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TRENDOVI U POSLOVANJU
NAUČNO-STRUČNI ČASOPIS

ZAPOŠLJAVANJE U MODERNOJ ERI KROZ RAZUMEVANJE POSLOVNIH DRUŠTVENIH MREŽA

EMPLOYMENT IN THE MODERN ERA THROUGH UNDERSTANDING BUSINESS SOCIAL NETWORKS

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Abstract

The importance of research on the impact of social networks on the employment is an increasingly current topic for research at the global level. LinkedIn is increasingly present by companies, businesses offering jobs as well as people looking for a business opportunity. The aim of the research was to determine the extent to which the LinkedIn network has an impact on employment in the Republic of Serbia and to investigate the attitudes of users of this network. The survey was conducted from January to March 2022 on a sample of 244 respondents, users of the LinkedIn network. SPSS software was used, 26.00, and the obtained data were analyzed by descriptive statistics. To determine the structure of the questionnaire and the percentage of variance, an exploratory factor analysis was performed together with a higher order factor analysis, in order to obtain the desired number of factors. The authors used multiple regression analysis to confirm the significance of the predictors. The results indicate that the greatest importance is in predicting the use of the linkedin network when hiring workers and their feelings when using this network. The importance of work is reflected in the recognition of the importance of the social network LinkedIn in hiring workers in order to better recruit professionals.

Sažetak

Značaj istraživanja uticaja društvenih mreža na zapošljavanje sve je aktuelnija tema istraživanja na globalnom nivou. LinkedIn je sve prisutniji među kompanijama i preduzećima koja nude posao, kao i ljudima koji traže poslovnu priliku. Cilj istraživanja bio je da se utvrdi u kojoj meri LinkedIn mreža utiče na zapošljavanje u Republici Srbiji i da se ispitaju stavovi korisnika ove mreže. Istraživanje je sprovedeno od januara do marta 2022. godine na uzorku od 244 ispitanika, korisnika LinkedIn mreže. Korišćen je SPSS softver, 26.00, a dobijeni podaci su analizirani deskriptivnom statistikom. Za utvrđivanje strukture upitnika i procenta varijanse urađena je eksplorativna faktorska analiza zajedno sa faktorskom analizom višeg reda, kako bi se dobio željeni broj faktora. Autori su koristili analizu višestruke regresije da bi

potvrdili značaj prediktora. Rezultati ukazuju da je najveći značaj u predviđanju upotrebe linkedin mreže pri zapošljavanju radnika i njihovih osećanja pri korišćenju ove mreže. Značaj rada ogleda se u prepoznavanju značaja društvene mreže LinkedIn u zapošljavanju radnika u cilju što kvalitetnijeg zapošljavanja stručnjaka

Keywords: *LinkedIn, Serbia, social network, employment*

Ključne reči: *LinkedIn, Srbija, društvene mreže, zapošljavanje*

1. Introduction

Recruiting and selecting candidates on social media, as a relatively new opportunity, still receives little attention from scholars, and a particularly small number of them have focused specifically on the LinkedIn social network [18]. The job search process requires users to continuously manage their communication tactics. LinkedIn provides an opportunity for active professional engagement on social media [46]. LinkedIn reports that is the world's largest professional network, globally present with more than 800 million users, in more than 200 countries [31]. Its mission is to connect professionals to improve their productivity and success [31]. The main motives for using LinkedIn by employment organizations include researching people and companies (77%), reconnecting with previous colleagues (71%), discovering possible job opportunities (41%), professional networking (39%) and branding organization (39%) [5]. Merriam-Webster [35] defines social media as "forms of electronic communication (social networking and microblogging websites) in which users build online communities to share information, ideas, personal messages, and other content (such as videos)." Its major features are involvement, openness, discourse, community, and connection [16]. Since the advent of social media, e-recruitment studies have shown a decline in the use of corporate websites and an increase in the use of social networking sites [40]. The social networking site LinkedIn is free for everyone, job seekers and recruiters both. Many companies have LinkedIn accounts where they advertise new jobs, share job-related information, and information about trainings and workshops. According to the results of Roulin & Levashina [41] LinkedIn is widely used in recruitment and selection. LinkedIn is used by more than 40% of job hopefuls to look for and locate positions [9], while 94% of managers use it for recruiting [16] and 85% for selection [27]. LinkedIn, in addition to its free version, provides enterprises with a variety of fee-based recruiting options that enable managers to quickly identify, engage with, assess, and choose prospective prospects [4]. The aim of this research was to determine the extent to which the LinkedIn network has an impact on employment in the Republic of Serbia and to investigate the attitudes of users on this social network.

