

Project Dissertation Report on

**An Empirical Study on the Effect of LinkedIn
Personal Branding on Career Visibility and
Perceived Employability of MBA Students**

Submitted by

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CERTIFICATE

This is to certify that the Major Research Project “An Empirical Study on the Effect of LinkedIn Personal Branding on Career Visibility and Perceived Employability of MBA Students” is a bona-fide work done by Samidha Garg 24/DMBA/206 in partial fulfilment of the requirement for the award of the degree of Master of Business Administration (MBA) for the session 2024-26.

This project has been carried out under the guidance and supervision of Dr. Vikas Gupta. The work presented in this project is original and has not been presented earlier in part or in full for the award of any degree, diploma or fellowship of any institution.

Dr. Vikas Gupta
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DECLARATION

I, Samidha Garg 24/DMBA/206, declare that the Major Research Project titled “An Empirical Study on the Effect of LinkedIn Personal Branding on Career Visibility and Perceived Employability of MBA Students” is my own original work and has been prepared by me under the supervision of Dr. Vikas Gupta (Associate Professor).

I also swear that this project has not been previously submitted, in whole or in part, to any university or institution for the award of any degree, diploma or other qualification. I believe that the information, data and analysis contained in this project are true to the best of my knowledge and belief.

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ACKNOWLEDGEMENT

I would like to express my sincere gratitude to all those who have helped me in the successful completion of my Major Research Project titled **“An Empirical Study on the Effect of LinkedIn Personal Branding on Career Visibility and Perceived Employability of MBA Students”**.

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Any suggestions for improvements will be gratefully received, and the inadequacies of this project are completely my mine.

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EXECUTIVE SUMMARY

The aim of this study was to examine the extent of evident career benefits of LinkedIn personal branding to MBA students with regard to recruiter visibility and perceived employability. The reason why this topic is important is because LinkedIn has evolved from a simple online resume site to a space for students to create and present their professional identity.

The primary data was collected through a structured questionnaire from the MBA students and analysed through JASP. The analysis consisted of descriptive statistics, reliability testing, Pearson correlation and simple linear regression. The results overall indicate that LinkedIn is useful, but has more of an impact on students' perceptions of their career readiness than their visibility to recruiters.

The findings of the descriptive analysis indicate that personal branding on LinkedIn has a mean of 3.670, career visibility has a mean of 3.330, and perceived employability has a mean of 3.272. These scores suggest moderate engagement and that students see the value of LinkedIn but activity on this platform has not yet translated into high visibility or high confidence.

The reliability analysis indicated that Cronbach's alpha for all the three scales was greater than 0.70, suggesting acceptable internal consistency. This indicates that the questionnaire items were valid measures of the constructs.

There were significant correlations. LinkedIn personal branding had a positive but weak correlation with career visibility and the relationship was not statistically significant. In the end, a good profile doesn't mean you will get noticed by recruiters. Visibility is also a function of networking, posting activity, engagement, and regular platform usage.

Conversely, LinkedIn personal branding was positively and significantly associated with perceived employability. Students who put more effort into building their professional presence on LinkedIn also tended to report feeling more confident about their career preparedness. External recognition often increases self-confidence as career visibility

and perceived employability were also highly correlated.

Regression results also supported the same pattern. Personal branding on LinkedIn explained only a small part of the variation in career visibility, but a larger and significant part of the variation in perceived employability. The findings suggest that LinkedIn branding is more effective in influencing students' perceptions of their own career readiness than in directly generating recruiter visibility.

Overall, the study indicates that LinkedIn is significant for MBA students, but its importance is conditional on how it is used. Students who use LinkedIn as a constant professional tool are more likely to feel prepared for the job market. Universities should provide LinkedIn optimisation and digital personal branding advice.

INDEX

Chapter	Page No.
1. Introduction 1.1 Background 1.2 Problem Statement 1.3 Objectives of the Study 1.4 Scope of the Study 1.5 Significance of the Study 1.6 Key Concepts and Operational Definitions 1.7 Theoretical Foundation of the Study 1.8 Conceptual Framework 1.9 Assumptions of the Study	10-13
2. Literature Review 2.1 Introduction 2.2 Personal Branding in the Digital Era 2.3 Social Media, Recruitment, and Professional Identity 2.4 LinkedIn as a Strategic Personal Branding Platform 2.5 Key Dimensions of LinkedIn Personal Branding 2.6 Career Visibility in the Digital Context 2.7 Perceived Employability and Graduate Competitiveness 2.8 Theoretical Perspectives Underpinning the Study 2.9 Synthesis and Research Gaps	14-19
3. Research Methodology 3.1 Research Design 3.2 Population and Sample 3.2.1 Population 3.2.2 Sampling Technique 3.2.3 Sample Size 3.3 Data Collection Method 3.3.1 Data Source 3.3.2 Instrument Design 3.3.3 Administration Procedure 3.4 Measurement of Variables 3.4.1 Independent Variable: LinkedIn Personal Branding 3.4.2 Dependent Variable 1: Career Visibility 3.4.3 Dependent Variable 2: Perceived Employability 3.5 Hypotheses 3.6 Data Analysis Plan 3.6.1 Data Screening and Coding	20-25

3.6.2 Descriptive Statistics 3.6.3 Reliability Analysis 3.6.4 Correlation Analysis 3.6.5 Regression Analysis	
4. Data Analysis and Findings 4.1 Introduction 4.2 Profile of Respondents 4.3 Descriptive Statistics 4.4 Reliability Analysis 4.5 Correlation Analysis 4.6 Regression Analysis 4.7 Hypothesis Testing 4.8 Interpretation of Findings 4.9 Summary of Findings	26-34
5. Insights and Discussions 5.1 Introduction 5.2 Discussion of Findings 5.3 Link with Literature 5.4 Implications 5.5 Chapter Summary	35-37
6. Recommendations 6.1 Recommendations for MBA Students 6.2 Recommendations for Institutions 6.3 Recommendations for Recruiters 6.4 Overall Practical Implication	38-39
7. Limitation, Conclusion and Future Scope 7.1 Conclusion 7.2 What the Study Achieved 7.3 Final Inference 7.4 Limitations 7.5 Future Scope	40-41
References	42-43
Annexure	44-47

LIST OF TABLES AND FIGURES

Table No.	Title	Page No.
Table 4.1	Descriptive Statistics	26-27
Table 4.2	Reliability Analysis – LinkedIn Personal Branding	27-28
Table 4.3	Reliability Analysis – Career Visibility	28
Table 4.4	Reliability Analysis – Perceived Employability	28-29
Table 4.5	Pearson’s Correlation Analysis	29-30
Table 4.6	Regression Model Summary – Career Visibility	30
Table 4.7	ANOVA – Career Visibility Model	30-31
Table 4.8	Coefficients – Career Visibility Model	31
Table 4.9	Regression Model Summary – Perceived Employability	32
Table 4.10	ANOVA – Perceived Employability Model	32
Table 4.11	Coefficients – Perceived Employability Model	32-33

Chapter 1: Introduction

1.1 Background

Over the past few years, the way organizations identify and attract candidates has shifted considerably, largely due to the increasing reliance on digital channels and virtual professional networks. Today, recruiters don't simply look at the candidate's resume and interview. They also Google themselves. LinkedIn is one of the most popular professional networking, recruitment and career development platforms. MBA students use LinkedIn especially to display internships, certifications, projects, technical skills and professional accomplishments. Often, your LinkedIn profile is the first impression before you actually get to talk to recruiters.

