

**Publisher**<http://jssidoi.org/esc/home>**INFLUENCE OF SOCIAL MEDIA USE ON HR MARKETING TOOLS IN RECRUITMENT****Michaela Procházková**

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**Abstract.** This quantitative study examines the impact of social media on the use of HR marketing tools within organizational recruitment processes. Understanding the growing significance of digital platforms and their impact on recruitment strategies is essential, requiring the adaptation of HR marketing approaches to dynamic work environment. Employing a quantitative research design, data were collected through a questionnaire survey and subsequently analysed using descriptive statistics, Chi-square tests, Cronbach's  $\alpha$  and Cramér's V to identify relationships between the use of social media and the application of other HR marketing tools. The study involved 215 organizations of varying sizes and sectors operating in the Czech Republic and Slovakia. The findings revealed distinct trends in the use of digital versus traditional recruitment methods. Organizations that utilize social media tend to employ online advertising and company websites, while the application to traditional methods was less common. The results further highlight the importance of social media as a component of employer branding, particularly in engaging younger generations of job seekers. Overall, the active integration of social media into HR marketing strategies appears to be a key factor in enhancing the effectiveness of recruitment processes and improving organizational adaptability to evolving labour market conditions.

**Keywords:** HR marketing; employer branding; social media

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**JEL Classifications:** M12, M50, O15

**1. Introduction**

Current trends in human resource management reflect a pronounced transformation of traditional practices, driven primarily by digitalization and the growing importance of information and communication technologies (ICT). In this context, HR marketing has emerged as a strategic tool for enhancing employer attractiveness, strengthening employee engagement, and effectively reaching prospective job candidates. By integrating principles of HR management and marketing, HR marketing redefines the conventional understanding of the customer, the external customer is viewed as a potential employee, while the internal customer is the organization's current workforce. Rising competition in the labour market, particularly in sectors with a high demand for qualified professionals (IT, engineering, healthcare), is prompting organizations to adopt more proactive strategies for talent acquisition and retention. As highlighted in numerous recent studies, employee loyalty, engagement, and willingness to contribute to the long-term success of an organization can no longer be assumed. In this context, cultivating an appealing and credible employer image, the so-called employer branding, has become a key component of gaining a competitive edge. Effective HR marketing must therefore address not only the substance of job offers, but also the communication

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style and employer approach, ensuring alignment with the expectations, values, and lifestyles of the target audience.

In recent years, recruitment processes have undergone a significant shift towards digitalization. Online HR marketing tools, including corporate websites, professional platforms (e.g., LinkedIn), and social media (such as Facebook, Instagram, YouTube, and TikTok), are being increasingly used as primary channels for communication with target applicant groups. This transformation is largely driven by generational changes in the labour market, as younger generations (particularly Generation Z) spend a substantial portion of their time in digital environments. Generation Z thus expects a similar standard of communication from prospective employers.

Organizations in the Czech Republic and Slovakia have recently shown growing interest in the implementation of HR marketing tools. However, the extent and depth of their adoption, particularly of online channels, vary considerably across industries. Small and medium-sized enterprises (SMEs), as well as family-owned businesses, often encounter obstacles such as a lack of expertise, limited internal capacity, and the absence of a clear strategic vision for digital HR marketing. Further regional specificity is the dominance of local job portals, such as *Pracuj.cz* or *Profesia.sk*, which play a central role in shaping employers' recruitment practices and serve as alternatives to global platforms like LinkedIn. The Czech and Slovak labour markets are also marked by demographic aging, a persistent outflow of talent to Western countries (especially Germany and Austria), and constrained HR budgets in many organizations. These factors jointly contribute to a unique and challenging environment for the development of HR marketing.

Although HR marketing has been the focus of many international studies, research specifically focused on the Central European context remains limited. This research gap is particularly significant given that the Czech Republic and Slovakia are shaped by a unique combination of demographic, economic, and institutional factors that distinguish these markets from more developed Western ones. As a result, current scholarship does not fully capture how HR marketing strategies evolve in this specific environment, nor which tools prove most effective. This study seeks to address this research gap by offering empirical insights into the use of social media and its relationship with other HR marketing practices in the Central European context.

The objective of this study is to examine the role of social media platforms in the recruitment processes of organizations in Central Europe and to assess their potential influence on the implementation of other HR marketing tools. The analysis is based on quantitative data collected from a representative sample of organizations and investigates statistical correlations between the use of social networks and the application of selected recruitment methods. The findings contribute to a more nuanced understanding of the diversity of recruitment strategies in the digital era and may serve as a basis for designing more targeted and effective HR marketing initiatives tailored to the specific conditions of the Central European labour market.

## 2. Theoretical background

The current labour market is characterised by intense competition, which significantly influences the processes of attracting and retaining qualified employees. Attracting high-quality employees is no longer a given. It demands a systematic approach and the implementation of proactive recruitment strategies. As a result, organizations increasingly seek to position themselves as attractive employers and to distinguish their employer brand from competitors. In this context, HR marketing emerges as a strategic instrument that can enhance an organization's competitive advantage and reinforce its distinct identity in the labour market.

CSR has significantly improved employee perception and engagement. CSR strengthens social support, diversity, health and safety, and equal treatment at both levels of management (Haque et al., 2020). In small and micro enterprises, there is more room for creating a creative corporate culture that is based on interpersonal relationships and shared values. These values are mainly the knowledge of the meaning of work, communication, passion and support. Values associated with the organization of work, such as creating a safe working environment, cooperation and responsibility, gain in importance as the business entity grows (Balková et al. 2022).