2. Literature review

Organizations must seek, recruit, and retain skilled workers who will serve as the foundation of their competitive edge. At the moment, HR experts are investing in a variety of approaches and strategies to attract brilliant future workers through information systems such as online advertising, the internet, and social media recruiting [19]. It is not news that the Internet, namely job sites and social media, are gradually becoming the focal point of human resource management, playing an essential part in the hiring process. That is why social networks, especially LinkedIn, are being exploited to recruit potential candidates. Most human resource professionals (HR) use LinkedIn (84%)[34]. Using social media to attract and select candidates is used to create a global set of potential employees on the one hand and potential employers on the other, eliminating distance and costs, because candidate selection can be done from anywhere in the world [2]. Social networks can be used directly to attract those who are actively looking for work, through job advertisements, but they can also be used to

communicate with potential candidates, so that organizations exchange information with site visitors about activities and events in the organization [11].

Approximately a quarter of LinkedIn users are millennials, with over 80 million profiles on the site [1]. To avoid the frequently used term "job hoppers," millennials find greater job satisfaction when working in teams, see better results of their efforts, and have flexibility and feedback from their employers [47]. In an effort to accomplish the communication process, it is often the first thing their smart mobile device reaches for. In addition, millennials are one of the first generations to be constantly on the move, and it is becoming increasingly difficult for potential employers to send them the message they expect. According to DelCampo et al. [12], the close connection of the millennial generation with different technologies throughout their growing up, has led this group of people to become accustomed to quickly achieving results. This puts employers in an unenviable position that they can easily lose the most talented employees, if they do not deliver the promise they made in the process of branding themselves as a desirable and good employer in the short term and in the expected way [32].

New information and communication technology is changing people's lives and ways of doing business, creating in parallel new opportunities for recruiting candidates. Due to the growing number of people visiting social networks, as well as due to the increasing access to these networks, they are becoming an important means of informing candidates about vacancies [11][48][15]. In the field of information technology, innovations take place very quickly and are introduced through social media. LinkedIn, Facebook, Twitter, Instagram and other applications provide new patterns of communication in social interaction [42]. Social networks include computer-mediated technology that enable the growth and exchange of awareness, ideas, interests, information and other methods of expression through virtual communities [36] [50]. Social media users can see or read online posts posted by their friends without directly interacting with them [30]. Content created by social media users (posts, comments, digital photos, video sharing, etc.) is the basis of social networks (Russell, 2016). Social networks affect many aspects of modern society and are increasingly influencing communication between people [3].

Kluemper [28] points out that human resources representatives will rarely use social networking sites for screening purposes, while non-human employment managers are more likely to use them to screen candidates. Madera's study [33] suggests that the use of social networks for selection purposes has a negative impact on the perception of the fairness of the selection process. Companies should be careful when inviting or encouraging potential candidates to join their website on social media. Employers should be aware that candidates may have negative reactions if social media is used as part of the selection process. Florea et al. [14] emphasize that the way companies use technology increases or decreases its positive effect. Research findings suggest that online human resource managers can develop an effective employment program, which helps manage a highly competitive and time-consuming process of finding qualified staff [54]. Social media does not replace other employment tools, but is considered more dynamic and relative tools.

Websites like LinkedIn, among other social networking platforms, offer the opportunity for three basic theories of satisfaction (surveillance, redirection and personal identity), making it particularly attractive to use. LinkedIn is commonly used by recruiters and human resources professionals to help identify talent and make employment decisions [46]. Buttner's research [6] proves that LinkedIn users with 150-400 contacts have the greatest success in finding a job, and when the number of contacts exceeds 400, job seekers are seen as those who collect contacts and these links are viewed as shallow. LinkedIn users who do not take advantage of the various features on the site (skills, approvals, recommendations) are less likely to find recruiters, which can put them at a disadvantage when looking for work [53]. Knowledge-worker productivity is regarded as the first requirement for the survival of companies in the 21st century in many developed countries [21][38]. The LinkedIn networking social media

platform is used by 92% of Fortune 500 companies, followed by the two rivals Twitter (88%), and Facebook (85%), 99 firms (2019). Despite experiencing significant growth in LinkedIn's membership, the company has not been able to grow its monthly active users beyond 25%, a figure that is relatively low compared to other popular social media like Facebook and Twitter. The small percentage of monthly active users is a thoughtful concern for LinkedIn as it would discourage future growth [20].

