RECRUITMENT 5.0: THE IMPACT OF THE SOCIAL MEDIA CHANNEL LINKEDIN ON COMMUNICATION BETWEEN RECRUITERS AND CANDIDATES

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Purpose: The purpose of this work is to present the evolution of the recruitment process from 1.0 to 5.0 and the potential application of LinkedIn in recruitment.

Design/methodology/approach: Emphasizing the evolution of recruitment from traditional methods to technologically advanced approaches, which is not often discussed in the context of the historical perspective of the recruitment process.

Findings: Focusing on the specific impact of LinkedIn on the recruitment process, which represents a current and significant aspect for HR professionals.

Research limitations/implications: The study specifically focuses on LinkedIn as a social media platform for recruitment, which may limit the applicability of findings to other platforms or recruitment channels.

Practical implications: Utilize advanced LinkedIn features like advanced search, filters, and analytics to streamline talent acquisition processes.

Social implications: LinkedIn increases job market transparency, allowing candidates to better understand job requirements and availability, which can reduce information asymmetry between employers and employees.

Originality/value: The work provides a unique perspective on the evolution of the recruitment process from version 1.0 to 5.0, highlighting historical changes and innovations in recruitment practices.

Keywords: recruitment, Recruitment 5.0, LinkedIn recruitment.

Category of the paper: Research and conceptual paper.

1. Introduction

Employee acquisition, which is part of the HR function, is one of the main tasks and challenges. It involves recruitment, selection, and subsequent adaptation to the workplace. Recruitment becomes a sequence of actions where planning, sourcing candidates for specific job positions, and considering their suitability, including qualifications, competencies, experience, and personality traits, play an essential role. Various recruitment methods are used

in practice, and modern solutions, including Recruitment 5.0, are emerging. This article presents basic information on employee acquisition and discusses innovative approaches to the methods used. The aim of this work is to analyze Recruitment 5.0 and the impact of the social media platform LinkedIn on the communication process between the recruiter and the candidate.

2. Recruitment – Basic Information

Recruitment means the process of finding and attracting potential candidates to fill job vacancies (Price, 2007). It involves a form of communication between the organization and its environment, specifically the labor market and its participants. According to Phillips and Gully, a professional approach and thorough analysis of the employment plan or organizational structure are essential (Phillips, Gully, 2015). In the recruitment process, initial attention is given to emerging employee shortages and possible ways to minimize them, such as restructuring (Król, Ludwiczyński, 2004, p. 198). Deciding to conduct recruitment requires specifying the exact position and outlining responsibilities. Another step is to determine the number and categories of candidates sought, which can be part of human resource or recruitment plans (Żak, 2022, pp. 214-216). Recruitment is one of the main subprocesses of human resource management. Ensuring the organization has the right employees is crucial for its well-being, development, and continuity of operations. This involves planning staffing needs and creating job descriptions. The process fulfills informational, motivational, and pre-selection functions, allowing for the selection of suitable candidates and encouraging them to collaborate (Mizera-Pęczek, 2020, p. 14).

Recruitment can be considered a critical element in building a company's competitive advantage by selecting the most competent employees for specific positions. This enables the achievement of the company's goals, which affect its profits and standing in the environment. Traditionally, recruitment is associated with acquiring employees through various types of application documents, which are sent or delivered independently. In modern times, new technologies are emerging that change the face of recruiters' work. This is significantly influenced by globalization, internationalization, virtual processes, and resources, which not only allow for rapid reskilling but also provide access to a broad group of employees with diverse competencies (Graczyk-Kucharska et al., 2020, p. 40).

3. The Latest Solutions in Recruitment

In contemporary recruitment, it is essential to remember the requirements regarding its quality, analyzed from both the candidate's and the employee's perspective. From the organization's perspective, operational procedures and standards are crucial, and quick candidate evaluation is important. Shaping recruitment quality is largely linked to: Employer branding, prestige management style, atmosphere, effective compensation systems, benefits offered, organizational culture.

Proper job parameterization is also important, including defining competency-based responsibilities, placement within the organizational unit, reporting, and linking compensation and benefits. It is also crucial to choose appropriate sources for employee acquisition, deciding whether it will be internal or external recruitment and adapting the job offer accordingly, including the scope of duties and requirements. Choosing the right methods for the process is also significant, taking into account: a limited number of stages, Rules, effective time utilization, techniques and recruitment specifications for a given job position, teamwork concretization (Żak, 2022, p. 221).