In other countries, and increasingly in the Czech Republic and Slovakia, more attention is being paid to attracting and retaining talented employees. Employee loyalty and the impact of the use of HR marketing tools have been examined in numerous studies. Organizations need to hire employees with expert knowledge, skills, and abilities

(Gilch & Sieweke, 2021). It is not uncommon for talented and high-performing employees to be actively recruited across different business sectors. The first step in recruitment is to attract job seekers and motivate them to apply for a position (Giannakis et al., 2015). HR departments are the core of the organization and reflect all expectations in terms of performance, motivation, and business sustainability. In light of this, HR managers need to adopt marketing techniques to attract future employees.

The way human resources are managed plays a crucial role in determining an organization's overall performance. A company's success, resilience, and ability to respond effectively to the challenges of a competitive labor market depend not only on securing sufficient human capital but also on the efficiency with which it is utilized. The human factor remains a key determinant of organizational quality, and investments in the development of human resources are widely recognized as contributing to long-term performance and sustainability.

Traditional recruitment methods, which were predominant until the late 1990s, are now gradually being replaced by more modern approaches that increasingly leverage emerging technologies (Ahmed, 2018). Recruitment can be classified as either external or internal, depending on the scope of the activity. However, it is also essential to consider the time aspect of recruitment, as organizations may face urgent hiring needs due to unforeseen circumstances (such as the sudden departure of an employee or a serious breach of discipline), or they may engage in planned recruitment over a longer time horizon. In both cases, the recruitment process is structured to provide employers with as much relevant information as possible about applicants' qualifications and characteristics (Gerxhani & Koster, 2015). Human resources represent one of the key sources of a company's competitiveness. To gain a competitive advantage through human capital, organizations must utilize all available tools, including marketing models. Companies that successfully apply HR marketing principles tend to rely heavily on social media promotion. Given the diversity of available platforms, HR professionals can choose from a broad range of channels. The effectiveness of employer branding communication can be significantly enhanced through the strategic selection of appropriate social media platforms (Shen, 2023).

The traditionally adopted recruitment process model, which assigns recruitment quotas across different stages of the process, is often considered a highly subjective approach. As a result, satisfactory recruitment outcomes may not be achieved due to the absence of robust quantitative analysis (Miao et al., 2022). To ensure a quality recruitment process, it is essential to approach each hiring with creativity and flexibility (Negrin et al., 2022). HR marketing experts emphasize the importance of addressing multiple dimensions during recruitment, from organizational structure, workplace culture, and environment, to effectively reaching the right target groups of potential candidates (Van Dierendonck et al., 2016; Van Esch et al., 2019). Ongoing changes in technological, socioeconomic, and cultural environments have intensified competition for talent, making human resources a crucial factor in creating and maintaining a competitive organization. The ability to attract high-quality human capital depends largely on the effective use of HR marketing tools, particularly those related to employer branding.

Social networks are increasingly being used in both personal and professional spheres. Numerous studies confirm the benefits of social media application for enhancing engagement, communication, and reach within human resource management (Nyusani & Mabungela, 2025). Social networks can also serve as tools for analysing the behaviour of customers, employees, and even entire organizations (Panuš, 2023). Research indicates that the vast majority of employees believe that social media not only improves workplace relationships but also significantly supports decision-making processes (Bizzi, 2018).

Social platforms provide the digital infrastructure for social and economic activities and play a transformative role in shaping both business operations and social interactions. Social platforms also facilitate access to valuable resources for individuals and groups, thus contributing to the protection and promotion of public interests. Understanding the role of the platforms in supporting the common good in the context of HR marketing requires attention to the complex interplay of market dynamics, state influence, and civil society engagement (Chang & Zhang, 2024). For instance, LinkedIn enhances labour market transparency, enabling candidates to better understand job requirements and opportunities. This increased transparency helps reduce information asymmetry between employers and job seekers (Kostrzewska, 2024).

Negrin et al. recommend adopting a multimodal recruitment strategy to enhance the engagement of job seekers. A comprehensive approach integrating both active and passive recruitment methods has been shown to yield greater

success, not only in attracting applicants but also in facilitating their registration (Negrin, et al., 2022). Small and medium-sized enterprises (SMEs) demonstrate a high capacity for adapting their human resources practices, combining cost-effective measures with increased flexibility, often through the application of relatively recent and proactive approaches to HR decision-making. Furthermore, current research indicates a growing tendency among SMEs to adopt new developmental trends, including the rising demand for multitasking, highly skilled workers, and professionals. This evolving demand is reflected in HR practices that prioritize efficiency and seek to balance operational flexibility with the strategic management of talent (Li et al., 2024).

In external labour markets, knowledge related to human resources and marketing is primarily disseminated through social networks, educational institutions, and business consultancy services (Conrad & Mayer-Ohle, 2024). At the theoretical level, the application of social identity theory is an important aspect in examining the relationship between HR marketing and innovative work behaviour. At the managerial level, raising awareness among managers concerning the strategic role of HR marketing contributes to fostering innovation within organizations. This is also related to the extent to which social media platforms are used as tools to present and shape the organizational image (Zekri et al., 2024). To maintain and enhance their competitiveness in the labour market, organizations are recommended to observe and benchmark the practices of other entities. They should learn to compare the applicability of HR marketing tools across various industry sectors. Changes in HR marketing, particularly those involving the use and application of social media, contribute to the continuous development of organizational knowledge. Existing studies in this field support the view that effective knowledge management enhances marketing competencies among employees, boosts customer satisfaction, and ultimately improves both HR marketing practices and overall employee performance (Palanivelu & Saranya, 2020).

