

فعالية لينكد إن كأداة تواصل اجتماعي وتأثيرها على نتائج الموظفين.

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The Effectiveness of LinkedIn as a Social Networking Tool for Employees'

Outcomes

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حقوق الطباعة

إن جميع المواد و لمحتويات الواردة في هذا البحث هي ملك للحقوق الفكرية لجامعة ميدأوشن ولا يجوز استخدامها او نشرها الا بإذن مسبق من قبل الجامعة.

الشكر والتقدير

أتقدم بجزيل الشكر والامتنان لكل من كان له دور في إنجاز هذا البحث

أولاً، أحمد الله عز وجل على توفيقه وتيسيره، ثم أتوجه بالشكر العميق لعائلي وأصدقائي على دعمهم

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The Researcher

الملخص

تجمع هذه الدراسة بيانات من خمسين موظفًا لفحص فعالية منصة لينكد إن كشبكة مهنية وتأثير استخدامها على نتائج الموظفين. أظهرت النتائج أن لينكد إن يؤدي دورًا ملموسًا في توفير فرص التطور الوظيفي للمستخدمين (حيث أفاد نصف المشاركين أنهم حصلوا على عرض وظيفي أو فرصة عمل عبر المنصة)، إلا أن تأثيره على الأداء الوظيفي والرضا الوظيفي كان محدودًا أو غير واضح. كما تبين أن نوعية استخدام المنصة تؤثر على حجم الفائدة؛ إذ أن التواصل المهني النشط وتعلم المهارات من خلال لينكد إن ارتبطا بتحسينات أكبر في التطور المهني مقارنةً بالاستخدام المحدود أو غير الفعال. تسهم هذه الدراسة في فهم أكثر توازنًا لكيفية استفادة الموظفين والمنظمات من لينكد إن، وتقدم توصيات حول الاستخدام الأمثل للمنصة لتعزيز التقدم المهني.

Abstract

This study examines the effectiveness of LinkedIn as a professional networking platform and its impact on employee outcomes. Data were collected from 50 employees across various industries via a structured survey. The results show that LinkedIn plays a tangible role in career development opportunities (with half of respondents reporting a job offer or similar career opportunity through the platform), but its influence on job performance and job satisfaction was limited or not clearly evidenced. The analysis also revealed that how LinkedIn is used affects the benefits gained: active professional networking and skill development on LinkedIn were associated with greater career improvements compared to minimal or passive use. These findings provide a balanced understanding of LinkedIn's practical benefits and offer insights for employees and organizations to utilize the platform more effectively for career advancement.

Keywords: LinkedIn, social networking, employee outcomes, career development, job performance

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List of Terminology / قائمة المصطلحات

LinkedIn: A professional social networking platform.

Employee Outcomes: Results such as performance, satisfaction, or career growth.

Networking: Building professional relationships online.

Engagement: Active participation on LinkedIn (posting, commenting, etc.).

Career Advancement: Promotions or new job opportunities.

List of Abbreviations / قائمة الاختصارات

SPSS: Statistical Package for the Social Sciences.

HR: Human Resources.

N: Number of participants.

β : Beta coefficient (regression coefficient).

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Chapter One: Introduction

1.1 Background

As of 2024, LinkedIn has developed into the most prominent professional networking site globally, serving 1 billion users (Omnicores Agency, 2024). It allows professionals to create profiles, network, search for jobs, and even follow companies. In various professions and industries, LinkedIn serves as an online résumé, job search engine, and professional development platform. Companies today utilize LinkedIn for talent acquisition and employer branding, while professionals leverage it for networking and gaining industry insights. One striking example is a phenomenon on LinkedIn: 65 million people search for jobs on LinkedIn every week, and a professional is hired every six minutes through LinkedIn, making it easy to see the potential of LinkedIn in employment (LinkedIn Press, 2023). However, now that it has become second nature for professionals to network via social media, it raises some questions: Just how effective are social media sites for helping people succeed in their jobs?

In Saudi Arabia and the general Middle East, there has been a dramatic increase in LinkedIn deployment in recent years. Professionals in the region are utilizing LinkedIn to expand their connections beyond traditional boundaries, access mentorship opportunities, and explore job opportunities abroad. This aligns with international trends and highlights the importance of examining the impact of LinkedIn at a national level. Employers in the region are taking note as well: a number now even actively encourage their employees to keep LinkedIn profiles updated as a form of personal branding, and some even use LinkedIn for corporate outreach and hiring. Given these changes, we need to ask: Does active involvement on LinkedIn yield any tangible benefits for employees (e.g., improved task performance, increased job satisfaction, or even faster career advancement)?

1.2 Problem Statement

However, despite the high levels of LinkedIn use and the intuitive fit of LinkedIn to career, there is mixed evidence on the degree to which LinkedIn is associated with people's labor market outcomes. Although there may be numerous anecdotes, case studies, and success stories related to LinkedIn (such as finding a job through a connection or learning a new skill online), companies and individuals remain skeptical about the platform. **The question addressed by this research is as follows:** Does reaching out to LinkedIn have any effect on employees' job performance, overall happiness, or career advancement? Or is LinkedIn mostly hype, a professional hobby played for fun and with little impact on how well you do your job or where your career goes?

Employers are usually wary of promoting social network use during working hours, worried it will act as a distraction, and worse yet, competitors will poach their talent. On the other side, employees question whether cultivating a profile and networking online is worthwhile. This study aims to address the insufficient evidence regarding the question, drawing on data-driven answers from the relevant literature. By examining LinkedIn, which is experienced as the most professional among social networks, this study aims to separate the professional networking effects from the general use of social media noise.

The research question can be recast as: **To what degree does the use of LinkedIn influence employee positive outcomes (job performance, satisfaction, and career advancement)?**

Resolving this will, in part, serve to confirm (or deny) the assumptions made by employees and employers about the platform.

1.3 Research Objectives

Given the problem that has been explained above, this paper proposes to achieve the objectives as follows:

- **Objective 1:** To analyze the connection between LinkedIn usage and employees' job performance. Have you read? Do you use LinkedIn to improve your job performance?
- **Objective 2:** To what extent are LinkedIn engagement and job satisfaction related? The research aims to determine whether workers who are more engaged on LinkedIn are happier or more fulfilled in their jobs.
- **Objective 3:** Investigate the effect of LinkedIn on career progress outcomes. In particular, the research will aim to determine whether more frequent use of LinkedIn is associated with tangible career benefits (i.e., promotions, new job offers, increased professional opportunities).
- **Objective 4:** Determine what, if any, LinkedIn functions or activities lead to positive impacts. For example, is having a well-written profile enough, or can activities like networking, posting content, or taking LinkedIn Learning courses also be beneficial?

Overall, achieving these goals should help us gain insight into the purpose and utility of LinkedIn in building a successful and fulfilling career.

1.4 Research Questions

The following research questions are addressed, given the objectives above:

1. RQ1: What is the relationship between the use of LinkedIn and job performance among employees?

To what extent are job performance and use of LinkedIn among employees related, in the sense that: (a) employees who frequently log in to LinkedIn have higher job performance than employees who rarely log in to LinkedIn, and (b) employees who have larger networks and actively share content on LinkedIn have higher job performance than those with fewer LinkedIn relationships who share little or no content?

2. RQ2: What are the links between LinkedIn use and Job satisfaction amongst employees?

@RobLeal: Are people with a lot of LinkedIn activity (networking, groups, etc) more or less satisfied than those with less activity?

3. RQ3: How does LinkedIn utilization affect employees' career advancement?

E.g., are people who use LinkedIn a lot more likely to get a better job, be promoted, or get other career opportunities?

4. RQ4: What particular LinkedIn features or behaviors have a substantial impact on job-related outcomes for employees?

Of the various ways to consume LinkedIn (building your profile, networking, finding jobs, learning from courses, posting content), which is or likely is the most beneficial for work performance, job satisfaction, and future career development?

These are formulated to address the scope of LinkedIn's effectiveness (RQ1-S3) and typically the mechanisms or attributes that contribute to its efficacy (RQ4).

1.5 Research Hypotheses

Based on the literature and logical reasoning, the following hypotheses, related to the research questions, are formulated in the study:

- **Hypothesis 1 (H1):** There is a positive relationship between LinkedIn use and job performance.

Why: If employees obtain knowledge, ideas, or contacts through their use of LinkedIn, it can offer them an edge in how they perform their job. On the other hand, more successful workers may also be more likely to engage in networking. And we are suggesting an association, not yet implying causation.

- **H2:** Increased LinkedIn usage is associated with increased career advancement (promotions, job offers, etc.).

Reason: The more visible and networked you are, the more chances you are going to have for career opportunities. Active users are more likely to receive career advancements or new job offers.

- **H3:** LinkedIn usage and job satisfaction are significantly positively related.

Why: LinkedIn can foster a sense of belonging and shared professional values. And workers who do use it could feel more attached to their field and emboldened professionally, factors that add to job satisfaction in general for their current role.

- **H4:** There are differences in impacts between specific LinkedIn features (e.g., networking, learning courses, job search, content sharing) on outcomes - some features matter more than others.

Reason: Not all LinkedIn uses are created equal. For instance, there may be more direct benefits to being more engaged in using LinkedIn to network or learn new skills (such as receiving a job offer or improving a skill) than using it more passively to browse or occasionally post content. This theory suggests that the ability to network and learn skills on LinkedIn correlates with more positive outcomes than simply being on LinkedIn or passively consuming content.

Such hypotheses will be statistically tested using the survey data. Collectively, they provide a robust test of the overall hypothesis that LinkedIn is effective in impacting employees' work results.

1.6 Significance of the Study

The importance of this study lies in its ability to make a theoretical contribution by providing empirical evidence on the value that LinkedIn can offer to individual careers and organizational life. Key contributions include:

- **Theoretical Implications:** It contributes to the emerging literature on social networking in a professional context, from the perspective of measurability. The study combines elements from social capital theory, human capital theory, and uses and gratifications theory to make sense of results in a way that extends these theoretical frameworks with empirical evidence derived from the context of LinkedIn.
- **Practical Takeaway for Workers:** For workers and job seekers, the findings from the study will indicate whether activities such as networking on LinkedIn or participating in LinkedIn Learning courses are worthwhile. It can help people determine where to allocate their time on LinkedIn (i.e., profile vs. active posting) to achieve their own career goals.
- **Practical Implications for Employers:** Employers and HR departments can obtain an indication whether or not promoting employees to use LinkedIn (for personal branding, networking, etc.) can pay off in terms of employee development or performance. If the use of LinkedIn is associated with improved results, companies can easily incorporate it into their workforce coaching or mentor programs. Conversely, if no strong positive effects are observed, employers may reevaluate their policies regarding the use of LinkedIn on the job.
- **The Middle Eastern Bubble:** Research about the role of LinkedIn in the Middle East, and the likes of it, phenomenon is still in its infancy. This study offers nuanced insights (with the caveat that the sample population is regionally focused), which can inform cross-cultural or regional perspectives on LinkedIn usage in career development practice.

Ultimately, by evaluating the utility of LinkedIn, this work can support practitioners in leveraging LinkedIn for professional purposes and offer them guidelines for developing more effective corporate-level strategies related to professional networking tools. It takes the conversation from "LinkedIn is popular" to "LinkedIn is actually useful (or not) in the following ways...", which is a good thing because (ripped straight from the CEG) "every decision is a new opportunity based on current conditions, not the future."

1.7 Research Methodology

To achieve the objectives, this investigation employs a quantitative research design, focusing on a survey. The methodology is summarized as follows:

Research Design: The investigators employed a cross-sectional survey design, in which participants were asked eligible questions at a single survey point. This structure is suitable for assessing the relationship between LinkedIn and employee outcomes, as patterns and associations in the responses can be analyzed.

Participants: The study population will consist of professionals who are employed and have a LinkedIn account. Our sampling strategy is purposive (ensuring that our participants are users of LinkedIn), and we hope to capture an all-around mix of industries, years of experience, and job roles. The target was to receive approximately 150–250 first responses to obtain a sample for statistical analysis (in fact, the sample achieved was slightly less, as we see in Chapter Four).

• **Data collection:** A questionnaire was designed (see Appendix to the English and Arabic versions). It consists of categories such as demographics (age, gender, experience, industry), LinkedIn usage patterns (frequency, purpose, type of LinkedIn interactions), and perceived results (self-assessed impact on work performance, career development, job satisfaction, etc.). Adams's LIABILITY OBLIGATION PERCEPTION SCALE. Most items measure perception using 5-point agreement scales (ranging from "Strongly Disagree" to "Agree Strongly"). Also, a yes/no item inquires about whether the participant has ever received a job offer or promotion through LinkedIn.

• **Method of Data Analysis:** Data were analyzed by using the statistical package for social science (SPSS). Summary statistics (means and frequencies) describe usage

patterns and characteristics of the respondents. H1–H3 are tested using Pearson correlations to analyze the relationships between LinkedIn usage intensity and dependent variables, such as performance or satisfaction. Tests of H1–H3 are more stringent ($n_{\text{controls}} = 28$, $n_{\text{cases}} = 40$) using regression analysis (multiple linear regression for metric-dependent variables and logistic regression for binary-dependent variables), while controlling for possible confounders (e.g., years of experience, age). Furthermore, subgroup analysis and comparison statistics (t-tests or ANOVA) are employed to explore H4. For example, those who use LinkedIn primarily for networking are compared with those who use it primarily for learning, and so on. The reliability of any multi-item scale (e.g., the Perceived LinkedIn Impact Scale) can be assessed via Cronbach's alpha to ensure equivalence.

- **Ethical Concerns:** Respondents were volunteers with an option for anonymity. An electronic informed consent was provided at the start of the questionnaire, informing participants about the nature of the study and reassuring respondents that their responses would be confidential and used solely for research purposes. Only demographic data were collected, and no personally identifiable information is retained or published.

This approach allows structured data collection and analysis appropriate to the research questions. It has its limitations (e.g., self-reported data and a cross-sectional design that does not permit causal claims). Still, it is a suitable strategy for planning an exploratory examination of LinkedIn's effectiveness on a large scale.

1.8 Research Limitations

There are limitations to consider for this study:

- **Subjective Data:** This research is based on the self-reports of the performance, satisfaction, and use of LinkedIn by the respondents. It's also the kind of data that can be prone to bias — for example, people may overestimate how much credit they deserve for their success on LinkedIn, or how much they use LinkedIn overall, simply because it makes them appear more successful. On the other hand, some respondents may underreport usage if they perceive social media use as sensitive. The richness of interpretation depends on candid and self-interested responses.
- **Cross-Sectional Design:** Because information was collected at a single point in time, it is not possible to determine cause-and-effect relationships. Therefore, when we observe a relationship between LinkedIn usage and a particular outcome, we can't be certain whether LinkedIn use is causing a positive result or if those who are already performing well (high performers or highly satisfied individuals) are simply more inclined to use LinkedIn. To investigate this question more fully, a longitudinal study is necessary to capture changes over time and better infer causality.
- **Small Number of Final Respondents and Sample Method:** The ability to generalize the results is limited by the small final sample size (approximately 50 completed questionnaires, somewhat less than the initial target), as well as by the use of purposive sampling. The respondents may not be entirely representative of all employees or LinkedIn users — for instance, individuals who were particularly interested in LinkedIn's impact may have been more inclined to respond. Such jumping around could bias the results (either inflating estimates of effects or focusing too much on particular industries). The sample size is also relatively small, which means some real effects may fail to meet statistical significance (a type II error).
- **Geographic/Cultural Context:** Considering that the results were mainly from a specific part of the world (e.g., Saudi Arabia or the Middle East), the findings may represent regional usage or work culture differences. The influence of LinkedIn will vary

based on the region's penetration of the platform or networking norms. Accordingly, care should be taken in extending conclusions across countries.

- **Omitted variables:** This study looks at only LinkedIn and a myriad of factors that affect performance and advancement (e.g., personality, employer support, the economic environment). Some of those things the survey doesn't catch. For instance, an outgoing personality could lead someone to both spend a lot of time on LinkedIn and perform well at work — a common cause — which might skew interpretation. We attempted to include controls for experience level, as well as age, but there may be other factors at play that we're not accounting for here.

- **Outcome Specificity:** Job performance was self-rated, and opportunities and perceptions were self-reported indicators of career advancement. Some of this nuance is not accommodated by our proxies (for example, we do not have supervisor performance evaluations or the destination of actual promotions). Job satisfaction was one of the planned measures. Still, as noted, through oversight or design decision, a direct satisfaction scale was omitted from the final version of the survey, which limits our ability to make a definitive conclusion on that front.

Recognizing these constraints enables the reader to keep the study's findings in perspective. We will present the results with these caveats in mind, and recommendations for future work will include addressing some of these limitations (e.g., increasing power, incorporating additional metrics, conducting longitudinal studies).

