases to hours.

Theme 5: Cost-Effectiveness

Another most frequently mentioned theme was savings. Social media recruitment was considered cheaper than traditional methods by the majority of the respondents, as it doesn't depend on middlemen and paid job advertisements and still attracts a large number of applicants. Respondents pointed out that the sites allow for as economically efficient recruitment campaigns

possible, which is an important consideration for the smaller clinics, hospitals or public health facilities that have few resources to hire. Respondents also said they thought you would get better return on investment from paid offerings noting that sponsored posts or targeted ads are a better kind of job advertising practice than any other.

Theme 6: Meeting Challenging-to-Fill Jobs

Others highlighted the role of social media in hiring for specialist or hard-to-fill jobs. Posting jobs on specific basis and filters through interests help find talent easily not through other methods. Within healthcare specifically, these are often anesthesiologists, radiology technologists, and healthcare IT professionals. Social media allows recruiters to access such professionals using groups, hashtags, interest-based filters, and even alumni networks.

Though social media websites provide many advantages in making the talent acquisition process more efficient, the study also revealed a number of problems that recruiters face, especially in Pakistan's healthcare industry. The most frequent problem cited by participants was the low level of digital literacy among parts of the target audience, especially rural or underprivileged regions. Most trained healthcare providers do not directly utilize social media for work-related applications or are not aware of how to use recruitment-based platforms. There is also erratic internet connectivity, which limits exposure to online advertisements of jobs and makes social media less of an across-the-board recruitment tool.

Members questioned the validity of information shown on social media pages. In contrast with official application forms, information on social media sites is stated by the individual and not necessarily verified. Therefore, recruiters are not always able to have complete faith in the facts of qualifications shown, work history, and endorsement of skills, which can heighten the chances of deception and bad recruitment choices.

With the increased popularity of social media recruitment, sites are becoming more and more crowded with job postings. This saturation can lead to lower visibility for individual postings, particularly for less prominent healthcare organizations with no substantial internet presence. Even with the faster communication system it is not necessarily time-effective to run an online marketing campaign. Focused human labor is needed for content attention of the right strike, message-related answers, and applicant application screening. Most healthcare facilities, particularly public or mid-size ones, do not have the capability or trained personnel to undertake these tasks optimally.

The other issue brought up by participants was the moral line between professional assessment and personal invasion. Examining a candidate's social media presence at times crosses boundaries between pertinent professional information and personal information. This raises issues regarding bias, privacy of data, and equity in the assessment process.

Data Analysis

Here this section presents ideas drawn from the quantitative data collected through structured questionnaire carried out on the individuals involved or interested in Pakistan's healthcare sector. Analysis refers to evaluating the ongoing trends, patterns and awareness with respect to the use of social media sites as a recruitment source. Descriptive statistics provide an accurate reflection of the responses collected and help to simplify the data by giving us a general idea of the trends and central tendencies in the use of socially-based open talent recruitment and sourcing. The analysis was done according to simple statistical methods including frequencies, percentages, and measures of central tendency (mean and standard deviation) to manifest general trends.

Utilization of Social Media for Recruitment

The aggregate response displayed a fairly strong reliance on social networks as pathways to finding jobs, with professional networks (e.g., LinkedIn) being the strongest scored. Messaging apps and general sites such as Facebook and Instagram were also recognized as useful to some extent, although to a lesser degree as professional networking sites. The majority of the respondents were male with ratio of 62%, indicating that men may be more engaged or available in the workforce or more responsive to the survey in the healthcare sector. Half of the respondents are from the 18–24 age groups, suggesting that younger individuals are actively engaged in job searching and may be more inclined to use social media platforms for career opportunities. Most respondents have one year of experience, showing that early-career professionals form the bulk of the healthcare job market sample, which may influence how social media is perceived in recruitment. However, a considerable majority of 61% of the respondents employ social media for career hunting. 10% of Instagram used as a second source, predominantly for casual or innovative job postings. WhatsApp, Twitter, and Indeed have limited use for job searching. This indicates LinkedIn's distinct social media dominance in recruitment.