Bejtkovský (2020) examines the relationship between the organization size and the extent of social media utilization. His study builds on previous research in this area, confirming that there is no statistically significant correlation between the size of an organization and its active use of social media platforms as HR marketing tools. However, the author identifies a significant relationship between the application of social media as tools for external communication with general public, including public relations, promotion, and recruitment activities conducted by HR professionals. The research further highlights the importance of IT competence and the proactive use of IT technologies in the field of HR management (Bejtkovsky, 2020). The integration of artificial intelligence (AI) into recruitment processes is transforming talent acquisition by enhancing efficiency, promoting fairness, and enabling data-driven decision-making (Kulal et al., 2024).

The results indicate a correlation between innovative organizations, recognized for their technological advancement and financial stability, and their attractiveness to potential employees. Such companies are often perceived as offering better career development opportunities, competitive compensation, and enhanced job security. This dynamic may be particularly appealing to individuals with financial obligations, such as loans, due to the promise of long-term stability and professional growth.

Similarly, certain racial and ethnic communities perceive technology-driven companies as frequently associated with innovation, progressiveness, and inclusive workplace cultures. This perception reinforces their appeal as desirable employers. To capitalize on these advantages, organizations may implement digital recruitment strategies aimed at optimizing both hiring and onboarding processes. These strategies not only facilitate the replacement of traditional procedures but also enable the deployment of digital tools and resources, thereby enhancing operational efficiency and employee engagement (Bou Hatoum & Nassereddine, 2025).

Employees tend to perceive their employer's brand as more attractive when the organization is viewed as successful, its products or services are highly regarded, and its external image is considered appealing. The application of branding principles to human resources fosters a system in which managers are encouraged to engage in internal communication that cultivated employee pride in being associated with a desirable and reputable employer (Grigore et al., 2023).

Employer branding (EB) significantly influences an organization's performance across multiple dimensions, such as HRM, finance, innovations, and quality. A well-developed EB benefits both employees and employers in multinational corporations, especially during periods of crisis (Stor & Haromszeki, 2025). AI is being increasingly integrated into HR management, particularly in recruitment. Candidates generally respond positively to AI,

appreciating especially its role in promoting innovations and development. The use of AI in combination with professional and personal data, however, may elicit reservations, with some candidates choosing not to apply for certain positions as a result. Over time, organizations have begun to expand AI applications beyond recruitment, incorporating it into broader HR marketing efforts to maintain transparent and timely communication with candidates. Consequently, AI-based strategies are increasingly oriented towards human-centered design and foster relational dynamics with applicants (Tursunbayeva et al., 2025).

### 3. Research objective and methodology

The objective of the paper, which draws on both quantitative and qualitative data analysis, is to investigate the impact of social media use in HR marketing. The study seeks to examine whether organizations that utilize social media also tend to implement a broader range of HR marketing tools and how they evaluate the effectiveness of these tools when used in combination. The main research question is formulated as follows:

*Is there a significant relationship between the use of social media and the perceived effectiveness of individual HR marketing tools?*

In line with the research question, alternative and null hypotheses are formulated as follows:

*Null hypothesis (H0):* The use of social media by companies does not significantly influence the use of other HR marketing tools.

*Alternative hypothesis (H1):* There is a significant relationship between the use of social media and utilization of other HR marketing tools.

Data were collected between autumn 2023 and spring 2024 using a questionnaire survey involving 215 companies of various size categories operating in the Czech Republic or Slovakia. A non-probability sampling method was employed to determine the core sample of respondents. The selected companies were categorized by size into micro, small, medium-sized, and large enterprises. The companies were further differentiated based on their sector of activity. This broad sample aimed to ensure reliability and relevance of the results. The final sample included only companies that had been economically active within the past five years and whose data could be verified. Preference was given to organizations that had demonstrably implemented HR marketing tools in their operations.

For the purposes of this research, a total of 303 questionnaires were distributed. Out of these, 231 questionnaires were returned, resulting in a gross response rate of approximately 76%. After verifying the completeness and validity of the responses, 16 questionnaires were excluded from the analysis. As a result, 215 duly completed questionnaires were included in the final analysis. The resulting net response rate was therefore 71%.

$$\text{Gross response rate} \quad \frac{231}{303} * 100 = 76.2 \% \quad (1)$$

$$\text{Net response rate} \quad \frac{231-16}{303} * 100 = 70.90 \% \quad (2)$$

The mathematical and statistical analyses were conducted using IBM SPSS 29 software (Statistical Package for Social Sciences). Key factors were summarized using descriptive statistics, providing an overview of current trends in the use of social networks in HR marketing practice. Following the analysis of the data collected, comparative tests were conducted using the chi-square test to determine whether significant relationship existed between categorical variables within the sample.

To assess the reliability of the scales used, internal consistency was measured using Cronbach's alpha coefficient. This coefficient is based on the variance analysis of individual items and their total score. The value of Cronbach's alpha ranges from 0 to 1, with higher values indicating greater internal consistency. Generally, values above 0.7 are

considered acceptable, values above 0.8 are considered good, and values above 0.9 are considered excellent (George & Mallery, 2023). The practical application of Cronbach's  $\alpha$  lay in its ability to determine whether individual items within a given scale could be aggregated (e.g., summed or averaged) and subsequently treated as a single composite indicator. A low reliability score would indicate weak internal consistency of the items, suggesting the need to revise, reduce, or divide them into separate scales. In the present study, Cronbach's  $\alpha$  was used to verify the reliability of a group of questions related to the use of internal and external human resource marketing tools. This practice ensured the validity of the subsequent statistical analyses that used these constructs.

Formula for calculating Cronbach's  $\alpha$

$$\alpha = \frac{k}{k-1} \left( 1 - \frac{\sum_{i=1}^k \sigma^2_i}{\sigma^2_t} \right) \quad (3)$$

where:

$k$  = number of items within a scale,

$\sigma^2_i$  = variance of individual items,

$\sigma^2_t$  = variance of the total score (the sum of all items).