Meanwhile students are becoming increasingly aware of personal branding and professional presentation of self. Many MBA students are actively updating their profiles, networking with professionals, engaging with industry discussions, and posting career-related content to enhance their professional image. However, despite the growing importance of LinkedIn, there is little evidence to demonstrate whether these branding efforts actually enhance perceptions of career visibility and employability among management students. This study aims to explore that relationship more systematically and empirically.

1.2 Problem Statement

Significant users include MBA students and recruiters, however there are issues regarding the effectiveness of personal branding on LinkedIn. They are busy refining their profiles, adding credentials, networking professional contacts and being active online, but they may not have any solid understanding of whether they are genuinely contributing to their exposure or employability.

Many studies are available on general social media usage and working professionals but not on management students. Furthermore, many studies explore LinkedIn theoretically without any statistical research of how personal branding activities connect to outcomes such as recruiter contact, profile visibility, and employability perceptions. This creates a knowledge vacuum concerning the real-world impact of LinkedIn branding for MBA students seeking jobs in competitive markets.

This study, therefore, attempts to quantitatively explore the degree to which deliberate personal branding on LinkedIn shapes how MBA students are perceived professionally and how employable they consider themselves to be.

1.3 Objectives of the Study

The objectives of the study are:

1. To examine the usage patterns of LinkedIn and the personal branding techniques of MBA students.
2. To explore the link between LinkedIn personal branding and career visibility.
3. To study the impact of LinkedIn personal branding on MBA student's perceived employability.
4. To examine if profile optimisation and networking behaviour affect engagement with recruiters and interview possibilities received via LinkedIn.

1.4 Scope of the Study

The research study is limited in scope and primarily conducted among the MBA students of Delhi Technological University. It also looks at how they use LinkedIn as a networking and personal branding tool. The research,

- Uses primary data acquired by structured surveys.
- Concentrate on LinkedIn-related behaviours.
- Focuses on student-centred outcomes such as perceived employability and professional visibility through LinkedIn data, and not career success or employment status.
- Has a quantitative cross-sectional design, which means that it can identify correlation but not causes.

1.5 Significance of the Study

The significance of the study for various aspects is:

- For MBA students: It gives quantitative proof of which personal branding actions on LinkedIn are most strongly connected with visibility and perceived employability, helping them to focus their efforts on the network.
- For educators and career counsellors: The findings are relevant for the curriculum design, training and mentorship on digital personal branding and employability skills.

- For recruiters and HR professionals: The study uncovers how MBA students position themselves on LinkedIn and what digital indications may be valuable in recruiting early-career talent.
- For academic research: This study contributes to the limited studies that use quantitative analysis of personal branding on LinkedIn among management students in the present recruitment environment.

1.6 Key Concepts and Operational Definitions

In order to maintain clarity and consistency in this research, the following definitions are used for key variables studied in this paper:

- **LinkedIn Personal Branding:** Use of LinkedIn features in a structured and planned manner (e.g., optimization of one's own LinkedIn profile, posting content, interacting with other members and activities conducted on the platform) to create a professional image and stand out among other job applicants.
- **Professional Visibility:** Visibility of an MBA student among professionals and recruiters using the LinkedIn platform, measured based on such metrics as views of the student's profile, communication from recruiters on LinkedIn, connections from professionals, and job interviews gained through LinkedIn.
- **Perceived Employability:** Self-assessment of an MBA student about their own employability in the job market (job market readiness, impact of personal branding on employability, and professional positioning).
- **MBA Students:** Students enrolled in the Master of Business Administration (MBA) program.

1.7 Theoretical Foundation of the Study

The study is based on three main theoretical perspectives, namely:

- **Personal Branding / "Brand-You" Perspective:** This approach considers people as brands that need to develop and sell a unique value proposition through consistent messaging and positioning. It supports the independent variable LinkedIn personal branding by framing profile optimisation, content and networking as strategic branding actions.
- **Signaling Theory:** According to signaling theory, job seekers signal recruiters through certain observable characteristics (qualification, endorsements, completeness of their profiles, and professional nature of their content) to reduce

information asymmetry. Thus, the link between LinkedIn personal branding and career visibility makes sense in light of how recruiters respond to those signals through interviews and messages.

- Symbolic Interactionism / Self-Presentation: According to symbolic interactionism, identity is viewed as formed through interactions, whereas impression management is an attempt on the part of individuals to manage the impressions that have been created. Symbolic interactionism applied to social media can become a useful tool for analyzing LinkedIn personal branding and its effects on the perceptions of MBA students' employability and professional identity.

Together, these perspectives support the proposed associations between LinkedIn personal branding, career visibility and perceived employability.

1.8 Conceptual Framework

Based on the theoretical perspectives mentioned above, this study proposes the following hypotheses:

- LinkedIn Personal Branding (independent variable) - consisting of profile optimisation, content engagement, networking and activity consistency, will positively influence:
 - Career Visibility (dependent variable 1) - determined through profile views, recruiter contacts, connection requests and interview invitations using LinkedIn.
 - Perceived Employability (dependent variable 2) - based on self-assessment of preparedness for employment and personal positioning in relation to digital presence. The relationships will be tested methodically by correlation and regression analysis.

1.9 Assumptions of the Study

Assumptions used are listed below:

- Respondents provide honest and accurate responses concerning how they view their use of LinkedIn and their career visibility, and its impact on their employability.
- The instruments employed in the survey measure the variables they are expected to measure accurately.

Chapter 2: Literature Review

2.1 Introduction

The transition toward more collaborative and user-driven online environments has significantly reshaped how working professionals and job seekers develop their identities and compete for opportunities in digital labour markets. Social media is no longer just a place for communication or fun, it is a place where people create visibility, develop networks and present themselves as competent professionals. Among these platforms, LinkedIn is the most important for recruitment, professional branding and career-oriented self- presentation.

