talent more efficiently. This aligns with Signaling Theory, where organizations use social media platforms to signal their values, culture, and job opportunities to prospective candidates. Likewise, Social Capital Theory plays a role, as candidates' online networks and connections often serve as indicators of professional credibility and fit. Additionally, Brand Equity Theory highlights the importance of employer branding in social media recruitment, where organizations with strong online reputations are more likely to attract high-quality candidates. The integration of Engagement Theory also suggests that the interactive and transparent nature of social media recruitment fosters greater candidate engagement, both before and after hiring, enhancing overall recruitment outcomes. Despite the advantages, the theoretical backdrop also touches on concerns related to Ethical Theory, raising issues around privacy, bias, and fairness in the recruitment process. Together, these theoretical foundations provide a comprehensive understanding of the dynamics and implications of social media recruitment on organizational performance and employee satisfaction.

INTRODUCTION

In recent years, social media platforms have transformed the recruitment landscape by offering unprecedented access to a large pool of potential candidates. Platforms like LinkedIn, Facebook, and Twitter are no longer solely social networking tools but have evolved into powerful recruitment platforms. Organizations are increasingly leveraging these channels to streamline recruitment processes, reach passive candidates, and improve employer branding (Bondarouk, et al., 2017). The shift towards social media recruitment is driven by the need for cost-effective, efficient, and faster recruitment processes. However, the implications of this shift on both recruitment outcomes and post-hire employee engagement remain underexplored, especially in terms of credibility and satisfaction associated with social media recruitment.

Social media recruitment offers several benefits, including enhanced candidate reach, greater visibility, and the ability to attract a diverse workforce (Sivertzen et al., 2013). These platforms enable employers to evaluate potential candidates based on their digital profiles, making it easier to assess their professional background and social behaviors. However, there is a growing concern about the reliability and credibility of candidates selected through social media, as these platforms often lack standardized measures to verify candidates' qualifications and skills (Nikolaou, 2014). This raises important questions regarding the long-term effectiveness of social media recruitment in ensuring both recruitment and post-hire outcomes, such as employee engagement.

Employee engagement has become a critical component of organizational success, as engaged employees tend to be more productive, innovative, and committed to their organizations (Saks, 2019). However, it remains unclear whether candidates recruited via social media channels demonstrate similar levels of engagement compared to those hired through traditional recruitment methods. Studies suggest that the engagement of employees may be influenced by the recruitment experience, including the credibility of the recruitment process and the satisfaction candidates derive from their interaction with the organization (Kaur, 2020). Therefore, understanding the connection between social media recruitment and post-hire employee engagement is crucial in assessing the overall effectiveness of these platforms.

While there is a growing body of research on the use of social media for recruitment, the majority of studies focus on the pre-hire phase, often neglecting the post-hire outcomes (Doherty, 2018). Consequently, there is a significant gap in the literature regarding the long-term impact of social media recruitment on employee engagement, retention, and performance. This study seeks to address this gap by investigating the role of social media in influencing recruitment outcomes, as well as the post-hire engagement of employees. By exploring both pre-hire and post-hire dimensions, this research offers a comprehensive view of social media recruitment's effectiveness in contemporary organizations.

In conclusion, this study aims to provide valuable insights into the relationship between social media recruitment, candidate credibility, recruitment satisfaction, and post-hire employee engagement. By examining the full recruitment lifecycle, from candidate attraction to employee engagement, the research will contribute to the growing discourse on the strategic use of social media in human resource management. The findings are expected to inform HR practitioners about the benefits and limitations of using social media in recruitment and its influence on long-term employee outcomes.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

H_4: Employer branding via social media significantly enhances recruitment effectiveness by attracting more qualified candidates.

Social Media Recruitment

Nikolaou (2014) highlights that social media platforms like LinkedIn and Facebook have revolutionized recruitment by providing a larger pool of potential candidates at a reduced cost. This shift has improved the efficiency of the recruitment process, as recruiters can target specific groups based on job roles and qualifications. However, the study notes the limitations in assessing candidates' true capabilities

through social media profiles alone, which may lead to mismatches in candidate selection. The ability to verify candidates' skills and qualifications through these platforms is often questioned, raising concerns about the reliability of such recruitment processes.

Davison, Maraist, and Bing (2011) argue that social media recruitment enables real-time interaction between recruiters and candidates, creating a more dynamic and engaging hiring experience. This interaction enhances the recruitment process by allowing recruiters to form a better understanding of the candidates' personalities and soft skills. However, over-reliance on social media can introduce biases, as recruiters may form premature judgments based on superficial information like photos or personal interests. The challenge remains in balancing the depth of interaction with the accuracy of candidate evaluation.

Girard and Fallery (2013) suggest that social media recruitment enhances employer branding, which is a significant factor in attracting top talent. Companies that actively engage on platforms like Twitter and LinkedIn can present a more dynamic image, making them more appealing to prospective employees. However, they caution that companies must maintain a consistent and professional online presence to avoid negative impressions. A poor or unresponsive social media presence can drive away qualified candidates.