The above formula indicates that the value of Cronbach's  $\alpha$  depends both on the number of items and on their internal homogeneity (correlations). The higher the correlations and the greater the number of items in the scale, the higher the resulting value of  $\alpha$ .

To assess the strength of the identified relationships between categorical variables, Cramér's  $V$  effect size was used. This coefficient is derived from the result of the chi-square test and enables determining the degree of dependence between variables independently of the sample size (Cohen, 2013). Given that the analysed contingency tables were in a 2x2 format, a simplified formula was applied:

$$V = \sqrt{\frac{\chi^2}{n}} \quad (4)$$

Where:

$\chi^2$  = value of chi-square test,

$n$  = number of valid cases.

The value of Cramér's  $V$  ranged between 0 and 1, with higher values indicating a stronger relationship between the variables. The interpretation of the effect size usually follows Cohen's (1988), where values around 0.10 indicate a weak effect, values around 0.30 a medium effect, and values above 0.50 a strong effect. Including the effect size in the analysis enabled not only assessing the statistical significance of the results but also their practical relevance, thereby enhancing the overall robustness and explanatory value of the research. To test the main hypotheses, binary logistic regression was applied, enabling the modelling of the probability of a specific dichotomous dependent variable based on the values of independent predictors (Hosmer et al., 2013). This method was suitable in cases where the dependent variable was categorical and had two possible outcomes (e.g., uses/does not use social networks). In the model, the dependent variable was "use of social networks" (0 = does not use, 1 = uses). The independent variables included selected HR marketing tools, specifically, the use of corporate websites, online advertising, and supervising student work (all coded as dichotomous variables). The model's suitability was evaluated through the statistical significance of the model ( $\chi^2$  test), the degree of explained variance (Nagelkerke's  $R^2$ ), and classification accuracy. To assess the effect of individual predictors, odds ratios (Exp(B)) were interpreted, indicating how many times the likelihood of social network usage increased (or decreased) based on the presence of a given factor.

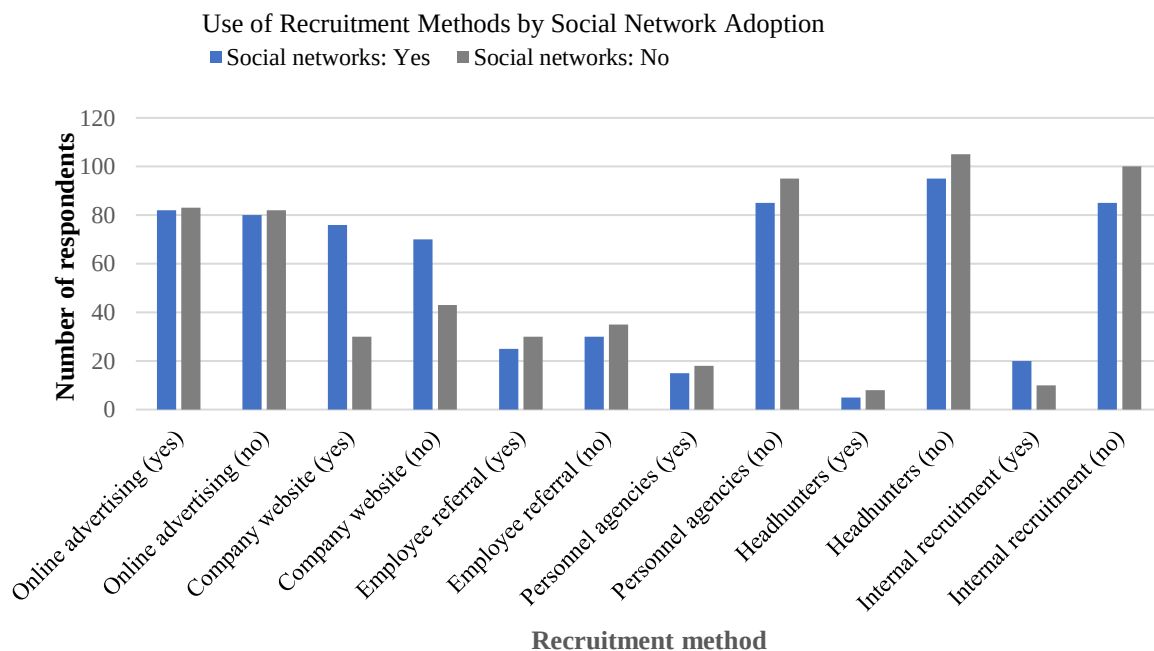
#### 4. Research outcomes

The statistical analysis examined the relationship between social media engagement and the use of specific HR marketing tools. Results are presented in sequence according to the analytical methods applied, with each table and figure referenced in the text. Results summarize the relationship between the use of social networks and other

recruitment methods. Among the 215 organizations, 102 reported social media activity. The data indicate that firms using social media are more likely to apply online advertising (80 out of 102) and to operate corporate websites (79 out of 102). Conversely, traditional tools such as recruitment agencies, head hunters, or direct marketing appear less connected to digital engagement.

The results suggest that even non-users of social media often apply some online forms of recruitment, but active users systematically combine multiple digital channels. The relationship between social media activity and internal recruitment proved statistically significant ( $p < 0.05$ ), implying that organizations with active online presence are also more likely to develop internal talent pipelines. Other relationships, for instance, with employee referrals, were not significant.