Table 1: Demographical Distribution

		Number of Respondents	Percentage
Gender	Male	74	62%
	Female	46	38%
Age Group	18-24	60	50%
	25-34	36	30%
	35-44	16	14%
	45 and above	8	6%
Work Experience	1 year	55	46%
	2-3 year	33	28%
	4-5 year	24	20%
	More than 5 year	8	6%
Use of Social Media	Yes	73	62%
	No	47	38%
Social Media Channel	Linkedin	96	80%
	Facebook	4	3%
	Twitter	2	2%
	Instagram	12	10%
	TikTok	0	0%
	Whatsapp	2	2%
	Indeed	4	3%

The demographical representation of the respondent categories is a combination of both males and females with slight majority being the males. Most of the respondents are placed in the younger categories of ages, that is, early twenties and early thirties as an indication of a high level of digital literacy and web platform expertise. Most of the respondents are at their early years of themselves and the rest are middle age professionals having more than a few years of experience under their belt. That means that the views obtained during the research are selected among those people who actively enter the labor market or seek experience to advance the career.

The usage of social media among the respondents is high especially in matters of job hunting. Majority of the respondents confessed they were on social media platforms such as LinkedIn, Facebook, and others to look up job opportunities. It means that the hiring practices are shifting strongly and the traditional methods are being augmented or replaced frequently by the Internet option. All these responses show that social media plays a significant and growing role in the talent acquisition aspect of the healthcare sector as individuals in younger professions employ social media sites to find friends and build careers.

Correlation and Regression Analysis

Correlation analysis helps to determine whether changes in one variable are associated with changes in another, indicating positive, negative, or no correlation. The Pearson correlation coefficient between Social Media (SM) and Talent Acquisition (TA) is 0.746, indicating a strong positive relationship. This means that as the use of social media increases, talent acquisition effectiveness also tends to increase. The correlation in the statistic is significant at the significance level of 0.01 (2-tailed) since it has a p-value of < 0.001 .

Regression analysis is a description statistical analysis performed to analyze the correlation between a dependent variable and one or more independent variables. It assists in forecasting the dependent variable value by the value of the independent variables and in how the variations of the predictors affect the outcome. It is usually used to detect trends, forecast and ascertain the strength of relationship between variables in the data.

Table 2: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.586	1.769		5.983	<.001
	SM	.699	.057	.746	12.170	<.001
a. Dependent Variable: TA						

Using the regression analysis, the Social Media (SM) is a predictor of Talent Acquisition (TA) with a strong positive effect (0.746, $p < 0.001$). The model predicts 55.7 percent of variance in TA and implies that more the social media use, the more the talent acquisition. The findings indicate the significance of the social media in enhancing the recruitment results.

Regression analysis indicated that Social Media usage is a strong predictor of Talent Acquisition. This implies that variations in social media activities significantly relate to variations in talent acquisition performance. The p-value (< 0.001) validates that the relationship is statistically significant and not by chance. The model R^2 of 0.557 indicates that 55.7% of Talent Acquisition variation is explained by Social Media usage. This means that over half of the variation in recruitment success between participants is explained by their social media usage. It is an extremely high explained variance, which denotes the major role played by social media as a determinant factor.

Social media is an omnipresent force, and while other facets must be involved, there's no denying this. The positive regression unstandardized coefficient (0.699) indicates that the more utilization of social media, the better performance against the criteria talent acquisition success measures. The more an organization or recruiters' blows money on social media platforms, the more

qualified individuals they attract and hires. This means that if you use the resources of social media correctly, it can aid you to make a better recruitment process. So, social media is a great tool to add to your talent acquisition toolbox.

Hence, this result implies the link between social media and a company's sourcing performance is by no means a simple correlation; it is among the strongest predictors of it. The better the engagement or visibility on social media, the better the results in attracting qualified candidates. In this stance, the model proves that this relationship is unlikely to take place by chance.

By demonstrating that social media statistically significantly affects talent acquisition, these findings support the validity of these results for the sample studied. However, the model explains the 55.7% variation in talent acquisition results. This large percentage indicates that the use of social media contributes to over half of the variation in recruitment success across the organizations or individuals being studied. It probably would not only be about those other things though. Social media is well-established as a prime contributor.

Discussion

The current research was conducted in health care organizations in Pakistan to analyze the involvement of social media in the discovery of talent. The findings validate the hypothesis that social media use leads to more-effective talent recruitment strategies. The Pearson correlation test between population and social media remained positive and highly correlated. Although this is a range that respectable data analysts would call a "strong" correlation, it does not tell the reader that more social media activity equals better recruiting results. The meaning of this discovery is that health care organizations that utilize social media sites deliberately will be able to tap into high quality and core talent in a highly competitive labor market. Additionally, regression analysis supported the discovery of an explicit predictor of talent acquisition when it came to the role of social media.