Sivertzen et al. (2013) find that organizations using social media recruitment strategies are often seen as innovative and forward-thinking. This perception helps to attract younger, tech-savvy candidates who prioritize workplace flexibility and modernity. However, the study also notes that social media recruitment may alienate older or less digitally engaged candidates, potentially limiting diversity within the applicant pool. Balancing traditional and modern recruitment methods is essential for reaching a broad range of candidates.

Bissola and Imperatori (2013) argue that social media recruitment allows employers to assess both professional skills and cultural fit by analyzing candidates' online interactions, endorsements, and networks. This multidimensional view of candidates can improve the hiring process by providing deeper insights into their personality and work ethic. However, there is a risk of overlooking key qualifications if recruiters focus too heavily on social interactions rather than professional competencies.

Walker et al. (2015) suggests that while social media recruitment can be an efficient way to attract candidates, it is most effective when used in combination with traditional recruitment methods. Social media can quickly identify a broad range of candidates, but face-to-face interviews and skill assessments are still necessary for evaluating deeper competencies. Hybrid recruitment models that combine digital and traditional approaches yield the best results..

Melanthiou et al. (2015) highlight the increasing use of social media recruitment in tech and creative industries, where candidates are often expected to showcase their portfolios online. Platforms like LinkedIn and Behance allow candidates to present their work in ways that traditional resumes do not. However, for industries that require formal qualifications, social media may not provide the detailed assessments that are necessary for high-stakes roles.

Pate and Johnson (2018) emphasize that social media recruitment is particularly useful in reaching passive candidates who are not actively searching for jobs but may be open to opportunities. This method of recruitment helps organizations tap into a wider talent pool that would be inaccessible through traditional job postings. However, engaging passive candidates requires sustained interaction, which can be time-consuming and resource-intensive for HR departments.

Prasad et al. (2019) point out that social media recruitment helps organizations attract candidates who align with their corporate culture. By posting content that reflects the organization's values, companies can appeal to candidates who are more likely to succeed and stay within the company long-term. However, this approach can also narrow the applicant pool to those who are only culturally similar, potentially limiting diversity and fresh perspectives.

Doherty (2018) discusses the role of social media recruitment in enhancing recruitment efficiency by automating initial screening processes. Algorithms can match candidates to job postings based on their profile information, speeding up the process. However, the study notes the risks associated with relying too heavily on algorithms, as they may exclude qualified candidates who do not have optimized social media profiles.

Credibility and Satisfaction

Nikolaou (2014) argues that social media platforms like LinkedIn and Facebook provide limited options for verifying a candidate's credentials, which may affect the perceived credibility of the recruitment process. While these platforms offer a wide pool of candidates, they lack standardization, making it difficult for organizations to ensure the accuracy of the information provided. As a result, HR professionals may be skeptical of the reliability of candidates' social media profiles, potentially leading to recruitment inefficiencies.

Roth et al. (2016) highlight the role of social media in shaping perceptions of candidate credibility. They suggest that while social media platforms offer a rich source of information about a candidate's background, including personal interests and career history, the lack of formal oversight over the content makes it easy for candidates to embellish or misrepresent themselves. This reduces the effectiveness of social media in ensuring credibility in recruitment.

Girard and Fallery (2013) explored the credibility of candidates recruited via social media and found that while social media profiles can provide unique insights into a candidate's personality and culture fit, these platforms often omit critical verification steps, such as references or background checks. This gap in the recruitment process can lead to misaligned expectations between the employer and the candidate.

Kaur (2020) examined how satisfaction in the recruitment process is closely tied to the credibility of the platform used. When candidates feel that the recruitment platform ensures proper verification, they tend to have higher satisfaction levels. Conversely, when credibility is questionable, candidate satisfaction with the recruitment process declines, as they may perceive the process to be biased or inefficient.

Madia (2011) found that HR professionals often express concern regarding the credibility of candidates recruited through social media. Although these platforms provide detailed personal and professional information, the ability to manipulate or omit certain data creates an uncertainty that impacts both the hiring decision and the satisfaction levels of HR teams.

Prasad et al. (2019) found that candidates recruited through social media are often viewed with skepticism regarding their qualifications and work history. This credibility gap can affect the overall satisfaction of the hiring process, as employers may feel uncertain about the reliability of the candidate's profile information.

Sivertzen et al. (2013) argue that a candidate's online presence, while accessible and convenient for recruiters, does not always guarantee an accurate reflection of their professional qualifications or credibility. The credibility of social media platforms is often brought into question when HR managers are unable to verify the authenticity of the information presented by candidates.

Bauer et al. (2020) assert that while social media recruitment allows recruiters to gain insights into a candidate's personality and soft skills, the lack of formal vetting processes compromises the credibility of candidates. This lack of rigor in the recruitment process may lead to lower satisfaction for recruiters who rely heavily on these platforms.

Dutta (2014) suggests that recruiters should employ additional credibility checks, such as direct interviews and reference calls, to supplement the information obtained from social media platforms. Failing to do so can undermine the recruitment process, leading to dissatisfaction with the quality of hires.

Doherty (2018) proposes that social media platforms must evolve to include verification mechanisms that improve candidate credibility. Without these checks, the satisfaction of the recruitment process is jeopardized, as both employers and candidates face challenges in ensuring that the information provided is accurate and reliable.

