Original Research Article

The role of LinkedIn profile on hiring preference: Evidence from Bangladesh employers

ABSTRACT

The aim of this paper was to identify the role of LinkedIn, a professional based networking site on overall Hiring Preference (HP) in Bangladesh. Being the independent variable, the researcher operationalized it to have; LinkedIn Profile Richness (LPR), LinkedIn Skill Endorsement (LSE) and Self-presentation on LinkedIn (SL) as focal areas of interest. The researcher used primary data which was gathered using 391 copies of survey instruments. Data were analysed using descriptive statistical technique, and the hypotheses were analysed using Statistical Package for Social Science (SPSS) (version 24), while structural equation modeling technique- AMOS 24 was used for examination. After a careful and thorough analysis, it was found that all the independent sub-variables had significant positive roles over HP. Based on these, it is expected that the will form a guideline for jobseekers having active LinkedIn profiles. Further, it is also expected that this will serve as guide to the hiring managers to formulate and implement efficient Social Media Policy (SMP) for hiring.

Keywords: LinkedIn; professional social networking site; hiring preference; employers; job seekers.

1. INTRODUCTION

After it launch in 2003, LinkedIn has grown to become an active professional Social Networking Site (SNS) for active and passive jobseekers and for employers in finding competent qualified candidates to fill in vacancies in many offices[1]. Being the solitary job related Social Media (SM) platform, LinkedIn offers many benefits such as; developing and storing applicants' CVs, creating professional connections, publishing skills required by recruiters, advertising new job opportunities and many more job seeking benefits to its users. This site is predominantly admired by new graduates, newly employed workers and recruiting organizations for its unique nature, although their purposes may vary. The site now has nearly 740 million active users and more than 55 million registered organizations in over 200 countries of the world [2].

The principal reason for the popularity of LinkedIn and why it has such a huge number of active users can be attributed to its basic orientation for employment possibility (for jobseekers) and getting competent job candidates (for recruiters). With over 55 million organizations registered with this site and 14 million job positions available, it is an expected fact that employers frequently use this site [2]. Also, investigation reveals that about 122 million job candidates receive interview calls with the help of LinkedIn connections, while 35.5 million of them were actually employed by the connected persons on LinkedIn [3]. In the US, in every passing minute, 3 candidates are hired through LinkedIn. The site experiences a 6 times increase in the number of new job advertisements in the US in the last three quarters of 2020, with more than three hundred thousand distant job openings [4] (LinkedIn Press Center, 2021). A positive news for the recruiters is that job candidates employed through LinkedIn profiles have less than 40 percent chances to quit the organization in the initial 6 months of their employment [2].

Although several studies conducted focused on the use of SNSs for searching candidates and hiring, only a few of those studies paid attention on LinkedIn. Also, there are several theoretical and empirical studies that examined the job candidates' perceptions, behaviors and attitude for usage of LinkedIn and other popular SNSs [5-10]. On the other hand, other studies investigated particularly the role of LinkedIn

profiles on discovering the elements that professionals mostly focus on [11-14]. However, in general, a very few papers concentrated on specific LinkedIn features, such as LinkedIn Profile Richness (LPR), LinkedIn Skill Recommendation (LSR) and Self-presentation on LinkedIn (SL). To the best of the researcher's knowledge, no study has so far been conducted on the use of such features of LinkedIn for hiring preferences.

The objective of this study was to identify the role of LinkedIn on recruiters' hiring preferences. LinkedIn features were further sub-divided into LPR, LSE and SL. The general research question for the study is:

"What is the role of LinkedIn profiles on hiring preferences in Bangladesh?"

2. LITERATURE REVIEW

2.1 LinkedIn contents and hiring preferences (HP)

LinkedIn is presently the biggest specialized online job oriented platform with nearly about 740 million active members in about 200 countries and territories of the world [4]. Being the one of the profession oriented SNS, the site is not open to only fresh graduates, but also those in paid employment especially in companies that frequently look for competent job candidates for various roles. Since those associated users frequently interact among themselves within their networks, jobseekers and employers feel convenient to swap their CVs/resumes as well as numerous job related information like job adverts, internships, professional training sessions etc.