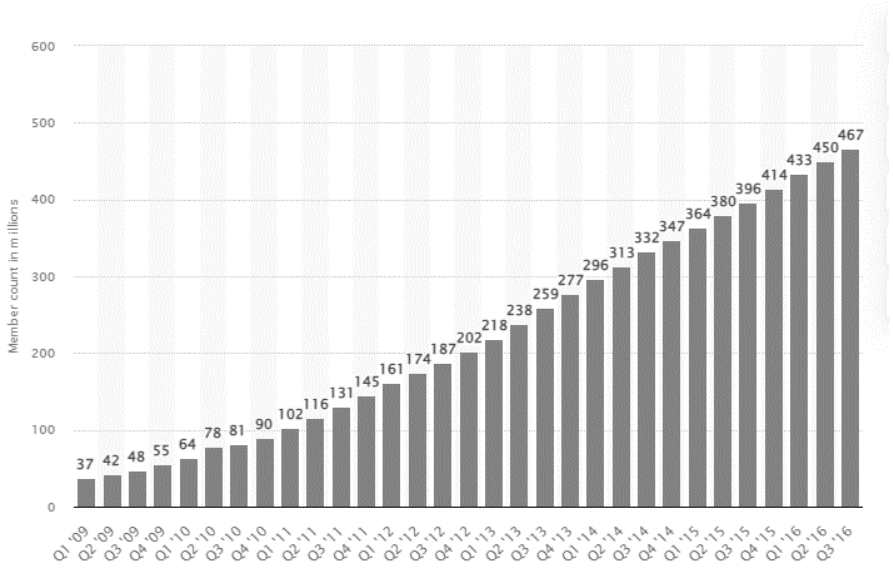

Figure 1. Number of LinkedIn platform users worldwide from 2009 to 2016 (in millions)

Source: statista.com (accessed: 15.04.2022)

Millions of people from all over the world are attracted to social networks, and at the same time a large number of organizations and companies are involved in using their benefits during their daily business activities. E-recruitment is well-known among job seekers and employers, and sites such as CareerBuilder, HotJobs, Yahoo and Monster have been leaders among them. Potential job candidates search on LinkedIn using keywords. They usually create a list of organizations to apply for a job and establish relationships with professionals. That's why employers often receive several messages in their inbox and connection requests on LinkedIn [17].

Kroeze [29] states that globally more people from younger age groups are present on social networks, so it is assumed that more younger people will be recruited through these media. Nikolaou [37] investigated that men are more active than women on LinkedIn, in terms of engagement, use and perception of its effectiveness. Women, on the other hand, tend to spend more time using social media, especially job advertisements, for the purpose of looking for work. Older jobseekers have been found to use LinkedIn more than other social networks.

Younger candidates mostly use information from Facebook to look for work. Thus, it can be stated that people from different age groups have different preferences when it comes to different social media platforms [37] . Age could be a possible moderator of influencing the use of social networks for job search purposes. Because younger individuals are more likely to have a social media account, older candidates may have different reactions to employers who use a social media account [51].

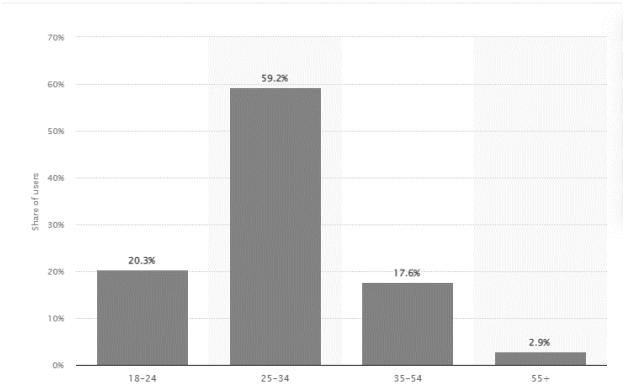

Figure 2. Distribution of LinkedIn platform users by age until October 2021.

Source: statista.com (accessed: 15.02.2022)

LinkedIn offers a range of job-related information for candidates. Users can include and store a wealth of information about them, such as education, professional experience, projects, volunteer or social activities, skills they possess, and / or computer programs they manage [43]. Published user skills can be supported by members of their network and such recommendations become visible on the user profile, while links can generate additional skills that users themselves have not specified [7].