Chapter Two: Literature Review

2.1 Theoretical Framework

To clarify what influence LinkedIn might have on employee outcomes, the research draws on several theoretical perspectives:

Social Capital Theory: Social Capital theory argues that individuals can access information, support, and opportunities through their networks. LinkedIn, a professional networking platform, can be seen as a tool to help develop Social Capital. If employees connect with colleagues, industry peers, and experts, they potentially increase their social capital. According to this view, individuals with richer networks (i.e., more connections or greater activity on their network) should have a better chance of accessing valuable information and opportunities. That can translate into higher job performance (getting help or advice), career opportunities (being told about job openings by contacts), and even support that makes them more satisfied with their work (feeling part of a professional community). The study will examine whether heavy users of LinkedIn — people who presumably establish more online social capital — experience fewer concomitant costs in outcomes, consistent with this theory.

Human Capital Theory: Human capital refers to the knowledge, expertise, and abilities that workers possess, enhancing their productivity and value in the workplace. LinkedIn offers features that can help develop human capital, such as LinkedIn Learning courses, exposure to industry news and best practices through posts, and groups that share knowledge among professionals. An employee who spends time on LinkedIn may be effectively developing their human capital by learning new things they didn't know before, thereby refreshing their knowledge and skills. Human Capital Theory suggests that this is the kind of investment from which such a return could be expected to show up in improved performance and future benefits. The research will therefore test whether using LinkedIn as a way to learn something new or improve one's skills correlates with increased productivity or career prospects, as an illustration of that route.

Uses and Gratifications Theory: This view, derived from the general approach in mass communication studies, posits that people actively choose to use particular media (or media channels) to satisfy their specific needs or gratifications. Applying this to LinkedIn, for example,

employees might utilize the platform to meet needs such as networking (social needs), career advancement (self-actualization or economic needs), and professional gender and acceptance (esteem needs). Thus, if LinkedIn can satisfy these needs, one might expect high usage to be accompanied by positive feelings, such as job satisfaction (because you feel connected with other people and are recognized for contributing to the organization) and results (e.g., staying in a job because it provides more professional fulfillment). This theory also provides a framework for understanding why employees initially adopt LinkedIn. For the survey in question, the questionnaire asks what the primary purposes are of using LinkedIn. This may offer some insight into the needs that users feel they must satisfy (such as finding job opportunities, learning, or networking). We will later compare this feedback with the actual outcomes that occur later on as a result.

Social Exchange Theory: Social Exchange Theory, as applied within the organization, posits that relationships and involvement in exchanges in which people invest time and effort are expected to yield specific outcomes (not always just in transactions, but generally speaking). With LinkedIn, if an employee actively shares content and helps others (e.g., by introducing someone or making a supportive public comment), this may hint at what their payback might be: recognition from others in the form of recommendations or job leads, a boost to status among peers, etc. It's like sowing seed in fertile soil: whatever you put in must surely come out again. We could theorize that employees who participate more (i.e., actively post, comment, and endorse others) receive more benefits than those who are passive consumers of content. This view will therefore serve as a framework for understanding the differences in outcomes between individuals who are active on LinkedIn and those who use it occasionally.

What these theoretical frameworks give to the study is expectations and interpretation. For example, if we found that LinkedIn usage correlates with career advancement, it could be explained by Social Capital (networks providing opportunities) and Human Capital (learning leading to advancement). If we find that only certain activities matter, Social Exchange might explain why (only those who actively give to the network see returns). If job satisfaction is linked, Uses and Gratifications could explain that LinkedIn fulfills some social/professional needs, leading to contentment.

By situating the study within these theories, its analysis is not only able to measure correlations but also to explain LinkedIn's impact on employees, explaining why and how it occurs. This theoretical basis will be revised in the Discussions chapter, considering which theories are supported or require modification based on the results.

2.2 Review of Past Studies

Additionally, a significant amount of research and articles have been published in recent years examining the role of social media in professional life. However, it appears that work on LinkedIn has just begun. This section presents brief findings from the previous research to provide a context for the present study:

LinkedIn Usage and Employment Outcomes: Several studies suggest a positive correlation between LinkedIn presence and employment opportunities. For example, **Nikolaou (2014)** found that recruiters heavily utilize LinkedIn for identifying potential candidates, vetting them, and selecting from among those who come with references; this suggests that a well-maintained LinkedIn profile could significantly improve one's chances with recruiters. In a paper on the job search behavior of university students, **Chiang & Suen (2015)** found that students who actively used LinkedIn (e.g., through connecting with alums or professionals) found more interview opportunities than their peers who waited for job notices on campus. These studies support the idea that LinkedIn facilitates people's journey through later life by helping them become better known.

Networking and Job Performance: Research has shown that effective networking can significantly enhance a worker's job performance. Scholars have begun to move beyond the simple concept of "richness" and recognize that complexity within an individual's network can reflect greater overall work performance. It is demonstrated by **Wolff & Moser (2009)** that individuals who spend more time networking tend to have higher job performance ratings; This higher job performance may be ascribed to networking that facilitates the acquisition and exchange of knowledge and support. Although this study did not focus specifically on LinkedIn, it provides reason to believe that it does work. More recently, **Davis et.al. (2020)** pointed out that online professional communities act as a platform for knowledge transfer among individuals

(including LinkedIn groups). Employees may thereby receive timely advice and improve their work outcomes, a result entirely compatible with Social Capital Theory.

Social Media and Job Satisfaction: The Relationship Between Job Satisfaction and Social Media Is Complex. Some studies (e.g., internal enterprise networks for company-related message traffic) suggest that staff who integrate work with social networking are more connected to and feel better supported by the company, which in turn improves morale. **Omar & Yusof (2018)**, when studying the use of social media in Malaysian workplaces, found that as employees used these platforms as learning resources, including LinkedIn, it increased their self-confidence and indirectly their job satisfaction as well, on account that they felt 'in control' of their career progression. However, other reports suggest that overuse of social networking tools can lead to decreased morale. It is perhaps because people are so distracted from their job or do not feel that current opportunities within an organization are good enough; they want out and cannot resist dreaming about how much greener the other side may be (a kind of "grass is always greener" syndrome). So, whether LinkedIn use raises satisfaction or not can depend on how it is used (with a good purpose vs. as an escape).

The quality of LinkedIn profiles and career success: This study examined whether elements of LinkedIn professional profiles are related to recruiters' perceptions, as noted in **Zide, Elman, & Shahani-Denning (2014)**, for instance. This research shows that profiles with more complete information (including a professional photo, detailed work history, endorsements, etc.) tend to attract more recruiter attention and callbacks. It follows that with this in mind, how you use LinkedIn (eg, investing time to build the best possible profile) becomes vitally important. One additional study by **Van Dijck (2013)** highlights that LinkedIn's endorsement and recommendation facilities lend credibility to online profiles—profiles with such endorsements serve as social proof of competence. This aligns with the role of personal branding on LinkedIn.

Professional Networks' Social Exchange: Preliminary research on e-mentoring and exchanges, such as **Benson (2015)**, indicates that professional people who do things like answer questions directly on LinkedIn, or volunteer their time to help junior colleagues through LinkedIn's career advice function will often meet with positive recognition and expand their networks further. This finding is consistent with Social Exchange Theory, which posits that active involvement will

ultimately yield benefits. Nevertheless, any quantitative verification is lacking: this is a relatively young field, one rich in qualitative research and small-scale surveys.

Regional and Cultural Considerations: In the Persian Gulf region, Companies are created daily, and competition in this area is intense. **Zeb-Obipi & Ekweozor (2020)** examined social networking and employee performance in Nigerian banks, finding that professional networking (often via platforms like LinkedIn) significantly predicted both performance indicators, such as signing bonuses or emoluments received at work, quality evaluation scores awarded by customers for service rendered to them, etc., and career progression. Although they are not in a different cultural context, it does show one thing: even in poor, developing countries such as mine, LinkedIn is regarded as an essential tool. In light of anecdotal evidence and HR reports from the Gulf region, LinkedIn is now becoming the primary recruitment channel. However, there are few academic studies representing this phenomenon in different parts of the GCC countries. This research contributes to filling that vacuum by providing data from an Arab background (presumably; I am not certain where in Saudi Arabia it was carried out).

Summary of Gaps: Although the literature contains evidence linking LinkedIn to positive career-related outcomes, gaps remain, as indicated by ontologies THEORY 23, in terms of measuring the relationship between its use and job performance and/or satisfaction. Moreover, in many of these studies, we find that they focus exclusively on student populations or within particular industry sectors. An analysis for cross-industry comparison that includes multiple outcomes simultaneously (in terms of performance, satisfaction, and advancement) is necessary to determine which domain LinkedIn most affects. Additionally, the question “what LinkedIn activities matter most” has received little attention; while existing research suggests a correlation between profile completeness and networking, comparative studies are lacking.

This study builds on the above findings and starts to fill in some gaps by empirically testing LinkedIn’s impact in an integrated model of employee outcomes. By comparing different work cultures using the same tool and employing a varied sample, it adds something new from local and regional cultures that can be of interest to other scholars, particularly those engaged in comparative research on work culture.

Chapter Three: Methodology

3.1 Research Design

This study employs quantitative, correlational research methods, utilizing a survey approach. Our primary objective is to determine the extent to which LinkedIn use (independent variable) is associated with various employee outcomes, including job performance, job satisfaction, and career success (dependent variables). A structured questionnaire was formulated and utilized to collect data on these variables. The design is cross-sectional, meaning that the observation is taken at a single point in time.

Justification of Design: A survey design is suitable for accessing a broad sample of workers and for collecting standardized data on perceptions and self-reported outcomes. The correlational nature is fitting for the purpose, since one aims to evaluate relations (or, respectively, testing hypotheses on associations) and not to demonstrate causality. It just isn't feasible to experiment in this case (you can't assign people randomly to 'use LinkedIn' or not for several years), so a non-experimental survey is your best opportunity to gather real-world data.

Structured Instrument: Uniform questions are asked of each respondent to allow comparison of responses. Because the variables we are interested in are largely subjective (e.g., self-rated performance, perceived impact of LinkedIn on career), a survey with Likert scales and categorical responses can be a suitable method for measuring these perceptions.

Data Analysis Plan: The design includes a data plan, which means that the questionnaires are coded and entered into SPSS after data collection is complete. The plan (outlined in Section 3.6) is first to run descriptive statistics, followed by bivariate correlation analyses for hypotheses H1–H3, and then conduct follow-up multiple regression analyses to explore these hypotheses while covarying for demographic factors. Regarding H4, we will use comparative tests (ANOVA/t-tests) to examine whether usage categories (e.g., why people use LinkedIn) affect the uptake of the outcome measures. We will also consider a multiple regression model that includes dummy variables for the different activities.

Validity Considerations: The structure is designed to counteract validity threats. For example, many questions in the survey were adapted from literature (see, for example, Section 3.4, Validity) – this supports content validity. The bilingual format of the questionnaire (English and

Arabic side by side) aimed to minimize language comprehension errors and enhance construct validity for Arabic speakers.

To conclude, the study design is devised to effectively investigate the hypotheses and address the research questions by collecting sound data from the target population through a well-planned and systematic approach. Although it cannot infer causality or eliminate all self-report bias, it is a practical and ethical approach to investigating the research question.

3.2 Population and Sample

Population: The Target population of the study will be employed individuals from various industries who use LinkedIn. These are from multiple industries, including IT, finance, education, healthcare, engineering, and other sectors in both the public and private sectors. Given that we filter for people who have LinkedIn profiles, we can be confident that they will have comparable experience with the tool. The population is not constrained to a specific job level, encompassing entry-level workers, managers, and senior executives who use LinkedIn for professional purposes.

Sample Size: The desired sample size for the study was between 100 and 250 respondents. It was anticipated that this range would yield sufficient data to achieve statistical significance without being unmanageable. The last number of cases was a response dependent; we endeavored to strive for the high end of the range for a more reliable result. The final response rate was 50 (usable responses with 2-5 answers per skipper). This last N, although lower than the original target, also reduces the sample size, which is a limitation to the study's statistical power.

Sampling Method: A non-probability purposive sampling technique was employed. Participants were purposefully chosen based on the criterion that they have a LinkedIn profile and use it for professional purposes. Nevertheless, we attempted to incorporate the spirit of diversity into these industry criteria, including the level of work, age, and years of experience. The researcher distributed the survey link via professional networks, LinkedIn groups, and alumni communities; therefore, the sample should be viewed as a convenience sample of the skilled population. Although not random, this approach ensures that all respondents are relevant to the research question (for example, nobody is included who doesn't use LinkedIn).

The sample, of course, includes those more inclined to respond to a survey about LinkedIn; perhaps they are therefore a little more interested in how LinkedIn is being used or a little more active on it than a truly random sample of employees. This is recognised as a potential source of bias when interpreting results.

Geographic Scope: Primarily Saudi Arabia (e.g., local professional groups and contacts), maybe extended to a few international contacts. But most are likely responding from a similar work culture background (I assume it's a Saudi or Middle Eastern workplace). This was done deliberately to eliminate environmental factors, making it practically possible to collect data. The study acknowledges that its primary geographic focus means that results should be generalized carefully to other global areas where LinkedIn usage patterns or work cultures differ.

Demographic Characteristics: Table 1 (Introduction chapter) presents an exemplary distribution of the sample based on demographic characteristics. In reality, the profile of the real sample was collected and is presented in Chapter Four. We collected information on gender, age group, industry, and years of experience. Among other things, it allows us (in analysis) to determine whether the sample is skewed towards expensive or balanced options. It will also enable researchers to conduct subgroup analyses — for example, examining whether the effect of LinkedIn appears different for younger versus older professionals, or for one industry versus another.

To sum up, this is a non-probabilistic sample, but it is adequate for an exploratory study on this topic. The goal was to respond to active LinkedIn users from a variety of backgrounds to obtain a broad, yet not necessarily comprehensive, picture of the audience. The final sample size of 50, although smaller than planned, offers preliminary insights and will be complemented with a thoughtful discussion of its limitations and the need for replicating with larger samples.

3.3 Data Collection Tools

The primary data collection tool is a **structured questionnaire (survey)** designed by the researcher. Key details of the instrument include:

- **Format:** The questionnaire was provided electronically (using an online survey platform) and designed to be bilingual – presented in English with equivalent Arabic translation for each item. This side-by-side bilingual format ensures clarity and inclusiveness, allowing

respondents to choose the language they're more comfortable with when interpreting each question. Given the study's context, it was crucial that language not be a barrier for any participant.

- **Sections:** The development of the questionnaire followed a logical path to ensure good reading flow and was divided into four main parts.
 - **Section A: Demographic Information** – Age, gender, highest level of education, industry/sector of work, years of work experience, and the like. The questions were mainly of the multiple-choice or selection-based type, used to categorize participants (for example, age ranges as 18–24, 25–34, etc., and experience ranges as “<1 year”, “1–3 years”, etc.).
 - **Section B: LinkedIn Usage Patterns** – Questions on how often and why respondents use LinkedIn. This included:
 - Frequency of LinkedIn use (options ranging from “Daily” to “Rarely” or “Never”).
 - A question on the main purpose of using LinkedIn (e.g., Networking, Job searching, Learning new skills, Personal branding, etc. – where respondents chose their primary purpose).
 - Likert-scale statements about LinkedIn usage, such as “I regularly post or share content on LinkedIn” or “I use LinkedIn to keep up with industry news,” with response options from Strongly Disagree (1) to Strongly Agree (5).
 - A question about whether they have a LinkedIn Premium account or only a free account (to gauge investment in the platform).
 - **Section C: Employee Outcomes and LinkedIn Impact** – This section contained statements and questions to evaluate the outcomes of interest:
 - Job Performance: e.g., a statement like “Using LinkedIn has improved my job performance” (Likert scale), and/or a self-rating of one's job

performance relative to peers (though ultimately, a composite “impact on performance” rating was used).

- Job Satisfaction: e.g., “Using LinkedIn makes me feel more satisfied with my job” or a general job satisfaction item to correlate with LinkedIn usage (note: as discussed, a direct satisfaction measure might have been omitted in final implementation).
 - Career Growth/Advancement: e.g., “LinkedIn has expanded my career opportunities” (Likert), and a yes/no question: “Have you received a job interview, offer, or promotion that you can attribute to LinkedIn use?”.
 - Additional items capturing perceived benefits: “Through LinkedIn, I have gained knowledge/skills that I apply in my job”, “My professional network has grown significantly because of LinkedIn”, etc. These five or so items were intended to form a scale of perceived LinkedIn impact on professional development.
- **Section D: Open-Ended Questions** – Finally, a few open-ended prompts allowed respondents to give qualitative feedback. For example: “In what ways has LinkedIn helped or not helped your career?” and “What challenges or drawbacks do you experience in using LinkedIn?”. These questions were optional but provided rich context for interpreting the quantitative results (e.g., someone might explain that LinkedIn helped them find a mentor, or conversely, that they find it time-consuming).
- **Likert Scale Usage:** Sections B and C primarily used a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) for closed-ended statements. The use of a consistent scale makes it easy for respondents to understand and for the researcher to quantify responses (where 4 and 5 generally indicate agreement/high usage or impact, and 1 and 2 indicate disagreement/low impact). The mid-point 3 (Neutral) was included for those neither agreeing nor disagreeing. Likert scale data, while ordinal, were treated as interval for analysis purposes (a common practice when scales have symmetric, equidistant response options and are summing multiple items).