Even though proper researches on LinkedIn and hiring preferences are presently quite rare, a few studies have been conducted on in the last 10 to 12 years. For instance, an investigation carried out by [15] revealed that pupils close to graduation are conscious about the requirement for having a specialized online personality recommending that such sites are utilized as a medium of impression management and formation of an identity [13]. However, as a rational dispute, recruiters are often fairly and lawfully accused of looking for and accumulating personal information from the SNSs such as Facebook that was primarily formed as an individual and social networking platform, not meant to be a job oriented SNS such as LinkedIn. Since several studies indicate the ethical and legal consequences of cyber-vetting [16,17], recruiters are now consistently using SNSs such as LinkedIn to search and recruit competent job candidates [5-8]. It is particularly reasonable as LinkedIn was initially launched purposefully to permit the possible job candidates to be acknowledged by the hiring organizations.

In addition, several information found in other SNSs may be branded as confidential due to the "Privacy" settings indicating that the owners of such online contents do not wish to be publicly displayed even though the profiles are linked within the network of friends. On the other hand, in case of LinkedIn, no information once posted is considered as "secret" or "hidden" since such information are intentionally posted by the profile-holders' whose intention is to be viewed by the recruiters. Whereas, other online SNSs such as Facebook and Twitter mostly contain personal and job-irrelevant information, LinkedIn offers more precise and job-oriented details concerning the candidates such as educational qualifications, level of experience, skills-set; and previous training. Moreover, information posted on LinkedIn can be considered as trustworthy and accurate than those of SNSs. As such, information (such as skills and experience) are approved by peers and former work colleagues [18]. Therefore, it is important to examine the LinkedIn features on employability through more and more empirical studies.

2.2 LinkedIn profile richness (LPR)

Without any doubt, one of the most important factors for employability through LinkedIn is the candidate's profile. As expected, most employer may like to see a "rich", informative profile with lots of connections and skills including recommendations. As the present job sector seems to be gradually shifting away from traditional paper-based resume to a digital resume such as LinkedIn or other jobsites, todays jobseekers need to identify the latest trends regarding the tastes and preferences of recruiters [6-8]. For instance, grammatical and spelling mistakes are supposed to be less disturbing on a LinkedIn-based profile, as opposed to the rigid feature and nature of a paper-based resume, because, as soon as a mistake is noticed, it can be corrected immediately.

Another related characteristic of LinkedIn profiles that is absent in the resumes is the number of connected people a LinkedIn user has in his/her network. The number of connected users a job candidate has is of major significance in several specific jobs such as marketing, public relations, hiring etc. that is not possible in a conventional resume/CV [19]. Although still being an under-researched area, it is rational to conclude that the number of connections a job seeker has is a sign of communication skill [13]. Skill-set and professional expertise is an element of LinkedIn profile that help raise user's profile when a keyword search is conducted. Such a feature makes LinkedIn resume noticeably different from the conventional resume format a user (or a job candidate) can post as many skills as he/she likes, even if he/she do not have them. Some reputed jobsites like monster.com and careerbuilder.com utilize search tools that scrutinize resumes for keywords enables the hiring professionals to draw candidates with the expected skills [20]. By permitting the users to list their personal skill-set, the site is altering the way employers find talents and by so doing, they are gradually shouldering the responsibility on the candidates to foster themselves. Therefore, it is reasonable to forecast that the users who are not self-advertising needs a complete list of skills, expertise and professional connections as this will be attracted less frequently by the employers than those who frequently update their lists of skill-set, placing themselves at a more disadvantageous position in the job hunt criteria. Considering LPR as a primary factor for hiring preference, this study assumed the subsequent research hypothesis.

H1: LPR has a significant positive role on HP.

2.3 LinkedIn skill endorsement (LSE)

LinkedIn profiles contain a huge quantity of job-oriented information about job candidates such as education, scholarships & grants, skills, professional expertise, projects, volunteering or community works etc. [21]. The unique feature of a LinkedIn profile is that the users' posted and/or advertised skills can be confirmed, endorsed or recommended by the connections of their network and such endorsements are viewable on the users' profiles. Moreover, those linked connections can also produce supplementary skills that users have not even announced themselves [22]. Furthermore, those users can at their instance request for complete written recommendation letters from their connections. Skill endorsement is a significant and exclusive feature of LinkedIn profiles. According to Collmus et al. [23], the number of endorsements received by a candidate can be used as an important pointer of experience rank with affirmed skills, resultant in superior ratings.