Many emerging studies and publications indicate the use of new forms of hiring and selecting employees, considering the evolution of recruitment towards talent acquisition, the application of ways to communicate job offers, and taking employment values into account, which includes EVP (Employer Value Proposition).

Job fairs are being moved into the virtual world, which can also be realized through recruitment videos that follow specific scripts, conveying values as well. It is also important to consider internship programs and practices, which are crucial for developing useful skills and influencing new talents (Strzebońska, 2017).

In recruitment solutions, many changes can be expected due to the implementation of modern technologies. This will involve not only raising employee competencies but also changes in the courses offered, exemplified by online training on corporate cloud servers. Social networks will play an increasingly important role as tools for job searching and providing recommendations (Bartakova et al., 2017).

Another important step is ensuring positive candidate experiences and using new technologies. This requires a completely new approach to future employees, aiming to attract those with above-average potential and specific competencies (Mizera-Pęczek, 2020, p. 17).

One of the practices used is CX (candidate experience), which ensures the acquisition of knowledge and skills through observation and experiences. This involves cognitive and effective dimensions that consider the diversity of needs hierarchy. Physical recruitment experiences relate to feedback on application acceptance, employment conditions, and application information, while emotionally, it involves informing about procedures and

personal contact (Mizera-Pęczek, 2020, p. 18). E-recruitment enables: ensuring low costs for the organization, shortening the recruitment time, providing high flexibility in actions.

This method also allows monitoring effectiveness. Interactivity, process simplification (Mizera-Pęczek, 2020, p. 18), and using communication channels with Web technologies are crucial. It involves universal access to potential candidates who appear in the global job market, allowing the Internet to be used for contact with them. It is a way of sharing data concerning competency and job areas (Graczyk-Kucharska et al., 2020, p. 46).

E-reference job models are tools that allow for competency management, including a set of technical skills understood as specialized and social skills.

In practice, networking is used as a method of building contact networks, which is crucial from a business perspective and includes: information exchange, recommendations, advising, support. This offers various benefits, including client acquisition, ensuring relationships, expanding the network, meeting new people, shaping an appropriate image, and acquiring talents (Graczyk-Kucharska, et al., 2020, p. 40).

Employee competency management in the era of modern methods and techniques involves using various methods, such as: networking, psychographics, assessment centers. Various techniques can be applied in practice, including online interviews, Internet-based job interviews, or tools involving e-recruiters, e-questionnaires, and e-reference models (Graczyk-Kucharska et al., 2020, p. 48).

4. Recruitment 5.0 and the LinkedIn Social Platform

In contemporary recruitment, various methods and tools are used, reflecting new innovations being implemented in modern enterprises (Graczyk-Kucharska et al., 2020). A characteristic feature of Recruitment 5.0 is the emotional bond between humans and machines, including the reading of verbal biometric indicators and attempts to interpret emotions. Its advantage lies in communication without words, interaction with the content of the message, and the completeness of the conveyed information (Fleerackers, Meyvis, 2019).

It can be observed that the communication channel is changing, with the recruitment process increasingly conducted over the Internet. Job portals, such as LinkedIn, are becoming significant places for offering and searching for jobs. Methods like direct search, including executive search, are used to narrow the search to the best candidates. In detailed conversations with potential candidates, virtualization solutions are used, such as chatbots, which are understood as computer programs or artificial intelligence (Berdowska, 2018, pp. 93-112). The contemporary job market, due to the demand for high-class specialists, requires the use of modern and attractive recruitment forms. Talent acquisition is increasingly important, with recruiters participating in industry conferences, engaging in developer communities, and using

social networks such as Twitter, Facebook, LinkedIn, or Quora. This approach brings employees closer together (Florczak, 2024).