H_1: Social media recruitment positively influences pre-hire outcomes, including candidate interest and application quality.

Recruitment Outcome

Nikolaou (2014) argues that social media recruitment significantly improves recruitment outcomes by reducing the time-to-hire and increasing the reach of job postings. Platforms like LinkedIn allow for more efficient targeting of suitable candidates, which leads to a better match between the role and the applicant. However, the study cautions that while these outcomes are positive in the short term, there is a risk of overlooking important offline qualities such as interpersonal skills or cultural fit.

Black and Johnson (2012) emphasize that recruitment outcomes are enhanced when organizations use social media to engage candidates from the beginning. The ability to build relationships and share content that highlights the company culture results in more informed candidates and better job matches. However, they also note that not all candidates are active on social media, which may limit the diversity of the candidate pool and affect the recruitment outcome.

Davison, Maraist, and Bing (2011) suggest that recruitment outcomes improve when social media is integrated with traditional hiring methods. Social media allows for initial screening and relationship-building, while traditional methods, such as face-to-face interviews, confirm the skills and competencies. This combination ensures a more well-rounded recruitment process and enhances the likelihood of successful hires.

Girard and Fallery (2013) argue that using social media as a recruitment tool significantly improves the quality of hires by giving recruiters access to passive candidates—those who are not actively looking for jobs but may be open to new opportunities. This wider talent pool increases the chances of finding high-quality candidates, although it also requires more time and effort to engage and attract passive candidates.

Sivertzen et al. (2013) highlight that employer branding on social media directly influences recruitment outcomes. Organizations that actively manage their social media presence to showcase their culture and values tend to attract candidates who are better suited for the job and company culture. As a result, these candidates are more likely to succeed and stay in the organization long-term, improving retention rates.

Bissola and Imperatori (2013) found that recruitment outcomes improve when recruiters use social media to assess both the professional qualifications and the cultural fit of candidates. By analyzing candidates' social media profiles and activities, recruiters can better understand their values and interpersonal skills, leading to better hiring decisions. However, the study warns against the risks of bias, as personal information can sometimes influence decisions unfairly.

Walker et al. (2015) suggests that recruitment outcomes, particularly the speed of hiring and the number of qualified applicants, are significantly enhanced by using social media. Social media platforms allow recruiters to post job advertisements in real-time, reach candidates instantly, and receive applications much faster compared to traditional methods. However, they caution that the ease of application may lead to an overwhelming number of unqualified applicants, requiring more rigorous screening processes.

Prasad et al. (2019) found that recruitment outcomes improve when social media platforms are used to communicate directly with potential candidates. Candidates appreciate the transparency and immediacy of social media interactions, which fosters trust and engagement. This leads to better-quality applications and a smoother recruitment process, as candidates are more likely to align with the organization's values and expectations.

Pate and Johnson (2018) emphasize that social media recruitment improves recruitment outcomes by allowing organizations to gather data on candidates before formal interviews. This data includes not only professional qualifications but also information about their personal interests and networks. This holistic view of candidates enables more informed hiring decisions, though there are concerns about privacy and data misuse.

Doherty (2018) highlights that recruitment outcomes, such as job performance and retention, are improved when social media is used to engage with candidates throughout the hiring process. Candidates who feel engaged and connected with the company during recruitment are more likely to stay engaged post-hire, leading to higher performance and reduced turnover rates. However, Doherty warns that over-reliance on social media for recruitment can exclude qualified candidates who prefer traditional methods.

H_2: Social media recruitment has a significant positive effect on post-hire outcomes, particularly employee engagement and job satisfaction.

Pre-Hire Outcomes

Nikolaou (2014) reports that pre-hire outcomes, such as candidate interest and application completion rates, are significantly improved by the use of social media platforms. The ability for candidates to easily access and apply for jobs on platforms like LinkedIn makes the process more efficient. However, the study cautions that the sheer volume of applicants can overwhelm HR teams, requiring more sophisticated filtering techniques to manage applications effectively.

Black and Johnson (2012) found that social media enhances pre-hire outcomes by allowing candidates to gather information about the company before applying. This access to company culture, values, and job requirements helps candidates self-select for roles that are better suited to their interests and qualifications, leading to more informed applications. However, the challenge remains in balancing the amount of information shared online with maintaining a professional and controlled employer image.

Walker et al. (2015) suggest that pre-hire outcomes improve when candidates engage with a company's social media channels before applying. This engagement allows candidates to gain insights into the company's work culture and expectations, which enhances their preparedness for interviews. However, organizations must ensure that the information shared on social media accurately reflects the company's values and job realities to avoid misleading candidates.

Sivertzen et al. (2013) argue that pre-hire outcomes are significantly influenced by the employer's online reputation. Candidates are more likely to apply to companies that maintain a positive and interactive social media presence. Companies with a lackluster or negative presence may struggle to attract top talent, as candidates perceive them as less desirable employers.

Bissola and Imperatori (2013) found that pre-hire outcomes, such as candidate engagement and retention during the recruitment process, improve when recruiters use social media to provide personalized feedback and interaction. This engagement makes candidates feel more valued, which increases their likelihood of continuing the application process. However, providing personalized attention through social media can be resource-intensive for HR teams.