The digital personal branding is now part of the preparation for employability of students and graduates, more specifically those studying business and management. As recruiters look more to online profiles in addition to resumes, how students present themselves on LinkedIn can affect how they are viewed in the job market. This chapter provides a review of the core concepts, theories and research on personal branding, LinkedIn use, career visibility and perceived employability, and highlights the gaps that the current study aims to address.

2.2 Personal Branding in the Digital Age

Personal branding is based on the assumption that individuals can be managed as brands. In practice, this means that people intentionally shape how others view their skills, values, experience and personality. In the past, offline signals like a resume, interview performance, appearance, and workplace behavior were markers of personal branding. Today, it is increasingly constructed through digital profiles, posts and online interactions.

Markos and Milne describe online personal branding as the process of creating and managing a professional identity on the web. This is particularly vital for students and early-career professionals as entry-level markets are highly competitive. A strong personal brand isn't just about listing qualifications; it's about presenting those qualifications in a way that makes the individual appear credible, distinct and career-ready.

2.3 Social media, Recruitment and Professional Identity

Social media has revolutionized recruitment big time. Today, employers use online sites to find potential candidates, check up on their backgrounds and get a sense of their professional manner. Research indicates that hiring managers regularly review social media profiles and this has become a standard element of candidate assessment in many instances.

Recruiters use social media to include and exclude. The number one reason recruiters use LinkedIn is to find candidates. It enables them to identify the right people, review their experience and get a feel for what they are interested in professionally. An increase in personal platforms could result in disqualification from running for the position if the candidate's behavior online seems unprofessional or inappropriate. Candidates must be mindful about curating their personal and professional digital profiles.

In the modern era, job hunters have started searching for jobs on social media platforms as well. Social media isn't only an online networking platform for most students; it's also a job searching platform that reflects their professionalism and seriousness towards the industry.

2.4 LinkedIn: A Strategic Tool for Personal Branding

As the leading professional networking site worldwide, LinkedIn offers a well-organized framework through which individuals can effectively highlight their educational qualifications, work experiences, professional skills and personal achievements to potential employers and peers. It's become more than a digital resume over the years. Now it is a place to build reputation, where users can gain visibility, share content, and make meaningful professional connections.

Studies aimed at employers consistently show that LinkedIn is one of the first places they look to recruit. Features like profile completeness, professional photos, relevant keywords and work history are often used as a basis for looking at the profile as features that help recruiters quickly assess the seriousness and fit of a candidate. Hosain and Liu found that the employers find LinkedIn to be useful as it facilitates fast access to professional background information. Koch, Gerber and de Klerk showed that the recruiters actively use LinkedIn to search and screen the candidates.

On the candidate side, LinkedIn helps students and professionals build their professional identity. Many users feel it's more effective than a traditional résumé because it allows them to tell a richer story via profile sections, posts, recommendations and engagement. Research also shows LinkedIn helps build social capital and self-promotion, especially for those entering competitive career markets.

Thus, LinkedIn is in support of the “Brand You” concept where people take the initiative to create their persona to attract recruiters and networks. LinkedIn is no longer a static profile page. It's a space for constant personal branding through summaries, posts, endorsements and connections.

2.5 Dimensions of Personal Branding on LinkedIn

The literature suggests a few key behaviours that reflect personal branding on LinkedIn. In this study, the construct is operationalised through the profile optimisation, content interaction, networking behaviour and consistency of activity.

New Profile Optimization feature.

Profile optimization is about filling out and enhancing the key areas of a LinkedIn profile: headline, summary, photo, education, experience, certifications, skills and contact information. Research has shown recruiters are drawn to complete, professional profiles. Education, work history, skills, recommendations and endorsements are often seen as indicators of credibility.

Interaction with Content

This includes posting, sharing, commenting and interacting with professional content. On LinkedIn this could be a post about your accomplishments, internships or your ideas/insights on the industry. Relevant, consistent content has been shown to drive visibility and to make a person appear more credible and active.

Networking activity

Networking behavior consists of connecting with alumni, recruiters, peers and industry professionals, joining groups and participating in discussions. Previous research has shown that LinkedIn is used by users to build social capital and maintain professional

relationships. Active networking can help you get the attention of recruiters and make a profile visible professionally.

Steadiness in action

Consistency refers to how regularly a person updates their profile and interacts with the platform. A profile that is up-to-date all year round might look better than a profile that is updated only when you are looking for a job. Studies show that being active on LinkedIn on a regular basis is a sign of being serious, professional and committed.

In this study, these four elements together are the basis of personal branding on LinkedIn.

2.6 Digital Environment Career Visibility

Career visibility is how easily a person can be found or contacted by recruiters and other professionals in the field, especially on the Internet. In traditional hiring, visibility used to be through referrals, campus placements or offline networking. But online visibility is measured in profile views, recruiter messages, connection requests and interview invites.

LinkedIn research suggests that profile completeness, keyword usage, network size and engagement activity can all affect visibility. Those who keep their profiles active are more likely to be found in searches and attract professional attention. This means that visibility is more than just being online, it is about being visible and relevant in a professional manner.

In this study, career visibility is designed as an outcome of digital personal branding. It observes whether students are getting the proper professional attention on them and whether LinkedIn is helping them get noticed for their careers.

2.7 Perceived Employability and Competitiveness for Graduates

Perceived employability is an individual's belief that he/she will be able to find and maintain an appropriate job. It is a subjective judgment of education, skills, experience, network strength and self-confidence. van der Heijde and van der Heijden (2000) describe employability as a multidimensional construct of competence and adaptability.

Recent studies suggest that social media can influence perceptions of employability, as it allows individuals to present themselves as job-ready and professionally active. The Indian research has also identified social media as an important antecedent of employability and social media interventions can improve employability-related outcomes (Habets et al.

The LinkedIn Effect study also reveals that personal branding on LinkedIn impacts self-esteem and job search results, making perceived employability a particularly relevant variable in this research. Profile views, recruiter engagement, or positive responses may give students a boost of confidence about their prospects in the job market.

2.8 Theoretical Frameworks Informing the Study

The three theoretical frameworks that form the basis for this research are:

Personal branding and the Brand You approach

Personal branding theory translates marketing concepts such as positioning and differentiation to individual persons. The argument is that professionals need to have a clear and consistent identity to stand out. This can be seen on LinkedIn through profile quality, content and networking behaviour.

Signaling theory of digital recruitment

People send out visible clues to reduce uncertainty in hiring. Signaling theory explains this. LinkedIn's full profile, certifications, recommendations and professional posts indicate proficiency and professionalism. These are the signs recruiters look for in candidates.