Carr [22] pointed out that candidates are more likely to hold skills they mention on LinkedIn than on conventional resumes/CVs because of superior "warranting values" [24]. Coworkers and current and/or previous employers have the opportunity to confirm mentioned skills by endorsing them or to disprove them by posting comments which can creates an encouragement for LinkedIn users to list only those skills that they actually possess and can be confirmed. Further, endorsements allow job candidates' capabilities to connect in online impression management or showcasing by listing those skills they truly possess [21,25]. Roulin & Levashina [24] suggested that candidates with higher connections and more highly endorsed skills offer more honest and non-distorted information. According to them, users with higher number of skill recommendations are trusted by the recruiters and attractive to them due to outside endorsements. Thus, skill endorsements ought to be connected with superior ratings.

H2: LSE has a significant positive role on HP.

2.4 Self-presentation on LinkedIn (SL)

The presentation of a person on a professional site such as LinkedIn is important to create a first impression among the recruiters. Self-presentation often indicates the personality of a user that can be judged by his or her posts, likes, sharing and commenting. A study conducted by Hosain et al. [6] indicate that the employers consider self-presentation as a key factor for candidates to be hired as this determines how those candidates will lead the team or represent the company to the internal and external stakeholders having attained key positions. Their findings was duly consistent with Chiang & Suen [12] and Roulin & Bangerter [26] who identified that employers use jobseekers' self-presentation signals in online communities to conclude features that are foretelling of person-organization fit and person-job fit for employment recommendations.

As expected, job candidates make an attempt to advertise themselves through the presentation of professional appearances on a professional SNS such as LinkedIn [27]. Such a self-presentation is necessary not only in physical job interviews, customer relationships and collegial communications, but also in the virtual platforms. Not surprisingly, many SNS profiles are being utilized as a source of information in job-related perspectives [28]. For example, a large number of recruiters revealed that they decline candidates with offensive pictures or distorted posts such as drinking alcohol or drugs while they tend to prefer those candidates having profile pictures with appropriate dress, smiling faces and conductive posts [29]. Such positive self-presentation strategy brings out optimistic interview ratings [30]. Considering that LinkedIn is a job-oriented SNS, where the users are mainly interested in getting job opportunities, developing professional networking, or having tentative customers [31,32], it is rational that LinkedIn profiles are dissimilar to other personal networking SNSs such as Facebook or Instagram, that are likely to be used for self-promotion [33-35].

H3: SL has a significant positive role on HP.

2.5 Theoretical framework

The author developed the following theoretical framework based on reviewing the literature. The framework has been demonstrated in figure-1.

