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RESEARCH ARTICLE

Influence of Social Networks on Human Resource Management in Ilo Workers

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ARTICLE INFO	ABSTRACT
	The influence of social networks on human resources management in Ilo workers was determined. It was based on a quantitative methodology, of an explanatory type where 280 workers in the human resources area of 140 private companies in Ilo were surveyed. Variance-based structural equation modeling (SEM) was used for data processing. Analysis of model goodness of fit and significance reveals that the overall model fits well with a GOF of 65.8%, which is considerably high. This measure, together with other model fit indicators such as RMSEA and CFI, suggests that the model is adequate to explain the influence of social networks and human resource management. Furthermore, the proposed hypotheses, especially those related to the direct and indirect influence of social networks on human resource management, are mostly supported by the data, with significant p-values that strengthen confidence in the results obtained.

INTRODUCTION

Today, companies must overcome several obstacles when they are in the situation of finding qualified human talent that allows them to contribute to the company's objectives. For this reason, the human resources area must make a great effort to optimize its processes and identify the most effective and efficient techniques that facilitate meeting the company's needs (Benítez, 2015).

In the current era, technology has become very important in people's lives, allowing communication and finding employment through various applications on the internet; however, it is increasingly difficult to find work, especially for those who are recent graduates and do not have any experience, so they must strive to prepare as best they can (Calle, 2021).

Thus, technological innovation has been increasing human resource management practices where the use of social networks in the recruitment and selection process has become a widely used resource, extending more and more worldwide (Coello-Sotomayor y Cedeño-Pinoargote, 2023).

Several countries have implemented the use of social networks for recruitment and human talent management, countries such as the United States, the main country to use Google for the selection of its personnel; Germany, Canada, United Kingdom, and New Zealand also applied these strategies. In Latin America, thanks to a study conducted in Mexico, it was determined that LinkedIn is the best platform for offering jobs and finding executive talent (López-López, 2018).

Consequently, the influence of social networks on human resource management has radically transformed labor practices worldwide. These digital platforms have modified the way companies communicate, recruit, and maintain their employees. Internationally, recent studies indicate that more than 70% of organizations use social networks to recruit candidates, highlighting their effectiveness not only for attracting talent but also for fostering a more open and connected

organizational culture. This global trend underscores the crucial role that social networks play in creating professional networks and managing diversity within companies (Matienzo, 2020).

In the Latin American context, the situation is not very different. Social networks have become essential tools for human resource management, especially in countries with emerging economies. For example, in Brazil and Mexico, more than 60% of companies report intensive use of these platforms for recruitment and professional development purposes. This phenomenon is attributed to high internet penetration and the popularity of platforms such as LinkedIn, Facebook, and Twitter, which facilitate direct and constant interaction between employers and potential employees (Ruiz, 2016).

In Peru, the impact of social networks on human resource management is observed in both large companies and SMEs. According to a 2022 report, approximately 50% of Peruvian companies actively use social networks to recruit personnel. The preference for these digital tools reflects a significant change in human resource strategies, now oriented towards leveraging the reach and immediacy that networks offer to capture young and highly qualified talent (Iglesias et al., 2023).

Locally, in the city of Ilo, the use of social networks by human resource departments is still in a phase of gradual adoption. Although there are no specific statistics for this locality, preliminary observations indicate that the largest companies are beginning to integrate these platforms into their recruitment and personnel management processes. The geographical proximity to important mining centers and the economic dynamism of the area suggest that social networks could play a fundamental role in attracting and retaining talent in key sectors such as mining and logistics.

Moreover, the demographics of Ilo, with a considerable proportion of young and technically trained population, present a unique opportunity for local companies to further explore the use of social networks in human resource management. Training in the effective use of these tools could empower companies in Ilo to improve their talent management practices, adapting to the digital trends that are already shaping the future of work at both global and national levels.