Over the years, various types of recruitment have evolved. In Recruitment 1.0, communication took place between the company and the candidate. Modern technologies in this area included corporate websites or recruitment portals, with the benefit being the impact achieved through online publications. Recruitment 2.0 involved analyzing the behavior of potential candidates for specific job positions in the workplace, considering: Search engines, blogs, social networks, Internet forums. These solutions enabled the development and creation of candidate profiles based on specific information criteria (Graczyk-Kucharska et al., 2020, p. 46). Recruitment 3.0 involved automated recruitment processes related to tools like eRecruiter or Devskiller. At this stage, textual CVs with cover letters and their submission via specific emails were used. Recruitment 3.0 also included online solutions, such as Skype interviews, allowing candidates from remote locations to be recruited (Florczak, 2024). Recruitment 3.0 involved company communication with candidates using thematic portals or forums, including: social networks, video recruitment, Internet job fairs, blogs. At this point, employer branding began to play a significant role, subtly influencing potential candidates seeking employment. This solution also contributed to talent acquisition, which was important for enterprises (Graczyk-Kucharska et al., 2020, p. 49). Recruitment 4.0 involved active engagement on social networks. For example, gamification was used, allowing for a creative approach to recruitment while testing candidates' skills. An example is the HAYS application, where candidates took on the role of NASA agents (Florczak, 2024). Recruitment 4.0 is also referred to as background recruitment using recruitment activities like crowdsourcing or gamification. This included:

- Social networks.
- Thematic forums.
- Profiled communities, verifying competencies in virtual tasks (Graczyk-Kucharska et al., 2020).

Currently, new solutions are being observed, which are termed Recruitment 5.0, representing a fully proactive approach to talent acquisition (Florczak, 2024). The following elements of modern recruitment can be identified: conducting online activities that accelerate the process, using recruitment tools, analyzing skills and competencies through various tests, implementing comprehensive assessment centers, allowing for the analysis of individual and team work. In practice, recruiters are actively engaged in recruitment activities, with trial tasks recommended. This aims to verify how a person handles specific job positions or emerging challenges (Sęczkowska, 2020, p. 40). Recruitment 5.0 involves establishing an emotional bond between humans and machines. This includes reading verbal biometric indicators and analyzing the interpretation of emotions. As a result, communication without words occurs, leading to interaction with the content of the message and the completeness of the conveyed information (Graczyk-Kucharska et al., 2020, p. 50). In practice, talent development programs are offered,

which can be oriented internally or externally (Sęczkowska, 2020, p. 41). Their goals include meeting employee expectations, preparing candidates for challenges, achieving outstanding results, and increasing awareness regarding support, development, and competencies. This approach increases candidate engagement, accelerates the recruitment process, reduces turnover, improves employer brand image, and enhances competencies and workplace atmosphere.

Recruitment 5.0 involves organizing hackathons, which are considered a significant future for HR departments. They are also known as design marathons, hackfests, or codefests. These are meetings lasting several hours, enabling the resolution of specific problems, the creation of applications, or system improvements, and also serve as recruitment for specific job positions. This method is particularly effective in technology companies, as well as those indirectly related, such as banking, finance, food, healthcare, public institutions, or energy companies. Participants in hackathons possess specific skills necessary for obtaining a job in a given company (Florczak, 2024).

Through hackathons, the goal is to attract the best specialists, including those not currently seeking a job but who may change their mind during the event. It is also a way to test skills in a specific thematic area. Behavior, including stress resilience and teamwork, is also analyzed. The benefits of such activities include:

- Time savings.
- Cost savings.
- Hiring suitable individuals.
- Building a positive company image.
- No geographical limitations (Florczak, 2024).

Different forms of hackathons exist, such as internal ones for current employees, allowing analysis of engagement, new tasks, and related compensation. Virtual recruitment hackathons in online form are also used, especially by companies seeking to hire employees from different continents, providing international competition. On-site recruitment hackathons allow direct interaction with candidates, analyzing their approach to challenges, stress levels, and adaptability to various conditions (Florczak, 2024). Technically, the ChallengeRocket.com platform is used, enabling various types of recruitment hackathons, identifying talents among candidates. ChallengeRocket organizes so-called Code Challenges, understood as a modern recruitment model. Using App Challenges ensures a recruitment process considering competencies for product development (Florczak, 2024).