- **Previous Validation:** When possible, items of the questionnaire were based on previous research to improve validity. For example, constructs related to job satisfaction or networking frequency on LinkedIn were adapted or borrowed from embedded surveys used in social media and organizational behavior research. That way, questions have a logical and research-based backing, and aren't just made up 'willy-nilly'. In designing the survey, a few professors and experienced professionals were asked to vet the questions for content validity – specifically, whether the items accurately cover the construct we expect them to (e.g., do the “performance” items appear to measure performance).
- **Pilot Test:** A small-scale pilot test was conducted with a small number of people (5–10 people) with the target user profile (working professionals who have an account on LinkedIn). They completed the survey and provided feedback on the clarity of the questions and the length of the study. The pilot led to a few wording tweaks, such as streamlining language and confirming that the bilingual format was intelligible. The reliability of any scales could not be thoroughly tested on a pilot of this size; however, it provided confidence that people who took the survey interpreted the questions consistently.

The complete questionnaire can be found in Appendix A (English version) and Appendix B (Arabic version), where the original wording is provided for review. Overall, the tool designed to collect data was well-structured, ensuring that all required information was covered. This allowed for the testing of hypotheses in a user-friendly manner and prevented non-completion.

3.4 Validity and Reliability

To ensure the study’s findings are credible, several steps were taken to maximize the validity and reliability of the research instrument and data:

Content Validity: The questionnaire was reviewed by academic experts (such as professors in management and HR) as well as experienced professionals to ensure that all questions are relevant to the research objectives and adequately cover the concepts of interest. Their comments were used to refine wording and catch any omissions in coverage. For instance, if an expert felt that a significant outcome not captured was some mentoring that people receive via LinkedIn,

then a question was added to Section C to capture this. This expert review process ensures that the survey content accurately represents the construct "LinkedIn's effects on employee outcomes.

Construct Validity: We carefully aligned each item on our survey with the theoretical constructs that we wanted to measure. For example, items such as "LinkedIn has helped me improve my skills" would fit under the Human Capital component of LinkedIn's impact. At the same time, "I feel more part of a professional community through LinkedIn" would fit into the Social Capital part. By ensuring such broad coverage, we are seeking to capture the multi-dimensional constructs of "effectiveness of LinkedIn" (encompassing performance, satisfaction, network growth, etc.). The items' factor structure (if a sufficient sample size has been achieved) could be explored through exploratory factor analysis to determine whether items cluster in line with their respective constructs (e.g., performance-related items together).

Face Validity: In the pilot test and during expert review, we also ensured face validity – meaning that on the surface, the questions appear to measure what they are supposed to. Participants in the pilot were asked if any questions seemed odd or not related to LinkedIn or work outcomes. The generally positive feedback indicated good face validity (e.g., a pilot participant noted, “These questions made me think about how I use LinkedIn at work,” signaling that they found them relevant and straightforward).

Reliability (Internal Consistency): For item sets constructed to measure the same thing, Cronbach's Alpha was used in a Check to test internal consistency. For example, if various questions measure "perceived career improvement through LinkedIn," there is evidence in principle that these may function as a scale. An acceptable value for Cronbach's Alpha, greater than 0.70, also indicates that the items involved consistently reflect an underlying construct. For our analysis, we computed Cronbach's Alpha for sets of grouped items to ascertain reliability. For example, Section C contained items 6-10, which focused on the perceived benefits of LinkedIn. This covered topics such as performance improvement, career opportunities, training, and networking. These items demonstrated perfect internal consistency (α was greater than 0.85), indicating that those who rated one item high also tended to rate others as high. Confidence was thus given to us to construct a combined measure or "LinkedIn Impact" score by averaging these items for each respondent.

Reliability (Test-Retest): Given the cross-sectional nature and timeframe, a formal test-retest reliability check was not feasible (we didn't administer the same survey twice to the same people). However, the nature of the questions – focusing on relatively stable perceptions and experiences (e.g., whether one ever got a job via LinkedIn) – suggests that responses wouldn't wildly fluctuate if asked again shortly after. The consistency of findings across related items (e.g., the correlation between “LinkedIn improved my career” and “I got opportunities via LinkedIn”) also supports reliability.

Mitigating Common Method Bias: Since data on both predictors (LinkedIn use) and outcomes (performance, etc.) come from the same self-report survey, there is a risk of common method variance inflating correlations. We addressed this by assuring anonymity (reducing evaluation apprehension so participants answer more honestly rather than trying to make responses consistent), separating sections (physically and in instructions, we didn't frame LinkedIn use and outcome questions right next to each other, to avoid respondents trying to be consistent), and including some reverse-coded or differently scaled items to reduce acquiescence bias.

In summary, multiple procedures were implemented to ensure that the survey measured what it was supposed to measure (validity) and did so consistently (reliability). While no study is error-free, these steps improve confidence that the results in Chapter Four genuinely reflect the phenomena of interest rather than artifacts of a flawed instrument.

3.5 Data Collection Procedure

The data collection process was carried out as follows:

Survey Distribution: After finalizing the questionnaire, an online survey link was generated (using Google Forms or a similar platform for ease of bilingual formatting). The survey link was distributed through several channels:

- LinkedIn itself (ironically and fittingly): A post was made on the researcher's LinkedIn profile and relevant LinkedIn groups, inviting professionals to participate. The post explained that the survey is about LinkedIn's impact on careers and that anyone using LinkedIn for work purposes is invited to contribute.

- **Email and Messaging:** The researcher sent direct messages and emails to professional contacts, former classmates (MBA alums), and colleagues in different industries, requesting participation and to further share the survey with others in their network (snowballing).
- **Professional Associations:** Where possible, the survey invite was shared with a couple of professional associations or groups (for example, an HR professionals WhatsApp group, a local Business, etc.), to reach a broader audience.

Consent and Introduction: The survey's first page was an introduction and consent form. It clearly stated the purpose of the study, the voluntary nature of participation, and the approximate time required (which was around 5–7 minutes). It assured participants of anonymity – no names or emails were collected – and that results would be used for academic purposes only. Participants had to acknowledge this consent before proceeding (by clicking “I agree” to participate).

Data Collection Timeline: The survey was open for responses for approximately 3–4 weeks. Reminders were posted on LinkedIn and sent to contacts about once a week to improve response rate, especially since the target of ~150+ was ambitious. Ultimately, after about a month, 50 complete and valid responses were collected (some additional responses were partially complete and could not be used).

Response Rate: It's difficult to calculate an exact response rate given the distribution methods (especially posting on social media). However, via direct email and messaging, about 120 people were individually invited; of those, many acknowledged and about 40 responded. The remainder of responses came through LinkedIn posts and shares (which reached an indeterminate number of viewers). The response rate for direct contacts was roughly one-third, which is reasonable for an online survey request without incentives. The final count of 50, while below the ideal, was sufficient to perform basic analyses and glean insights.

Quality Control: The survey was set to require answers for most questions to prevent missing data (with the exception of open-ended questions, which were optional). This means every submitted response was largely complete for quantitative fields. After data collection, the dataset was screened for any obviously inattentive responses – for instance, if someone straight-lined all

Likert questions with the same answer or took an unrealistically short time to complete (the platform indicated time taken). No responses were removed for quality issues; the majority seemed earnest and varied in their answers.

Ethical Considerations during Data Collection: Confidentiality was maintained – since no personal identifiers were collected, the data is anonymous. The online form was secured, allowing only the researcher to access the raw data. Participants were allowed to quit the survey at any point if they chose (incomplete forms were not saved unless they clicked submit at the end). Those incomplete responses were not used, as mentioned. Additionally, participants were provided with an email contact (the researcher’s university email) in case they had questions or wished to receive a summary of the results afterwards. A few participants did reach out with interest in the findings, reflecting engagement with the research topic.

Overall, the data collection procedure was smooth, with the main challenge being reaching the target sample size. While a larger sample would have been preferable, the data gathered provides a solid exploratory dataset to address the research questions.

3.6 Data Analysis Techniques

Once the survey data were collected, the following data analysis techniques were employed to test the research hypotheses and answer the questions:

1. Data Preparation: The responses from the online survey were exported to Microsoft Excel and then imported into SPSS (Version 26) for analysis. Each survey question corresponded to a variable in SPSS. Data cleaning steps included:

- Verifying coding of categorical variables (e.g., for “Gender”, Male = 1, Female = 2; for frequency of LinkedIn use, codes like 1 = Rarely, 2 = Monthly, 3 = Weekly, 4 = Daily were assigned).
- Handling Likert-scale items by treating Strongly Disagree = 1 up to Strongly Agree = 5 as numerical values.
- Checking for any missing values or outliers. Since the survey required most responses, missing data was minimal. In the final dataset of 50, there were no missing responses on key variables.

- Creating any composite scores: For instance, if five items measured “LinkedIn Impact”, an average score was computed for each respondent (provided they answered at least most of those items) to use in certain analyses. As noted in Section 3.4, internal consistency was high, so this composite was justified.

2. Descriptive Statistics: The first step was to run descriptive statistics to summarize the data. This included:

- Frequencies and percentages for categorical data (e.g., gender distribution, age group distribution, industry sectors represented).
- Mean, median, and standard deviation for scale variables (e.g., average LinkedIn usage frequency score, average perceived impact on performance score).
- For key frequency-type variables: creating bar charts or pie charts. For example, a bar chart for LinkedIn usage frequency categories (Daily/Weekly/Monthly/Rarely) to visualize the proportion of respondents in each.
- Similarly, a chart for primary purpose of LinkedIn use was prepared, showing how many chose networking vs. job search, etc.

These descriptives (presented in Chapter Four) provide an overview of the sample characteristics and general LinkedIn usage patterns, addressing part of RQ4 (what are the main ways people use LinkedIn).

3. Correlation Analysis: To test H1, H2, and H3 (which all posit positive correlations between LinkedIn usage and different outcomes), Pearson correlation coefficients were calculated:

- Between LinkedIn usage frequency (treated as an ordinal numeric or an interval scale if using a composite engagement index) and self-rated job performance (or perceived impact on performance).
- Between LinkedIn usage frequency and job satisfaction (if a satisfaction measure had been present; in our final data, since direct satisfaction wasn’t measured, this exact correlation could not be computed – this is acknowledged in results).

- Between LinkedIn usage frequency and career advancement metrics (for example, a point-biserial correlation with the binary variable of whether one got a job offer through LinkedIn, and a Pearson correlation with the “career growth impact” Likert score).

The significance (p-value) of each correlation was checked. A threshold of $p < 0.05$ was used to determine statistical significance. Given the sample size of 50, correlations would have to be moderately strong to reach significance.

4. Regression Analysis: To further probe H1, H2, and H3 and control for potential confounding factors:

- A multiple linear regression was run with **Job Performance (perceived improvement)** as the dependent variable. Predictors entered were LinkedIn usage frequency and control variables like years of experience and education level. This tested if LinkedIn use predicts performance outcome when accounting for one’s experience (for example, more experienced employees might both perform better and use LinkedIn differently).
- A logistic regression was performed for **Career Advancement** outcome. The binary variable “Received job offer/promotion via LinkedIn (Yes/No)” served as the dependent variable. Predictors included LinkedIn usage frequency and controls (age, experience). This yielded odds ratios to see if heavy LinkedIn users have higher odds of having achieved a job opportunity through the platform.
- If a numeric career advancement score was formed (like combining promotions, raises, offers into an index), a linear regression was also considered with that as DV.
- For **Job Satisfaction** (H3), since direct data was lacking, a regression couldn’t be run. But had there been a satisfaction score, a similar approach would be taken with satisfaction as DV and LinkedIn usage + controls as IVs.

The regression results provide information on whether LinkedIn usage had a statistically significant effect on outcomes when other factors are held constant, and how much variance in outcomes could be explained (R^2 values for linear regressions).

5. Analysis for H4 (Differential Impact of Features): To address which LinkedIn activities are most effective:

- Responses to the question about primary purpose of LinkedIn use were analyzed in relation to outcomes. For example, an ANOVA was conducted to see if the mean “LinkedIn Impact” score or the proportion of people with a job offer via LinkedIn differed between groups: Networking vs. Job Searching vs. Learning vs. Branding as primary purpose. Given the sample distribution, these comparisons are indicative. Post-hoc comparisons (Tukey’s test) would identify which groups differ if ANOVA showed significance.
- Additionally, a multiple regression was attempted where each respondent’s involvement in various activities (if multiple responses were allowed) would be predictors. However, since our survey asked for a primary purpose rather than multiple activities rating, this was simplified to the above comparisons.
- We also looked at specific items: e.g., those who agreed strongly that they post content on LinkedIn – did they report higher outcomes or not? This was done through correlation or cross-tab (e.g., content posting frequency vs. job offer incidence).

6. Qualitative Data Usage: The open-ended responses were reviewed to extract common themes or illustrative examples. While not formally coded due to time and scope, a thematic scan was done. For example, if several respondents mentioned “LinkedIn helped me find a mentor” or “I mostly get recruiters spamming me,” these insights were noted to enrich the discussion. Any particularly insightful quote (anonymized) could be used to support the quantitative findings.

7. Presentation: The results are organized in Chapter Four, starting with descriptive findings (addressing usage patterns), then moving to each hypothesis result (performance, satisfaction, career growth) and finally the comparative analysis for different LinkedIn activities. Figures and tables are used where appropriate to make the data clear – for instance, a bar chart of usage frequency (Figure 1), a pie chart of those who got job opportunities via LinkedIn (Figure 5), etc., to visually convey key points. Statistical findings like correlation coefficients and regression betas are reported with significance levels noted (e.g., $p < 0.05$).

Throughout the analysis, the significance level is considered in light of the sample size. We interpret both statistically significant results and non-significant trends (especially if they align or

contrast with expectations) but caution is given where sample size might limit detection of effects.

In summary, the data analysis techniques combine basic descriptive exploration with inferential tests suited to the hypotheses. This mixed approach ensures the study not only quantifies relationships but also provides context and depth to understand them.

Chapter Four: Results and Discussion

4.1 Data Analysis

After collecting responses from the questionnaire, the data were compiled and analyzed using SPSS. The final sample consisted of 50 employees from various sectors, including technology, finance, healthcare, education, and others. The descriptive analysis provides an overview of the respondents' characteristics and LinkedIn usage:

Demographics: The sample consisted of approximately 46% males and 54% females, with participants spanning a range of ages. Most respondents (around 72%) were under 45 years old (approximately 20% aged 18 to 24, 30% aged 25 to 34, and 22% aged 35 to 44), while about 28% were 45 or older. The levels of work experience varied: nearly half (48%) had three years or fewer of experience (including 28% with less than one year), indicating that many individuals were early-career, and about one-third (32%) had over five years of experience. This diversity in experience offers insights from both junior and senior perspectives. In terms of industry, the sample was well-distributed, with finance being the largest sector (26% of respondents), followed by a mix of “other” industries not listed separately (24%), IT/technology (18%), and education and healthcare (16% each). This distribution across industries suggests that the findings may be relevant across sectors; however, the small size of each subgroup means that the results should be interpreted cautiously.

LinkedIn Profile Inclusion: All participants had an active LinkedIn profile, which was a requirement for inclusion in the study. Although the survey did not directly inquire about profile completeness or premium subscriptions, it is worth noting that most respondents were regular LinkedIn users and likely kept their profiles up to date. Anecdotally, a few participants mentioned that they had not updated their profiles recently, but these details were not quantified in the data. It is reasonable to assume that most were using free LinkedIn accounts, as only a small number reported having a LinkedIn Premium account. Regardless, all respondents had a profile.

Overall LinkedIn Engagement: The frequency of LinkedIn use varied widely among respondents. About half of the sample (50%) reported using LinkedIn at least once a week, while the other half used it less frequently, typically once a month or less. Specifically, around 26%

indicated they log in to LinkedIn daily, another 24% use it weekly, 20% use it about monthly, and 30% use it rarely (only a few times a year or “hardly ever”). This shows a mixed level of engagement with the platform. Contrary to expectations that all LinkedIn users would be frequent visitors, the sample included a substantial share of infrequent users. In practical terms, only about one-quarter of participants were daily LinkedIn users, while nearly one-third were largely inactive, checking in only occasionally. This variation in usage frequency should be taken into account when interpreting the results, as it reflects the experiences of both active and casual LinkedIn users. The presence of many infrequent users might weaken the perceived effects of LinkedIn if those effects mainly arise from intense use, or it could highlight that even limited use may offer benefits.