Through social networks it is possible to provide candidates with much more information than through newspaper ads, it is possible to use recruitment as a kind of advertising of the organization and build a specific image of the company in the labor market [11]. Social networks and other websites are a rich source of information that in most cases is not otherwise available. Often this information relates to issues related to former employees and former employers [45].

Jobvite [21] announced that 93% of recruitment experts will look at the profile of candidates on social networks, and 42% will review their decisions based on the content seen on the profile of candidates on social networks. The same author made recommendations to human resource managers in terms of defining their own strategy in recruitment messages, automating resource retrieval to align candidates with job requirements, using tools to recruit and hire candidates, updating their employer profile, and tracking metrics to improve strategies. The most critical issues hindering the employment of candidates are false information about qualifications presented on the profile (19%) and discriminatory comments about race, gender or religion (18%).

It can be pointed out that LinkedIn is beneficial for starting and developing a career. Young people should pay special attention to the image they create in the online environment. The use of social networks brings benefits to managers, because these tools facilitate the process of recruiting staff. Developing, maintaining and promoting a professional identity on LinkedIn is effective and can give a person visibility to potential employers [34]. Decision makers value information on LinkedIn, highlighting LinkedIn's advantage in promoting training and work experience [29].

According to Marin & Nilă [34], human resource managers have defined a list of criteria they can determine whether a profile on a social network is appropriate. Having in mind the opinion of communication and marketing experts on employment criteria, review of the complete LinkedIn profile, professional experience in a similar role (10%), communication skills (10%), problem solving skills (10%) and the fact that the profile meets professional qualifications (10%) is largely essential. According to the same author, when recruiters use LinkedIn to identify candidates for available positions, the first information that appears is their name and title page. After analyzing the study data, it can be confirmed that the presence of the title is

moderately important (34%) and very important (50%). Users can request detailed written recommendations from their contacts. Krings et al. [26] point out that the use of social networking sites such as LinkedIn in recruitment is ubiquitous. This practice may hold risks for older job seekers. Not having grown up using the internet and having learned how to use social media only in middle adulthood may render them less versed in online self-presentation than younger job seekers. Results of this research show some differences and many similarities between younger and older job seekers' impression management on their LinkedIn profiles. Nevertheless, independent of their impression management efforts, older job seekers received fewer job offers than younger job seekers [26].

According to the results of Marin & Nilă [34], 93% of recruiters use this platform to check the profile of candidates. Most respondents checked their profile after receiving the application (85%), 5% after the first interview, and only 1% after the job offer. When evaluating a LinkedIn profile of a candidate, human resources experts analyze the profile picture. The most important criteria when evaluating a profile photo are visibility (18%), candidate's clothing (15%) and background (15%). The brightness of the photo is also essential, as it helps to distinguish details (13%). The candidate's smile also plays an important role (13%), which is considered to have a psychological effect [34]. Respondents believe that LinkedIn is more efficient in developing a professional identity than a traditional exchange of biographies. In the study by Pinho et al. [39] proves that 98% of LinkedIn users are contacted by potential employers, which indicates the importance of this network for finding a job.

Wheeler et al. [52], in the study, point out that online professional networking platforms are widely used and may help workers to search for and obtain jobs. They run the first randomized evaluation of training work seekers to join and use one of the largest platforms, LinkedIn. Also, they say Training increases the end-of-program employment rate by 10 percent, and this effect persists for at least 12 months. The available employment, platform use, and job search data suggest that employment effects are explained by work seekers using the platform to acquire information about prospective employers and perhaps by work seekers accessing referrals and conveying information to prospective employers on the platform [52].

In their study conducted in Belgium on 353 respondents, the authors Caers and Casteli [8] point out that the LinkedIn network has become a dominant tool for recruiting candidates as well as finding additional information about them that helps recruiters whom to call for an interview. On the other hand, a study conducted in South Africa showed that LinkedIn is still not the main tool for recruiting and selecting job candidates. In that study, it was proven that classical methods are still more prevalent [25].

Some study aims to explore the emergence of the human resource analyst role. The job posts on LinkedIn display the industry demand and skills required by the organizations. Kashive and Khanna [24] study identified the different knowledge, skills, and abilities required for an HR analyst role in different stages of professional growth across different industries/sectors as applicable to the crisis [24].