The findings discussed above and summarised in the graph (Figure 1) are derived from a single comprehensive cross-tabulation. This table facilitates the examination of interactions between social media use and various recruitment aspects, including online advertising, partnerships with recruitment agencies, employee referrals, internal recruitment, and contact with headhunters. While some relationships were found to be statistically significant (e.g., internal recruitment), others were not (e.g., employee referrals). As such, the data provide a valuable foundation for gaining deeper insight into how digital engagement may influence organizational recruitment strategies.



**Figure 1.** Comparison of the use of recruitment methods according to social media engagement

Source: own processing

The chi-square analysis confirmed a significant relationship between overall social media engagement and respondents' recruitment preferences ( $\chi^2 = 4.682$ ,  $p = 0.030$ ). Fisher's exact test ( $p = 0.038$ ) supported this conclusion, allowing rejection of the null hypothesis. Thus, social media activity correlates with the choice of recruitment practices, suggesting that digitally active firms shape their HR marketing accordingly. In contrast, results show that social media engagement and supervision of student work are not significantly related ( $\chi^2 = 1.680$ ,  $p = 0.195$ ). Both the likelihood ratio and Fisher's exact test ( $p = 0.232$ ) confirmed independence between these variables. Consequently, cooperation with educational institutions does not depend on social media usage. Similarly, results also report no statistically significant link between social media activity and the use of online advertising ( $\chi^2 = 0.993$ ,  $p = 0.319$ ). Although these channels often coexist, the correlation is not strong enough to be significant within this

dataset. The independence of variables indicates that online advertising and social media can function as parallel but separate recruitment strategies.

A statistically significant association was found between social media engagement and website ownership ( $\chi^2 = 6.057$ ,  $p = 0.014$ ). Organizations that maintain corporate websites are considerably more active on social media, reflecting integrated digital behaviour. This result underscores that online visibility through a corporate website often coincides with an active social media presence. Results demonstrate that referrals from current employees are not influenced by social media usage ( $\chi^2 = 0.020$ ,  $p = 0.887$ ). Hence, recommendations remain a traditional internal recruitment mechanism independent of digital activity.

The analysis of interactions with recruitment agencies yielded no significant relationship ( $\chi^2 = 0.485$ ,  $p = 0.486$ ). Whether a company engages external agencies appears unaffected by its social media activity, suggesting that these services fulfil distinct recruitment functions. A significant relationship was observed between social media engagement and cooperation with headhunters ( $\chi^2 = 4.515$ ,  $p = 0.034$ ). Although the absolute number of cases is small, Fisher's test ( $p = 0.049$ ) supports this association. Active use of social networks thus tends to accompany professional networking and contact with specialized recruiters, even if the overall prevalence is limited.

Finally, results confirm a significant relationship between social media engagement and internal recruitment ( $\chi^2 = 5.168$ ,  $p = 0.023$ ). Companies active on social networks more frequently conduct internal recruitment, which may reflect stronger internal communication and employer branding consistency. Figure 1 and Table 1 jointly show that social media presence complements, rather than replaces, internal HR processes. Reliability testing using Cronbach's  $\alpha$  demonstrated high internal consistency for both scales:  $\alpha = 0.93$  for external and  $\alpha = 0.79$  for internal HR marketing tools. These results confirm that the items measured coherent constructs suitable for further statistical interpretation. Effect sizes calculated through Cramér's V ranged from 0.06 to 0.17, corresponding to weak associations. Even when significance was observed, practical effects remained small. This pattern indicates that HR marketing tools operate as largely independent components adopted selectively according to company needs.

**Table 1.** Results of binary logistics regression: relationship between recruitment methods and social media engagement

|                                               | <b>B</b> | <b>S.E.</b> | <b>Wald p</b> | <b>OR</b> | <b>CI 95% low</b> | <b>CI 95% high</b> |
|-----------------------------------------------|----------|-------------|---------------|-----------|-------------------|--------------------|
| <b>Const</b>                                  | -8.953   | 7.424       | 0.2278        | 0         | 0                 | 269.73             |
| <b>Online_rev</b>                             | 2.375    | 0.95        | 0.0124        | 10.76     | 1.67              | 69.18              |
| <b>Internal_recruit_rev</b>                   | -0.122   | 1.754       | 0.9447        | 0.89      | 0.03              | 27.54              |
| <b>Headhunters_rev</b>                        | 1.61     | 2.121       | 0.448         | 5         | 0.08              | 319.68             |
| <b>N</b>                                      | 212      | -           | -             | -         | -                 | -                  |
| <b>Model <math>\chi^2</math></b>              | 47.404   | -           | -             | -         | -                 | -                  |
| <b>Nagelkerke R<sup>2</sup></b>               | 0.882    | -           | -             | -         | -                 | -                  |
| <b>Accuracy (0.5)</b>                         | 0.991    | -           | -             | -         | -                 | -                  |
| B – estimated logistic regression coefficient |          |             |               |           |                   |                    |
| S.E. – standard error of the coefficient      |          |             |               |           |                   |                    |
| Wald p. – Wald test                           |          |             |               |           |                   |                    |
| Exp(B) – exponential coefficient B            |          |             |               |           |                   |                    |
| 95% C.I. for Exp(B) – confidence interval     |          |             |               |           |                   |                    |

Source: own processing

Binary logistic regression tested whether selected HR marketing tools predict the likelihood of social media use. The model was statistically significant ( $\chi^2 = 47.40$ ,  $N = 212$ ) and explained a substantial proportion of variance (Nagelkerke  $R^2 = 0.882$ ). Despite the high classification accuracy (99.1 %), this outcome reflects data imbalance, only six firms in the sample reported no social media activity.