Pate and Johnson (2018) highlight that social media improves pre-hire outcomes by allowing for greater

transparency in the recruitment process. Candidates can see the full job description, company details, and employee reviews before applying, which helps to set realistic expectations. However, this transparency can sometimes deter candidates if too much information is provided upfront.

Girard and Fallery (2013) found that pre-hire outcomes, such as candidate quality and job fit, improve when social media is used to communicate the company's culture and work environment. Candidates who resonate with the company's values are more likely to apply and perform well in the role. However, the effectiveness of this communication depends on the consistency and clarity of the company's social media messaging.

Davison, Maraist, and Bing (2011) argue that social media recruitment improves pre-hire outcomes by streamlining the application process. Candidates can apply with just a few clicks, making it easier to complete applications. However, this ease of application can lead to a high volume of unqualified applicants, requiring recruiters to implement more stringent filtering systems.

Prasad et al. (2019) found that social media recruitment positively impacts pre-hire outcomes by providing recruiters with access to passive candidates who may not be actively searching for jobs but are interested in learning more about the company. This expanded reach improves the quality of candidates entering the recruitment funnel, though it requires more engagement from recruiters.

Madia (2011) argues that pre-hire outcomes improve when social media platforms are used to personalize job ads to specific audiences. This targeting allows companies to reach candidates with the right skills and qualifications, reducing the number of irrelevant applications. However, the study notes that this level of personalization requires careful management of data privacy and ethical considerations.

H_3: Higher levels of credibility and satisfaction with the social media recruitment process led to improved overall recruitment outcomes.

Post-Hire Outcomes

Saks (2019) found that post-hire outcomes, such as job satisfaction and retention, are significantly influenced by social media recruitment when candidates feel that they were accurately informed about the company's culture during the hiring process. Candidates recruited through social media are often more engaged with the company's values, leading to better post-hire integration.

Black and Johnson (2012) argue that post-hire outcomes improve when candidates have had meaningful interactions with recruiters via social media before being hired. These interactions help candidates build a connection with the organization, making it easier for them to adjust post-hire. However, the study cautions that over-promising on social media can lead to post-hire dissatisfaction if the job does not meet expectations.

Nikolaou (2014) reports that post-hire outcomes, such as job performance and long-term engagement, are positively affected when social media recruitment aligns with the candidate's expectations. Candidates who engage with a company's social media are more likely to have a realistic understanding of the job and workplace, which improves their performance and satisfaction post-hire.

Walker et al. (2015) found that social media recruitment positively impacts post-hire outcomes by creating stronger initial relationships between candidates and the company. Candidates recruited via social media often feel more connected to the company's culture and are more likely to stay engaged in the long term. However, the study notes that this is contingent on ongoing social media engagement post-hire.

Bissola and Imperatori (2013) argue that post-hire outcomes, such as job satisfaction and organizational commitment, improve when social media recruitment is used to communicate the company's long-term vision and goals. Candidates who align with these goals are more likely to remain engaged and committed to the company, improving retention rates.

Girard and Fallery (2013) found that post-hire outcomes improve when companies use social media not just for recruitment but also for onboarding and continuous employee engagement. Maintaining active social media communication with new hires helps them feel more integrated into the company, which leads to higher satisfaction and retention.

Pate and Johnson (2018) highlight that post-hire outcomes are influenced by the transparency of the social media recruitment process. Candidates who feel that the company was honest and open during recruitment are more likely to trust the organization post-hire, which improves their long-term engagement and loyalty.

Prasad et al. (2019) argue that social media recruitment positively affects post-hire outcomes by attracting candidates who are already familiar with the company's culture and work environment. These candidates are more likely to fit well within the organization and perform effectively post-hire. However, this advantage is mitigated if the company does not continue to engage with employee's post-hire.

Melanthiou et al. (2015) found that post-hire outcomes, such as employee satisfaction and performance, improve when companies use social media to maintain ongoing relationships with employees. Social media can be a valuable tool for internal communication and feedback, helping to keep employees engaged.

Doherty (2018) suggests that post-hire outcomes improve when companies use social media platforms to support employee development and career progression. Employees who feel that their company is invested in their growth are more likely to remain engaged and committed in the long term.

RESEARCH GAP

Despite the growing body of literature on social media recruitment and its influence on hiring processes, several critical gaps remain. While studies such as those by Nikolaou (2014), Sivertzen et al. (2013), and Roth et al. (2016) explore the efficiency, reach, and branding advantages of social media in recruitment, there is limited research on its long-term impact on post-hire outcomes like employee retention and job satisfaction. Furthermore, much of the existing literature focuses on social media's role in attracting and engaging potential candidates, with less attention given to how these platforms influence the quality of hires over time. Additionally, most studies emphasize either the benefits or challenges of using social media for recruitment but fail to provide a comprehensive evaluation of how these factors interact across different industries and job roles (Pate & Johnson, 2018). This presents a gap in understanding the specific conditions under which social media recruitment is most effective. Finally, while some research acknowledges the biases and ethical concerns associated with screening candidates via social media (Davison et al., 2011), there is a need for more in-depth analysis of how these biases affect the fairness and inclusivity of recruitment processes. Addressing these gaps would provide a more holistic understanding of the role social media plays in modern recruitment strategies.