Mora Cortez et al. are investigating whether LinkedIn content affects how firms generate engagement and sales revenue in a business-to-business service setting. They explain how a new post typology (sales, technical, and social) and customer engagement (likes, clicks, shares, and comments) are relevant to increasing firm performance. Among other things, the results of this study prove that social media posts, new followers, and sales revenue positively affect engagement (Mora Cortez et al., 2023).

In the study, Fernando Garcia et al. [13] investigated how human resource (HR) managers' evaluations of a job candidate's performance in the first virtual interview and his/her LinkedIn profile influence their hiring decisions. Using field data as well as 44 HR managers' evaluations of 400 job candidates' virtual interview performance and LinkedIn profiles. Candidates with a higher

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overall rating on their LinkedIn profiles are more likely to be hired, while those with more spelling/grammar errors are less likely to be hired [13].

In certain studies, methods for analyzing employee motivation are presented [22][49][50] so future researchers are recommended to investigate how satisfied the employed candidates are with the job they have found through the Linkedin network.

Based on the review of the literature, the growing importance of social networks in the recruitment process was noticed. On the other hand, there is a lack of research that includes job candidates' knowledge of the impact of these media on professional development. In 2021, the LinkedIn user base in Serbia was approximately 0.98 million users. It is predicted that the number of LinkedIn users in Serbia will reach 1.10 million by 2025 (Source: statista.com, 2021). Based on the given literature and similar research, the authors started from the initial hypothesis:

H1: Social network LinkedIn have a strong predictive power to determine the score on a criterion variable - choosing employer

H2: Recommendation on social network LinkedIn has strong predictive power to determine score on criterion variable - feelings looking for a job

H3: Promotion on social network LinkedIn has a strong predictive power to determine the score on the criterion variable - choosing employer and feelings looking for a job.

3. Methodology

Measures and Statistical Analysis

The data were processed using SPSS software, version 26.00. The items were evaluated using a five-point scale. To determine the descriptive values of the provided items, a descriptive statistical analysis was done. The authors then used Exploratory Factor Analysis to approach the grouping of all components (EFA). The combination of research data analysis with multivariate data analysis is known as exploratory multivariate data analysis. When there are too many variables in the study, some of them "overlap" because they have identical meanings and behavior. Factor analysis is a technique for determining interdependence since it seeks a collection of variables that are comparable in the sense that.

They "move together" and hence have a high degree of interconnectedness. When one variable has a high value, the other variables in the group have a high value as well. Because the elements are statistically separated, they are originally unconnected (orthogonal). This simplifies the comprehension of a vast variety of factors that characterize a service or industrial sector category. A framework for additional data analysis is also being developed. Then, to get the appropriate number of factors, higher-order factor analysis was done, followed by the following analysis. After determining the number of factors, the authors performed a multiple regression analysis to determine whether the relevant factors can have a strong predictive power in determining the score on the criterion variable respondents' attitudes and opinions about the social network LinkedIn.

If the problem we are seeing can be considered as one with one dependent variable and numerous independent variables, we have a situation that is ideal for data analysis using multiple regression. If the link between them is linear, the problem is reduced to a multiple linear models.

Participants and Procedure

The authors performed empirical research by collecting and processing primary data, on a sample of a total of 244 respondents in the field in three cities in Serbia and Republic of Srpska: Belgrade, Novi Sad, Kraljevo, Sremska Mitrovica, Banja Luka and Bijeljina (Figure 3) in the period from January to Aprile 2022. A total of 250 questionnaires were distributed, but due to the validity of the answers, only questionnaires with complete answers were taken into the analysis. About 57% of men and 43% of women participated in the research.

