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PERCEIVED LINKEDIN RECRUITMENT AND HIRING EFFECTIVENESS: AN ASSESSMENT OF ASSOCIATIONS REPORTED IN A SINGLE-ORGANISATION SURVEY

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Abstract:

The growing adoption of professional networking platforms has transformed recruitment practices, particularly among organisations seeking specialised technical professionals. LinkedIn has emerged as an important recruitment channel for identifying potential candidates, communicating employment opportunities and strengthening employer visibility. This study examines respondents' perceptions of LinkedIn recruitment campaigns and their association with perceived hiring effectiveness for Machine Learning (ML) positions at Bartleby. Based on a survey of 200 respondents, the study analyses perceptions of campaign usefulness, recruitment effectiveness and the contribution of LinkedIn to hiring ML professionals. The reported descriptive findings indicate that 59% of respondents considered LinkedIn campaigns helpful in improving recruitment, while 42% rated their effectiveness as high and 25% as moderate. The research study also reports statistically significant Pearson chi-square associations between perceived campaign usefulness and selected recruitment assessments. However, the reported statistical outputs require cautious interpretation because respondent-level data and complete contingency tables were unavailable for independent verification. One reported test also contains a substantial proportion of expected cell frequencies below five, raising concerns about the conventional chi-square approximation. The study distinguishes perceived recruitment effectiveness from actual hiring performance and highlights the importance of statistical transparency, appropriate analytical procedures and measurable recruitment indicators. It contributes to the digital recruitment literature by demonstrating the need to evaluate professional networking platforms through both respondent perceptions and verifiable organisational outcomes.

Keywords: *LinkedIn recruitment, Machine Learning talent, digital recruitment, recruitment effectiveness, social media recruitment, employer branding, chi-square analysis*.

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1. Introduction

The rapid development of digital technologies has significantly transformed human resource management, particularly the processes of attracting, identifying and selecting employees. Organisations increasingly use digital platforms to communicate employment opportunities, expand candidate networks and improve the efficiency of recruitment activities. Professional networking platforms have become particularly relevant because they provide access to individuals with specialised qualifications, professional experience and industry-specific competencies.

LinkedIn occupies an important position among professional networking platforms because of its focus on employment, professional relationships and career development. Organisations use the platform to advertise vacancies, strengthen employer branding, identify potential candidates and communicate directly with professionals. These features are particularly relevant when recruiting employees for specialised positions requiring technical knowledge and industry experience.

The recruitment of Machine Learning (ML) professionals presents specific challenges for organisations. Employers require candidates with competencies in programming, statistical modelling, artificial intelligence, data analysis and related technical domains. Conventional recruitment channels may not always provide access to an adequate pool of appropriately qualified candidates. Consequently, professional networking platforms such as LinkedIn have become useful channels for reaching specialised talent.

However, the availability and popularity of a recruitment platform do not automatically establish its effectiveness. A platform may improve vacancy visibility and generate applications without necessarily improving candidate quality, recruitment speed or employee retention. Therefore, recruitment effectiveness should be evaluated through multiple dimensions rather than relying exclusively on respondents' opinions.

The present study examines perceptions of LinkedIn recruitment campaigns at Bartleby, with particular reference to hiring Machine Learning professionals. It considers whether respondents who perceive LinkedIn campaigns as useful also tend to assess recruitment effectiveness more positively.

An important feature of this study is its cautious assessment of the statistical results as per the primary data. Although the research study presents significant chi-square statistics, the absence of respondent-level data prevents independent recalculation. The findings are therefore interpreted as reported statistical evidence rather than independently validated results.

The study contributes to the discussion on digital recruitment by distinguishing perceived usefulness from actual recruitment performance and identifying the methodological requirements for establishing reliable associations.

2. Statement of the Research Problem

Organisations increasingly depend on professional networking platforms to attract and recruit specialised employees. Although LinkedIn offers opportunities for candidate identification, professional networking and employer communication, the extent to which these activities translate into effective recruitment remains an important research concern.

In the case of Machine Learning recruitment, organisations must identify candidates with specialised technical competencies. Therefore, it is necessary to understand whether LinkedIn recruitment campaigns are perceived as useful by individuals involved in or familiar with recruitment activities.

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The central problem addressed in this study is whether respondents who perceive LinkedIn campaigns as useful also tend to report higher levels of perceived hiring effectiveness.

Additionally, the study examines the reliability of the reported statistical associations and the extent to which the available evidence supports conclusions regarding the effectiveness of LinkedIn recruitment campaigns.