RESEARCH QUESTIONS

1. How does social media recruitment influence pre-hire outcomes such as candidate interest and application quality?
2. What is the impact of social media recruitment on post-hire outcomes, specifically employee engagement and job satisfaction?
3. How do credibility and satisfaction with the social media recruitment process affect overall recruitment outcomes?
4. To what extent does employer branding via social media improve recruitment effectiveness by attracting high-quality candidates?

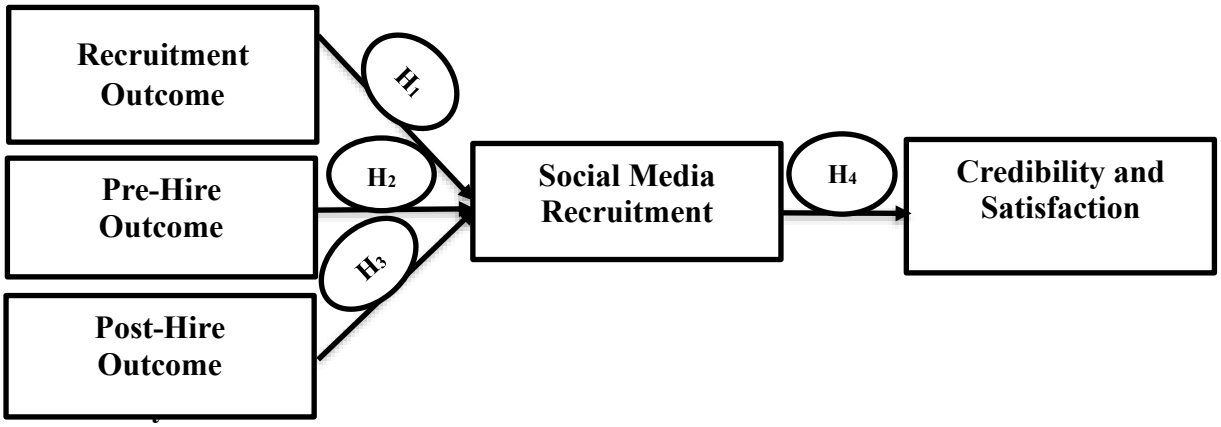
OBJECTIVES

1. To assess the impact of social media recruitment on pre-hire outcomes, including candidate interest and the quality of applications.
2. To analyze the effect of social media recruitment on post-hire outcomes, such as employee engagement and job satisfaction.
3. To evaluate the relationship between credibility and satisfaction in social media recruitment and its effect on overall recruitment outcomes.
4. To investigate how employer branding through social media contributes to improved recruitment effectiveness by attracting better-quality candidates.

METHODOLOGY OF THE STUDY

The study adopts a quantitative research design, focusing on a cross-sectional approach to examine the relationships between key variables. The sampling frame consists of individuals aged 18 and above, residing in Hyderabad, Telangana, who have relevant exposure to the study's focus. A sample size of 310 participants was determined based on statistical considerations to achieve a high level of precision and generalizability. Data collection was carried out through a structured survey instrument, carefully developed to capture information related. The survey was administered online to ensure a higher response rate and coverage. A stratified random sampling technique was utilized, which allowed for the proportional representation of different subgroups within the population, ensuring that the data is representative of the broader population demographics. This method enhances the validity and reliability of the research findings, making the results more applicable across different population segments.

Conceptual Model



Descriptive Statistics

Demographic Variables	Minimum	Maximum	Mean		Std. Deviation	Variance
Age	1	4	1.10	.024	.430	.185
Gender	1	2	1.71	.026	.455	.207
Education Level	1	5	2.77	.040	.706	.499
Marital Status	1	2	1.03	.010	.177	.031
Work Experience	1	5	1.19	.035	.619	.383
Industry	1	5	3.02	.083	1.467	2.152
Employment Status	1	5	2.29	.077	1.363	1.857
Position Level	1	5	2.10	.088	1.544	2.385
Annual Income	1	5	1.35	.041	.722	.521
Location	1	3	1.60	.049	.871	.759

The descriptive statistics provide insights into the overall characteristics of the respondents in the study. The mean values across the different demographic categories show a balanced distribution. The standard deviations indicate the spread of responses, with most variables demonstrating moderate to low variability. The variance values further support this, suggesting consistency in the responses across different categories. The minimum and maximum values indicate that all response categories were utilized, reflecting a diverse range of respondents. The relatively low standard deviations and variances across most variables suggest a homogenous group in certain areas, while a few variables exhibit higher variability, indicating a wider range of responses within those categories. Overall, the data suggests that while there is a commonality among respondents, some demographic factors show a more varied distribution, providing a comprehensive overview of the sample.