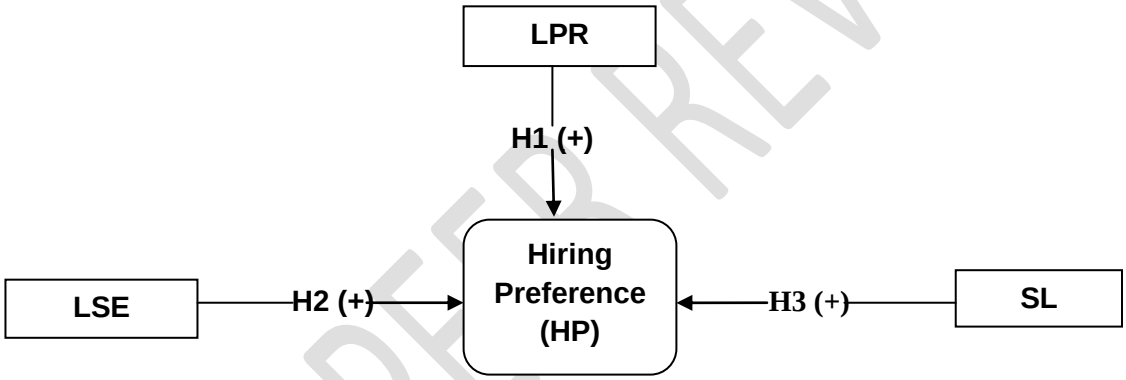

Fig. 1. Theoretical framework.
Source: Author's own elaboration

3. RESEARCH METHOD:

3.1 Data collection

In this study, the researcher relied on primary data since secondary information did not seem appropriate for the quantitative scale dimension. He used a comprehensive and structured survey instrument to collect data from the respondents. All the respondents were recruiters and/or HR professionals engaged in SNS based hiring. They respondents lived and work in different manufacturing and service industries within Bangladesh. (Appendix-1 highlights the job sectors where the respondents work).

3.2 Measurement tool

The researcher used a 14 item 5 point Likert scale structured questionnaire to collect primary data developed from literature review (Appendix-2). The respondents were adequately informed about what is expected before issuing them with the questionnaire In order to avoid any confusion and to reduce the chances of non-response and mistakes.

3.3 Sampling technique and sample size

The researcher adopted purposive sampling technique in selecting the respondents. The purposive sampling is restricted to particular types of samples (people or objects) that can offer the preferred information, since they are the ones that possess the criteria set by researcher [36]. Thus, this sampling

technique is most suitable because the respondents have sufficient knowledge about LinkedIn based profile screening and recruitment. The researcher initially distributed 500 questionnaires to the respondents through their respective emails. Afterwards, he received 416 filled questionnaires. However, he found that some of the questionnaires were unfit and unusually filled and thus rejected through scrutinizing process. Afterwards, the final number of samples (n) stood to 391.

4. ANALYSIS AND INTERPRETATION:

4.1 Demographic information

As noted earlier, the respondents were selected purposively to form a sample group that will represents the LinkedIn based screening and hiring process. Table-1 highlights the distribution of sample group based on the demographic characteristics on the questionnaire which were: age, gender, education, activity and frequency of LinkedIn based screening and hiring in a month.

Table-1: Demographic information of the respondents

Demographic variables	Category	Arithmetic number	Percentage
Gender	Male	346	88.49
	Female	45	11.51
	Total (n)	**391**	**100**
Age range (in year)	30-39	41	10.49
	40-49	152	38.87
	50-59	198	50.64
	Total (n)	**391**	**100**
Level of education	Master	378	96.68
	PhD	13	3.32
	Total (n)	**391**	**100**
LinkedIn based screening and hiring frequency (Monthly)	1-10	101	25.83
	11-20	213	54.48
	21-30	77	19.69
	Total (n)	**391**	**100**

Source: Survey instrument

Analysis: Table-1 indicates that the bulk of the respondents were male (88.49%). Half of the respondents were between the age ranges of 50-59 years. Almost all of them had a Master's degree. It can be observed that more than half of the respondents (54.48%) were screened and hired candidates 11 to 20 times a month based on their (candidates') LinkedIn profile followed by 1 to 10 times (25.83%).

4.2 Reliability and validity

In order to examine the reliability of the data, the researcher used composite reliability (CR) and average variance extracted (AVE) as shown in table 3. The table shows that no single value of CR is less than the permissible limit as per MacKinnon [38]; Hair et al. [39]; Fornell & Larcker [40]; and Henseler et al. [41] who recommended the CR value of 0.70 as acceptable limit.

Table-2: Discriminant validity

Variable	HP	LPR	LSE	SL
HP	**0.91**			
LPR	0.08	**0.83**		
LSE	0.203*	0.258***	**0.81**	
SL	0.447**	0.111†	0.371***	**0.79**

Note: Significance of Correlations: † p < 0.100, * p < 0.050, ** p < 0.010, *** p < 0.001
Source: Descriptive statistics (SPSS 24)

To test the discriminant validity, the researcher adopted Fornell & Larcker's [41] criterion that compares AVE value with corresponding correlation values of other variables. According to authors, the square-root value of AVE is required to be higher than the corresponding correlation values of other variables [42]. The discriminant validity of each factor has been presented in table-2.