3. Objectives of the Study

To examine respondents' perceptions of LinkedIn recruitment campaigns for hiring Machine Learning professionals.
To assess the perceived usefulness and effectiveness of LinkedIn recruitment campaigns.
To examine the reported associations between campaign usefulness and selected recruitment assessments.
To evaluate the statistical reliability of the reported chi-square results.
To identify appropriate indicators for measuring the effectiveness of digital recruitment.

4. Review of Literature

Nikolaou (2014) examined the role of social networking websites in job searching and employee recruitment. The study highlighted LinkedIn's importance in candidate identification, professional networking and recruitment activities. It established professional networking platforms as relevant tools in contemporary recruitment.

Caers and Castelyns (2011) investigated the use of LinkedIn and Facebook in recruitment and selection procedures. Their findings demonstrated that recruitment professionals use social networking platforms to identify applicants, obtain additional candidate information and support selection decisions.

Melanthiou et al. (2015) explored social networking websites as electronic recruitment tools. The study identified wider candidate reach and access to applicant information as potential advantages while highlighting privacy, legal and information-reliability concerns.

Sivertzen et al. (2013) examined the relationship between employer branding, social media and organisational attractiveness. Their findings indicated that social media communication and corporate reputation influence potential applicants' intentions to apply for employment.

Muduli and Trivedi (2020) investigated social media recruitment by examining the role of credibility and satisfaction. Their findings demonstrated that credible recruitment information and applicant satisfaction are important factors influencing the usefulness of social media recruitment.

Rahman et al. (2022) examined the influence of social media on electronic recruitment and selection practices. Their research identified potential benefits relating to recruitment efficiency, wider candidate searches and organisational competitiveness, while recognising the limitations and possible negative implications of social media-based recruitment.

Chapman et al. (2005) conducted a meta-analysis of factors influencing applicant attraction and job choice. Their findings demonstrated that organisational characteristics, recruitment practices and applicant perceptions play important roles in determining recruitment outcomes.

Allen et al. (2007) investigated the influence of web-based recruitment information and organisational branding on applicant attraction. Their findings indicated that relevant job information and organisational reputation influence applicants' intentions to pursue employment opportunities.

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Parry and Tyson (2008) examined the use and perceived success of online recruitment methods among organisations in the United Kingdom. Their study demonstrated that although online recruitment has become widespread, organisations experience varying degrees of success, suggesting that technology adoption alone does not guarantee improved recruitment outcomes.

Roulin and Bangerter (2013) examined the use of social networking websites in personnel selection through the perspective of signalling theory. Their findings indicated that professional networking websites such as LinkedIn provide information relevant to person-job fit. The study also highlighted differences between recruiters and applicants in interpreting information available on professional profiles.

4.1 Research Gap

The reviewed literature establishes the growing importance of professional networking platforms in recruitment, candidate attraction, employer branding and personnel selection. However, the relationship between perceived usefulness of LinkedIn recruitment campaigns and perceived hiring effectiveness for specialised Machine Learning positions requires further examination.

Previous studies have primarily focused on the adoption of social media recruitment, applicant attraction, employer branding and recruitment practices. There is a need to distinguish these dimensions from actual recruitment effectiveness.

The present study addresses this gap by examining reported associations between perceived LinkedIn campaign usefulness and recruitment assessments in a single organisational context. It further contributes by highlighting the importance of validating statistical assumptions before drawing conclusions from survey-based recruitment research.

5. Research Methodology

5.1 Research Design

The study adopts a descriptive and analytical research design based on a cross-sectional survey conducted at Bartleby. It examines respondents' perceptions of LinkedIn recruitment campaigns and their assessments of hiring effectiveness for Machine Learning positions.

The study also assesses the statistical outputs with particular attention to the interpretation of categorical associations.

5.2 Sample Size and Sampling Technique

The study is based on a sample of 200 respondents (N = 200). The sampling procedure adopted is the random sampling. The structured questionnaire was used to collect information relating to respondents' perceptions of LinkedIn recruitment campaigns, their usefulness and their effectiveness in hiring Machine Learning professionals.

The descriptive frequency distributions and percentage calculations presented in this paper are based on 200 responses.

5.3 Sources of Data

The study uses the descriptive survey findings and statistical outputs. The available material includes frequency distributions, percentage calculations and Pearson chi-square results.

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The original respondent-level dataset and complete contingency tables were not available for independent statistical recalculation. Consequently, the inferential statistics are presented as reported outputs and are interpreted with appropriate methodological caution.