Self-presentation and symbolic interactionism

Goffman's theory helps to understand how people carefully manage their on-line identities. People present themselves in ways they think others will value, then modify on feedback. On LinkedIn, students thus build their professional image by posting, sharing photos, writing summaries and engaging in interactions.

Together, these theories offer a framework to understand the potential impact of LinkedIn personal branding on the career visibility and perceived employability of MBA

students.

2.9 Synthesis and Research Gaps

There has been research on personal branding, recruitment and employability but there are some gaps. Secondly, there are limited studies that focus on MBA students, despite the fact that they are one of the most affected groups by digital hiring practices.

Secondly, the Indian context is not much researched in the context of LinkedIn-based personal branding.

Another gap is that many studies have examined visibility or employability separately, rather than jointly in one model. The current study adds to the literature by studying personal branding on LinkedIn, career visibility, and perceived employability simultaneously. It also highlights practical behaviours like profile optimisation, content engagement, networking, and consistency, instead of talking about a broad vague idea like personal branding in general terms.

The study therefore tries to fill these gaps and contributes to academic literature and practical guidance for MBA students who want to use LinkedIn in a more strategic manner in their career development.

Chapter 3: Research Methodology

3.1 Research Design

Adopting a quantitative and applied research orientation, this study directs its analytical focus toward understanding how deliberate personal branding activities conducted on LinkedIn affect the career prospects and professional outcomes of MBA students. The major objective is to investigate if a systematic method of digital personal branding on LinkedIn enhances career visibility and perceived employability. The study is descriptive, and data were obtained from respondents at a point in time, utilising a structured questionnaire.

This research is descriptive correlational. In the descriptive part, I summarize the usage patterns of LinkedIn, the personal branding techniques, and the basic demographic features of the sampled MBA students. The correlational aspect is utilized to measure the strength and direction of correlations between independent and dependent variables.

3.2 Population and Sample

3.2.1 Population

The target population includes MBA students enrolled in Delhi Technological University. These students are considered suitable respondents because they are in the transition phase from academic life to corporate roles and are likely to be active or potential users of LinkedIn for career purposes.

3.2.2 Sampling Technique

The study will employ a non-probability convenience sampling method. The use of convenience sampling was considered appropriate and justifiable in this context due to the inherent accessibility of the target population within the academic institution and the realistic boundaries set by time constraints and resource availability. MBA students were approached through academic WhatsApp networks and via direct communication channels, and participation in completing the questionnaire was kept strictly voluntary to ensure the integrity of the data collection process.

3.2.3 Sample Size

A sample size of around 80–100 MBA students will be used. The above sample size is thought to be appropriate since it allows one to carry out:

- Basic statistical analyses and reliability test.
- Correlation analysis that can identify moderate correlations.
- Simple linear regression analysis where there is one independent variable and one dependent variable.

The actual sample size will depend on the number of responses obtained, but one will aim at getting at least 80 responses.

3.3 Data Collection Method

3.3.1 Data Source

The study will solely depend on primary data gathered from the MBA students via a structured questionnaire. Secondary individual level data (direct access to LinkedIn account details, for example) will not be utilized.

3.3.2 Instrument Design

The questionnaire will include some five-point Likert scale questions that will measure the level of agreement for each statement:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

The following sections will be included:

1. Section A: Demographic Profile
 - Age (in categories)
 - Gender
 - Specialisation (e.g., Marketing, Finance, HR, Operations, etc.)
 - LinkedIn usage frequency (e.g., daily, weekly, monthly, rarely, not using)
2. Section B: LinkedIn Personal Branding

The measures will capture how much students participate in personal branding on LinkedIn in terms of:

- Profile optimization (such as profile completion, use of professional photos, updated experiences/education, and keywords).
- Content participation (such as professional content creation, sharing of

industry related articles, commenting on content posted by others).

- Networking activities (such as connecting with professionals, joining industry-related groups, interaction with recruiters).
- Sustainability (such as consistency in logins and participation in discussion forums).

3. Section C: Career Visibility

The questions will evaluate the visibility of the students' presence on LinkedIn in terms of the following measures:

- The frequency of profile views.
- The number of recruiter contacts or InMail communications received.
- Connection requests from professionals in the same industry.
- Invitations to interviews or messages about jobs on LinkedIn.

4. Section D: Perceived Employability

In this section, we will try to find out how the students perceive their own employability, as follows:

- Readiness for employment.
- Faith in themselves that their presence on LinkedIn helps them professionally.
- Self-appraisal of their professional standing compared to others.
- Confidence in using LinkedIn to get to appropriate jobs.

3.3.3 Administration Procedure

The survey will be conducted online using platforms such as Google Forms or any other online platform. An introductory statement will be presented at the beginning of the survey indicating its objective and the assurance that their responses will remain anonymous and requesting their permission to participate in the survey. The participants will be given a particular time period within which to answer the questions.

3.4 Measurement of Variables

3.4.1 Independent Variable (IV): LinkedIn Personal Branding

LinkedIn Personal Branding is the independent variable. It will be measured as a standardised framework comprising of following dimensions:

- Profile Optimization

Possible measurement items include completeness of the profile, possession of a professional photograph, updated educational and professional information, employment

of a headline and summary, etc.

- Content Engagement

Measurement items could include frequency of posting professional-related content, posting of articles or news from within the industry, responding to posts made by other users or organizations, participation in discussions, etc.

- Networking Behavior

Potential items for assessment may include number and quality of connections, participation in LinkedIn groups, exchanging of professional connection requests, interacting with recruiters, etc.

The above-mentioned measures will be combined through the computation of means, etc.

3.4.2 Dependent Variable 1 (DV1): Career Visibility

Career Visibility is how students appear on LinkedIn from a career visibility point of view. It will be evaluated with items associated with

- Profile Views

Frequency of perceived profile views within a recent period (such as one month ago).

- Recruiter Messages

Number or frequency of recruiter messages received through LinkedIn.

- Connection Requests

Frequency of connection requests from professionals in the same industry, alumni, or recruiters.

- Interview Invitations

Frequency of invitations to conduct interviews or discuss jobs through LinkedIn.

The answers for all the above variables will be aggregated to form the Career Visibility score.

3.4.3 Dependent Variable 2 (DV2): Perceived Employability

Perceived employability refers to the students' individual assessments of their employability. It will be measured by following variables:

- Career Confidence

Confidence in finding adequate employment at the end of university studies.

- Professional Positioning

Evaluation of professional position among fellow graduates and within the

specialization.