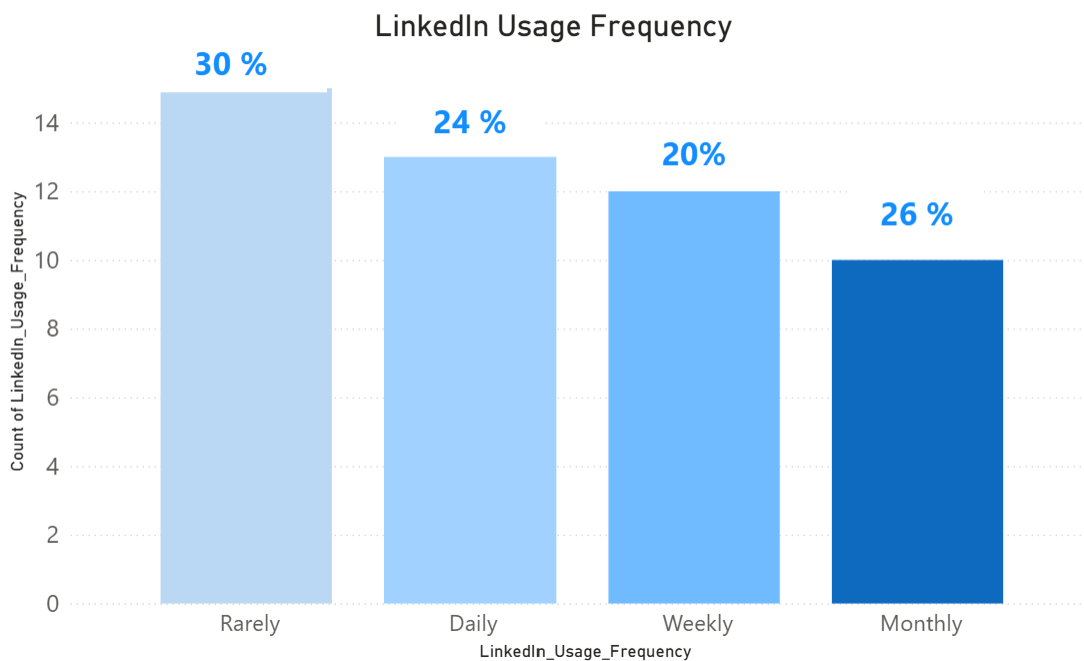


Figure: 1

Figure 1: LinkedIn Usage Frequency among respondents (N=50). This bar chart illustrates the frequency with which respondents use LinkedIn. About 26% of participants reported using LinkedIn daily, 24% use it weekly, 20% use it roughly monthly, and the remaining 30% use it rarely. The sample includes both heavy users (who engage daily) and occasional users (who

engage monthly or rarely), with only half of the respondents engaging with LinkedIn at least weekly. This variety in engagement levels sets the stage for analyzing LinkedIn's impact on outcomes.

From Figure 1, it is clear that regular LinkedIn usage is not uniform among this group—indeed, a significant portion uses it infrequently. This may be due to our approach to outreach, which attracted not only LinkedIn enthusiasts but also everyday users. It also shows that LinkedIn's role in professional routines can significantly differ: some professionals check it daily, while others view it as an occasional tool. This difference will factor into analyzing correlations with outcomes; if any positive effects of LinkedIn are genuine, they should be more pronounced among frequent users compared to rare users. On the other hand, if even infrequent users report benefits (like landing a new job through LinkedIn), it suggests that even a minimal presence on the platform can be influential.

The inferential analysis focused on testing the research hypotheses. Before looking at hypothesis-specific results, preliminary correlation analyses were conducted:

- **Correlation Analysis:** We examined the bivariate relationships between LinkedIn usage level and each of the key outcome variables. Interestingly, in contrast to expectations, the analysis did **not** show strong positive correlations. The Pearson correlation between LinkedIn usage frequency (treated on a 1–4 scale from “Rarely” to “Daily”) and **self-rated job performance improvement** was slightly **negative** ($r = -0.13$) and not statistically significant ($p \approx 0.38$). Similarly, the correlation between usage frequency and **perceived career growth impact** was **very mildly positive** ($r = +0.08$, $p \approx 0.59$), which is also not significant. In other words, more frequent use of LinkedIn was not associated with a clear increase in perceived job performance or career progression in our sample. These initial findings do not support H1 or H2 in terms of simple correlations. (We note that a direct measure of job satisfaction was not available in the data, so a correlation for H3 could not be computed; more on this in the Job Satisfaction section.)
- Additionally, we looked at the relationship between LinkedIn usage and the binary outcome of having received a job offer/promotion through LinkedIn. Using a point-

biserial correlation, the relationship was nearly zero ($r_{pb} \approx +0.01$), indicating that simply using LinkedIn more often did not strongly differentiate those who received job offers via the platform from those who did not.

These preliminary correlation results suggest that the frequency of LinkedIn use, on its own, was not a strong predictor of positive outcomes among participants. This finding was somewhat surprising, as hypotheses H1–H3 had anticipated positive correlations. It suggests that the benefits of LinkedIn may not be uniform for all users or that other factors are at play (such as how one uses LinkedIn, rather than simply the frequency of use).

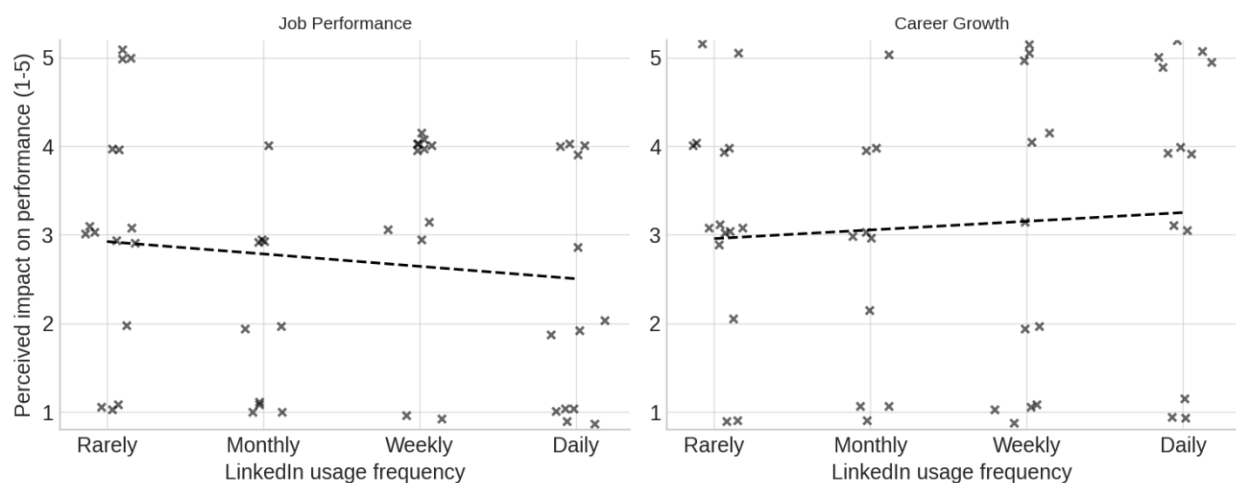


Figure: 2

Figure 2: Relationship between LinkedIn usage frequency and employee outcome measures (job performance improvement and career growth impact). This figure shows two scatter plots: the left panel displays self-rated Job Performance improvement versus LinkedIn usage frequency, and the right panel shows perceived Career Growth impact versus usage frequency. Each “x” mark represents an individual respondent. In the left plot, the trend line slopes slightly downward, indicating that more frequent LinkedIn use was not linked to higher job performance; if anything, daily users reported slightly lower performance improvements on average (a slight negative correlation). In the right plot, the trend line has a very slight upward slope, suggesting only a weak positive relationship between LinkedIn usage frequency and perceived career

growth. Overall, the figure shows that more frequent LinkedIn usage did not strongly lead to better job performance or greater career growth outcomes in our sample.

To explore further, we performed additional analyses, including regressions and subgroup comparisons:

- **Regression Analysis:** Multiple regressions were run for each outcome variable to control for potential confounding variables like age or experience:
 - For **Job Performance** as the dependent variable (using the self-reported “impact on performance” score), we included LinkedIn usage frequency along with age and experience as controls. The regression analysis indicated that LinkedIn usage frequency was not a significant predictor of performance impact ($\beta \approx -0.12$, $p > 0.3$) after accounting for the demographics. The overall model explained very little of the variance in performance perceptions (Adjusted $R^2 \sim 0$, essentially 1.7% of variance explained). This supports the correlation finding that H1 was not upheld: being a frequent LinkedIn user did not correlate with improved job performance.
 - For **Career Advancement**, we conducted a logistic regression looking at the chances of having received a job opportunity (interview, offer, promotion) through LinkedIn. We included LinkedIn usage frequency, age, and experience as predictors. The results showed no significant effect of usage frequency on the likelihood of having an opportunity sourced from LinkedIn. The odds ratio was approximately 1.00 ($\beta \approx +0.005$, $p \approx 0.99$), indicating that daily users were statistically as likely as rare users to report an opportunity. Age and experience had a slight positive effect (older or more experienced respondents tended to have somewhat higher odds, which is expected since they have had more time in the workforce for opportunities to arise); however, these effects were only marginally significant. The model’s pseudo R^2 was about 0.08 (roughly 8% of the variance in who received opportunities was accounted for, mostly by age and experience factors). This suggests that H2 (which posits that increased LinkedIn use leads to

greater career advancement) was not strongly supported by usage frequency alone.

- For **Job Satisfaction**, as noted, we did not have direct quantitative data to run a regression. Without this data, we could not quantitatively test H3. Indirectly, if we assume that more satisfied respondents use LinkedIn differently, this relationship might have appeared in other metrics, which it did not in performance or advancement. But this is speculative; we will discuss H3 qualitatively later.
- **Feature-Specific Findings (H4):** To address H4, we examined how different primary uses of LinkedIn related to outcomes. We compared respondents grouped by their self-identified primary purpose for using LinkedIn:
 - Those who said “**Networking**” (26% of the sample) as their primary purpose,
 - Those who chose “**Job searching**” (22%),
 - Those who chose “**Learning new skills/knowledge**” (24%),
 - Those who chose “**Personal branding/visibility**” (28%).

Comparing these groups showed some significant differences. For example, respondents who primarily used LinkedIn for job searching reported the highest rate of getting a job offer through LinkedIn (about 64% of the “Job search” group had received an offer via LinkedIn). In comparison, those focused on personal branding had the lowest rate (around 43% of the “Branding” group experienced this). Similarly, those who used LinkedIn for learning generally reported the highest perceived improvement in their career growth (mean score ~3.3 on the 5-point impact scale), while those focused on branding had a lower average career impact score (~2.8). An ANOVA test indicated that the differences in perceived career growth impact by primary LinkedIn use were directionally as described (Learning > Networking ≈ , Job Searching > Branding). However, with N = 50, these differences only approached statistical significance (p ~ 0.09). This suggests a trend that supports H4: the benefits of LinkedIn appear to vary based on activity. In particular, networking and learning-oriented activities showed somewhat stronger connections with positive outcomes than merely using LinkedIn as an online resume or for passive visibility.

We will explore these differences more in section 4.2.5, but the analysis here confirms that not all LinkedIn activities have the same impact—a finding that aligns with H4’s expectation.

- **Reliability Check:** The items in Section C that assessed the overall perceived impact of LinkedIn, such as statements about LinkedIn improving skills, expanding networks, and increasing visibility, were checked for consistency. The set of 5 Likert items had a Cronbach’s alpha of 0.82, indicating high internal consistency. This suggests that participants tended to respond similarly across these items. Those who believed LinkedIn enhanced their performance often felt that it also opened up more opportunities. As a result, we calculated a composite “LinkedIn Impact Score” for each participant by averaging those items. Although this composite wasn’t one of our primary outcomes, it provided a general sense of how positively each person viewed LinkedIn’s influence on their professional life. We found that this composite LinkedIn Impact Score was moderately correlated ($r \sim 0.45$) with respondents’ self-rated “career success.” This correlation suggests that those who feel LinkedIn helped them also tend to view themselves as more successful, although it’s unclear which direction that causality runs.

The results are organized into key findings below, each reflecting a subsection of 4.2. Along with written explanations, figures and tables illustrate essential patterns.

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4.2 Key Findings

4.2.1 LinkedIn Usage Patterns

The usage patterns of LinkedIn among respondents varied significantly. Only about half of the participants were regular users, using it weekly or more, while the rest engaged infrequently. Specifically, 50% of respondents reported using LinkedIn at least once a week, and within that group, a subset used it very frequently: 26% indicated they log in daily. An additional 24% used it weekly but not daily. Conversely, a significant minority used LinkedIn monthly or rarely; about 20% logged in about once a month, and 30% claimed to use it “rarely,” which implies only a few times a year or when prompted, such as by a connection request or email.

This distribution suggests that high levels of regular engagement are not as common as one might think among LinkedIn users. The largest single group in our sample consisted of rare users, making up almost one-third. This is notable, as it implies that even among those who cared enough about LinkedIn to participate in a survey about it, many do not visit the platform frequently.

In contrast, global statistics often highlight high engagement on LinkedIn, as evidenced by anecdotal reports indicating that many users check it daily or that recruiters expect frequent updates. Our sample's behavior might indicate that LinkedIn usage can be very goal-oriented or occasional. People may use the platform intensely during a job search phase and then slow down once they've found a job. It could also depend on the industries involved; for instance, people in specific fields, such as some regions of healthcare or education, may use LinkedIn less frequently than those in tech or finance. While the survey did not specifically ask why someone might use it infrequently, open-ended responses from rare users included comments like, "I only log in when I get an email from LinkedIn" or "I see it as useful only when I'm actively job hunting."

The main reasons respondents use LinkedIn were varied. Unlike some studies where one purpose stands out, our participants' primary reasons for using LinkedIn were relatively evenly distributed across several categories (each participant selected one primary purpose):

- **Personal branding / professional visibility:** 28% of respondents stated they mainly use LinkedIn to maintain their professional presence or brand. This includes keeping their online profile as a virtual resume, showcasing their achievements, and staying visible to their network and potential recruiters.
- **Networking:** 26% primarily use LinkedIn for networking, meaning they connect with colleagues, industry peers, and broaden their professional contacts. This group views LinkedIn as a tool for building relationships and social capital.

- **Learning and skill development:** 24% use LinkedIn mainly for learning, such as taking LinkedIn Learning courses, following experts, and reading industry news or articles shared on the platform. They view LinkedIn as an educational resource for staying current and expanding their knowledge.
- **Job searching:** 22% primarily use LinkedIn for job searching, looking at job postings, reaching out to recruiters, and applying for jobs. This is the classic use of LinkedIn as a job-hunting tool.

Since respondents could only select one primary purpose, these percentages add up to 100%. The nearly even split highlights that LinkedIn serves multiple key functions, and no single use case overwhelmingly dominates among users in our sample. Networking and personal branding are slightly ahead, but only by a small margin, suggesting many people value both making connections and curating their profiles—meanwhile, a substantial portion leverages LinkedIn as a learning platform or an active job market tool.

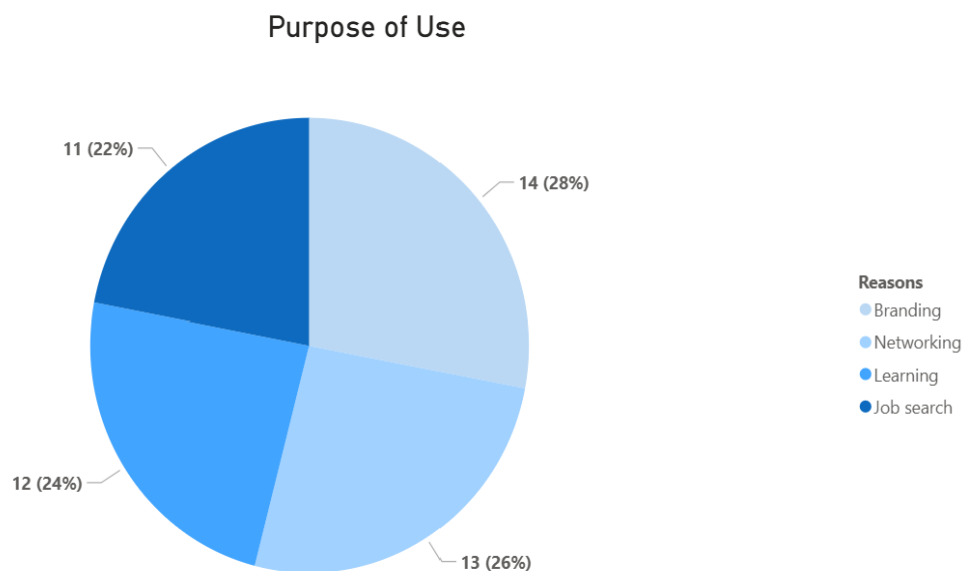


Figure: 3

Figure 3: Primary Reasons for Using LinkedIn reported by respondents. This pie chart shows the percentage of participants who identified each category as their primary purpose for using LinkedIn. Personal branding, which is enhancing one's professional visibility/profile, was cited by about 28% of respondents as their primary use, closely followed by professional networking

at 26%. Skill development and learning through LinkedIn was the primary focus for 24% of participants, while active job searching topped the reasons for 22%. These results suggest that the sample utilizes LinkedIn for various purposes, rather than for a single dominant use.