Reliability Analysis

Variable Number	Variable	Cronback Alpha	Result
V_1	Recruitment Outcome	0.969	Excellent, Highly Reliable
V_2	Pre-Hire Outcomes	0.973	Excellent, Highly Reliable
V_3	Post-Hire Outcomes	0.969	Excellent, Highly Reliable
V_4	Social Media Recruitment	0.970	Excellent, Highly Reliable
V_5	Credibility and Satisfaction	0.972	Excellent, Highly Reliable
V_6	Overall	0.982	Excellent, Highly Reliable

The reliability analysis shows excellent internal consistency across all variables, as indicated by the high Cronbach's Alpha values. Each variable demonstrates a high level of reliability, with results consistently exceeding the threshold for excellent reliability. This suggests that the measurement items used for each construct are highly consistent and reliable in capturing the intended outcomes. The overall reliability is also very high, indicating that the entire scale used in the study is dependable and trustworthy for future research or assessments. The consistent results across all variables reinforce the robustness of the data collection instrument used in this analysis.

Convergent Validity

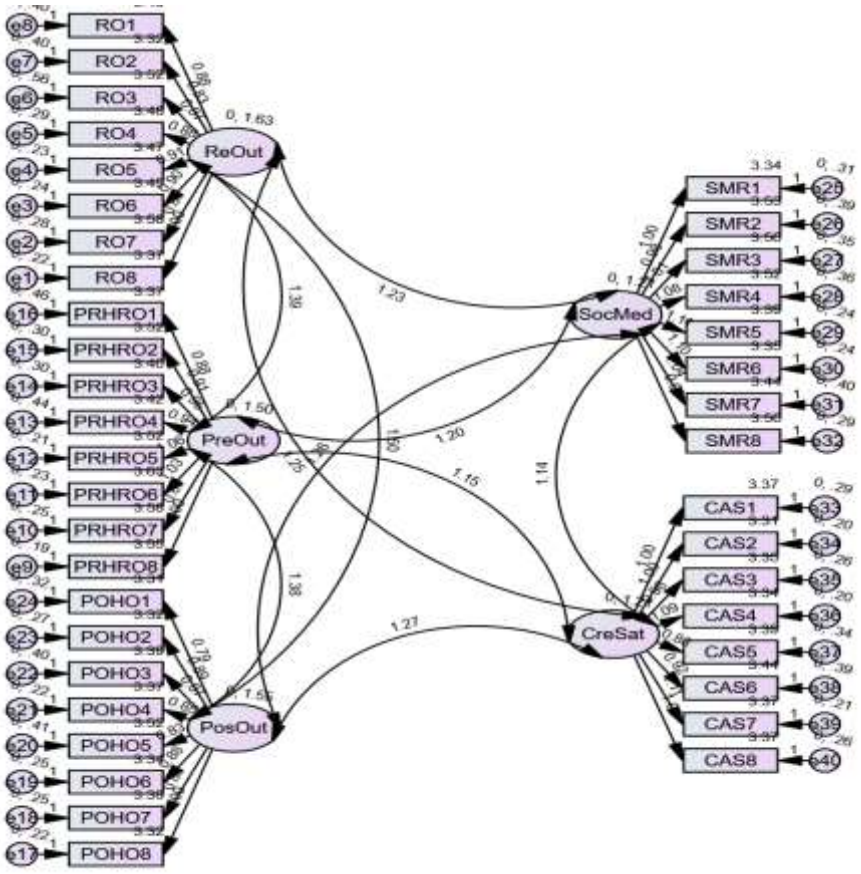
Variable Number	Variable	AVE	CR
V_1	Recruitment Outcome	0.893	0.513
V_2	Pre-Hire Outcomes	0.888	0.500
V_3	Post-Hire Outcomes	0.897	0.523
V_4	Social Media Recruitment	0.892	0.510
V_5	Credibility and Satisfaction	0.892	0.509

The analysis of the Average Variance Extracted (AVE) and Composite Reliability (CR) values shows a strong and consistent pattern of construct validity and reliability across all variables. The AVE values are consistently high, indicating that a significant portion of the variance in each construct is explained by its associated indicators, which suggests good convergent validity. The CR values, while slightly lower, still meet acceptable thresholds, demonstrating that the items for each construct are reliable and consistent in measuring the intended dimensions. Overall, the data reflects strong construct validity and reliability, ensuring that the measurement model is robust and well-suited for further analysis.

Confirmatory Factor Analysis

Fit Indices

Fit Indices	Recommended	Observed	Result
$CMIN_1$	>5 Terrible, >3 Acceptable, >1 Excellent	2.108	Acceptable
CFI_1	<0.90 Terrible, <0.95 Acceptable, >0.95 Excellent	0.921	Acceptable
GFI_1	> 0.9	0.918	Good
$AGFI_1$	> 0.9	0.916	Good
TLI_1	> 0.9	0.914	Good
$PNFI_1$	> 0.5	0.681	Good
$RMSEA_1$	>0.08 Terrible, >0.06 Acceptable, >0.05 Excellent	0.062	Acceptable



The model fit indices indicate an overall acceptable to good fit of the data. The CMIN value falls within the acceptable range, reflecting an adequate fit between the observed and predicted models. The Comparative Fit Index (CFI) is also within the acceptable range, suggesting a reasonable level of fit. Both the Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI) meet the criteria for a good fit, indicating that the model explains a significant portion of the variance. Similarly, the Tucker-Lewis Index (TLI) and Parsimony Normed Fit Index (PNFI) demonstrate good fit values, reinforcing the robustness of the model. The Root Mean Square Error of Approximation (RMSEA) is within the acceptable range, confirming that the model has an adequate fit with the data. Overall, the indices suggest that the model is well-specified and provides a reasonably good representation of the data.