4.3 Model evaluation

4.3.1 Measurement model (Exploratory factor analysis)

According to Field [43] and Hair et al. [39], in order to assess exploratory factor analysis (EFA), usually four frequently used assumptions are required to be followed:

(a) Sampling adequacy (Kaisers–Mayesolkin) to be higher than 0.5
(b) The lowest Eigen value for every factor
(c) Considering the sample size, factor loading of 0.50 for each item to be taken as the threshold for retaining items to guarantee greater confidence, and
(d) Varimax rotation to be used as it is an accepted universal approach that simplifies the interpretations of the factors [43].

Table-3 highlights the outcomes of EFA. Hair et al. [44] suggest that factor analysis can be performed if Kaiser-Meyer-Olkin (KMO) Test and Bartlett's Test of Sphericity are momentous. An index of Kaiser's measures of sampling adequacy (Overall MSA= 0.838) and Bartlett's Test of Sphericity χ^2 (p=0.000) recommend that the factor analysis is appropriate suitable for additional analysis of the data. After examining the pattern matrix of EFA, this study found that all the items had corresponding factor loadings higher than 0.50 (Table-3).

Table-3: Exploratory factor analysis

Factor Name	EV	PV	CV	Items	Factor Loading	CR	AVE	Alpha
LPR	5.65	25.5	25.51	**LPR1:** Having a rich and informative LinkedIn profile is an added advantage for a job candidate	0.981	0.91	0.86	0.907
				LPR2: As a recruiter, I prefer the longer candidate profiles and active users on LinkedIn	0.922			
				LPR3: I believe that the LinkedIn users post trustworthy information in their profiles	0.874			
				LPR4: I cross check the LinkedIn information with candidates' resumes/CVs	0.812			
LSE				**LSE1:** The option of skill recommendation is a unique feature of LinkedIn	0.922			0.911
				LSE2: The skills that the candidates claim to have are trustworthy as those skills are	0.874			

	3.83	16.6	42.10	recommended by the peers or previous employers		0.96	0.82	
				LSE3: If required, I ask the candidates to bring written recommendation letters from their previous employers about their skills	0.864			
SL	3.73	9.8	51.90	**SL1:** Self-expression or self-representation is important for a job candidate as it showcases his/her personality	0.823	0.88	0.65	0.854
				SL2: I consider those candidates from who post/comment job related information on LinkedIn	0.769			
				SL3: Self-presentation often indicates the future capability of a candidate regarding person-job-fit	0.786			
HP	4.85	11.3	63.20	**HP1:** LinkedIn job profile is more reliable than a traditional resume/CV	0.881	0.92	0.81	0.856
				HP2: One of the advantages of LinkedIn profile is that it can be regularly updated and any mistake can be corrected quickly	0.722			
				HP3: LinkedIn has reduced the boring paperwork in finding a suitable candidate	0.774			
				HP4: Employers are increasingly relining on LinkedIn in finding and hiring a competent future employee	0.834			

Note: EV= Eigen value; PV= Percent of variance; CV= Cumulative variance; KMO=0.826, DF=251, Significance= 0.000

Source: Descriptive statistics (SPSS 24)

Table-3 indicates that the first factor (LSR) can explain 25.5% of the total variance having four items, the second factor (LSE) can explain 16.6% of the total variance with three items, and the third factor (SL) can explain 9.8% of the total variance with three items. The single dependent factor (HP) can explain 11.13% of the total variance with four items in this analysis. In addition, the reliability values (Cronbach's Alpha) of all factors are higher than 0.7 fulfilling the required criteria as suggested by Nunnally & Berstein [45]. Lastly, all the 14 items were identified to be appropriate for additional analysis like confirmatory factor analysis and structural equation modeling.

The overall outcome indicates that the EFA is proper. Afterwards, Maximum Likelihood (ML) and the Promax Method (PM) were purposely utilized to mine factors from all those 14 items. Hair et al. [44] suggested that a single item factor loading should be higher than 0.50 to be taken as exceedingly noteworthy. However, based on Eigen Value with the value higher than 1, a three-factor model was recognized explaining 63.20% of the total variance. Based on Eigen Value, as a whole, those 14 items were grouped into four different factors. The EFA result further indicated 0.854 as the minimum and 0.911 as the maximum factor loadings of the variables. The results of the factor analysis, as observed, are satisfactory for additional analysis (Table-3).