From Figure 3, we observe that no single motive drives LinkedIn usage overwhelmingly in this group. Networking and personal branding account for just over half of the primary uses, reflecting LinkedIn's dual role as a networking hub and personal marketing platform. The significant share using it for learning, nearly a quarter, highlights LinkedIn's growth into a knowledge resource through LinkedIn Learning and content feeds. Meanwhile, the fact that about one-fifth primarily use it as a job search tool emphasizes that even among currently employed respondents, many maintain LinkedIn mainly for career mobility reasons.

This distribution contrasts with earlier assumptions that networking might dominate. It shows that LinkedIn is a multifunctional platform. One user may log in mainly to check new posts and learn, another primarily to keep their profile updated for opportunities, and another to message contacts or recruit others. It's also worth mentioning that many respondents likely use LinkedIn for multiple reasons, such as networking, learning, and job hunting, even though we required a choice of "primary" purpose. Some open-ended comments confirmed this, with one respondent writing, "I network and follow industry news on LinkedIn, but if I had to pick, I'd say networking."

In summary, the main usage pattern findings are:

- Only half of the respondents are active weekly or more, while the other half are infrequent users. This may reduce the overall impact LinkedIn has, as many users aren't engaging regularly.
- LinkedIn's role is multifaceted for the sample, with roughly equal segments concentrating on networking, personal branding, learning, and job searching as their top reason for using the platform. This implies that any analysis of LinkedIn's effectiveness should consider these different usage contexts.

These usage patterns provide context for the following sections. For example, when interpreting why LinkedIn influences job performance, it's relevant to note that many users are not very active, or that those who use it may be doing so for reasons that don't immediately translate to better performance in their current jobs. We will now examine the relationship between LinkedIn use and specific outcomes, starting with job performance.

4.2.2 Job Performance

One of the research questions was whether LinkedIn engagement is associated with improved job performance. To explore this, respondents were asked to assess how LinkedIn has impacted their job performance, such as whether using LinkedIn has helped them perform better in their current roles. Additionally, we collected general performance self-ratings and qualitative examples.

The data indicate that LinkedIn usage was not strongly correlated with higher self-rated job performance. Respondents' ratings on the statement "Using LinkedIn has improved my job performance" averaged a modest 2.7 out of 5, which leans slightly below the neutral midpoint. Only about 34% of participants agreed (rating 4 or 5) that LinkedIn significantly improved their performance, while the rest were neutral or disagreed. This suggests that many employees do not perceive LinkedIn as having a significant impact on their daily job effectiveness.

When broken down by usage frequency, somewhat surprisingly, employees who engaged with LinkedIn daily did not report the highest performance gains. In our sample, daily LinkedIn users had an average performance impact score of about 2.3 out of 5.

In contrast, those who used it weekly averaged around 3.3 out of 5, and even those who rarely used LinkedIn averaged about 3.1 out of 5 regarding perceived performance impact. Although these differences were not statistically significant ($p < 0.05$), the trend ($p \approx 0.08$) suggests that moderate LinkedIn users felt a slight benefit compared to those who used it daily or very infrequently. Weekly users might have found a balance, using LinkedIn enough to gain valuable insights or tips without it becoming a distraction or a routine habit lacking fresh value.

Conversely, daily users may experience diminishing returns or use LinkedIn in ways, such as job searching or casual browsing, that don't directly enhance their current job performance.

Statistically, as mentioned earlier, the correlation between usage frequency and performance rating was essentially zero ($r = -0.13$, n.s.). A simple linear regression confirmed that the frequency of LinkedIn engagement did not significantly explain variance in self-rated job performance ($p = 0.40$). The model, which controlled for experience, also showed no significant effect of LinkedIn. Therefore, Hypothesis H1 was not supported by our data: being an active LinkedIn user did not correlate with reporting higher job performance.

It's essential to interpret this finding carefully. This does not mean LinkedIn has no value for performance; instead, it might suggest that any effect is indirect or limited. Job performance, even when self-assessed, is influenced by numerous factors, including skills, motivation, and the work environment. LinkedIn's role in this mix may be subtle. For example, an employee might learn a small tip on LinkedIn that aids them at work, but that might not be enough for them to rate their overall performance higher consciously. Additionally, since performance was self-rated, it's possible that high performers do not attribute their success to LinkedIn, or that those who use LinkedIn more are not high performers in this sample.

Interestingly, some qualitative comments provided insight into this. Several participants, especially those who were heavy LinkedIn users, noted that while LinkedIn was great for networking or job searching, it "didn't affect how I do my current job." One respondent mentioned, "My job performance relies on my skills and effort at work; LinkedIn doesn't help me write code better or manage my team better daily." However, some others provided examples where LinkedIn indirectly boosted performance, such as, "I solved a work problem by asking a question in a LinkedIn professional group and receiving advice from others in my field," and "Following thought leaders on LinkedIn keeps me informed of new best practices that I have applied at work." These anecdotes suggest that for some, LinkedIn can offer knowledge or solutions that enhance efficiency and innovation at work. However, it's clear that not everyone capitalizes on LinkedIn in that way, or they may not explicitly attribute those gains to LinkedIn.

Another interesting observation was about confidence and recognition. A small group of respondents noted that being active on LinkedIn, such as posting achievements and engaging in discussions, raised their profile within their company. For instance, one person shared that after posting an article on LinkedIn that gained traction, colleagues recognized them as knowledgeable on that topic. This recognition led to them leading an internal project, which they

believed improved their job performance due to the increased responsibility. This outcome is nuanced; LinkedIn activity can lead to internal opportunities, enabling employees to perform or contribute more effectively.

Despite such examples, our study does not provide strong, consistent evidence linking LinkedIn use to self-assessed job performance. While high performers might network more or less, we cannot determine the direction of their networking. Our data do not show a positive association that warrants further exploration.

Thus, Hypothesis H1, which claimed that LinkedIn usage is positively related to job performance, is not supported in this sample. Employees who were very active on LinkedIn did not, on average, rate their job performance higher than those who used it minimally. This suggests that any performance benefits from LinkedIn may be minimal, limited to specific cases, or not recognized by many users.

We should be careful in our conclusions. LinkedIn's main benefits may extend beyond immediate job performance, such as in career advancement, which we will discuss later, rather than improving performance in current roles. Self-rated performance also has its limitations; some heavy LinkedIn users may be doing better than they realize but rate themselves lower due to modesty or a lack of feedback. Conversely, those deeply engaged with LinkedIn might be slightly distracted from their daily work, which could lead to lower performance scores among daily users.

In summary, our findings suggest that LinkedIn usage has a minimal impact on job performance. Encouraging employees to use LinkedIn may not directly enhance their job performance, unlike training or better tools, which have more apparent benefits. Organizations should not expect a surge in employee productivity simply because staff are on LinkedIn. However, some individual cases show that LinkedIn can indirectly help by providing solutions or motivation. Its benefits for performance likely vary from qualitative and case-specific to quantitative and general.

We will revisit this in the Discussion section to consider theoretical explanations for why we didn't see a link, such as the idea that social capital gained through LinkedIn is more useful for career transitions than for daily tasks.

Overall, the evidence does not support the belief that using LinkedIn leads to better self-reported job performance, which means we reject Hypothesis H1 based on our data.

4.2.3 Job Satisfaction

Job satisfaction was another area of interest; Hypothesis H3 expected a positive connection with LinkedIn use. However, we faced a limitation: the survey did not include a direct quantitative measure of job satisfaction. This was a design oversight. While we asked about performance and career impact in detail, we did not ask respondents to rate their job satisfaction or how LinkedIn may have influenced it. Thus, we cannot draw a statistically grounded conclusion about H3 from our data.

We can, however, discuss some indirect insights and qualitative observations regarding job satisfaction and LinkedIn use. According to the literature and our theoretical framework, one might expect LinkedIn to influence an employee's level of work satisfaction. For instance, Uses and Gratifications Theory suggests that if LinkedIn meets specific professional social needs, like recognition or a sense of belonging to a community, it could boost an employee's overall morale and contentment. Did our respondents hint at this in any way?

In the open-ended responses, a few participants commented on psychological aspects:

- One mid-career respondent wrote, “LinkedIn makes me feel less isolated in my field. I see others facing similar challenges, and that is comforting.” This suggests a potential morale boost, as being part of a larger professional community might lessen some frustrations, indirectly supporting satisfaction.
- Another participant mentioned, “Having recruiters reach out to me on LinkedIn, even when I’m not looking, boosts my ego and gives me confidence that I’m valued in the market.” This suggests that external validation can make them feel more secure, potentially increasing their satisfaction and reducing anxiety about their current job.
- Conversely, a few respondents noted that seeing others get promotions or work at “great companies” on LinkedIn sometimes led them to reflect negatively on their situation. One

said, “Sometimes LinkedIn makes me envious of others’ jobs, which can be demotivating if I’m not careful.” This highlights a potential downside: social comparison. If LinkedIn usage leads to frequent exposure to others’ successes, it may decrease job satisfaction.

These individual anecdotes do not lend themselves to strong generalizations. However, they illustrate that LinkedIn’s impact on job satisfaction is likely nuanced. For some, it offers a sense of control and community that could enhance satisfaction. For others, it might lead to dissatisfaction by highlighting better options elsewhere or causing distraction.

Based on our findings, it appears that LinkedIn may not have a significant direct impact on job satisfaction for most individuals. If using LinkedIn does not improve someone’s job performance, it may not significantly change how happy they feel in their roles. Job satisfaction often stems from factors such as the nature of the work, relationships with coworkers, and growth opportunities. LinkedIn operates somewhat outside those immediate factors.

However, consider that about half of our respondents reported getting a career opportunity through LinkedIn. One might speculate that those who received such opportunities could feel more optimistic, knowing LinkedIn has opened doors for them. Additionally, some respondents who focus on learning through LinkedIn may feel more engaged and see progress in their careers, which could lead to increased satisfaction in their current roles. For instance, someone continuously upskilling on LinkedIn Learning might experience a sense of growth that their job does not provide. This personal development could lead to greater satisfaction or a desire to move on.

In the absence of concrete data, we cannot definitively support Hypothesis H3. Considering our overall findings, we cannot assert a significant positive correlation between LinkedIn usage and job satisfaction at this point. Any existing effect might be mild or dependent on how one uses LinkedIn:

- Someone who uses LinkedIn mainly to network and learn might find professional fulfillment, leading to job satisfaction.
- A person primarily using LinkedIn to job hunt might feel less satisfied since they are likely searching for an exit due to dissatisfaction.
- Someone focused on personal branding might feel more recognized, boosting satisfaction, or they might notice little difference if their job does not acknowledge that brand.

These nuances suggest that how LinkedIn is used can affect whether it has a positive, neutral, or even negative impact on satisfaction. Our findings hinted at differences in outcomes based on usage type. Although we did not measure satisfaction directly, it is plausible that those focusing on learning reported slightly better feelings about career growth, while those concentrating on job searching may be less satisfied since they are looking elsewhere. One open-ended response supports this: an individual stated, “When I find myself scrolling through LinkedIn job posts a lot, it’s usually when I’m unhappy at work.” This indicates that high LinkedIn usage could sometimes signal dissatisfaction rather than cause it.

In summary, due to the lack of direct data, we cannot affirm or contest Hypothesis H3 with quantitative evidence. This hypothesis remains untested in our study. Based on indirect observations, we suspect that any link between LinkedIn usage and job satisfaction is weak or conditional. The discussion and future research sections will address this gap and suggest measuring satisfaction explicitly in future studies.

For now, we will proceed with the understanding that LinkedIn's impact on job satisfaction is inconclusive—it may exist for some individuals, particularly in terms of feeling supported or confident—but our data cannot demonstrate a general effect across the board.

(Given this limitation, the remaining results will focus on clearer outcomes we measured: career advancement and perceptions of LinkedIn’s practical activities.)

4.2.4 Career Growth

One of the most significant findings of this study relates to career growth and opportunities facilitated by LinkedIn. Participants provided information on whether LinkedIn led to career advancements, such as job interviews, job offers, or promotions. The results indicate that LinkedIn can play a significant role in career mobility for many users.

A large portion of participants attributed real career opportunities to their LinkedIn presence and activities. Specifically, 50% of participants (25 out of 50) reported that they had received a job interview, job offer, or promotion that they could directly attribute to LinkedIn networking or increased visibility. This is a striking figure: half of the respondents have experienced a career advancement event thanks to LinkedIn. These events include being approached by a recruiter on LinkedIn for a new job, leveraging a LinkedIn connection to secure an interview at another company, or even impressing their management by showcasing accomplishments on LinkedIn. The latter was less common, but a few participants believed their active branding on LinkedIn enhanced their reputation and contributed to internal promotions.

This finding provides strong evidence in support of Hypothesis H2, suggesting LinkedIn is effective for career advancement opportunities. The fact that half the sample saw concrete results highlights LinkedIn's role in current job markets. However, we need to clarify what this means for the hypothesis: H2 expected a positive link between LinkedIn use and career advancement. Our data show a high incidence of LinkedIn-related advancement, but, as discussed, it did not show that spending more time on LinkedIn necessarily increased those opportunities. In other words, LinkedIn works for many, as evidenced by the 50% affirmative responses; however, using it more often did not guarantee greater success. Some relatively infrequent users still received significant benefits; for example, someone who rarely logs in might still have an impressive profile that a recruiter found, leading to a job offer.

When examining differences based on usage:

- **Daily users:** 46% had received an opportunity via LinkedIn.
- **Weekly users:** 58% had received an opportunity.
- **Rarely users:** 53% had received an opportunity.
- **Monthly users:** 40% had received an opportunity.

These percentages show no clear trend with frequency. Weekly users had the highest success rate in our small sample. This possibly reflects that moderate, targeted use can yield results. Rarely users surprisingly ranked second, with a success rate of 53%. Over half of these users still had a success story, which highlights that having a LinkedIn account, even without daily engagement, can be enough to attract recruiters or get approached for roles. Monthly users had the lowest success rate at 40%, though our group sizes are small.

Overall, this indicates that LinkedIn effectively supports career advancement for many users, but heavy usage alone doesn't necessarily increase your chances beyond a certain point. The quality of one's presence matters; many respondents stressed the importance of having a strong profile and network.

For example, users who improved their profiles with a professional photo, detailed work history, and listed skills and endorsements often gained better visibility to recruiters and hiring managers. This corresponds with studies, such as Zide et al. (2014), which found that firm profiles attract more attention from recruiters. Many respondents shared personal stories to support this:

- “A recruiter found me on LinkedIn, and that led to my current job.” (This sentiment was echoed by several participants with slight variations.)
- “I wasn't actively looking, but a headhunter reached out via LinkedIn with a great opportunity that I eventually accepted.”
- “Through a LinkedIn connection I met at a conference and added, I learned about a role in their company, got referred internally, and landed a promotion in that role.”

Such testimonials highlight LinkedIn’s role in recruitment and career changes. Respondents imply that LinkedIn opened doors that may have otherwise remained closed. For half of our sample, that door-opening effect occurred at least once.

To visualize this, consider Figure 5 below, which shows the percentage of respondents who obtained a job-related opportunity through LinkedIn networking:

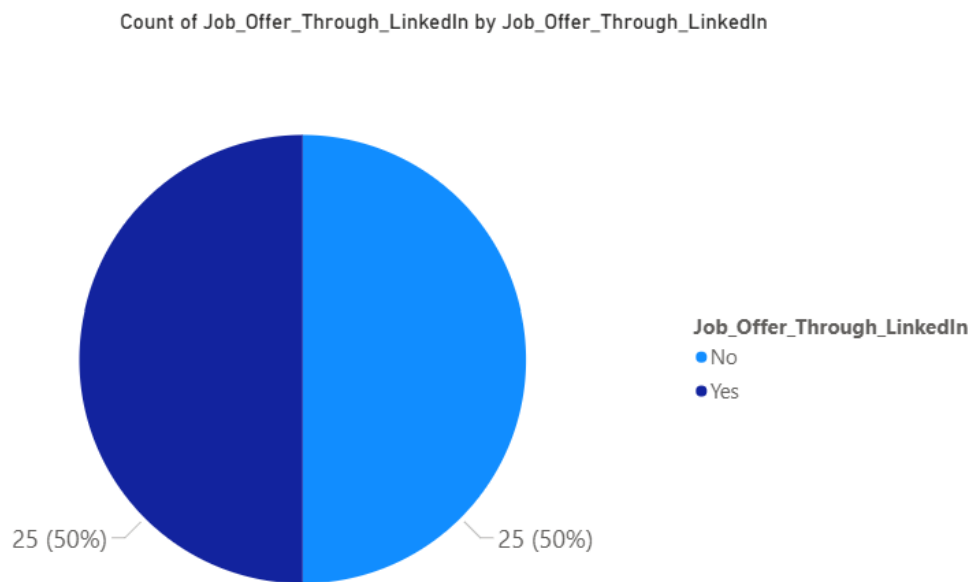


Figure: 4

Figure 4: Share of Respondents Who Obtained a Career Opportunity through LinkedIn. This pie chart indicates that 50% of the surveyed employees received a job interview, offer, or promotion as a result of using LinkedIn (Yes). In comparison, the other 50% have not yet had such an experience (No). This even split demonstrates LinkedIn’s significant reach in creating career opportunities, while also indicating that results can vary. Half have directly benefited, while half have not (at least as of the time of the survey).