The strongest predictor proved to be online advertising intensity (Exp(B) = 10.76,  $p = 0.012$ ). Firms investing in online advertising were over ten times more likely to apply social media in HR marketing. Other predictors, internal

recruitment ( $p > 0.05$ ) and cooperation with headhunters ( $p > 0.05$ )—were statistically insignificant. The wide confidence intervals indicate uncertainty caused by small subsample sizes, warranting cautious interpretation.

Figure 2 visualizes the nearly linear relationship between online advertising intensity and predicted probability of social media use. The probability rises from 43 % among companies not using online advertising to 99 % among those employing it extensively. This confirms that investment in digital promotion strongly correlates with broader adoption of social media channels.

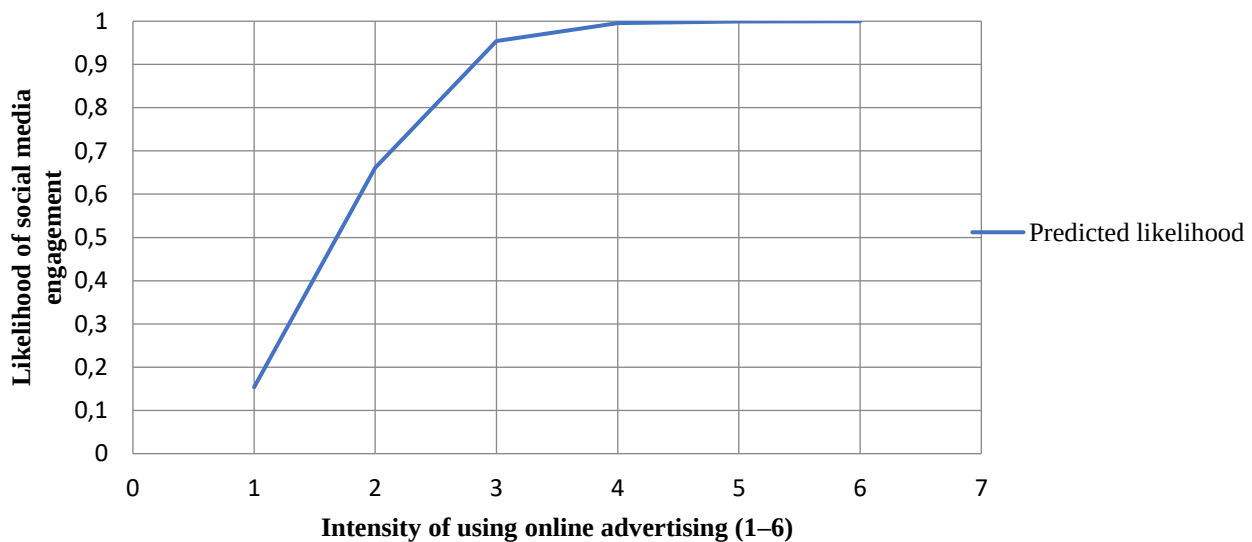


Figure 2. Relationship between online advertising and social media engagement

Source: own processing

Descriptive statistics in Table 2 show that digital methods dominate current recruitment practice. Social networks are used by nearly half of organizations ( $M = 0.47$ ), followed by online advertising ( $M = 0.41$ ) and corporate websites ( $M = 0.32$ ). Traditional tools such as employee referrals, student supervision, or recruitment agencies remain marginal. The results highlight the growing preference for digital environments in HR marketing.

Table 2. Recruitment Strategy and Effectiveness: Summary of Descriptive Statistics

| Statistics                   | Recruitment agencies | Websites | Referrals from current employees | Direct marketing | Supervision of student work | Social networks | Internal recruitment | Online advertising |
|------------------------------|----------------------|----------|----------------------------------|------------------|-----------------------------|-----------------|----------------------|--------------------|
| N                            | 215                  | 215      | 215                              | 215              | 215                         | 215             | 215                  | 215                |
| Mean                         | 0.05                 | 0.32     | 0.01                             | 0.25             | 0.05                        | 0.47            | 0.06                 | 0.41               |
| Std. Error of the mean value | 0.014                | 0.032    | 0.007                            | 0.029            | 0.014                       | 0.034           | 0.047                | 0.034              |
| Median                       | 0                    | 0        | 0                                | 0                | 0                           | 0               | 0                    | 0                  |
| Mode                         | 0                    | 0        | 0                                | 0                | 0                           | 0               | 0                    | 0                  |
| Std. Deviation               | 0.211                | 0.468    | 0.096                            | 0.432            | 0.211                       | 0.501           | 0.688                | 0.493              |
| Variance                     | 0.045                | 0.219    | 0.009                            | 0.187            | 0.045                       | 0.251           | 0.474                | 0.243              |
| Range                        | 1                    | 1        | 1                                | 1                | 1                           | 1               | 10                   | 1                  |
| Minimum                      | 0                    | 0        | 0                                | 0                | 0                           | 0               | 0                    | 0                  |
| Maximum                      | 1                    | 1        | 1                                | 1                | 1                           | 1               | 10                   | 1                  |
| Sum                          | 10                   | 69       | 2                                | 53               | 10                          | 102             | 12                   | 88                 |

Source: own processing

A detailed view in Table 3 confirms this trend: online advertising ( $M = 0.75$ ) and website ownership ( $M = 0.69$ ) are the most widely adopted tools, whereas cooperation with headhunters ( $M = 0.02$ ) or recruitment agencies ( $M = 0.13$ ) is rare. Variability across methods suggests that organizations tailor their digital recruitment intensity to their strategic objectives and resources.