5.4 Variables of the Study

The study considers the following variables:

Perceived usefulness of LinkedIn recruitment campaigns.
Perceived effectiveness of LinkedIn recruitment campaigns.
Perceived contribution of LinkedIn to hiring Machine Learning professionals.
Perceived experience and satisfaction with the recruitment system.
Reported proportion of Machine Learning professionals recruited through LinkedIn.

5.5 Statistical Techniques

The research study has employed frequency distributions, percentage analysis and Pearson chi-square tests.

Frequency and percentage analysis were used to describe respondents' perceptions. Pearson's chi-square test was reported to examine the association between perceived campaign usefulness and selected recruitment assessments.

The interpretation of chi-square results requires consideration of sample size, degrees of freedom and expected cell frequencies. Where expected frequencies are sparse, exact or Monte Carlo procedures may be more appropriate.

Since the original respondent-level dataset was unavailable, the reported chi-square statistics have not been independently recalculated. Effect sizes such as Cramér's V could not be established from the available summary information.

6. Data Analysis and Interpretation

6.1 Respondents' Perceptions of LinkedIn Campaign Usefulness

The following table presents respondents' opinions regarding whether LinkedIn campaigns help improve recruitment at Bartleby.

Response	Frequency	Percentage
Yes	118	59%
No	24	12%
Maybe	58	29%
Total	200	100%

Interpretation: The findings indicate that 59% of respondents considered LinkedIn campaigns helpful in improving recruitment at Bartleby. Approximately 29% selected Maybe, indicating uncertainty regarding the contribution of LinkedIn campaigns. Only 12% expressed a negative opinion. The results suggest that respondents generally perceived LinkedIn as a useful recruitment channel. However, the proportion of uncertain responses indicates that its contribution to recruitment effectiveness is not uniformly established.

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6.2 Perceived Effectiveness of LinkedIn Recruitment Campaigns

The following table presents respondents' assessments of the effectiveness of LinkedIn recruitment campaigns.

Response	Frequency	Percentage
Highly effective	84	42%
Moderately effective	50	25%
Not effective	48	24%
Don't know	18	9%
Total	200	100%

Interpretation: The results indicate that 42% of respondents rated LinkedIn campaigns as highly effective, while 25% considered them moderately effective. Together, 67% expressed a positive assessment of campaign effectiveness. However, 24% considered the campaigns ineffective and 9% were unable to assess their effectiveness. These findings indicate that although the overall perception was favourable, respondents did not unanimously agree regarding the effectiveness of LinkedIn recruitment.

6.3 Perceived Contribution of LinkedIn to Hiring Machine Learning Professionals

The following table presents respondents' opinions regarding the usefulness of LinkedIn in hiring Machine Learning professionals.

Response	Frequency	Percentage
Yes	98	49%
No	18	9%
Maybe	84	42%
Total	200	100%

Interpretation: The results indicate that 49% of respondents believed LinkedIn helped in hiring Machine Learning professionals. Only 9% expressed a negative opinion, whereas 42% selected Maybe. The substantial proportion of uncertain responses suggests that although respondents recognised the potential of LinkedIn as a recruitment channel, its specific contribution to hiring specialised technical employees was not clearly established for all respondents.

6.4 Association Between Perceived Campaign Usefulness and Recruitment Assessments

The research study reports the following Pearson chi-square statistics for selected associations.

Association	Pearson χ^2	df	Reported significance
Campaign usefulness × Percentage of ML resources hired through LinkedIn	50.091	6	$p < .001$
Campaign usefulness × Experience/satisfaction with hiring system	58.926	6	$p < .001$
Campaign usefulness × Perceived effectiveness	106.842	6	$p < .001$

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Interpretation: The reported results indicate statistically significant associations between perceived campaign usefulness and the selected recruitment assessments. The reported Pearson chi-square value of 50.091 suggests an association between campaign usefulness and respondents' assessments of the percentage of Machine Learning resources recruited through LinkedIn.

Similarly, the reported chi-square value of 58.926 indicates an association between perceived campaign usefulness and respondents' experience or satisfaction with the hiring system.

The third reported test, with a chi-square value of 106.842, indicates an association between perceived campaign usefulness and perceived recruitment effectiveness.

These results, if supported by the original contingency tables and appropriate test assumptions, suggest that respondents' assessments of LinkedIn campaign usefulness vary across categories of the selected recruitment variables.

However, statistical significance does not establish the strength or practical importance of these relationships. The association strength must be evaluated through effect-size measures such as Cramér's V.