Recruitment 5.0 is currently regarded as the best form of talent acquisition (Florczak, 2024). According to Taylor, S. (2020), Recruitment 5.0 combines digital technologies with sustainable development practices, focusing on long-term talent management, reducing negative environmental impact, and building ethical and responsible recruitment practices (Taylor, 2020). Campion and others (2020) believe that computerization and digitization significantly influence personnel approaches and conducted recruitments (Campion, 2020). According to

Maurer (2020), when determining competency needs for a selected job position, various aspects such as responsibilities, expectations, and qualifications are considered, which, in the case of using modern technologies, involve using internal job databases and competency improvements (Maurer, 2020). Additional insights by King and Newcomer (2020) suggest that external secondary source analyses are most effective in Recruitment 5.0 for setting goals and recruitment process development. Job portals, offering job advertisements and thus social communication, play an increasingly important role (King, Newcomer, 2020).

When publishing job advertisements and searching for candidates, various internal or external channels are used, considering current trends, collaboration with department leaders, and analysis of social profiles, often via LinkedIn, to select optimal information channels. Currently, defining the optimal recruitment forms and engaging in diverse collaborations beneficial for achieving results is considered crucial. Candidate selection according to the chosen method enables remote meetings, direct interviews, and online interactions. Closing the recruitment process allows for remote communication or Assessment Centers (Graczyk-Kucharska et al., 2020, p. 46). The use of modern technologies significantly impacts the recruitment process and communication channels utilizing the Internet. It has replaced traditional solutions, ensuring greater interactivity. Various modern solutions, including:

- Multimedia presentations.
- Websites.
- Blogs.
- Videos.
- Storytelling that allows self-presentation to potential employers, are used for candidate presentation.

Internet portals are very popular for offering jobs, with LinkedIn as an example. Information about selected offers is supplemented with the company's substantive data and candidate expectations. Conducting detailed interviews with candidates, where virtualization using chatbots—understood as computer programs that naturally replace human language—is important. One solution for analyzing a candidate's capabilities is the Assessment Center, combining candidate testing with remote recruitment. Gamification is also used, aiming to increase candidate engagement (Graczyk-Kucharska et al., 2020, p. 54). LinkedIn is considered a social network for professionals, bringing together various industries, clients, sellers, and potential employees (Grensing-Pophal, 2020). It is also a platform for sharing knowledge and exchanging experiences (Whitcomb, 2021). According to 2023 reports, LinkedIn in Poland has about 5.5 million users. The platform is especially popular among professionals in industries such as IT, marketing, finance, and management (LinkedIn Talent Solutions, 2023). It offers high potential for establishing contact and interaction for greater efficiency and success in business. LinkedIn is also considered a primary tool for recruiters, with contemporary data showing that 90% of them use it. It is a proven way to search for candidates by analyzing profiles of job seekers (Gawanowska, 2022). Research findings by Kampen and Van der Velde

(2023) on the recruitment process on LinkedIn showed that based on artificial intelligence, this social platform improves recruitment quality by better matching candidates to positions (Kampen, Van der Velde, 2023). This view is confirmed by research by Castagnoli and Fazzi (2023), which describes LinkedIn as a digital tool shortening recruitment time by providing easy access to candidates' professional profiles. A broader perspective on the global recruitment process is presented in the research findings of Orlowski and Kollar (2024), indicating that tools like advanced search, location filters, and recommendations enable quick finding of qualified candidates from different countries (Orlowski, Kollar, 2024). According to Smith and Patel, creating a recruiter's profile should focus on representing the company's image. It is important to complete all necessary data and present the organization well, as well as develop a network of contacts (Smith, Patel, 2024). Therefore, creating valuable content important to candidates and brand recipients is crucial, influencing community engagement. Posting job offers on the free version of LinkedIn offers unlimited possibilities for publishing, sharing, and promoting offers. Candidate searches allow for quick analysis of selected positions, locations, and previous workplaces. This includes various functionalities such as full access to the entire LinkedIn network, advanced search filters, guided search, saved search alerts, finding similar contacts, and highlights. Additionally, the offer includes InMail messaging, showing who viewed the profile, and enabling communication with several candidates simultaneously (Gawanowska, 2022). Managing the candidate database is also important, involving candidate database management and automation, collaboration with hiring managers, mobile access, team performance tracking, and customized workflow. The main function in this case is managing relationships with potential recipients. InMail is considered a paid message to the candidate, enabling sending information to contacts within the network and those with no established relationship. It is a key communication tool useful in the work of a professional recruiter, facilitating quick contact and accelerating the recruitment process (Gawanowska, 2022). Researchers Carter and Kim (2024) argue that LinkedIn recruitment involves taking care of the company profile, where proper image creation and checking the reliability and currency of shared information are important (Carter, Kim, 2024). Errors on profiles can negatively affect their perception by potential candidates. For organizations, it is crucial to ensure logo quality, proper background images, headers, and consistent information (Lavigne, Hart, 2024). Published texts should attract, intrigue, and encourage contact and application. Job offers posted on LinkedIn require precision and clarity, appropriately presenting the job position. Information should be concise yet comprehensive, ensuring greater interest in the offer (Becker, Johnson, 2024). Direct contact through InMail is essential for supporting traffic and accelerating the recruitment process (Becker, Johnson 2024). Paid tools, including ads, are a simple way to increase interest in the offer, moving it to the top of search results using keywords (Lavigne, Hart, 2024). Adapting the format to be properly displayed on user feeds is important. LinkedIn Talent Solution is a special service dedicated to recruiters, allowing advanced searches for the best candidates according to specific criteria. It is useful for large enterprises conducting