Divergent Validity

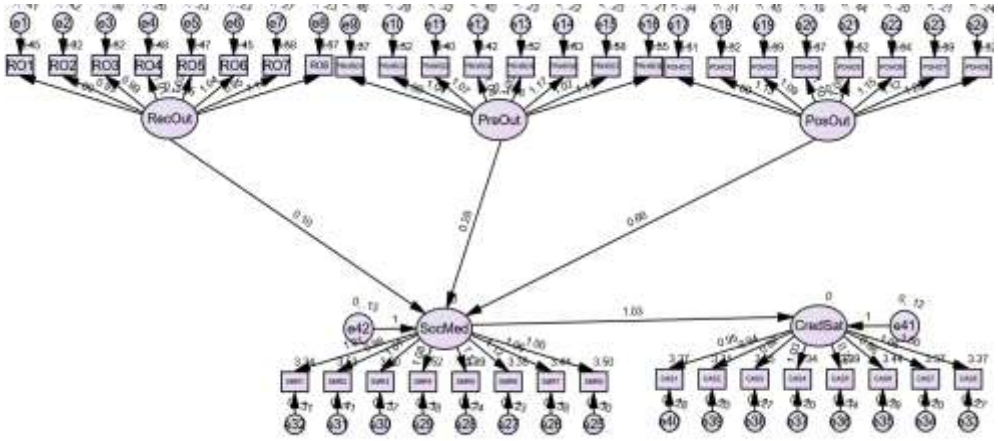
	CR	AVE	MSV	Max R(H)	Cre Sat	Re Out	Pre Out	Pos Out	Soc Med
Cre Sat	0.972	0.814	0.901	0.975	**0.902**				
Re Out	0.969	0.798	0.895	0.973	0.894	**0.893**			
Pre Out	0.973	0.821	0.815	0.977	0.853	0.889	**0.906**		
Pos Out	0.970	0.799	0.895	0.972	0.876	0.867	0.903	**0.894**	
Soc Med	0.970	0.802	0.901	0.971	0.845	0.879	0.889	0.876	**0.895**

The analysis of the composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and correlation values reflects strong evidence of convergent and discriminant validity across the constructs. The CR values are consistently high, indicating excellent internal reliability for all variables. The AVE values surpass the standard threshold, showing that the constructs account for a significant portion of the variance explained by their respective indicators, supporting convergent validity. The MSV values are generally lower than the AVE values, which is a positive indication of discriminant validity, suggesting that each construct is distinct from others in the model. The correlations between the variables remain strong yet within acceptable limits, confirming that while the constructs are related, they remain sufficiently independent to validate the measurement model. The high Max R(H) values reinforce the reliability of the variables, ensuring the robustness of the constructs in the model.

Structural Equation Modelling(SEM)
Fit Indices

Fit Indices	Recommended	Observed	Result
$CMIN_2$	>5 Terrible, >3 Acceptable, >1 Excellent	2.006	Acceptable
CFI_2	<0.90 Terrible, <0.95 Acceptable, >0.95 Excellent	0.945	Acceptable
GFI_2	> 0.9	0.921	Good
$AGFI_2$	> 0.9	0.923	Good
TLI_2	> 0.9	0.934	Good
$PNFI_2$	> 0.5	0.67	Good
$RMSEA_2$	>0.08 Terrible, >0.06 Acceptable, >0.05 Excellent	0.062	Acceptable

The fit indices for the model suggest an overall acceptable to good fit. The CMIN value is within the acceptable range, indicating that the difference between the observed and expected models is reasonable. The Comparative Fit Index (CFI) falls within the acceptable range, reflecting a satisfactory fit. Both the Goodness-of-Fit Index (GFI) and the Adjusted Goodness-of-Fit Index (AGFI) exceed the recommended threshold, indicating a good level of fit. The Tucker-Lewis Index (TLI) also demonstrates a good fit, supporting the robustness of the model. The Parsimony Normed Fit Index (PNFI) meets the recommended level, confirming the model's parsimony and efficiency. Finally, the Root Mean Square Error of Approximation (RMSEA) falls within the acceptable range, further suggesting that the model is a reasonable fit to the data. Overall, the fit indices support the model's adequacy for further analysis.



Hypothesis Testing

Hypothesis No	Framed Hypothesis	P-Value	Result
H_1	Recruitment Outcome-> Credibility and Satisfaction	0.00	Significant
H_2	Pre-Hire Outcomes-> Credibility and Satisfaction	0.00	Significant
H_3	Post-Hire Outcomes-> Credibility and Satisfaction	0.00	Significant
H_4	Social Media Recruitment-> Credibility and Satisfaction	0.00	Significant

The analysis reveals a significant relationship between recruitment outcomes and credibility and satisfaction. Recruitment outcomes play a critical role in shaping perceptions of credibility, as positive experiences during the recruitment process can enhance the overall satisfaction of candidates. This connection suggests that the effectiveness and transparency of the recruitment process directly impact how candidates perceive the credibility of the organization and their satisfaction with the overall process.