**Table 3.** Use of recruitment methods: Descriptive analysis

| Statistics                   | Social networks | Supervision of student work | Online advertising | Direct marketing | Website | Referrals from current employees | Recruitment agencies | Head hunters |
|------------------------------|-----------------|-----------------------------|--------------------|------------------|---------|----------------------------------|----------------------|--------------|
| N                            | 215             | 215                         | 215                | 215              | 215     | 215                              | 215                  | 215          |
| Mean                         | 0.42            | 0.13                        | 0.75               | 0                | 0.69    | 0.28                             | 0.13                 | 0.02         |
| Std. Error of the mean value | 0.034           | 0.023                       | 0.029              | 0                | 0.032   | 0.031                            | 0.023                | 0.009        |
| Median                       | 0               | 0                           | 1                  | 0                | 1.00    | 0                                | 0                    | 0            |
| Mode                         | 0               | 0                           | 1                  | 0                | 1       | 0                                | 0                    | 0            |
| Std. Deviation               | 0.495           | 0.342                       | 0.432              | 0                | 0.462   | 0.450                            | 0.337                | 0.135        |
| Variance                     | 0.245           | 0.117                       | 0.187              | 0                | 0.214   | 0.202                            | 0.114                | 0.018        |
| Range                        | 1               | 1                           | 1                  | 0                | 1       | 1                                | 1                    | 1            |
| Minimum                      | 0               | 0                           | 0                  | 0                | 0       | 0                                | 0                    | 0            |
| Maximum                      | 1               | 1                           | 1                  | 0                | 1       | 1                                | 1                    | 1            |
| Sum                          | 91              | 29                          | 162                | 0                | 149     | 60                               | 28                   | 4            |

Source: own procesing

Across all analyses, digital tools—particularly online advertising, websites, and social media—emerge as central components of recruitment strategies in Czech and Slovak organizations. Statistically significant relationships were identified between social media use and website ownership, cooperation with head hunters, and internal recruitment. Most other associations were weak or nonsignificant, indicating selective rather than uniform adoption of HR marketing tools.

Reliability testing confirmed strong methodological validity of the applied scales, while effect-size interpretation suggested modest practical impacts. Logistic regression demonstrated that intensive online advertising substantially increases the probability of social media adoption, emphasizing the synergy between these two digital tools. Overall, results highlight an ongoing shift toward integrated, data-driven HR marketing, where online communication platforms reinforce employer branding and recruitment effectiveness.

## 5. Discussion

The presented analysis showed that digital tools, especially online advertising and social networks, currently represent key elements of HR marketing. Ahmed (2018) also confirms that the use of digital tools shows a clear interconnectedness. This finding empirically supports the integrative concept of HR marketing (Giannakis et al., 2015; Shen, 2023), according to which digital communication is effective when it is part of a coordinated employer branding strategy. On the contrary, traditional methods, such as recruitment agencies or direct marketing, have proven to be marginal, statistically unbound. This result does not support the idea of a complete substitution of traditional tools by digital channels, but rather corresponds to the argument about the functional differentiation of recruitment mechanisms (Nyusani & Mabungela, 2025). The results thus confirm the trend of digitalization, but at the same time relativize the thesis of its universal dominance. The findings therefore not only confirm the shift towards digital platforms, but also correct the overly optimistic interpretations of Grigore et al. (2023) on their automatic

effectiveness. The effectiveness of digital tools is conditioned by their systematic integration into the broader recruitment architecture.

### 5.1 Practical implications

The results of the presented research have several fundamental practical implications for human resource management, especially in the field of recruitment and HR marketing. First, it was shown that digital tools, especially online advertising and social networks, form the core of current recruitment strategies, which is consistent with the findings of Ahmed (2018). Social networks are used by approximately half of the organizations studied. It is their application that has proven to be significantly linked to the intensity of the use of online advertising. Binary logistic regression confirmed that companies that invest in the systematic use of online advertising are significantly more likely to use social networks for HR marketing purposes. These findings support the thesis of a synergistic relationship between the two tools and show that online advertising acts as a catalyst for the broader digitalization of recruitment processes. This brings their strategy closer to the systemic model of HR marketing described by Giannakis et al. (2015).

From a practical perspective, this means that organizations should not view digital channels in isolation, but as interconnected elements of a unified employer branding strategy. If a company invests in online advertising, it should also strengthen its presence on social networks to effectively reach both active applicants and passive talents. The results also show that social networks are particularly important for younger generations of applicants (GEN Y and GEN Z), who are increasingly difficult to reach through traditional methods such as print advertising or recruitment agency services. Shen (2023) points out that social media is a structural part of modern recruitment communication. Similarly, Ahmed (2018) and Edward emphasize the shift from traditional methods to digital platforms as a response to changing candidate behavior and the growing importance of the online environment in building an employer brand. On the contrary, Tufts et al. (2015) points out that the digitalization of recruitment does not automatically lead to the weakening of traditional recruitment methods and emphasizes that their importance may persist precisely with regard to the institutional and sectoral context.

Another practical finding is that internal recruitment, employee referrals or cooperation with students remain complementary methods that play a smaller, but not negligible role. Of particular interest is the relationship between cooperation with students and the use of online advertising (Cramer's  $V = 0.24$ ), which suggests that organizations open to academic cooperation are also progressive in the field of digital marketing. From a practical point of view, this may mean that these organizations apply a broader strategic approach to recruitment, combining work with young talents and their early socialization with intensive digital outreach to a wider population of applicants. High reliability values (Cronbach's  $\alpha = 0.93$  for external marketing,  $0.79$  for internal marketing) confirm that the selected scales can be reliably used in practice, for example for benchmarking or monitoring long-term changes in recruitment strategies. HR managers thus have a stable tool at their disposal that can be used both in internal process analysis and in external communication of results.

The results can also be used to prioritize investments in HR marketing. Companies that are not yet using digital tools can better understand their importance and benefits based on the findings presented. From a labor market perspective, this means that less digitally active employers risk losing competitiveness, as their ability to reach young talent and communicate company culture in an attractive way is limited compared to more digitally advanced organizations.