- Job Readiness Perception

Feeling that the current competencies and experience on LinkedIn prepare the student for working in a corporation.

These variables shall be summed up to calculate a Perceived Employability index per individual.

3.5 Hypotheses

According to the theoretical framework, the following hypotheses will be tested:

- H1: There exists a significant positive correlation between personal branding via LinkedIn and career visibility among MBA students.
- H2: Personal branding via LinkedIn has a significant positive effect on the employability perception of MBA students.

3.6 Data Analysis Plan

The collected data will be analysed using statistical software such as JASP. The following steps will be followed:

3.6.1 Data Screening and Coding

- Responses will be checked for completeness and consistency.
- Incomplete or invalid responses will be removed.
- Items will be coded and reverse-coded where necessary.
- Composite scores for LinkedIn Personal Branding, Career Visibility, and Perceived Employability will be calculated.

3.6.2 Descriptive Statistics

The following descriptive statistics will be used to characterize the sample and relevant variables:

- Frequency distribution and percentages for the demographic variables.
- Mean scores and standard deviations for all scale items and composite variables.

The purpose is to gain insight into the LinkedIn behavior and the general level of personal branding, visibility, and employability amongst the MBA students.

3.6.3 Reliability Analysis

The reliability of the scales used for measurement will be evaluated through the Cronbach's Alpha test:

- The Cronbach's Alpha will be calculated independently for the LinkedIn Personal Branding scale, the Career Visibility Scale, and the Perceived Employability Scale.
- A score of 0.70 or higher will be considered to have acceptable internal consistency.
- If necessary, any item that reduces reliability will be examined and eliminated based on item-total correlation.

3.6.4 Correlation Analysis

The Pearson Product Moment Correlation analysis will be employed to assess the associations in terms of:

- LinkedIn Personal Branding and Career Visibility.
- LinkedIn Personal Branding and Perceived Employability.

The r values will show the strength and nature of the relationship. The p -values will reveal the significance level of the correlation.

3.6.5 Regression Analysis

Simple Linear Regression will be applied to test the impact of LinkedIn Personal Branding on the two dependent variables:

1. Model 1:

- Dependent Variable: Career Visibility
- Independent Variable: LinkedIn Personal Branding
- Used to test H1.

2. Model 2:

- Dependent Variable: Perceived Employability
- Independent Variable: LinkedIn Personal Branding
- Used to test H2.

The regression output will contain the regression coefficient (β), coefficient of determination (R^2), F test statistic, and p values. They will allow us to decide:

- If LinkedIn personal branding is a significant predictor of career visibility and employability.
- The extent to which LinkedIn personal branding explains the variance in the outcome variables.

Chapter 4: Data Analysis and Findings

4.1 Introduction

This part of the chapter includes the results of data analysis based on the data collected from the MBA students related to personal branding on LinkedIn, visibility in their respective jobs, and perceived employability. These analyses were performed with the help of JASP software, by performing analyses such as descriptive statistics, reliability analysis, correlation analysis, and regression analysis.

4.2 Profile of Respondents

The final dataset analyzed had 50 valid answers. The sample included MBA students from diverse academic, specialized, and LinkedIn background experience. Given that the data was clear and complete for all three constructs, the analysis could proceed without any further data processing.

4.3 Descriptive Statistics

From the results of descriptive statistics, it is seen that the mean value of LinkedIn personal branding is 3.670. This shows that the respondents have engaged themselves with personal branding to some extent. Career visibility has a mean value of 3.330, meaning that it has been used moderately. Perceived employability has a mean value of 3.272, which means that the respondents have perceived their employability moderately. This implies that the use of LinkedIn by the MBA students is quite professional, but it needs to be more active. It is clear from the figures that the respondents have used LinkedIn to a moderate extent.

Table 4.1. Descriptive Statistics

	Total_Personal_Bra nding	Total_Career_Visi bility	Total_Perceived_Employ ability
Valid	50	50	50
Missing	0	0	0
Mean	3.670	3.330	3.272

Table 41. Descriptive Statistics

	Total_Personal_Branding	Total_Career_Visibility	Total_Perceived_Employability
(arithmetic)			
Std. Deviation	0.947	0.767	0.719
Minimum	1.000	1.250	1.600
Maximum	5.000	5.000	5.000

4.4 Reliability Analysis

The reliability test in JASP software was employed to find out the reliability of the scales utilized in the research. For the LinkedIn personal branding scale, Cronbach's alpha was found to be 0.878, while the career visibility scale had an alpha coefficient of 0.727. The perceived employability scale had a coefficient of 0.851.

All of the three coefficients are above the minimum threshold of 0.70, which indicates that the scales are reliable.

Reliability

Table 42. Frequentist Scale Reliability Statistics

Coefficient	Estimate	Std. Error	95% CI	
			Lower	Upper
Cronbach's α	0.878	0.035	0.809	0.946

Frequentist Individual Item Reliability Statistics

Item	Cronbach's α (if item dropped)		
	Estimate	Lower 95% CI	Upper 95% CI
PB1_ProfileComplete	0.844	0.756	0.931
PB2_SkillsCert	0.854	0.769	0.938
PB3_Networking	0.837	0.743	0.931
PB4_Consistency	0.841	0.752	0.929
PB5_Groups	0.892	0.822	0.962
PB6_Personalize	0.867	0.793	0.942

Reliability

Table 4.3 Frequentist Scale Reliability Statistics

Coefficient	Estimate	Std. Error	95% CI	
			Lower	Upper
Cronbach's α	0.727	0.077	0.576	0.877

Frequentist Individual Item Reliability Statistics

Item	Cronbach's α (if item dropped)		
	Estimate	Lower 95% CI	Upper 95% CI
CV1_RelevantViews	0.640	0.441	0.840
CV2_Inquiries	0.611	0.389	0.832
CV3_IndustryRequests	0.725	0.576	0.875
CV4_Opportunities	0.691	0.522	0.859

Reliability

Table 4.4 Frequentist Scale Reliability Statistics

Coefficient	Estimate	Std. Error	95% CI	
			Lower	Upper

Table4.4 Frequentist Scale Reliability Statistics

Coefficient	Estimate	Std. Error	95% CI	
			Lower	Upper
Cronbach's α	0.851	0.036	0.780	0.922

Frequentist Individual Item Reliability Statistics

Item	Cronbach's α (if item dropped)		
	Estimate	Lower 95% CI	Upper 95% CI
PE1_Confidence	0.830	0.742	0.918
PE2_Advantage	0.773	0.657	0.888
PE3_AccurateRep	0.843	0.777	0.910
PE4_Positioning	0.842	0.767	0.918
PE5_SearchAbility	0.806	0.708	0.903

4.5 Correlation Analysis

The relationship between the research variables was tested by Pearson's correlation analysis technique. LinkedIn personal branding and career visibility showed a positive but weak association, $r = 0.260$, $p = .069$. As the significance value is more than 0.05, then this relationship is not significant at 5% significance level.