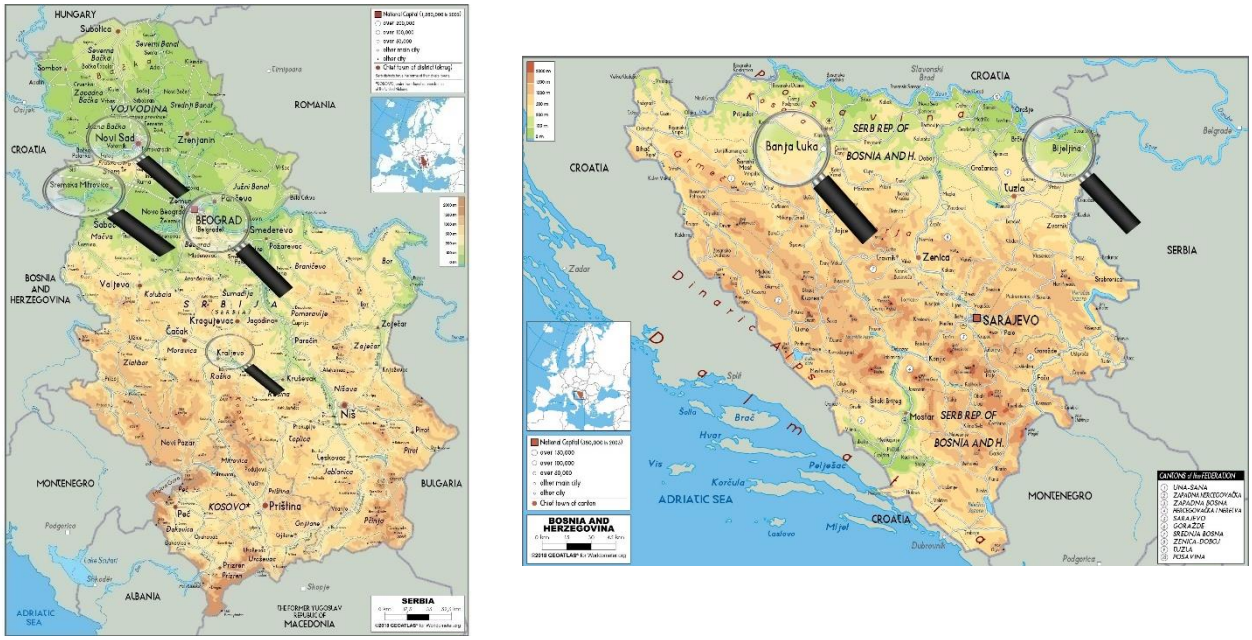

Figure 3. Map of Serbia and Bosnia and Herzegovina

Source: *Author's research. Places of sample collection*

Table 1 shows the demographic characteristics of the respondents. SPSS software, version 26.00, was used to process the obtained data.

Table 1. demographic characteristics of the respondents

	N	%
Gender		
Male	139	57.00
Female	105	43.00
Age		
18-30	94	38.5
31-49	110	45.1
50-64	40	16.4
Education		
Elementray school	14	5.7
High school	68	27.9
Faculty	83	34.0
MSc	52	21.3
PhD	27	11.1

*N= frequency

Source: Author's calculation based on SPSS 26.0

4. Results and Discussion

The parametric methodology was used, because all values were normally distributed. Skewness and Kurtosis values range from minus 1 to plus 1, which are values of normal data distribution. The value of Cronbach's alpha is 0.989, which makes the questionnaire very reliable. Table 2 shows the descriptive values for the given articles, which concern the opinions of respondents and users about the linkedin network, their feelings when applying for a job and whether LinkedIn can help them find a job on that network.

Table 2. Descriptive Statistics for Items

	m	sd
I feel comfortable competing for a job through traditional methods	3.43	1.402
I feel comfortable when I apply for a job by sending an e-mail	4.72	.605
I feel comfortable applying for a job through word of mouth	3.48	1.535
I feel comfortable applying for a job using the organization's official website	4.26	1.072
I feel comfortable applying for a job through LinkedIn	4.32	1.094
LinkedIn helped me find a job	3.11	1.553
LinkedIn helped me make a decision	3.49	1.580
LinkedIn makes finding a job easier than the traditional way	4.00	1.459
I would consider an employment company that is not present on LinkedIn	4.86	.595
I censored my content on LinkedIn to avoid future career problems	1.28	.809
I need LinkedIn to advance my career	2.33	1.553

*m= arithmetic mean; sd= standard deviation

Source: Author's calculation based on SPSS 26.0

- It is noticed that many users have considered a company that is not on the LinkedIn network (m= 4.86, sd=0.595), but also to feel best when applying for a job via e-mail (m=4.72, sd=0.605). Item LinkedIn makes finding a job easier than the traditional way is rated slightly worse (m=4.00, sd=1.459). A certain part of the research participants thinks that it is feel comfortable applying for a job through LinkedIn (m=4.32, sd=1.094) and they feel comfortable applying for a job using the organization's official website (m=4.26, sd=1.072). A significant number of respondents confirmed that LinkedIn helped them find a job, so they rated this item m=3,11 with standard deviation of 1.553. Also, a large part of respondents pointed comfortable competing for a job through traditional methods (m=3.43, sd=1.402). Lower grades are noticed in items "I censored my content on LinkedIn to avoid future career problems" (m=1.28, sd=0.809).