7. Discussion

The descriptive findings indicate that respondents generally viewed LinkedIn recruitment campaigns favourably. A majority considered the campaigns useful in improving recruitment, while 67% rated their effectiveness as either high or moderate.

These observations are consistent with Nikolaou (2014) and Caers and Castelyns (2011), who established the growing relevance of professional networking websites in candidate attraction and recruitment activities.

The findings also correspond with Melanthiou et al. (2015), who identified the potential of social networking platforms to expand candidate reach and support recruitment and selection procedures.

The favourable perceptions reported in the present study can also be understood through the employer-branding perspective. Sivertzen et al. (2013) demonstrated that social media communication and corporate reputation influence organisational attractiveness and potential applicants' intentions to apply.

Similarly, Muduli and Trivedi (2020) emphasised the importance of credibility and satisfaction in determining the usefulness of social media recruitment.

However, the present findings also reveal an important distinction between general recruitment usefulness and specialised talent acquisition. Although 59% of respondents considered LinkedIn campaigns useful in improving recruitment, only 49% explicitly indicated that LinkedIn helped in hiring Machine Learning professionals. Furthermore, 42% remained uncertain about its contribution to ML recruitment.

This difference suggests that the perceived usefulness of LinkedIn as a general recruitment platform should not automatically be interpreted as evidence of its effectiveness in attracting and appointing specialised technical professionals.

The reported chi-square statistics indicate possible associations between campaign usefulness and other recruitment assessments. Nevertheless, their interpretation is subject to the reliability of the underlying contingency tables and the assumptions of the statistical test.

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In particular, the reported test relating to campaign usefulness and experience or satisfaction with the hiring system contains five cells (41.7%) with expected frequencies below five, with a minimum expected frequency of 0.54. This raises concerns about the reliability of the conventional asymptotic chi-square approximation.

Consequently, the results should be treated as preliminary statistical evidence. The study does not establish a causal relationship between LinkedIn recruitment campaigns and actual hiring success.

8. Implications for Human Resource Management

8.1 Strategic Use of LinkedIn

Organisations can incorporate LinkedIn into their broader recruitment strategies to improve access to professional networks and reach potential candidates possessing specialised technical competencies.

8.2 Employer Branding

Recruitment campaigns should communicate organisational values, job responsibilities, career opportunities and workplace expectations clearly. Professional communication can improve organisational visibility and candidate engagement.

8.3 Recruitment Performance Evaluation

Organisations should evaluate digital recruitment through measurable outcomes rather than relying exclusively on subjective perceptions. Candidate quality, selection success and recruitment efficiency should form part of the evaluation framework.

8.4 Recruitment Analytics

Human resource departments can use recruitment dashboards to monitor the performance of LinkedIn campaigns and compare them with alternative recruitment channels.

The following indicators are particularly relevant:

1. Number of applications received through LinkedIn.
2. Percentage of qualified applicants.
3. Application-to-interview conversion rate.
4. Interview-to-offer conversion rate.
5. Offer acceptance rate.
6. Average time-to-fill.
7. Cost per hire.
8. Employee retention after recruitment.

These indicators would provide a more objective assessment of the contribution of LinkedIn to organisational recruitment performance.

9. Conclusion

The study examines respondents' perceptions of LinkedIn recruitment campaigns and their association with perceived hiring effectiveness for Machine Learning professionals at Bartleby.

Based on 200 respondents, the descriptive findings indicate generally favourable perceptions of LinkedIn recruitment. Approximately 59% of respondents considered LinkedIn campaigns helpful in improving recruitment, while 67% rated their effectiveness as either high or moderate.

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The reported chi-square results also suggest associations between perceived campaign usefulness and selected recruitment assessments. However, the absence of respondent-level data and complete contingency tables prevents independent verification of the reported inferential statistics. The presence of sparse expected cell frequencies in one of the reported tests further requires caution in interpreting its significance.

The study highlights that perceived recruitment usefulness and actual hiring effectiveness are related but distinct concepts. LinkedIn can provide organisations with opportunities to identify candidates, strengthen employer visibility and facilitate professional communication. Nevertheless, its actual contribution to recruitment success must be established through measurable indicators such as qualified applications, selection conversion, time-to-fill, cost per hire and employee retention.

The principal contribution of this study lies in emphasising the importance of distinguishing subjective recruitment perceptions from verifiable organisational outcomes. It also demonstrates why statistical significance must be considered alongside data quality, effect size and the assumptions underlying statistical procedures.

A transparent and independently verifiable analysis of the original survey data would provide a stronger basis for determining the relationship between LinkedIn recruitment perceptions and hiring effectiveness.

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