continuous recruitment from various locations (Redakcja UMG, 2022). Despite many advantages, the LinkedIn recruitment process also involves costs, risks, and disadvantages to consider. Baruffaldi and Conti (2023) indicate that high costs of having a recruiter profile can be significant, especially for small and medium-sized enterprises. Kampen and Van der Velde (2023) emphasize that despite automating many processes, recruiters must spend significant time reviewing applications, verifying candidates, and communicating, which can prolong the recruitment process. Other researchers point out that a major risk of LinkedIn recruitment is privacy violations, as the platform collects and stores candidates' personal data. Processing information about potential candidates requires companies to comply with strict data protection regulations to prevent potential data breaches (Leicht-Deobald and Schoenborn 2023).

Thus, LinkedIn can be considered the primary tool for every recruiter, reflecting the use of Recruitment 5.0 in modern social media. Many candidates are currently passive, meaning they are not actively seeking jobs but are open to change, which LinkedIn facilitates by inviting them to conversations or collaborations. Social media, such as LinkedIn, uses modern technology and algorithms to gather the right community within a specific thematic area. LinkedIn is considered an effective recruitment method in 2023, providing a well-thought-out recruitment strategy (Smith, Williams, 2023). It allows targeting specific audiences for ads, recruiting locally, nationally, or globally, reaching individuals fitting the defined criteria. Using LinkedIn means applying effective recruitment, favoring the execution of recruitment campaigns while popularizing them. They use personalized recruitment campaigns for specific target groups, considering location, industry, age, interests, or education (Lavigne, Hart, 2024). Through social media, it is also possible to reach people who rarely visit job portals but are open to new employment. LinkedIn is an attractive way to acquire new recipients, allowing them to explore a new job offer they might not have expected. The platform also ensures the safe exchange of application documents, mutual communication, and network building. It is an increasingly appreciated tool for modern recruitment, leveraging social communication possibilities and building mutual relationships. This strategy reduces recruitment costs and accelerates the process (Kruk-Godlewska, 2023).

5. Notes in the main text

LinkedIn is thus a platform utilizing Recruitment 5.0, enabling business relationships and quickly conducting the process of acquiring new employees. The purpose of this work was to present the evolution of the recruitment process from 1.0 to 5.0 and the potential applications of LinkedIn in recruitment. Further changes in the recruitment process are expected, depending also on the organizational culture of the organization. Today, communication skills, engagement, willingness to cooperate, and the use of modern technologies are increasingly

important. Mutual communication is increasingly developed remotely, to which social platforms such as LinkedIn contribute. In the future, the growing importance of online courses on corporate cloud servers, as well as tutorials for future job candidates and assessment systems used for recruitment preparation, should be expected. Social networks are a very important tool, effective in both recruitment and recommendations. They serve as a form of image building aimed at encouraging participation in recruitment and application submission. Social awareness is systematically changing, influencing the methods of recruitment and communication on the Internet. LinkedIn aims to increase the amount of information available about the candidate even before the interview. This is influenced by the information posted, which determines whether the candidate is invited for a meeting. Social media is becoming an effective place for sharing opinions and information, which is very important during the recruitment process. They allow identifying a candidate's personality, predispositions, and capabilities, which are essential in a specific workplace.

Acknowledgements

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