Table 3. The Kaiser-Meier-Olkin (KMO) and Bartlett's Test. KMO is a test conducted to examine the strength of a partial correlation (as factors explain each other) between variables.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.924
Bartlett's Test of Sphericity	Approx. Chi-Square	2643.064
	df	181
	Sig.	.000

Source: Author's calculation based on SPSS 26.0

The KMO and Bartlett's Test (table 3) is a test conducted to examine the strength of a partial correlation (as factors explain each other) between variables. The Kaiser-Meier-Olkin (KMO) test is a measure of how suitable your data is for factor analysis. KMO values closer to 1.0 are considered ideal, while values less than 0.5 are unacceptable. The KMO test result of .924 indicates a high degree of correlation between the factors. For this reason, the authors began to create a factor analysis. The factor structure matrix presented in Table 4. contains factor loads that represent the correlation coefficients between the selected factors and variables.

Table 4. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	2.613	13.752	13.752	2.613	13.752	13.752	2.245
2	2.352	12.380	26.132	2.352	12.380	26.132	2.077
3	2.155	11.343	37.475	2.155	11.343	37.475	1.993
4	1.725	9.078	46.554	1.725	9.078	46.554	2.006
5	1.626	8.559	55.113	1.626	8.559	55.113	1.755
6	1.449	7.629	62.742	1.449	7.629	62.742	1.692
7	1.327	6.984	69.726	1.327	6.984	69.726	1.880
8	1.096	5.770	75.496	1.096	5.770	75.496	1.536
9	.842	4.430	79.926				
10	.762	4.011	83.938				
11	.625	3.287	87.225				
12	.540	2.844	90.068				
13	.468	2.462	92.530				
14	.348	1.832	94.362				
15	.332	1.748	96.111				
16	.263	1.382	97.493				
17	.177	.930	98.423				
18	.168	.882	99.304				
19	.132	.696	100.000				
Extraction Method: Principal Component Analysis.							
a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.							

Source: Author's calculation based on SPSS 26.0

The relevance of each variable for each factor is shown by factor loads. Saturations less than one are not considered. All items are divided into eight categories. The saturation level for the first factor is 13.75%. With 5.77% saturation, the latter component has the lowest saturation percentage. The model accounts for 75.49% of the variation. The Scree test, which was used to assess the number of elements that should be included in the final edition, indicated an eight-factor model as the best. The number of dimensions equal to the number of points before the fracture is kept (Figure 4).

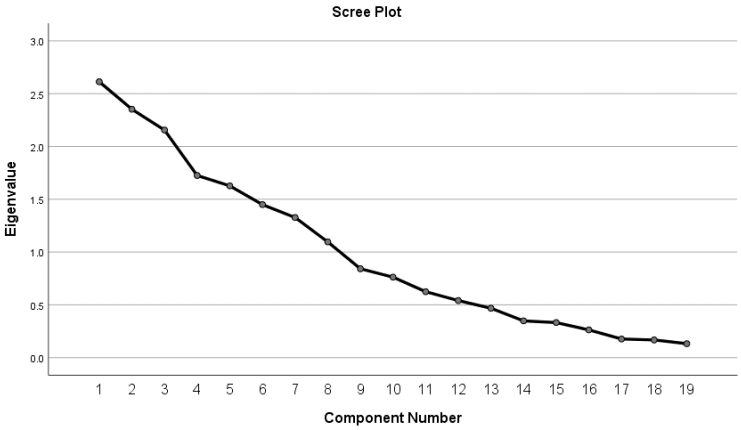

Figure 4. Extraction of factors using the graphical method

Source: Author's calculation based on SPSS 26.0

Due to the difficulty of adding names to factors due to different items, the authors performed a higher order factor analysis or hierarchical factor analysis, in order to obtain only three desired factors (Table 5), whose predictor impact will be determined by regression analysis.

Table 5. Total Variance Explained Hierarchical factor analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.613	5.642	56.699	56.699	5.642	56.699
2	2.352	3.072	11.816	33.516	3.072	11.816
3	2.155	2.327	8.950	42.466	2.327	8.950
Extraction Method: Principal Component Analysis.						