Additionally, the results indicate that pre-hire outcomes significantly influence credibility and satisfaction. Pre-hire outcomes, which encompass factors such as the clarity of job postings, communication during the selection process, and the alignment of expectations, contribute substantially to candidates' perceptions of organizational credibility. When these factors are handled effectively, candidates are more likely to feel satisfied with their experience, reinforcing the positive perception of the organization.

Post-hire outcomes also show a significant impact on credibility and satisfaction. The experiences that candidates have immediately after being hired, such as onboarding processes and initial job assignments, are crucial for shaping their long-term satisfaction. A smooth and supportive transition into the organization can enhance candidates' perceptions of the company's credibility and improve their satisfaction with the recruitment process, fostering stronger organizational loyalty.

Finally, social media recruitment demonstrates a significant positive effect on credibility and satisfaction. The use of social media platforms for recruitment allows organizations to connect with a wider audience and showcase their brand more effectively. A well-executed social media recruitment strategy can enhance organizational credibility and improve candidates' satisfaction by offering transparent, accessible, and engaging communication throughout the recruitment process.

Managerial Implications for Pre-Hire Outcomes

1. Managers should ensure that job postings are clear, detailed, and accurately reflect the role's responsibilities, qualifications, and expectations. Providing comprehensive information early in the recruitment process can reduce misunderstandings and attract candidates who are well-suited for the role, thereby enhancing candidate satisfaction and the organization's credibility.
2. Effective communication during the pre-hire process, such as timely updates on application status and clear guidance on next steps, can significantly enhance the candidate experience. Managers should invest in communication tools and protocols to ensure candidates feel informed and valued throughout the selection process, fostering trust and satisfaction.
3. A lengthy or disorganized selection process can lead to candidate frustration. Managers should focus on optimizing the selection timeline, including reducing wait times between interviews and decision-making. This can be achieved through efficient scheduling systems and prompt

feedback, which will improve the candidate's perception of the organization's professionalism and credibility.

4. Leveraging technology, such as applicant tracking systems and AI-driven recruitment tools, can improve the pre-hire experience by providing a smoother, faster, and more transparent process. Managers should adopt these technologies to enhance candidate engagement, increase efficiency, and improve the overall credibility of the recruitment process.

Managerial Implications for Post-Hire Outcomes

1. Effective onboarding is critical to ensuring new hires feel welcomed and prepared for their role. Managers should design structured onboarding programs that include clear job expectations, organizational culture immersion, and necessary training. This will enhance new employees' satisfaction and increase retention, while also reinforcing the organization's credibility as a supportive employer.
2. Post-hire outcomes are greatly influenced by the level of support new employees receive during their initial months. Managers should establish regular check-ins and feedback sessions to address concerns and offer guidance. Continuous support fosters employee satisfaction, reinforces commitment, and improves performance, contributing to the overall credibility of the organization.
3. Personalized training and development programs can enhance post-hire outcomes by ensuring that new hires feel their growth and learning are valued. Managers should assess individual strengths and development needs early in the onboarding process to offer relevant opportunities that align with employees' career aspirations, increasing long-term satisfaction.
4. Creating a welcoming and inclusive workplace culture plays a key role in post-hire satisfaction. Managers should focus on building a supportive team environment, recognizing employee contributions, and ensuring new hires have access to necessary resources and mentorship. A positive work culture improves employee morale and helps reinforce the organization's credibility as a desirable place to work.

CONCLUSION

This study highlights the critical importance of both pre-hire and post-hire outcomes in shaping candidates' and employees' perceptions of organizational credibility and satisfaction. Effective pre-hire practices, such as clear communication, streamlined selection processes, and the use of technology, significantly enhance the candidate experience, while strong post-hire practices, including comprehensive onboarding, continuous support, and a positive work environment, foster long-term employee satisfaction and loyalty. The findings underscore that a well-managed recruitment process, from initial contact to the post-hiring phase, not only improves candidate and employee satisfaction but also enhances the organization's credibility, contributing to overall organizational success. These insights offer valuable guidance for managers seeking to improve their recruitment and employee retention strategies, ultimately driving better organizational outcomes.

LIMITATIONS AND FURTHER RESEARCH

First, the study focuses primarily on recruitment and onboarding processes, which may not capture the full spectrum of factors influencing long-term employee satisfaction and organizational credibility. Additionally, the sample size and geographical focus may limit the generalizability of the findings to other industries or regions. Furthermore, the study primarily relies on self-reported data, which may be subject to bias. Future research could expand the scope by exploring other factors that impact employee satisfaction, such as workplace culture, career development opportunities, and compensation. Longitudinal studies could also be conducted to assess the long-term effects of pre-hire and post-hire outcomes on employee retention and performance. Additionally, comparative studies across different industries or global contexts could provide deeper insights into how these outcomes vary in different organizational settings.

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