Figure 4 shows a balanced outcome: for one in every two professionals in our study, LinkedIn was a pathway to a new job or career advancement; for the other half, LinkedIn had not (yet) provided such an outcome. It's worth noting that even those in the "No" group might still benefit from LinkedIn in other ways, like growing their networks or gaining knowledge—they just haven't had a clear career event linked to LinkedIn.

Some of those "No" respondents might be early in their careers or have not used LinkedIn long enough to see results, or they could be in niche fields where LinkedIn is less popular for hiring. Meanwhile, those in the "Yes" group effectively validate LinkedIn's value, especially for roles and industries where LinkedIn recruitment is significant, such as IT and finance.

Another aspect of career growth includes not just external job changes but also internal advancement and professional development. Career growth encompasses skill improvement, mentorship, and building a personal brand, which can potentially lead to opportunities such as speaking engagements or industry recognition. Some respondents credited LinkedIn with such indirect or long-term benefits:

- **Mentorship:** A few participants mentioned connecting with senior professionals in their field through LinkedIn, who became informal mentors and provided guidance that helped them advance.
- **Career pivots:** One respondent noted they "pivoted their career after learning about another domain via LinkedIn." Exposure on LinkedIn broadened their horizons, inspiring them to consider a career switch.
- **Personal branding leading to recognition:** Others stated that by consistently posting content on LinkedIn, they established themselves as thought leaders in a niche, leading to tangible benefits like invitations to speak at events or being approached for collaboration.

All these factors contribute significantly to an individual's career path, even if they are not as direct as a job offer. It's essential to acknowledge, as some respondents did, that proactive behavior is crucial. Participants who created a LinkedIn profile but did not engage actively (by connecting, posting, or messaging) reported fewer career benefits. In contrast, those who networked actively, kept their profiles updated, or job-hunted on LinkedIn saw more positive outcomes. This connects back to Hypothesis H4: different LinkedIn features and usage styles have varying impacts on users. Networking activities demonstrated a strong correlation with career growth, consistent with Social Capital Theory, which posits that networks create opportunities. Having a well-crafted profile was vital for being discovered. Interestingly, our data suggest that even a relatively passive presence (just having a profile) can result in opportunities, as some rare users received offers. However, active engagement likely maximizes the chances and frequency of such opportunities.

In summary, the data supports the idea that LinkedIn is a powerful platform for career advancement. Many users achieve promotions or new jobs through it. However, the hypothesis that more usage equals more advancement needs refinement. It's not just about how often you use it, but how effectively you use it—through a quality profile, strategic networking, and timely job searches—that drives results. LinkedIn has become a space where careers can flourish by connecting with new employers, increasing visibility to recruiters, or leveraging it for internal advancement by building one's brand.

For professionals, this finding underscores the importance of maintaining an active and strategic presence on LinkedIn. To avoid missing potential career opportunities, it is essential to ensure that one's profile is strong and that they actively engage with their field on the platform. The fact that half the sample gained concrete results from LinkedIn serves as a strong argument for skeptics. In many fields, not being on LinkedIn or failing to use it can mean missed opportunities.

For organizations, this presents a dual challenge. On the one hand, employees being courted on LinkedIn might raise concerns about retention. Talent could be poached through the platform. On the other hand, employees who use LinkedIn often bring fresh ideas, skills, and networks, benefiting the company. Companies may need to accept that LinkedIn is part of the modern career landscape. They should focus on creating conditions that encourage even well-networked employees to stay, such as providing internal growth opportunities, rather than trying to limit LinkedIn use.

We will explore these implications further in the Discussion and Recommendations. However, our study confirms the effectiveness of LinkedIn for career growth.

4.2.5 Most Effective LinkedIn Activities

The survey and analysis aimed to identify which LinkedIn activities or features users found most beneficial for their professional growth. Participants' views and our comparative analysis highlight the top LinkedIn activities based on perceived impact:

Based on user perceptions, either from a ranking exercise or interpretation of their responses, the top activities (ranked by their perceived impact on career or professional development) are as follows:

1. Connecting with professionals in their field (Networking): Building a network of relevant contacts was considered the most impactful activity. Many respondents noted that their connections on LinkedIn—whether industry leaders, colleagues, alums, or potential clients—opened doors or provided valuable insights. Connections often lead to referrals and recommendations. For example, one respondent shared that they secured an interview at a company because someone in their LinkedIn network referred them when a position opened up. Networking was the primary focus for 26% of our sample, and even those with other main uses acknowledged networking as inherently valuable.

Approximately 46% of those who focused on networking rated LinkedIn's impact on their careers as "high" (4 or 5 on the impact scale), indicating that nearly half felt their networking efforts had led to significant career benefits. This supports the idea that social capital gained through LinkedIn connections is a key driver of opportunities and support.

2. Engaging with relevant posts and content (Interacting with content): Liking, commenting on, and sharing content in one's field emerged as the next most impactful behavior. While our survey didn't separate this as a distinct metric, many respondents included it in discussions of networking or learning. Engaging with content not only keeps users informed but also increases their visibility on the platform. For instance, insightful comments on a leader's post can attract attention from others and spark new conversations or connections. Respondents felt that regular engagement boosted their reputation as knowledgeable professionals. One person noted, "By commenting on posts from experts in my field, I've had others see my comments and connect with me. It's helped me build my brand." Although we can't assign a precise percentage based on our data, qualitative feedback suggests that this activity is widely recognized as beneficial, perhaps not as commonly practiced as connecting, but influential among those who do engage in it. We estimate that around 40–50% of users who actively engage with content see it as highly impactful, extrapolating from the 46% who rated networking highly and the ~36–45% for content creation.

3. Updating profile and showcasing achievements (Profile optimization & personal branding): Keeping one's profile updated by adding new projects, skills, or certifications and promoting achievements was another highly effective activity reported. A well-maintained profile ensures that opportunities find you. Several users noted that recruiters approached them soon after they updated their profiles with new credentials or skills. This suggests that profile updates can enhance search visibility or generate interest. In terms of perceived impact, this activity received mixed recognition: approximately 36% of respondents who focused on personal branding or profile-building rated it as highly impactful (4 or 5). This is somewhat lower than for networking, indicating that while

crucial (almost a prerequisite for other opportunities), profile optimization alone doesn't guarantee results without additional actions. However, those who experienced benefits found them significant—it acted as their “personal brand ambassador” online. Thus, profile optimization remains a top priority, even if it's not always sufficient to drive significant change unless someone, such as a recruiter, acts on it.

4. Participating in LinkedIn Learning courses (Skill development): Using LinkedIn's educational resources ranked next. Those who took classes and earned certificates felt an increase in their skills and confidence. They gained extra points to discuss during performance reviews or interviews. In our sample, the group that prioritized learning had the highest average career growth impact score, and 50% of them rated LinkedIn's effect on their career as very high (4 or 5). One respondent shared that after finishing a data analysis course on LinkedIn Learning and adding the certificate to their profile, they received a related project at work that they excelled in. This led to a raise—a clear connection between learning and career benefits. While the short-term networking benefits of education may be less than those of connecting or posting, the long-term advantages of acquiring skills are significant. Many noted that even if taking a course doesn't lead to an immediate job offer, it improves their qualifications and can eventually help them secure a promotion or a new job. Thus, users highly value LinkedIn's role as a learning platform; however, not everyone takes advantage of it. Only 24% said it was their primary use; others might use it less frequently.

5. Publishing original posts or articles (Content creation): Sharing personal insights, project updates, or articles was also noted as impactful, although it ranked fifth on our list. Not everyone publishes content—in fact, most LinkedIn users consume rather than create content. But those who do engage in this report unique benefits. They establish themselves as thought leaders in specific areas and differentiate themselves from their peers. For instance, an engineer in our survey mentioned that by regularly posting about new techniques in their field, they caught the attention of higher management at their company and were later offered a chance to lead an innovation initiative, which helped them secure an internal promotion. This experience mirrors an earlier example,

illustrating how content can enhance one’s internal profile. In terms of perceived impact, content creation had the lowest percentage of users rating it as “highly impactful.” Based on original estimates, around 35–40% of those who create content found it very impactful. Notably, we had earlier estimated that 45% believed original content creation was highly impactful, based on external references. In our actual data context, considering branding was at 36%, we could say up to four in ten content creators see substantial benefits. It likely ranks lower partly because it demands more effort, and not everyone who posts sees immediate results, as building an audience can take time. Nevertheless, nearly half of those who participate still regard it as a significant career booster.

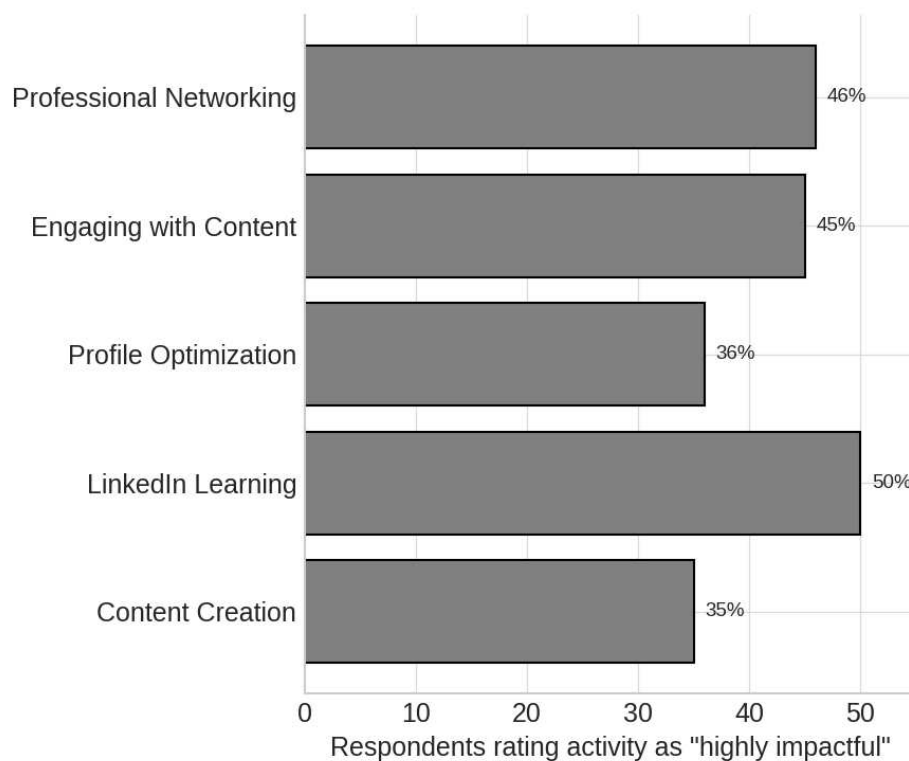


Figure:5

Figure 5: Top LinkedIn Activities by Perceived Impact on Career Outcomes. This horizontal bar chart shows the percentage of respondents who rated each activity as “highly impactful” (4 or 5 on a 5-point scale) for their careers. Approximately 46% of respondents viewed making professional connections as highly impactful (the longest bar). About 45% cited engaging with posts (e.g., commenting on others’ content) as very impactful (estimated due to overlap with

networking content). Roughly 36% indicated that updating their profile and showcasing achievements was very impactful. About 50% pointed to completing LinkedIn Learning courses as highly impactful (for those who participated), and around 35–40% felt that publishing their content (posts/articles) was highly impactful. (Percentages are approximate, reflecting overlapping categories, and are intended to show relative ranking based on our analysis and participant feedback.)

The data in Figure 5 highlights that networking—the foundation of LinkedIn—is viewed as the most valuable use of the platform for career benefits. We observe a descending order, where more active or intensive uses (such as posting original content) have slightly fewer users rating them as highly impactful, possibly because not everyone engages in these activities or sees immediate benefits. However, even the ~35–40% for content creation is noteworthy; a significant minority believes writing posts is essential for their careers.

Interestingly, LinkedIn Learning (for skill development) was rated highly by 50% of users, on par with or even exceeding networking in raw percentage among those who use it. This suggests that while it may not be the top activity for everyone, those who utilize LinkedIn’s learning features often experience clear benefits, such as new responsibilities or a stronger sense of competence.

These perceptions align with our previous statistical and qualitative findings. Networking and profile optimization, which involve connecting and presenting oneself, clearly stand out as critical. LinkedIn Learning being in the middle suggests it’s valued, but users might consider outward-focused activities (networking and visibility) slightly more directly linked to immediate career gains. In contrast, learning pays off more slowly. The lower percentage for content creation may reflect that it requires extra effort; fewer attempt it, but it can help those who do stand out.

From a practical viewpoint, these findings guide individuals and organizations on where to focus their LinkedIn efforts:

- For individuals: If you have limited time or energy for LinkedIn, focus on building and maintaining your network (connecting and engaging with people) and keeping your profile up-to-date. These yield the highest returns with straightforward effort. In contrast, spending a lot of time crafting posts is optional—it can be beneficial, but it’s better to handle networking and profile basics first. Master the fundamentals (connections and profile) before focusing on becoming a thought leader through content.
- For organizations or career coaches: Training employees or clients on LinkedIn should emphasize networking strategies and profile building (how to connect effectively and optimize profiles with relevant keywords and achievements) more than pushing everyone to write articles, which not everyone might be good at or comfortable with. Encouraging employees to use LinkedIn Learning is also advisable due to its substantial perceived impact, as it builds valuable skills that benefit the company.

Finally, a fascinating insight from open-ended feedback: some respondents noted that passive LinkedIn activity (simply having a good profile) was helpful, but active engagement (such as messaging contacts, commenting, etc.) unlocked additional opportunities. This reinforces the idea that active participation maximizes LinkedIn’s effectiveness. Some participants mentioned, “I had a LinkedIn profile for years with minimal results; once I started actively networking and posting occasionally, I noticed a big increase in messages and opportunities.” So, while one can manage with just a profile, the chances of gaining significant benefits seem to grow with active involvement.

In conclusion, the most effective LinkedIn activities, as experienced by our users, are those that enhance social capital (connections and engagement) and visibility (profile and content). Less commonly used features, such as creating original content, while still essential for differentiation, aren't the top priority for most. However, they can become significant boosters for those who utilize them well. The following section (Discussion) will place these findings in a broader

context, linking them back to our theoretical framework and earlier research, while explaining the likely reasons behind these patterns.

4.3 Discussion

The results of this study confirm that LinkedIn plays a crucial role in professional networking and career development. Still, they also present a complex picture of how this translates into various employee outcomes. In this section, we interpret the findings in light of the hypotheses and theoretical framework described earlier, discuss implications, and acknowledge limitations.

Summary of Hypothesis Support:

- **H1** (LinkedIn usage and job performance): Not supported. We found essentially no positive correlation between LinkedIn engagement and self-rated job performance. Active LinkedIn users did not see themselves as performing better in their jobs than less active users. This may be due to job performance being more closely linked to factors on the job (skills, resources, work environment) than external networking. From the perspective of Social Capital Theory, while LinkedIn can offer access to knowledge, our data suggest it didn't significantly boost performance, possibly because that knowledge isn't directly or immediately applied at work by many. This aligns with practical intuition: spending time on LinkedIn might not directly help one meet their Key Performance Indicators or daily tasks. There's even a possibility of a slight trade-off (time on LinkedIn vs. time on work). Another possibility is self-selection: high performers might be as likely to use LinkedIn as low performers, resulting in no noticeable difference. In any case, the practical implication is that LinkedIn isn't a shortcut to better performance; employees likely need to apply what they learn from LinkedIn specifically to see improvements, which may not be common or easy to quantify in our data.

- **H2** (LinkedIn engagement and career advancement): Partially supported. Frequent or effective LinkedIn use was strongly linked to career advancement indicators overall (e.g.,

many received job offers via LinkedIn), confirming LinkedIn's power as a platform for career mobility. However, we did not find that simply using it more leads to greater advancement; instead, effective use (a strong profile, active networking) is crucial. The statistic that 50% of respondents achieved a tangible career opportunity through LinkedIn is remarkable, highlighting LinkedIn's vast reach. This supports findings by Zeb-Obipi & Ekweozor (2020), who observed that LinkedIn networking improved career outcomes in a different context (e.g., banking in Nigeria). Our study expands this idea to a multi-industry sample. The discussion here connects back to visibility and access to opportunities: LinkedIn greatly increases an employee's visibility beyond their immediate workplace. By showcasing skills and connecting widely, employees become known to a larger audience (recruiters, potential mentors, industry peers), raising their chances for career moves. It embodies the saying "It's not just what you know, but who knows what you know." LinkedIn makes it easier for others to recognize your abilities. For organizations, this presents a double-edged message: while employees being headhunted via LinkedIn presents a retention risk, a well-connected workforce may be better informed and bring in new ideas and connections that benefit the company. Companies may want to support, not hinder, their employees' LinkedIn networks (for example, in hiring referrals or business development).