There was a significant positive association between LinkedIn personal branding and perceived employability ($r = 0.345$, $p = .014$). This suggests that the more personal branding on LinkedIn, the higher the perceived employability.

Finally, career visibility and perceived employability showed the highest correlation ($r = 0.456$, $p < .001$). This suggests that LinkedIn career visibility leads to perceived employability.

Table4.5 Pearson's Correlations

			Pearson's r	p
Total_Personal_Brandin	-	Total_Career_Visibility	0.260	.069

Table 4.5 Pearson's Correlations

		Pearson's r	p
g			
Total_Personal_Branding	-	Total_Perceived_Employability	0.345
			.014
Total_Career_Visibility	-	Total_Perceived_Employability	0.456
			< .001

4.6 Regression Analysis

To examine the predictive strength of LinkedIn personal branding on career visibility, simple linear regression was utilized as the primary analytical tool. The model returned an R^2 value of 0.067, which reveals that personal branding efforts on LinkedIn are responsible for explaining only 6.7% of the variability recorded in career visibility outcomes. The slope of the regression model is positive but insignificant (p-value = 0.069). Simple linear regression was also done to see how LinkedIn personal branding affects perceived employability. This time, the regression analysis revealed that the coefficient of determination R^2 is 0.119. This means that LinkedIn personal branding explains 11.9% of the variability in perceived employability. The slope of the regression model is positive and statistically significant (p-value = 0.014).

Linear Regression

Table 4.6 Model Summary - Total_Career_Visibility

Model	R	R^2	Adjusted R^2	RMSE	R^2 Change	df1	df2	p
M ₀	0.000	0.000	0.000	0.767	0.000	0	49	
M ₁	0.260	0.067	0.048	0.748	0.067	1	48	.069

Note. M₁ includes Total_Personal_Branding

Table 4.7 ANOVA

Model	Sum of Squares	df	Mean Square	F	p
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Table 4.7 ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M ₁	Regression	1.940	1	1.940	3.467	.069
	Residual	26.86	48	0.560		
	Total	28.80	49			

Note. M₁ includes Total_Personal_Branding

Note. The intercept model is omitted, as no meaningful information can be shown.

Table 4.8 Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
M ₀	(Intercept)	3.330	0.108		30.71	< .001
M ₁	(Intercept)	2.559	0.427		5.988	< .001
	Total_Personal_Branding	0.210	0.113	0.260	1.862	.069

Descriptives

	N	Mean	SD	SE
Total_Career_Visibility	50	3.330	0.767	0.108
Total_Personal_Branding	50	3.670	0.947	0.134

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Intercept)	Total_Personal_Branding
M ₁	1	1.969	1.000	0.016	0.016
	2	0.031	7.953	0.984	0.984

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Intercept)	Total_Personal_Branding

Note. The intercept model is omitted, as no meaningful information can be shown.

Linear Regression

Table 4.9 Model Summary - Total_Perceived_Employability

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	df1	df2	p
M ₀	0.000	0.000	0.000	0.719	0.000	0	49	
M ₁	0.345	0.119	0.101	0.682	0.119	1	48	.014

Note. M₁ includes Total_Personal_Branding

Table 4.10 ANOVA

Model		Sum of Squares	df	Mean Square	F	p
M ₁	Regression	3.019	1	3.019	6.491	.014
	Residual	22.32	48	0.465		
	Total	25.34	49			

Note. M₁ includes Total_Personal_Branding

Note. The intercept model is omitted, as no meaningful information can be shown.

Table 4.11 Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
M ₀	(Intercept)	3.272	0.102		32.17	< .001

Table 4.11 Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p
M ₁	(Intercept)	2.310	0.390		5.931	< .001
	Total_Personal_Branding	0.262	0.103	0.345	2.548	.014

Descriptives

	N	Mean	SD	SE
Total_Perceived_Employability	50	3.272	0.719	0.102
Total_Personal_Branding	50	3.670	0.947	0.134

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Intercept)	Total_Personal_Branding
M ₁	1	1.969	1.000	0.016	0.016
	2	0.031	7.953	0.984	0.984

Note. The intercept model is omitted, as no meaningful information can be shown.

4.7 Hypothesis Testing

Hypotheses have been validated using correlation and regression analysis findings.

- H1: There is a significant positive relationship between LinkedIn Personal Branding and Career Visibility among MBA students.

The hypothesis has been proven partly true. The relationship between the two variables exists and it is positive, however, the relationship is insignificant at the 5% level of significance ($r = 0.260$, $p = .069$). Thus, the null hypothesis of no relationship between the two variables has not been rejected completely.

- H2: There is a significant positive effect of LinkedIn Personal Branding on the employability perception among MBA students.

The hypothesis has been proven true. A relationship does exist and it is both significant ($r = 0.345$, $p = .014$; $R^2 = 0.119$) and positive.

4.8 Interpretation of Findings

The results indicate that LinkedIn is highly significant to the MBA students; however, it is likely that most of the participants may be utilizing the site at a basic or intermediate level. The higher influence on perceived employability implies that LinkedIn personal branding boosts the sense of job security among the students, despite the minimal impact of visibility. It is possible that being seen does not merely depend on having a great online presence but also involves networking and the frequency of such interactions.

4.9 Summary of Findings

The results indicate that MBA students have a moderate level of LinkedIn personal branding, career visibility and perceived employability. The scales utilized in this study are reliable. LinkedIn personal branding is positively related to career visibility and perceived employability, but the relationship is stronger and statistically significant only for perceived employability. The study finds stronger support for the effect of personal branding on student's perceived employability than on their perceived visibility to recruiters.

Chapter 5: Insights and Discussion

5.1 Introduction

The results from Chapter 4 are discussed in this chapter in relation to the objectives of the study and the literature read earlier. The goal is not just to reiterate what the figures showed, but to think through what they actually represent for MBA students who are trying to navigate an increasingly digital employment market. Some of the outcomes were what I expected, some were more subtle, those were the more fascinating ones.