This statistics actually reinforces the world study and literature that shows Social media platforms in general still holds the top position and tools such as LinkedIn, Facebook and Twitter is still widely used media sources in contemporary recruitment. In Pakistan's complicated healthcare system where professional human resources are required and not abundantly available, the use of these online platforms becomes a profitable approach.

But the advantages of social media to recruiting range from the job postings receiving a more visible position on the internet, an increase in employer branding, an enhancement in the communication process with potential recruits in addition the span of the whole procedure of recruiting is also decreased. The results will impact healthcare institutions in way that investing on social media activities and recruiting best candidates can improve the smoothness of the recruitment process and the quality of the initial applicants. This could be of added significance in a developing country such as Pakistan where conventional approaches to recruitment may be sluggish or inadequate to meet the rising demand for qualified healthcare professionals.

Conclusion

The major findings and summary are given in this chapter on how social media supports the organization in hiring the right talent in Pakistan. The chapter also explains the research objectives in detail and how they were met through the study. This also shows the main findings of the analysis performed in the results chapter and their practical and theoretical significance. Besides, it also deals with limitation of the research and recommendation for future research. The objective

of this chapter is to wrap up the whole research with a general contribution of the research stating the research significance, and suggesting possible clauses for further investigation in the area.

This was to study the importance of social media with respect to hiring the right talent for an organization especially in context of Pakistan. Even in hiring, it plays an important role, and the research also studies the significance of the path chosen. The implications of this research describe the types of hiring situation in industries that include healthcare and education. This paper has successfully fulfilled its research objectives and provides insights into the hiring process in health sector and beyond in Pakistan.

The first aim of the paper illustrates the application of social media in organizations and businesses in Pakistan for talent selection. To this end, it has been observed that for searching potential candidates organizations preferred using LinkedIn professional networking website. This recruitment tool not only helps potential candidates who meet criteria on the merit but also taps on the millennial as they are the highest user of social media globally. Social media offers companies the opportunity to attract the best individuals, showcase their company culture, and create engaging content. Social media platforms also offer targeted advertising, making it easier to reach individuals who match the desired profile (Lewis, Thomas, and James, 2015).

The second objective illustrates the issues and obstacles that are typically encountered by employees and applicants searching for a job in Pakistan. The study shows that defying the privacy of applicants, the failure to use any publicly identifiable theoretical frameworks during screening, and the absence of proof showing that the data used during screening is suitable for the post (Noble, Foster, and Craig, 2021).

Moreover, another problem with the use of social media is the range of information that is available to various candidates for jobs. The second challenge that we encountered from this study is that it is hard to recruit senior staff using the services of social media because most individuals do not utilize these sites and they have to resort to the old conventional method of recruiting, which takes a long time.

The third goal was to examine the effectiveness of social media recruitment methods in the healthcare and education industries. The study explains that Healthcare professionals can gain additional insight into a candidate's personality, values, and behavior by reviewing their social media profile, which can help identify potential warning signs, such as impropriety or patient confidentiality breaches (Pronk et al., 2021).

Social media screening is yet another resource that healthcare organizations can employ to verify the qualifications and experience of a candidate. In the education sector, SM recruitment can scan the candidates' online activities and presence prior to hiring them and entrusting them with the role of teaching the students (Evuleocha, and Ugbah, 2018).

The fourth goal of this research is to enhance the application of social media in attracting and recruiting talented candidates in Pakistan. Although we discussed how social media can be helpful for organizations in recruiting candidates and saving time and money. The researches show that by advertising to the right audience with the assistance of LinkedIn and Facebook, they are the most popular job search platforms and hiring websites. Also, company culture, employee engagement, and branding posts can increase the company reputation and draw potential candidates.

The question of research is regarding "how are organizations are using social media recruitment in Pakistan"? It has been covered in this paper. The results show Pakistani organizations are primarily utilizing LinkedIn to brand themselves and recruit candidates, with definite policies on it. The

organizations have also employed the strategy to eliminate the candidates who do not meet the job criteria standards, which can make it simpler for HR to recruit the correct individuals (Mehta et al., 2013).

In addition to the mentioned platforms, Pakistan also has job-seeking websites that assist organizations in targeting candidates in Pakistan, as both employers and job candidates often utilize Bayrozgar.com, Mustakbil.com, and Rozee.pk (Khan, Niqab, and Hanson, 2023).