4.3.2 Results of the measurement model (Confirmatory factor analysis)

Confirmatory factor analysis or CFA is a statistical tool used to confirm the factor structure of a group of experiential variables. CFA permits us to verify that the variables are connected to the corresponding factor. The associated Chi-Square for this model was 3.011; lower than 5.0 as suggested by Marsh & Hocevar [46] whereas other fit indexes also indicated a superior match for the measurement model. The GFI of the model is 0.911 that is higher than the suggested value of 0.90 [47]. The results of the measurement model has been summarized and highlighted in table-4. The fit indices revealed a good model fit to the data, as observed.

Table-4: Model fit indices and their acceptable thresholds

Goodness of fit indices	Value	Level of acceptance	Reference
Chi-square/df	3.011	< 5.0	Marsh & Hocevar (1985)
CFI	0.917	>0.90	Bentler (1990)
RMR	0.077	<0.08	Hu & Bentler (1999)
GFI	0.911	>0.90	Joreskog & Sorbom (1993)
AGFI	0.862	>0.85	Anderson & Gerbig (1984)
RMSEA	0.075	<0.08	Browne & Cudeck (1993)
SRMR	0.074	<0.08	

Source: Structural equation modeling (AMOS 24) and literature survey

In this study, the Adjusted Goodness of Fit Index (AGFI) was identified to be 0.862 that mitigates the prescribed value of (>0.85); considered to be a superior fit and good enough as supported by Anderson & Gerbig [48]. Further, the non-incremental fit index such as Comparative Fit Index (CFI) is 0.917 that surpasses the suggested cut-off level of 0.90 [49]. In the CFA, the Root Mean Residual (RMR) value was identified to be 0.077, lower than 0.08 which is generally recommended as satisfactory [50]. The Root Means Square Error of Approximation (RMSEA) is 0.078 that is also lower than the recommended good fit (0.08) to the data [51]. Lastly, the Standardized Means Square Residual (SRMR) is 0.074 is also lower than 0.08 and acceptable as suggested by Browne & Cudeck [51].

4.4 Test of Multi-collinearity assessment

To identify the multi-collinearity among the factors, the author calculated the variance inflation factors (VIF). VIFs can have a range from 1 to 10 and onwards. The VIF numerical can explain tells the percentage of variance that is inflated for each coefficient. A generally accepted rule for interpreting the VIF is that 1 indicates not correlated, 1 and 5 indicates moderately correlated: and greater than 5 indicates extremely correlated (Hair et al. 1998).

Table-5: Variance inflation factor & tolerance in multi-collinearity

Tolerance	0.715	0.911	0.730	0.691	0.482	0.551
VIF	1.497	1.845	1.316	1.421	2.201	1.843

Source: Descriptive statistics (SPSS 24)

To examine the control of multi-collinearity, the VIFs were determined and revealed to possess the highest value of 2.2 as illustrated in table-5 that is within the acceptable limit as suggested by Hair et al. (1998).

4.5 Common method bias test

Harman's single factor test can be utilized when the greater part of the variance can be explained by a sole factor. If a solitary does not explain the mass of variance, we can assume that the common method bias (CMB) has not been taken place (Aguirre-Urreta & Hu, 2019).

Table-6: Common method bias test

Total Variance Explained						
	Initial Eigen values			Extraction sums of squared loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.212	25.008	25.008	4.751	17.547	17.547

Source: Descriptive statistics (SPSS 24)

As per table-6, it can be observed that a single factor in this study can explain just 17.547% variance indicating that CMB did not take place in this study.

4.6 Structural model

The researcher utilized a covariance-based structural equation modeling in order to spot the influence of three diverse factors on HP. The statistical results have been revealed in table-7 with the structural parameter estimates and the results of hypothesis testing.

The study revealed that three independent factors: LPR, LSE and SL can together positively and significantly explain 41.2% of the variance in HP supporting the hypotheses H1, H2 and H3. The results of structural equation model have been shown in table-7 and figure-2.