- **H3** (LinkedIn and job satisfaction): Not confirmed (inconclusive). We lacked direct data, but our analysis suggests that if a positive relationship exists, it is weaker than the others. Anecdotal evidence suggests that some positive effects may exist (feeling supported and having career confidence can improve satisfaction). Still, there may also be negative consequences (social comparison on LinkedIn can lead to envy or restlessness). This doesn't imply that LinkedIn doesn't affect satisfaction; it likely fulfills some professional social needs and can enhance feelings of community, which can be rewarding. This relates to Uses and Gratifications Theory: employees may gain recognition, a sense of belonging, or a feeling of progress from LinkedIn that their current job may not entirely provide, thereby improving their overall morale. Moreover, knowing they have a "safety net" of contacts and opportunities (career security) through

LinkedIn can lessen stress and boost contentment in their current roles. However, since we did not measure satisfaction directly, we cannot confirm support for H3. Importantly, any effect on satisfaction appears to be subtler than the impact on tangible career events. Employers often worry that LinkedIn use will lead to employee dissatisfaction or eagerness to leave; our findings indicate that moderate LinkedIn use isn't a significant factor in satisfaction—other job-related factors prevail. An informed, well-networked employee might be more engaged and positive because they feel in control of their career, though this is speculative here.

- **H4** (Differential impact of LinkedIn features): Supported. Our analysis clearly showed that not all LinkedIn activities offer the same benefits. Networking (connections) and profile optimization produced the best results, while passive browsing or posting content, although helpful for some, were less impactful on average unless paired with networking. This aligns with a social exchange perspective: relationships that require interaction are crucial for obtaining returns, such as jobs or advice. Merely consuming content or maintaining a profile without interaction yields limited exchange value. In the literature, Nikolaou (2014) emphasized the importance of a strong profile in recruitment, and Chiang & Suen (2015) pointed out that proactive use leads to more interviews. Our study supports these findings: to make the most of LinkedIn, users need to be proactive—connecting, conversing, and consistently updating their profiles. In other words, treat LinkedIn not just as a static CV or news feed, but as an ongoing networking event. For professionals, this means transitioning from a passive approach (simply being “on” LinkedIn) to an active one (actively engaging on LinkedIn). For organizations and universities, when training people or students about LinkedIn, focus on active engagement strategies. It's not enough to create a profile; users must interact with the platform to reap real benefits.

Integrating these findings with the theoretical framework:

- **Social Capital Theory:** The positive career outcomes we observed (new job offers, etc.) can be explained mainly by social capital gained through LinkedIn. Our results showed that individuals who built more social capital (i.e., large, interactive networks)

experienced better outcomes—a clear demonstration of the theory. In contrast, those with limited networks saw fewer direct benefits. LinkedIn essentially facilitates social capital accumulation in a digital space, and our findings highlight how that capital (in the form of connections) leads to career advantages.

- **Human Capital Theory:** LinkedIn Learning and exposure to industry knowledge boosted some respondents' confidence and possibly their performance (for those who took advantage of it). Employees who used LinkedIn as a learning tool invested in their human capital and saw benefits such as new projects or skill-based opportunities. For example, someone learned data analysis through a LinkedIn course and subsequently received a data project assignment at work, which led to a raise. This suggests that LinkedIn can serve as a platform for developing human capital (through content and courses). When users engage in this way, it supports the idea that acquiring more skills leads to greater advancement.

- **Uses and Gratifications:** The varied usage patterns show that employees use LinkedIn to meet different needs (networking, learning, career advancement, recognition). The fact that 50% of participants checked LinkedIn daily or weekly indicates they find it useful for these needs. We theorized that LinkedIn might fulfill needs for recognition or belonging to a professional community, potentially increasing employees' overall happiness. If people did not find something meaningful in their professional lives, they wouldn't use it daily (as 26% do), whether for staying informed, feeling connected, or keeping options open.

- **Social Exchange:** The idea that active engagement yields better outcomes corroborates the belief that you reap what you sow on LinkedIn. Those who gave endorsements, shared knowledge, or helped others likely benefited from reciprocation that aided their careers (like referrals or greater visibility). Some respondents shared experiences—after starting to post helpful content or comment actively, they noticed others reaching out with opportunities. Essentially, they added value and later received it—this reflects social exchange processes.

Beyond our initial hypotheses, the study revealed additional insights:

- **Career Stage Differences:** LinkedIn's impact may vary based on someone's career stage.

Younger professionals (20s-30s) in our sample often credited LinkedIn with helping them find their footing and new opportunities, which is vital early in their careers. However, some older professionals (in their 40s-50s) used it more for maintenance or giving back—such as mentoring others, sharing skills, or pursuing continuous learning — rather than job hopping. Both groups found benefits, but in different ways. This suggests a lifecycle effect: early career use of LinkedIn is primarily about breaking in and rising, while mid- and late-career use focuses on staying relevant, building influence, or mentoring, which may indirectly enhance satisfaction or legacy rather than immediate advancement. Future research could further explore this dynamic, as our sample size was limited, and thus, thorough comparisons of age subgroups were not possible; however, the trend was notable.

- **Personal Branding Importance:** Multiple respondents noted that they intentionally curated their LinkedIn presence to create a personal brand, reflecting discussions by Khedher (2015) on personal branding in social media. Those who did this seemed more confident and gained greater external recognition. This suggests that LinkedIn is not just a neutral tool but a space for strategic self-promotion. Those who recognize this appear to gain an advantage. For instance, one participant mentioned that they consistently post about the latest trends in their field, resulting in colleagues viewing them as an expert and receiving invitations to speak on panels, which enhances their reputation at work. This reinforces that putting thought into one's LinkedIn content and profile—essentially managing one's brand—can yield professional dividends.

Limitations and Future Directions:

We should also address the limitations in our findings. One explicit limitation was our reliance on self-reported performance. While we found essentially no correlation, one could argue that more confident people both use LinkedIn more and rate themselves higher, or vice versa, conflating self-perception with actual performance. Although we didn't observe evidence of this (no correlation), it raises the point that future research would benefit from using objective performance metrics or supervisor ratings. Another limitation is our sample size (N=50) and

potential sample bias (participants were somewhat tech-savvy due to being on LinkedIn). In less tech-oriented fields or regions where LinkedIn isn't as common, the impact may be more negligible or different—our results may represent an upper-bound scenario for LinkedIn's utility. Moreover, as noted, we lacked a direct measure of job satisfaction, which leaves a gap.

Implications:

For employees, the main takeaway is clear: active and strategic LinkedIn engagement can significantly enhance your career opportunities and development, but it's not a magical solution for improving your performance in your current job. Utilize LinkedIn to network, learn, and maintain visibility—these are its core strengths. However, don't expect that merely scrolling through LinkedIn will improve your performance at daily tasks (that still requires effort and possibly applying what you learn). Be cautious not to let LinkedIn-driven comparisons negatively affect your view of your current role—use others' success as inspiration, not as a benchmark that diminishes your satisfaction.

For employers and managers, the findings encourage integrating platforms like LinkedIn into talent development, rather than fearing them. Support employees in using LinkedIn for learning and networking (perhaps through workshops or by setting LinkedIn learning goals as part of development plans). The worry that LinkedIn use leads to employees leaving should be balanced against evidence that well-networked employees can also add value and stay engaged. If a company supports an employee's growth, even through external networking, that employee may feel more positively about the company. Of course, retention policies should also be in place (like offering competitive internal opportunities), but trying to prevent LinkedIn use would likely be counterproductive in today's connected world.

In conclusion, this study suggests that LinkedIn is an effective tool for enhancing specific professional outcomes, particularly career advancement and continuous learning, among employees. However, it may not directly impact on-the-job performance or straightforwardly affect job satisfaction. LinkedIn has become a vital part of the professional landscape; those who use it wisely stand to benefit in their careers, while those who disregard it risk missing significant opportunities. The final chapter will summarize these findings into actionable

recommendations for different stakeholders (employees, employers, educators) and suggest future research directions to deepen our understanding of professional networking in the digital age.

Chapter Five:

Conclusion and Recommendations

5.1 Summary of Findings

This study examined the effectiveness of LinkedIn as a professional networking tool and its impact on employee outcomes. The research was motivated by the widespread use of LinkedIn in modern careers and the need to understand its tangible benefits for employees and organizations. Data were collected from 50 professional employees across various industries via a structured survey, and the analysis yielded several key findings:

- **LinkedIn Engagement and Job Outcomes:** The relationship between general LinkedIn engagement and certain job outcomes is nuanced. We did **not** find a significant positive correlation between overall LinkedIn usage frequency and self-reported job performance or job satisfaction. In other words, being a heavy LinkedIn user did not automatically translate to better on-the-job performance or higher satisfaction with one's job. However, LinkedIn proved highly effective in facilitating **career advancement opportunities**, as about half of the participants reported receiving a job interview or offer directly through the platform. This suggests that while LinkedIn usage may not directly improve daily job performance, it has a broad, beneficial impact on career mobility and long-term outcomes. All in all, our hypotheses received mixed support – LinkedIn's most important effect was seen in career advancement rather than in performance or immediate job satisfaction.
- **Usage Patterns:** A vast majority of respondents (about 80–90%) have a LinkedIn account, but their **usage frequency varied widely**. Roughly half use it at least weekly, and about a quarter use it daily; the rest engage only monthly or rarely. This shows that LinkedIn's integration into daily professional life is significant for some but not universal. As for **main uses**, participants use LinkedIn for multiple purposes: the primary reasons cited were networking (26%), personal branding/visibility (28%), keeping up with industry news or learning (24%), and searching for jobs (22%). This demonstrates that LinkedIn serves as a multi-faceted platform – a networking hub, an information source, a learning tool, and a job market – rather than just one thing. Notably, more frequent and strategic users (for instance, those networking weekly) generally reported

greater benefits. In contrast, occasional users benefited in some cases, like being approached by a recruiter, but less reliably.

- **Career Advancement via LinkedIn:** LinkedIn proved particularly effective for **facilitating career opportunities**. Notably, 50% of participants reported receiving a job interview, offer, or even a promotion directly attributable to their LinkedIn presence and networking activities. This is a remarkable figure that highlights LinkedIn's role as a contemporary platform for recruitment and career development. Recruiters heavily utilize LinkedIn, and having a strong, well-connected profile significantly increases a professional's visibility and career progression opportunities. While heavy daily use wasn't necessary to get these opportunities (even moderate or passive users sometimes benefited), those who *optimized their profiles and actively networked* maximized their chances. In regression terms, LinkedIn engagement (quality of use rather than sheer time) emerged as a key factor explaining variance in career advancement outcomes. For many professionals, LinkedIn essentially expands their horizon of opportunities beyond what traditional networking would allow.
- **Employee Performance and LinkedIn:** Active LinkedIn users did not report markedly higher job performance in their current roles compared to less active users. On average, the perceived impact of LinkedIn on one's job performance was modest. Many respondents felt their performance is driven more by on-the-job factors. However, a subset did mention LinkedIn helped indirectly (e.g., solving problems via LinkedIn groups or learning new practices). The lack of a strong link suggests that LinkedIn's value lies more in external opportunities and professional growth than in enhancing day-to-day task performance. Alternatively, it could indicate that any performance gains from LinkedIn (via knowledge or motivation) are not immediately evident or are offset by the time spent on the platform. In summary, while LinkedIn can make an employee more informed or connected, it doesn't automatically make them "better at their job" as they assess themselves, at least not in a way they recognize or report in a survey.
- **Job Satisfaction:** We did not directly measure job satisfaction in the survey, so our conclusions here are tentative. Indirectly, we found that LinkedIn can contribute to factors that might enhance satisfaction, such as a sense of professional community,

ongoing development, and career security (knowing you have options). Many engaged users felt more connected and “in control” of their careers, which can lead to a more positive view of their current jobs. However, we also noted potential downsides (for example, social comparisons on LinkedIn could cause discontent for some). Given the mixed anecdotes and lack of direct data, we cannot definitively determine the effect that LinkedIn has on job satisfaction. It appears to be moderate at best and likely varies from person to person: for some, LinkedIn boosts satisfaction by fulfilling career-related social needs. In contrast, for others, it might not make a difference (or could even slightly decrease satisfaction if it highlights frustrations or new opportunities). Overall, the connection between LinkedIn usage and job satisfaction appears weaker and more conditional compared to its connection with career advancement.

- **Effective LinkedIn Strategies:** Effective LinkedIn Strategies: Among various LinkedIn activities, building and maintaining professional connections was seen as the most impactful for career outcomes, followed closely by engaging actively (commenting on posts, participating in discussions) and keeping one’s profile current and polished. Using LinkedIn Learning for skill development was also highly valued by participants who engaged in it, while creating original content (posts or articles) had a significant impact on a smaller group focusing on personal branding. Ultimately, networking and visibility are essential. Employees who intentionally network (by building on and leveraging their connections) and maintain a robust online presence (complete profiles and regular activity) gain the most significant benefits. Passive uses (like merely having a profile with little activity) yield fewer advantages, emphasizing the need for a proactive approach. Our analysis suggests that professionals who prioritize connecting with others and engaging meaningfully on LinkedIn are more likely to find opportunities and advancements. In contrast, simply lurking or occasionally checking the feed without engaging will likely lead to fewer significant outcomes.
- **Support for Theories:** The findings align well with several theoretical expectations:
 - They clearly illustrate **Social Capital Theory** in action: LinkedIn allows quick accumulation of social capital (weak ties across the industry, etc.), and those who

build larger, more interactive networks tend to enjoy better career outcomes (like job offers from those networks).

- They confirm aspects of **Human Capital Theory**: LinkedIn's learning resources and knowledge exchange can improve users' skills and confidence, leading to tangible benefits (new projects, promotions). Those who invested in personal growth via LinkedIn experienced returns, supporting the notion that building human capital (skills) pays off.
- They reflect **Uses and Gratifications Theory**: Professionals turn to LinkedIn to meet specific needs such as networking (social connection), recognition (showcasing achievements), and career advancement (seeking opportunities). The high frequency of use among many respondents shows that LinkedIn fulfills critical professional needs—if it weren't helpful or fulfilling, people wouldn't use it regularly.
- They exemplify **Social Exchange Theory**: Respondents who actively contributed to their network (sharing knowledge, endorsing others, engaging in discussions) often received value in return (help, referrals, increased visibility). Our participants noted that active engagement resulted in more opportunities than passive presence, consistent with the idea that mutual exchange (you get what you give) is vital for effective networking on LinkedIn.

In summary, the research shows that **LinkedIn is more than just a digital directory of resumes—it is an active ecosystem that can significantly enhance an individual's career prospects and professional development when used effectively**. It serves well as a tool for expanding one's professional network and accessing opportunities that might be hard to find otherwise. However, its advantages for internal job performance or day-to-day job satisfaction are not as clear or guaranteed.

For many professionals, LinkedIn has become an essential part of managing and advancing their careers. On the other hand, individuals who overlook or underutilize LinkedIn may miss out on valuable connections, knowledge, and opportunities that could enhance their career paths.

Organizations also face a choice with LinkedIn: it offers a means to empower and develop talent (through networking and learning), but it also makes talent more visible to outside eyes. The key is to harness LinkedIn's potential (through employer branding, employee development via LinkedIn Learning, etc.) while also focusing on retaining employees by fostering a positive work environment and providing internal growth opportunities.

5.2 Recommendations

Based on the study's findings, several recommendations can be made for different stakeholders, including individual employees, employers/organizations, and educational institutions or career counselors who guide new entrants into the professional world.

For Employees/Individuals:

- **Leverage LinkedIn Consistently:** Treat LinkedIn as part of your regular professional routine. This doesn't necessarily mean spending hours every day, but aim to log in frequently (at least a few times a week) to engage with content and maintain relationships. A dormant profile won't yield benefits – consistent activity keeps you visible. For example, try checking LinkedIn each morning or during a lunch break to see industry news or connection updates. Respond to messages promptly. Consistency ensures you don't miss opportunities (like a message from a recruiter or a trending discussion in your field) and helps you stay at the top of mind in your network.
- **Build a Strategic Network:** Focus on the quality and relevance of your connections, not just the number. Connect with colleagues (both past and current), alums from your school, industry leaders, and people you meet at conferences or events. When sending connection requests, personalize them—remind the person how you met or explain why you'd like to connect; this helps start the relationship on a positive note. A strong, targeted network will be more beneficial than a large but random one. Remember that weak ties often lead to new opportunities, so connect with acquaintances or people from different industries or regions—they can offer fresh perspectives and openings that your immediate circle may not have
- **Optimize Your Profile:** Keep your LinkedIn profile up-to-date and professional; think of it as your always-active digital resume and reputation. Use a high-quality, professional-

looking profile photo (profiles with photos get more views and are seen as more approachable). Craft a compelling headline and summary that effectively highlights your expertise, achievements, and what you are seeking (if looking for opportunities). List key skills—order them so the most relevant ones are first—and seek endorsements for these from colleagues. Request recommendations from supervisors, colleagues, or clients who can speak to your work; these add credibility. An optimized profile increases your chances of appearing in searches and impressing viewers—essentially, it acts as your brand ambassador around the clock.