In addition, this concludes there is a huge advantage to social media recruitment and not only to health sectors but also other sectors. With major finding concerns, the human resource experts ought to bear witness to the confidentiality of the data obtained from applicants' social networking profiles on the web. The job seekers ought to also make their accounts professionally credible so that recruiters can employ them. Besides, the HR experts ought to possess an informed learning about using social media for recruitment purposes so that they remain competitive in this new market. Businesses that embraced online recruiting have realized the effectiveness in such hiring rather than traditional age old methods of leaflets and newspaper advertisements.

However, this research points out the high impact of social media on hiring the right talent in healthcare of Pakistan. Acknowledging its advantages, such as cost savings, branding, emphasis on diversity, impartial hiring, and recruitment based on aptitude and skills. Must also build and establish a strong online portfolio with details about their experience, skills, projects, qualifications and content to attract the right employers faster and also streamline the overall hiring process. More studies can investigate the role of SM in recruitment, providing more insight into the larger influence of social media in health industries, and beyond.

Research Implications

Several important implications arise from this research for both the health industry and the scholarly industry regarding social media recruitment. This study explains that the health care organizations involved in the research may use this research to understand the importance of social media as a very strong instrument to build connections and associations. Through social media, healthcare workers can interact with other professionals, agencies, and stakeholders, they can establish connections, exchange ideas, and cooperate on initiatives (Khan, and Loh, 2021).

The authors also indicate that social media offers a way for healthcare organizations to establish connections with researchers, industry leaders, and other health care professionals. This is can enable cooperation and information flow and creating new things. Using social media to establish connections with patient advocacy organizations, community organizations, and other stakeholders are important (Walsh et al., 2021).

Additionally, the educational sector will also be able to use the paper in determining the advantages and disadvantages of using social media to hire employees. They can do a proper background check on instructors and study the importance of intensive social media checks to maintain trust, safeguard students, and ensure a good name.

To utilize social media in a timely and effective manner for hiring purposes, the paper can also be helpful in developing and implementing an effective social media policy (SMP).

Recommendations

On the basis of the study and analysis, the following recommendations were put forward.

- Every organization, whether small or large, needs to invest in online recruitment as it is helpful and assists in facilitating hiring and selection since it is moderately very and has access to a very large number of potential candidates. The research indicates that most individuals have faith in e- recruitment compared to conventional one.
- Human resource practitioners need to affirm that the information obtained from candidates' online social network sites is private. The data collected from their profiles should also be applied with a specific purpose to minimize the risk of company legal action.
- Moreover, regarding privacy, equity, and ethics for employees and employers and organizational recruitment policy and practice for job seekers, employers and job seekers ought to respect each other. Social media can only work efficiently and effectively when both the employers and employees are knowledgeable about the basic legal and ethical foundations.
- Management support is required to ensure that social media training is ongoing in the human resources department, as the paper suggests.

Limitations of Research and Future Research

Although this research provides useful knowledge on the influence of social media during hiring in Pakistan and yields advantages like cost savings and time efficiency in the health sector and academic sectors, several limitations need to be realized. The research relies on primary data from the outcome of a survey and the respondents of 120, which can be considered to be incomplete in terms of the wider notion of social media recruitment in an organization. The survey is similarly reliant on two industries, for example, health and education that could be restricting the generalizability of the outcomes to other industries.

Last but not least, the research applied the important dependent variables like quality of candidate, efficiency in hiring, cost savings, and diversity in order to hire the right person; various other variables might be influenced by SM hiring.

For future research, it would be beneficial to include a larger and more varied sample from different industries to test the effect of social media recruitment. In addition, AI automation and social media can also impact e-recruitment across sectors and look at the remaining dependent variables in order to provide a greater valuable insight into how social media impacts hiring the ideal candidate.

The benefits, costs, opportunities, and challenges of applying social networking to the selection and hiring of the appropriate talent were all addressed within this research. The same kinds of research should be attempted, but young professionals should be the focus with the end goal of seeing what they prefer and enjoy when it comes to social media recruitment or do they think this type of recruitment works or not.

It is also here that the contributions of the analysis undertaken are highlighted with a focus on their theoretical and practical implications. In addition, limitations of the research and suggestions for further research. Drawing a close to the research, this chapter highlights the importance of the research, provides an overview of the contribution made by the overall thesis and presents suggestions for future research and areas in which to explore further.

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