5.2 Discussion of Findings

The descriptive statistics proved one key point before any hypothesis was tested, that majority of the respondents were moderate LinkedIn users. The average personal branding score of 3.67 (out of 5) implies that students are not completely disconnected from the platform, but they are not using the platform in a very intentional or strategic manner. This is worth keeping in mind, as everything that comes after is based on this. The most striking discovery to me was the divergent outcome of the two dependent variables. LinkedIn personal branding was positively related to professional visibility but was not statistically significant ($r = 0.260$, $p = .069$), it was significantly related to perceived employability ($r = 0.345$, $p = .014$). When I originally read this, I assumed there might be a sample size issue -- with only 50 responses, modest results are to be expected. But if we look more closely at the regression result, it tells us that there is something real being told by the pattern: The profile building effort may be having a more consistent impact on students' sense of their professional selves than it is on the frequency with which recruiters are finding them.

The disparity is enormous. Your LinkedIn visibility is more than how flawless your profile appears. It will also depend on the size and quality of your network, the information you give that the algorithm presents to others and whether recruiters in your chosen field are active on the platform at all. If you're a student who has a thorough LinkedIn profile but logs in once a month and never connects with anybody else, you probably won't show up in search results, and you can forget about recruiters reaching out -- no matter how great your profile seems on paper. This is precisely what the 6.7% explained variance in career visibility ($R^2 = 0.067$) is telling us. Profile quality alone is a weak predictor of real recruiter-facing outcome

Perceived employability told a different story. The regression model for this outcome was statistically significant and explained 11.9% of the variance ($R^2=.119$). This shows that developing a professional identity on LinkedIn — designing a headline, framing your talents, curating what you'd like to say — has an inside-out influence on students, not only an outside-in influence. Students who proactively construct a solid LinkedIn profile express more readiness for the workplace, increased confidence in their professional positioning, and an enhanced ability to compete with their peers. This is congruent with the symbolic interactionism perspective stated in the literature review, where professional self-concept is built by self-presentation and feedback it generates. The most important correlation found in the study was that between professional visibility and perceived employability ($r = 0.456$, $p < .001$). It's an intuitive point, if you're approached by a recruiter on LinkedIn or you have a lot of views for your profile, it's very likely to enhance your confidence about where you stand in the job market. What's noteworthy is the direction of influence - it may be that perceived employability also drives students to be more active on LinkedIn and creates a feedback loop between visibility and confidence. This study is cross-sectional, and hence we are unable to make judgements about causality, which remains an open subject to be addressed in future research.

5.3 Link with Literature

This conclusion that perceived employability is significantly predicted by LinkedIn personal branding is usually in line with earlier work. Comparable trends are also visible in studies of social media and graduate careers, where active digital self-presentation correlates with increased assessments of professional preparedness and marketability. The present study provides a more focused attention to MBA students in the context of Indian management education, a population that has been relatively under-explored in the extant literature.

The lowest performance for professional visibility is likewise not entirely unexpected from a signaling theory perspective. A signal is of no utility unless the receiver can see it and decode it. LinkedIn personal branding can provide powerful signals but whether those signals are going to reach recruiters is dependent on platform dynamics — network density, posting frequency, keyword optimisation and algorithmic distribution —

that are outside the control of any single composite branding score. Labrecque et al. (2011) define online personal branding as an ongoing process of identity creation and audience management. The findings here show that MBA students may be practicing the identity-construction aspect without fully engaging in the audience-management side.

5.4 Implications

The lesson for MBA students is fairly simple: time spent on LinkedIn does appear to pay off, but the return depends on what kind of investment you're making. A good static profile is just a start, not a destination. The students who will benefit most from the platform are those who are active, engage with content regularly and make a habit of using LinkedIn professionally on an ongoing basis, rather than just during placement season.

For institutions, the findings suggest that LinkedIn career development support should go beyond workshops on how to build a profile. Since perceived employability, a major determinant of confidence and career readiness, is strongly linked to branding activity, there is a strong case for incorporating digital personal branding into the curriculum in a structured, year-round manner rather than as a last-minute placement preparation activity.

5.5 Chapter Summary

Overall, from the discussion, it can be seen that personal branding on LinkedIn is vital for MBA students in terms of how it influences their perception of themselves professionally. The influence on visibility when targeting recruiters is significant yet constrained and appears to rely on more than just completing one's profile. This insight shows that the platform values consistency and engagement, both of which students should work on fostering.

Chapter 6: Recommendations

6.1 Recommendations for MBA Students

MBA students should have a complete, professional and current LinkedIn profile. A good profile should have a clear headline, a well-written summary, education background, internships, live projects, certifications, skills, and any achievements that support their career goals. “View your LinkedIn profile as your professional persona, not just a casual online account,” says Dyer. “A lot of the time, it’s the first digital impression a recruiter gets.

Students also need to be more active on the platform and not just use it when they are looking for a job. Active engagement – posting, commenting, sharing industry-related content and connecting with relevant professionals – can help to increase visibility and draw attention to their profile. Results show that a stronger personal branding is related to a better perceived employability and therefore students should pay attention to build a consistent and credible online presence.

LinkedIn networking should be career-focused and goal-oriented. Students should network with alumni, recruiters, faculty, industry professionals and peer groups associated with their specialization. This targeted networking can give them insights into the industry, increased visibility of profile and the potential to build relationships that may in turn support internships, placements and career opportunities.

6.2 Recommendations for Institutions

It is advised that the management institutions organize workshops and training courses on LinkedIn optimization, personal branding, and digital employability. Such seminars must include not only instructions on how to build a profile on LinkedIn but also on how to effectively use this social network for professional growth. Students should be taught how to build a powerful title, a great summary, share achievements, and present themselves professionally.

Career service sections must integrate digital branding into placement preparation and employability sessions. Management institutions can assist their students through the provision of valuable advice on how to build a good profile, publish valuable content, and network to boost the overall professional image.

Furthermore, students should be encouraged to participate actively in their LinkedIn accounts throughout the year and not only during the placement period.

6.3 Recommendations for Recruiters

Recruiters can also look at LinkedIn as a source of information in evaluating MBA students and young professionals. LinkedIn profile usually provides a broader picture of the candidate's professional interests, communication style, achievements and domain focus. But apart from the quality of the profile, recruiters should also look at the pattern of engagement and not just the number of connections or likes.

Students use LinkedIn to demonstrate they are committed, understand the industry and are professional. This might be useful for recruiters, especially when it comes to evaluating early-career talent, and how they market themselves online. To make the process fair and balanced, recruiters should use LinkedIn as a tool and not as the only tool for selection but as an addition to other tools.

6.4 Overall Practical Implication

Overall, the study suggests that LinkedIn personal branding should be treated as an important employability tool for MBA students. The findings show that a stronger LinkedIn presence is linked more clearly with perceived employability, which means students should view the platform as part of their long-term career preparation.

Institutions and recruiters can both play a role in helping students use LinkedIn more effectively and professionally.