Table-7: Regression weights: (Group number 1 – Default model)

Relationship	Hypothesis	Estimate	S.E.	C.R.	P	Label
HP←LPR	H1	0.16	0.075	2.272	0.021	Supported
HP←LSE	H2	0.20	0.064	0.306	0.006	Supported
HP←SL	H3	0.11	.0791	2.735	0.004	Supported
HP		0.412				

Source: Structural equation modeling (AMOS 24)

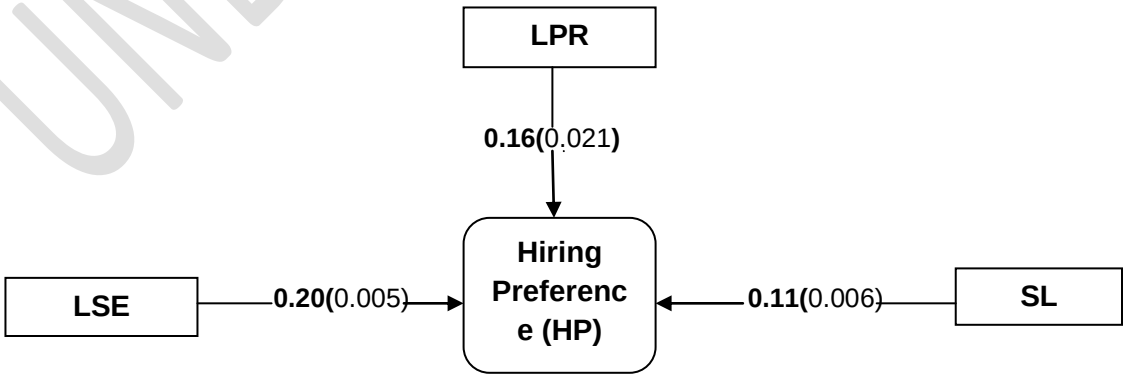

Fig.2: Theoretical framework with hypotheses results
Source: Author's own elaboration

5. DISCUSSION OF RESUTS:

The statistical results revealed that the first independent factor LinkedIn profile richness has significant and positive (β= 0.16, CR= 2.272 and P<0.05) role on the hiring preference of Bangladeshi recruiters. Such an outcome is duly consistent with the previous findings reported by Hosain et al. [33]; Zide et al. [13]; Gilham, [19]; and Amare & Manning, [20]. Regarding the second factor, LSE which was assumed to have a significant positive role on HP, was found to have a significant positive (β= 0.20, CR= 0.306 and P<0.05) role on HP. This finding also supports the findings of Roulin & Levashina, [24]; Roulin & Levashina, [25]; Shields & Levashina, [21]; Collmus et al. [23]; and Carr, [22]. Regarding the third and last independent factor, SL, it was identified that the factor has a significant positive (β= 0.11, CR= 2.735 and P<0.05) role on HP consistent with the findings of Hosain & Liu, [8]; Tifferet & Vilnai-Yavetz, [28]; Breitbarth, [31]; Chiang & Suen, [12]; Roulin & Bangerter, [26]; van Dijck, [35]; Nelissen & Meijers, [27]; and DeKay, [32].

Therefore, all the hypotheses proved valid in the Bangladeshi job context represented by the Bangladesh employers. As usual, LinkedIn is widely being accepted and utilized SNS for either job search by the active passive job jobseekers [6,7] or searching and hiring competent job candidates [5,28,33]. As a populated country with a large number of job-seeking youths, the results of this study can represent the triumph of the acceptability of LinkedIn as job seeking and employee searching tool in both developed and developing counties alike.

6. IMPLICATIONS FOR THEORY AND PRACTICE:

Even though a great number of empirical investigations have been conducted which focused on the employment based on SNSs, a limited quantity of them actually focused on the role LinkedIn features on hiring preferences. In particular, the perception of employers regarding LinkedIn as a medium of hiring preferences is very rare among those conducting investigations. Furthermore, almost all those studies were carried out mostly on western developed country scenarios. As one of the largest countries in the world (Bangladesh), in terms of population size, there is a lack of empirical investigations on the LinkedIn's role of hiring to be conducted on this labor abundant country. This paper is one of an early attempts to fill that theoretical gap.