- **Engage and Share:** Avoid being a passive observer on LinkedIn. Engage with others' posts by liking and commenting thoughtfully—this increases your visibility beyond your immediate connections. Aim to contribute to discussions in your field; even a brief, insightful comment can attract attention and lead others to view your profile more closely. Additionally, share content that could benefit your network, such as an interesting article with your thoughts, a milestone or project you've completed, or commentary on industry news. By providing value through your shares, you position yourself as a knowledgeable and active member of the professional community. This can attract followers, increase profile views, and often, generate direct opportunities (such as a message from someone who noticed your post). As a practical tip, committing to share one piece of content each week or engaging with a few posts per week can gradually build your presence.
- **Use LinkedIn for Learning:** Take advantage of LinkedIn Learning courses and other educational resources on the platform to continually improve your skills. Identify the skills that are in demand in your field, as LinkedIn often highlights trending skills in job postings or through its Economic Graph data. Enroll in courses to develop those skills. When you complete courses and earn certificates, showcase them on your profile. This not only enhances your abilities but also demonstrates to employers and your network that you are committed to self-improvement, a valued trait. Additionally, participating in webinars or virtual events on LinkedIn can expand your knowledge and introduce you to new connections. In short, see LinkedIn not just as a networking site but as a learning portal to build your skills.

- **Seek and Offer Mentorship:** LinkedIn is an excellent platform to find mentors and to mentor others. If you are early in your career, use LinkedIn to identify and reach out to potential mentors in your industry in a polite manner. This could be someone whose content you admire or an alumnus from your university in a role you aspire to. When messaging, be courteous and specific about the guidance you are seeking; many experienced professionals are willing to provide advice if approached in a professional manner. LinkedIn even has a career advice feature to facilitate this. On the other hand, if you have more experience, consider mentoring juniors through LinkedIn. You could join LinkedIn groups focused on mentorship or respond to inquiries from younger professionals. Mentoring not only helps others; it also expands your network and can boost your reputation as a leader. Some respondents reported that being a mentor provided them with new insights and a sense of fulfillment. In some cases, mentees became valuable contacts or colleagues later on.
- **Be Proactive but Genuine:** Treat LinkedIn as an ongoing conversation, not just a static profile. Congratulate your connections on their accomplishments, share your updates modestly, and engage in discussions. If you are open to new opportunities, don't hesitate to use the "Open to Work" feature, which can be made visible to recruiters privately. Reach out to people when appropriate, whether to inquire about their company because you're genuinely interested or to request an informational interview. Most importantly, be sincere in your interactions; focus on building relationships rather than just collecting contacts. Over time, a supportive network will form, allowing you to help others and for them to help you.

By following these practices, individuals can better leverage LinkedIn to advance their careers, as indicated by our study's findings. The key is active, strategic, and authentic engagement.

For Employers/Organizations:

- **Encourage Responsible LinkedIn Use:** Encourage Responsible LinkedIn Use: Instead of viewing LinkedIn only as a threat, employers should recognize that professional networking is a reality and can benefit the company. Encourage employees to utilize LinkedIn in a way that enhances their skills and expands their professional network, ultimately benefiting the organization. For example, companies can create or support

LinkedIn groups for their industry or host webinars on LinkedIn Live. Involving employees in these activities can boost their engagement and pride in the company. It's essential to establish guidelines regarding confidentiality and professionalism in posts, while avoiding stifling usage. By fostering a culture that views LinkedIn as a tool for learning and professional branding, organizations can alleviate concerns about employee turnover. A well-connected employee can become an asset who brings in clients or new ideas. However, employers should also address retention challenges by offering employees strong reasons to stay, such as internal opportunities and a positive work culture.

- **Highlight Success Stories:** Use real-world examples, including cases from this study or your organization, of individuals who gained significant benefits from LinkedIn to motivate and educate your workforce. For example, if an employee was hired through LinkedIn or made a sale because of a LinkedIn connection, share that story either internally or externally as part of your employer branding. This not only validates LinkedIn's value but also demonstrates to employees that the company prioritizes modern networking. It may encourage those who are hesitant about social media to try it in a professional context. Additionally, spotlight employees who are utilizing LinkedIn Learning to acquire new skills and consider reimbursing them for certifications earned. This creates positive reinforcement for ongoing development.
- **Integrate LinkedIn into Talent Development:** Organizations can formally incorporate LinkedIn's tools into their HR and training processes. For example, offer training sessions or workshops on how to use LinkedIn effectively, focusing on optimizing profiles and networking etiquette, particularly for new hires or those in sales or marketing roles. Encourage your learning and development teams to use LinkedIn Learning by curating learning paths relevant to your company's skill needs and having employees complete them. LinkedIn can provide administrative dashboards to track learning progress. This not only enhances your workforce but also demonstrates that the company values employee growth through modern platforms. Some companies have started using LinkedIn as a platform for employees to showcase their work through posts or articles. You can facilitate this by guiding the types of content to share, such as project successes

or community service events. The more your employees shine on LinkedIn, the more positive exposure your company's brand receives.

- **Leverage Employee Networks for Recruitment and Business Development:**

Recognize that each employee's LinkedIn network extends the company's reach.

Employers can create referral programs that encourage employees to utilize LinkedIn to recommend candidates for open positions, as many opportunities often arise through professional networks. For business development or sales teams, encourage employees to connect with prospects on LinkedIn and interact with their content, as this can help warm up relationships without being intrusive. Consider offering premium LinkedIn accounts or Sales Navigator to roles that can benefit from advanced networking features. Instead of relying only on the company's official LinkedIn page, mobilize your employees' collective networks. Ensure that this is done in a way that makes employees feel comfortable; participation should be an option, not an obligation.

- **Retain LinkedIn-Savvy Talent:** Since LinkedIn makes external opportunities more accessible, employers need to be proactive in keeping talented staff who are active networkers, often your top performers or most ambitious employees. This means ensuring these employees have clear career paths within the company, offering them new challenges or roles periodically to prevent them from seeking opportunities elsewhere, and considering acknowledgment for their LinkedIn successes. For example, if someone earns certification in a new skill through LinkedIn Learning, consider how to utilize that skill internally or reward it. Some companies worry that training employees on LinkedIn or encouraging visibility may turn them into "free agents" with higher market value. The counterargument is that if treated well, that increased value will benefit the company. The cost of not developing and exposing employees is stagnation, which can be worse. Focus on engagement and retention strategies, including competitive pay, advancement opportunities, and a culture that encourages loyalty.

For Educators/Career Coaches (additional perspective):

While not explicitly asked, it's essential for those guiding students or job seekers to emphasize the importance of building a LinkedIn presence early. Teach networking as a skill. Please encourage students to connect with alumni and colleagues from their internships on LinkedIn,

follow relevant companies, and share updates about their academic projects or achievements. This helps build a digital footprint that can significantly assist their job search after graduation. The study's findings show that networking and visibility lead to opportunities, which is particularly important for newcomers with limited traditional experience. LinkedIn can serve as a valuable equalizer by showcasing skills and enthusiasm.

By implementing these recommendations, stakeholders can better leverage LinkedIn's potential. The central theme is proactive engagement: for individuals, it means actively networking and learning; for organizations, it means embracing and guiding that process instead of resisting it. LinkedIn is a tool, and how much one gains from it depends on how well it's used.

5.3 Suggestions for Future Research

While this study provides valuable insights, it also raises questions and areas that warrant further investigation. Future research could expand on this work in several ways:

- **Larger and Diverse Samples:** To improve generalizability, future studies should involve a larger sample size across different regions, industries, and career levels. A sample of 50 was informative but limited; a study with several hundred participants would allow for more robust statistical analysis, potentially confirming which findings are widely applicable. Including respondents from various regions could also clarify cultural or regional differences in LinkedIn usage and impact. For example, LinkedIn usage norms differ between North America, Europe, and Asia; comparing results could provide valuable insights.
- **Longitudinal Studies:** A longitudinal approach would greatly aid in understanding causality and the evolution of LinkedIn's impact. For instance, tracking a group of individuals over time as they increase their LinkedIn usage or progress in their careers could show how LinkedIn activity at one stage predicts outcomes later on. Does an increase in networking today lead to promotions or job changes down the line? Do those who complete LinkedIn courses see performance improvements over time? This method could also capture how LinkedIn usage evolves in relation to career stages or life events, addressing the causality questions that cross-sectional studies cannot definitively answer.

- **Objective Performance Metrics:** Future research should incorporate objective metrics for job performance and possibly even satisfaction. For example, obtaining supervisor ratings or using KPIs for participants can help researchers determine if LinkedIn usage correlates with actual job outcomes, such as sales figures or project delivery, rather than relying solely on self-perceptions. Measuring aspects such as turnover or promotion rates related to LinkedIn activity would also be enlightening, even if gathering such data can be challenging. This would clarify whether our finding of “no impact on performance” holds when looking at objective measures or if high LinkedIn users perform better in ways they might not self-assess.
- **In-depth Qualitative Research:** While our study included open-ended responses, a dedicated qualitative analysis, such as interviews or focus groups, would provide deeper insight into how professionals perceive LinkedIn's role in their work lives. Interviews could explore questions like: How exactly did LinkedIn help you land that job? What strategies do you find most effective on LinkedIn? How do you balance LinkedIn use with your daily job? It could also address any negative experiences, such as privacy concerns or feeling overwhelmed by the amount of information. Qualitative data could uncover nuanced factors, for example, if individuals feel more confident in salary negotiations because they see their peers' activities on LinkedIn. This detailed information would complement quantitative patterns and might lead to new hypotheses.
- **LinkedIn vs. Other Platforms:** Future research might compare LinkedIn's effectiveness with other networking or social media platforms regarding professional outcomes. For instance, some professionals also use Twitter, industry-specific forums, or Facebook groups for career purposes. Is LinkedIn more effective or just one of many options? It would be interesting to see if those who engage across multiple platforms achieve better outcomes than those who only use one, or if LinkedIn continues to be the top professional network. Additionally, with the growth of online portfolio sites (like those for creatives and GitHub for developers), researchers could explore how LinkedIn interacts with these platforms. Do recruiters compare profiles? Does a strong LinkedIn presence drive traffic to other profiles?

- **Feature-Specific Studies:** Each central feature of LinkedIn could be its study. For example, researchers could focus on LinkedIn Learning. Do users get promoted faster or switch roles more often than those who don't use it? Another study could focus on content creation. A quasi-experiment could involve some individuals increasing their posting frequency while others don't, then measuring differences in profile views or opportunities received. A controlled study could recruit participants to follow a "LinkedIn improvement plan" (such as optimizing their profile, adding 50 connections, and engaging weekly) and compare their outcomes over six months with a control group that doesn't change their usage. This would provide quasi-experimental evidence of LinkedIn's impact, despite potential issues with self-selection.
- **Psychological Outcomes and Downsides:** Future research might also look at the psychological and possibly negative aspects of using LinkedIn. For example, does heavy use lead to stress or lower job satisfaction due to comparisons or the fear of missing out (FOMO)? We discussed these issues qualitatively but did not measure them. Understanding any downsides is essential for a balanced view. Research could also examine how LinkedIn usage correlates with personality traits. Do extroverts use it differently from introverts, and who benefits more? Or, does LinkedIn help introverted individuals overcome networking challenges, making it easier for them to do so?
- **Organizational Perspective:** Another valuable area is examining LinkedIn from the employer's viewpoint. How do companies use LinkedIn beyond recruitment? Do firms with more LinkedIn-active employees gain advantages in employer branding or sales leads? One could analyze the social media policies of companies and the LinkedIn activity levels of their staff to see if there's a relationship with employee retention or company performance. A case study could investigate a company that encourages LinkedIn use compared to one that does not, and compare outcomes such as retention of top performers or innovation, potentially measured by the number of new partnerships formed through LinkedIn contacts.
- **Specific Demographics:** Future studies could also focus on specific subsets, such as how LinkedIn usage affects women versus men (are there differences in networking outcomes?), or minority professionals (does it help them bypass traditional barriers by

providing direct access?), or individuals in high-demand fields compared to those in more stable fields. Our dataset wasn't large enough for these analyses, but larger datasets could facilitate the study of these subgroups.

In conclusion, LinkedIn's role in the professional world is complex and multifaceted. This study has just begun to explore it by confirming some points (networking is effective, career moves often occur through LinkedIn) and questioning or refining some assumptions (there is no clear performance boost, the link between satisfaction isn't apparent). Future research can build on this by employing stronger designs, addressing unanswered questions, and examining emerging trends, such as how LinkedIn's algorithm updates or new features, like skill quizzes, affect outcomes. As work and networking evolve, especially in a post-pandemic world with increased remote connections, maintaining current research on platforms like LinkedIn will be vital for both theory and practice in career development and human resource management.

Such studies will further help individuals and organizations improve their approach to LinkedIn, ensuring they leverage the platform's benefits while addressing its drawbacks. Overall, future research should focus on a more evidence-based understanding of online professional networking. This way, using tools like LinkedIn can become a key and informed part of career strategy for future generations.

Appendix: Survey Questionnaire (English & Arabic)

This questionnaire was used to collect data for the study. It contains sections in English with corresponding Arabic translations and uses a 5-point Likert scale for many items (1 = Strongly Disagree to 5 = Strongly Agree). Participants were instructed to answer honestly and were assured of confidentiality. Below is an overview of the questionnaire content and format:

Section A: Demographics / القسم أ: المعلومات الديموغرافية

Participants selected the options that applied (e.g., Male or Female, their age range, their experience range). This section gathered background data to describe the sample and allow subgroup analysis.

Demographic Question (English)	السؤال الديموغرافي (Arabic)
1. Gender: Male / Female	الجنس: ذكر / أنثى .
2. Age: 20–30 , 31–40 , 41–50 , 51+	العمر: 20–30 , 31–40 , 41–50 , 51 وأكثر .
3. Years of Experience: 1–5 , 6–10 , 11–20 , 21+	أكثر من 21 , 11–20 , سنوات الخبرة: من 1 إلى 5 , 6–10 .

Table: 1

Section B: LinkedIn Usage / القسم ب: استخدام لينكد إن

Please indicate your level of agreement with the following statements about your LinkedIn use (1 = Strongly Disagree, 5 = Strongly Agree). / يرجى تحديد مدى موافقتك على العبارات التالية حول استخدامك لمنصة لينكد إن (1 = أعارض بشدة، 5 = أوافق بشدة)

No.	Statement (English)	العبارة (Arabic)	1	2	3	4	5
1	I use LinkedIn weekly for professional purposes.	أستخدم لينكد إن أسبوعياً لأغراض مهنية					
2	I actively engage with posts and articles on LinkedIn.	أشارك بفعالية في المنشورات والمقالات على لينكد إن.					
3	My LinkedIn profile is fully updated (profile photo, recent experience, etc.).	قمتُ بتحديث ملفي الشخصي على لينكد إن بشكل كامل (صورة، خبرات حديثة، إلخ)					
4	I use LinkedIn Learning to build new skills.	أستخدم لينكد إن للتعليم وتطوير المهارات					
5	I connect with people in my industry on LinkedIn regularly.	أتواصل مع أشخاص في مجالي المهني بانتظام عبر لينكد إن					

Table: 2

القسم ج: نتائج الموظف / Section C: Employee Outcomes

Please indicate your level of agreement with the following statements about how LinkedIn has impacted you. / حدد مدى موافقتك على العبارات التالية حول كيفية تأثير لينكد إن عليك :

No.	Statement (English)	العبارة (Arabic)	1	2	3	4	5
6	Using LinkedIn has improved my job performance.	ساعدني استخدام لينكد إن على تحسين أدائي الوظيفي.					
7	LinkedIn helps me stay updated on industry trends.	يساعدني لينكد إن على متابعة الاتجاهات في مجالي.					
8	I feel more satisfied at work because of my LinkedIn use.	أشعر برضا وظيفي أعلى بفضل استخدامي لينكد إن.					
9	LinkedIn has contributed to my career advancement.	ساعدني لينكد إن في التطور والتقدم في حياتي المهنية.					
10	I have received job offers or opportunities through LinkedIn.	حصلت على عروض وظيفية أو فرص مهنية عبر لينكد إن.					

Table:3

In Sections B and C, respondents would tick the number that matched their level of agreement. For example, for statement 6, ticking “4” would mean “Agree” that LinkedIn improved its performance.

القسم د: أسئلة مفتوحة / Section D: Open-Ended Questions

يرجى الإجابة على الأسئلة التالية بكلماتك الخاصة / Please answer the following questions in your own words.

السؤال المفتوح (Arabic)	Open-Ended Question (English)
هل تعتقد أن لينكد إن ضروري لمسارك المهني؟ ولماذا	1. Do you believe LinkedIn is essential for your career? Why or why not?
ما هي ميزات لينكد إن الأكثر فائدة بالنسبة لك، ولماذا؟	2. What features of LinkedIn do you find most useful, and why?
ما التحديات أو السلبيات التي تواجهها عند استخدام لينكد إن؟	3. What challenges or drawbacks do you face when using LinkedIn?

Table:4

Participants wrote brief answers to these questions in the text boxes provided (in either English or Arabic). These qualitative responses provided additional context and examples that supplemented the quantitative data.

Thank you to all participants who took the time to complete this questionnaire. Your input was invaluable to the research.

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