Chapter 7: Limitation, Conclusion and Future Scope

7.1 Conclusion

This paper analyzed the connection between the impact of personal branding on LinkedIn and visibility/employability perceptions of MBA students. Results revealed LinkedIn as an increasingly influential tool used for shaping the students' professional identities and their perceptions of their employment potential.

It was found that personal branding on LinkedIn had positive effects on the perceived visibility and employability. However, there was no statistical significance when the connection between personal branding and visibility was considered. This means that MBA students with developed professional LinkedIn profiles were able to perceive themselves as more employable and have brighter career perspectives.

Nevertheless, at the same time the results showed that LinkedIn visibility cannot be strongly correlated with profile quality. In this case it can be related to different aspects such as the behavior and frequency of actions performed by the users, as well as searching and ranking algorithms of recruiters working in the field.

Therefore, the obtained results supported the idea of LinkedIn not being just another way to make an online resume. Instead, it is an essential instrument of professional marketing and employability of MBA graduates.

7.2 What the Study Achieved

The goal of the paper has been achieved by demonstrating the influence of personal branding on LinkedIn on career visibility and perceived employability. There is indeed a positive and statistically significant association that is particularly relevant in the case of perceived employability. To put it simply, the research demonstrates that students who are active on their LinkedIn account feel ready for work.

7.3 Final Inference

The main finding from the research paper is that personal branding on LinkedIn is vital within the context of digital recruiting. While it won't necessarily make you stand out to recruiters, it will definitely contribute to your professional self-concept as well as your readiness to compete in the labor market.

7.4 Limitations

A candid assessment of this study reveals several constraining factors that affect the interpretation of its findings. The first and most significant limitation relates to the sample size, which at 50 valid responses was relatively small, thereby restricting the generalizability of conclusions to broader MBA student populations. The second limitation concerns the self-reporting nature of the data collection instrument, which inherently carries the risk of social desirability bias and inaccurate self-assessment among respondents. The third limitation stems from the cross-sectional research design employed, which captured data at a singular moment in time and consequently prevented any meaningful examination of causal relationships or longitudinal trends.

7.5 Future Scope

Further research can increase the sample size and expand the study to include MBA students from other universities to enhance generalization. Additional factors that researchers can consider regarding LinkedIn usage include the frequency of posts, networking techniques, endorsements received, and feedback from recruiters. Longitudinal research may prove valuable in understanding the impact of LinkedIn personal branding on actual career outcomes.

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ANNEXURE

Survey Questionnaire

Section A: Demographic Details

1. Age:
 - ☐ 20–22 years
 - ☐ 23–25 years
 - ☐ 26–28 years
 - ☐ Above 28 years
2. Gender:
 - ☐ Male
 - ☐ Female
 - ☐ Prefer not to say
3. Undergraduate Degree:
 - ☐ BBA/BMS
 - ☐ B.Com
 - ☐ B.Tech/BE
 - ☐ BA
 - ☐ B.Sc
 - ☐ Other:
4. MBA Branch / Programme:
 - ☐ Marketing
 - ☐ HR (Human Resources)
 - ☐ Finance
 - ☐ Operations
 - ☐ Information Technology (IT)/ Systems
 - ☐ Others
5. LinkedIn Account Status:
 - ☐ I have an active LinkedIn account
 - ☐ I have an account but do not use it
 - ☐ I do not have a LinkedIn account
6. LinkedIn Usage Frequency (for those with an account):
 - ☐ Daily
 - ☐ Weekly

- ☐ Monthly
- ☐ Rarely (Less than once a month)

7. Total LinkedIn Experience:

- ☐ <6 months
- ☐ 6–12 months
- ☐ 1–2 years
- ☐ >2 years

Section B: LinkedIn Personal Branding

Please rate your agreement with the following statements regarding your LinkedIn personal branding activities (1 = Strongly Disagree, 5 = Strongly Agree):

	1 - Strongly Disagree	2 - Disagree	3 - Neutral	4 - Agree	5 - Strongly Agree
My LinkedIn profile is complete with a professional photo, headline, summary, and updated education details.					
I have added relevant skills, projects, and certifications on my LinkedIn profile.					
I actively send connection requests to professionals, alumni, or recruiters relevant to my career goals.					
I maintain consistent LinkedIn activity during the semester (checking, updating, or engaging at least a few times a week).					
I am a member of LinkedIn groups or communities related to my industry or career.					
I personalise my connection requests or follow up messages when connecting with new people on LinkedIn.					

How often do you like or react to posts from industry professionals, companies, or alumni?

- Very frequently
- Frequently
- Sometimes
- Rarely
- Never

How often do you comment thoughtfully on LinkedIn posts (beyond just “congratulations” or “nice post”)?

- Very frequently
- Frequently
- Sometimes
- Rarely
- Never

Section C: Career Visibility

On average, how often do you notice profile views on your LinkedIn profile?

- Almost every day
- A few times a week
- A few times a month
- Rarely
- Never / I do not check

In the last 3 months, approximately how many times have you received LinkedIn messages from recruiters or HR professionals?

- 0 times
- 1 time
- 2–3 times
- 4–5 times
- More than 5 times

In the last 6–12 months, how many interview or opportunity discussions were initiated directly through LinkedIn?

- 0 times
- 1 time
- 2–3 times
- 4–5 times
- More than 5 times

Please rate your agreement with the following statements regarding your digital career visibility on LinkedIn (1 = Strongly Disagree, 5 = Strongly Agree):

	1 - Strongly Disagree	2 - Disagree	3 - Neutral	4 - Agree	5 - Strongly Agree
I feel that my LinkedIn profile is being viewed by relevant professionals (e.g., recruiters, alumni, managers).					

I frequently receive inquiries about my profile, skills, or availability for roles/internships on LinkedIn.					
I often receive connection requests from professionals/alumni in my target industry.					
I have received interview calls, internship offers, or project opportunities directly because of my LinkedIn presence.					

Section D: Perceived Employability

Please rate your agreement with the following statements regarding your perceived employability (1 = Strongly Disagree, 5 = Strongly Agree):

	1 - Strongly Disagree	2 - Disagree	3 - Neutral	4 - Agree	5 - Strongly Agree
I feel confident that I can secure a suitable job or internship with the help of LinkedIn.					
I believe my LinkedIn presence gives me an advantage over peers who are less active on the platform.					
I feel that my LinkedIn profile accurately represents my strengths, skills, and career goals.					
I perceive myself as professionally well-positioned because of how I brand myself on LinkedIn.					
I am confident that I can use LinkedIn effectively to find and approach relevant job opportunities.					