### 5.2 Limitations

Although the findings provide valuable insights into the current state of HR marketing in companies, it is important to acknowledge several limitations that may influence the interpretation of the results.

First, there might be bias stemming from the self-assessment nature of the responses. The data were collected through a questionnaire survey in which respondents evaluated the extent to which various recruitment tools are employed in their organizations. This method involves the risk of self-report bias, where respondents may unintentionally portray their organization in a more favourable light than is accurate. This tendency may be particularly pronounced in relation to methods perceived as modern or appealing, such as the use of social media, whose prevalence may thus be slightly overstated. Conversely, more traditional approaches may have been underreported, as they are not

generally viewed as innovative or prestigious. Such bias is relatively common in HR marketing research and should be carefully considered when interpreting the outcomes.

The second limitation concerns the geographical scope of the research, which was conducted in the Czech Republic and Slovakia. Although both countries share a number of similarities (e.g., cultural proximity, historical background, and comparable institutional frameworks), the findings cannot be readily generalized to other regions in Europe or beyond. Labour markets in Western Europe, the United States, or Asia may exhibit different dynamics in terms of the use of digital recruitment tools, and the findings should thus be interpreted within the boundaries of this geographical context. Given the geographical limitation, Shen (2023) points out in particular the importance of institutional and cultural context, and it is therefore likely that the relationships between recruitment tools could be different in other countries.

The third limitation concerns the time frame of data collection. The questionnaire survey was conducted during a specific period, which may have been influenced by external factors. For instance, in the aftermath of the COVID-19 pandemic, there was a significant shift towards the digitalization of recruitment processes, which may have affected the reported intensity of using certain tools. The results thus reflect a snapshot of a particular moment and should not be uncritically extrapolated into the future without considering potential changes in technology, economic conditions, or candidate preferences.

The fourth limitation is the class imbalance within the dependent variable in the logistics regression analysis. Since the vast majority of organizations (206 out of 212) already utilize social networks, the model achieved a high rate of correct classifications. However, elevated values of pseudo- $R^2$  and classification accuracy values do not necessarily reflect strong predictive power but may partly result from the aforementioned imbalance. This limits the generalizability of the findings and warrants cautious interpretation.

### 5.3 Future research directions

The findings of the present study highlight several areas that would benefit from further investigation.

First, it would be recommendable to conduct international comparative studies that examine the use of digital and traditional recruitment methods across diverse cultural and institutional contexts. Such research could assess the extent to which the results obtained in the Czech Republic and Slovakia are transferable to other countries and explore the influence of factors such as legislation, cultural preferences or the technological maturity of the labour market. A further direction would be longitudinal research aimed at tracking the development over time. Given the rapid evolution of digital technologies and social media platforms, it is likely that the relative significance of individual recruitment methods will continue to change. Systematic and repeated data collection would enable capturing these dynamics and offer employers timely, evidence-based recommendations.

Qualitative research also represents a valuable direction, offering the potential to complement quantitative findings with a deeper understanding of organizational motivations and decision-making processes. In-depth interviews with HR managers could shed light on why certain channels are preferred, how different tools are combined, and how their effectiveness is perceived in practice. Another important direction is research focusing on the perspective of job seekers. While the present research concentrated on the organizational viewpoint, the effectiveness of HR marketing activities is equally shaped by how these tools are perceived by applicants. Questions such as whether social media communication is perceived as trustworthy, how individuals respond to online job advertisements, or whether employee referrals carry greater weight could significantly enrich the overall understanding of recruitment dynamics.

Finally, further research could also explore methodological innovation, such as the application of penalized regression models or machine learning algorithms for predicting the use of recruitment tools. These methods could more effectively address challenges like class imbalance and provide more robust and reliable estimates of underlying effects.

The digitalization of recruitment does not lead to a complete replacement of traditional recruitment methods. Traditional tools are part of organizations' recruitment strategies and function more as complementary mechanisms alongside digital channels. Negrin et al. (2022) also recommend using multiple recruitment methods simultaneously and combining different forms of addressing candidates. Effective recruitment is based on a

combination of digital and traditional approaches. The results also contribute to the discussion on the broader role of digital platforms in the labor market. We thus agree with Kostrzewka (2024) that social media can serve not only as a recruitment tool but also as a means of increasing labor market transparency and facilitating communication between employers and candidates. Chang and Zhang (2024) emphasize that in this way, they can contribute to reducing information asymmetry between individual labor market actors.

## 6. Conclusions

This study examined how social media usage influences the adoption of HR marketing tools. Social media platforms have become essential not only for communication but also for promoting organizational culture, values, and work-life balance. With Generation Z entering the labor market, social media now serves as a crucial medium for professional networking, employer branding, and showcasing corporate identity.

The results indicate that organizations using social media also tend to combine it with online advertising, which together enhances employer brand visibility and communication effectiveness. However, no direct reduction in traditional HR marketing tools was identified, as the statistical analysis confirmed the independence of these variables. This suggests that while digital tools are gaining importance, traditional methods such as print advertising or recruitment agencies continue to play a complementary role. The findings highlight the strategic need for companies to invest in the systematic use of digital platforms while maintaining a balanced mix of traditional approaches. This dual strategy can strengthen employer branding, expand outreach, and appeal to diverse generations of job seekers. As Generation Z increasingly relies on social media to assess company culture and values, organizations that integrate digital tools effectively may gain a competitive advantage in talent attraction. Future research should explore the long-term impacts of social media-based HR marketing, specifically, whether positive impressions formed online translate into stronger employee engagement, satisfaction, and retention over time.

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