On the other hand, this empirical study is anticipated to support the organizational decision- makers in crafting and implementing a proper, solid and timely organizational SNS based employment framework and related policies. SNSs are the accepted online platforms that may be used to save precious time and financial resources if carefully utilized, having proper guiding measures to avoid additional complicatedness. Most prominently, this empirical paper may perform as necessary guidance in formulating and implementing a proper social media policy making rational and efficient utilization of social networking information for recruitment and selection practices.

7. CONCLUSION:

SNSs are indeed the offerings of modern science and information technology. Since we cannot fully evade them, we can try to get the best out of them. It can be anticipated that there will be more SNSs and more features related to those sites, and will come based on users' needs and preferences. A job-oriented social networking platform like LinkedIn can be better utilized by the employers as well as jobseekers if utilized with utmost care and attention. In particular, jobseekers who are unable to apply for a superior job through formal channel due to lack of time and experience, may find LinkedIn to be the medium of assistance. Additionally, the site provides numerous job-oriented information that are very supportive for professional and career development.

From the foregoing, it is clear that LinkedIn is the extensively used job related SNS and it is anticipated to emerge as an indispensable hiring channel in future. However, using merely LinkedIn profiles instead of the traditional resume might be difficult at least in the beginning. Further, using LinkedIn as the single hiring channel might also have direct legal issues. Similarly, LinkedIn profiles also may contain non-job-related information that could lead to bias decision making (such as, photos and other personal information) in the hiring process. However, although using LinkedIn as a hiring tool is a vastly growing

practice, although it is rigorously under-researched. Therefore, the researcher hopes that this paper will lay the foundation for potential investigative research in the future focusing on this specific aspect on the role of SNSs on hiring.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the researcher.

COMPETING INTERESTS DISCLAIMER:

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Appendices

Appendix-1 (Sector-wise distribution of the respondents)

List of Industrial Sector	Number of Firms	Number of Respondents
Manufacturing	11	41
Telecommunication	10	39
Bank and insurance	11	55
Education	5	36
Information technology	8	47
Transport	2	11
Shipping	3	18
Postal service	1	13
Print and electronic media	6	29
Food and beverage	13	44
Hotel and tourism	9	58
Total	**79**	**391**

Source: Survey instrument

Appendix-2 (Questionnaire items with literature sources)

Factor Name	Items	Literature sources
LPR	**LPR1:** Having a rich and informative LinkedIn profile is an added advantage for a job candidate	Hosain et al. 2020; Zide et al., 2014; Gilham, 2011; and Amare & Manning, 2009
	LPR2: As a recruiter, I prefer the longer candidate profiles and active users on LinkedIn	
	LPR3: I believe that the LinkedIn users post trustworthy information in their profiles	
	LPR4: I cross check the LinkedIn information with candidates' resumes/CVs	
	LSE1: The option of skill recommendation is a	Roulin & Levashina, 2018; Roulin

	unique feature of LinkedIn	& Levashina, 2016; Shields & Levashina, 2016; Collmus et al., 2016; and Carr, 2016
LSE	**LSE2:** The skills that the candidates claim to have are trustworthy as those skills are recommended by the peers or previous employers	
	LSE3: If required, I ask the candidates to bring written recommendation letters from their previous employers about their skills	
SL	**SL1:** Self-expression or self-representation is important for a job candidate as it showcases his/her personality	Hosain & Liu, 2020b; Tifferet & Vilnai-Yavetz, 2018; Breitbarth, 2016; Chiang & Suen, 2015; Roulin & Bangerter, 2013; van Dijck, 2013; Nelissen & Meijers, 2011
	SL2: I consider those candidates from who post/comment job related information on LinkedIn	
	SL3: Self-presentation often indicates the future capability of a candidate regarding person-job-fit	
HP	**HP1:** LinkedIn job profile is more reliable than a traditional resume/CV	Hosain & Liu, 2020a; Hosain & Liu, 2020b; Vroman et al., 2016; Zide et al., 2014; Clark & Roberts, 2010; Peluchette & Karl, 2010
	HP2: One of the advantages of LinkedIn profile is that it can be regularly updated and any mistake can be corrected quickly	
	HP3: LinkedIn has reduced the boring paperwork in finding a suitable candidate	
	HP4: Employers are increasingly relining on LinkedIn in finding and hiring a competent future employee	

Source: Literature survey