Source: Author's calculation based on SPSS 26.0

Data from the hierarchical factor analysis indicate that 56.69% of the variance was explained with three obtained factors, which is more than half of the explained variance and is very acceptable. Three factors were obtained: Factor 1. methods of applying for a job, factor 2. the impact of the linkedin network on employment, and factor 3. other ways of hiring workers.

Then, the authors approached a multiple regression analysis, to determine whether the given factors can be strong predictors in predicting the score on the criterion variable, which was: choice of employment methods and attitudes of LinkedIn users. Table 6. Shows that the model explained a total of 68% of the variance.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923[a]	.687	.658	.388
a. Predictors: Factors				

Source: Author's calculation based on SPSS 26.00

Furthermore, in the Anova table 7, can be noticed that there is statistical significance in the predictor power of the factors on the prediction of the criterion variable. Given the statistical significance, a model of multiple regression analysis can be further developed to see the partial contribution of each of the given items to the criterion variable.

Table 7. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.890	20	3.233	24.648	.000[b]
	Residual	41.950	324	.183		
	Total	98.124	254			
a. Dependent Variable: *choosing employer and feelings looking for a job.* b. Predictors: (Constant), Factor 1; Factor 2; Factor 3.						

Source: Author's calculation based on SPSS 26.0

The table of multiple regression analysis (Table 8) shows the partial contribution of each of the factors and the statistical significance in predicting the choosing "employer and feelings looking for a job".

Table 8. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.175	.183		6.422	.000
	The impact of word of mouth advertising	.312	.093	.155	2.381	.033
	The impact of social networks	.595	.052	.579	8.298	.000
	Other ways of marketing	.024	.057	.039	.674	.487
a. Dependent Variable: *choosing employer and feelings looking for a job.*						

Source: Author's calculation based on SPSS 26.0

Parameter B represents the standardized partial contribution, more precisely whether that predictor itself has significance in the prediction. Beta is interpreted as a correlation of how much the predictor is related to the criterion variable. It is noticed that the greatest influence on the criterion variable has the factor Influence of social networks with the following values: p = 0.00, B = 0.595, ß = 0.579. The choosing employer and feelings looking for a job significantly predicts oral advertising: p = 0.33, B = 0.312, ß = 0.155.

However, other types of advertising do not show statistical significance in predicting the criterion variable. The first two hypotheses have been confirmed, that social network LinkedIn have a predictor of power on user choosing employer and their feelings when looking for a job. While the third hypothesis H3 is denied: Promotion on social network LinkedIn has a strong predictive power to determine the score on the criterion variable.

5.Conclusion

Candidates use social networking sites to find a suitable job. LinkedIn is a widely used professional social network and is expected to grow in the coming period as a tool for recruiting labor both in the world and in the Republic of Serbia. Longitudinal studies are needed to predict the validity of social networking sites in job search, recruitment and selection. In the future, recruiters will automate processes and hire candidates through newer platforms such as Tiktok and similar mobile applications, and improve their search strategy. Videos are used by 92% of marketing professionals as an innovative recruitment strategy. Virtual reality and technologies such as artificial intelligence will be used more and more. Human resource managers can be expected to offer virtual tours of potential jobs, using 3D technology. It is recommended that job candidates personalize their profile in one sentence, identify what they are doing and thus separate themselves from their competitors. With that message, they promote themselves, just as a brand develops a slogan that promotes itself. It is suggested that they think about their strengths, knowledge and what you can bring to the company. It is recommended that the LinkedIn profile be complete. Former employers and clients strengthen Linked's profile with their recommendations. The profile and images on social media sites and other websites are desirable to show complete consistency.

Based on the conducted research, it is concluded that the respondents prefer to apply for a job by e-mail, ie they do not feel comfortable during an verbal conversation with a potential employer. Also, a significant result of this research is that most respondents agreed that LinkedIn is a useful tool for finding job and that this social network can play a significant role in the professional development of individuals. What can be highlighted as a negative segment of the results of this research is that a significant number of respondents believe that data on the LinkedIn network can not create career problems, which is certainly not the case, as evidenced by some previous research. This research can be a strong foundation for future extensive research on the employment of different categories of people through social networks, especially through the LinkedIn network, which certainly occupies a significant position in employment in many countries around the world.

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