In summary, the influence of social networks on human resource management is a global phenomenon that resonates at all levels, from international to local. In Ilo, as in the rest of Peru and Latin America, social networks are not only changing the ways of recruitment and communication between companies and workers but are also shaping future labor practices. In this context, it is crucial that human resource managers recognize and adapt to these new digital tools to optimize their processes and strategies in today's dynamic labor market.

STATE OF THE ART

Human Resources

Human resource management, or people management, involves making decisions and executing individual or collaborative actions with the purpose of achieving the desired objectives of the company. It is also closely linked to the development of various skills such as efficiency, effectiveness, productivity, satisfaction, and commitment of employees within a company (Sumar, 2021).

For this reason, a large part of the responsibility falls on the human resources area, as it is in charge of promoting the understanding and appreciation of the culture and work environment. Additionally, it must maintain and manage the most valuable asset of any organization, which is its people (Chavez y Fleitas, 2023).

Like many areas that make up a company, digital transformation has significantly impacted the human resources area. Digital tools have been introduced that improve productivity, performance, and above all, generate staff satisfaction. Moreover, the use of the Internet and social networks in recruitment processes allows widespread dissemination and enables companies to connect with valuable talents from any part of the world, facilitating the attraction and retention of the best staff (Pérez, 2022).

According to Cisneros et al. (2022), it is essential for human resource workers to leverage and use new technologies in the selection process, as their success largely depends on a good choice of human capital. Recruiting through the internet and social networks allows finding candidates with diverse abilities, knowledge, skills, experience, aptitudes, attitudes, values, etc. (Jara-Martínez et al., 2018).

Based on the above, we can indicate that the recruitment and selection process must evolve along with the advancement of technology. It is essential to use social networks with the purpose of reaching a broader and interested audience and thus achieve better results, finding the ideal personnel who contribute to the growth of the company (Jara et al., 2018).

Social Networks

According to Cisneros et al. (2022), a social network can be defined as a group of people who interact and form bonds with each other because they share something in common, whether it be work, friendship, kinship, etc.

Likewise, social networks refer to services that we find online or through the internet, and thanks to this, many people can create an account or profile that is public to others; it is also considered as the so-called recruitment 2.0, and within this, many applications that serve to hire personnel like Facebook, WhatsApp, LinkedIn, among others. Applying the classic recruitment that is carried out, it can be compared to online recruitment allowing the identification and understanding of the differences, insofar as new technologies have brought about a change in people's daily lives, as well as in the processes of personnel management (Chávez, 2022).

Regarding technology, social networks are what allow awareness of the personal lives of others, whether on platforms like Twitter, Instagram, etc. Thanks to the great boom that has occurred over the years, it is difficult to find someone who does not have at least one of these networks currently (Campos, 2008).

According to Abarca (2018), social networks are used as a means to contact other people who have different qualities and capabilities that adapt to the needs of the market.

This social network is considered a group of applications accessible on the internet, which are technologically based Web 2.0 services offering a wide variety of ways to create and share content with other people. Now, the generalization of the use of new technologies and the influence it has in causing transformations in the way people communicate and relate to each other (Ruiz, 2016).

In the same way, they are of great support for establishing connections everywhere and at all times, allowing users to exchange ideas, concepts, perceptions, among more. Currently, it facilitates proper management in companies, making them more efficient in their processes and improving their productivity (Henrique, 2009).

METHODOLOGY

The study employed a quantitative approach because it involved a sequence of processes. Although both qualitative and quantitative approaches share several aspects, they also possess their own unique characteristics. This approach aims to use collected data to affirm or refute hypotheses or theories based on numerical measurement and result analysis (Hernández et al., 2014).

The level of the study was explanatory as it sought to delve deeper and be more rigorous, aiming to verify causal or explanatory theories that explain the relationships between variables. This level is important for properly formulating the hypothesis as it will guide the researcher on how to conduct their study (Ñaupas et al., 2014).

This level does not only involve describing events or concepts but also explaining and responding to the causes of these social events. It focuses on explaining what is happening and how two or more variables can be related (Hernández et al., 2014; Jam et al., 2016).

The design was non-experimental since in this case no variables were manipulated; participants could not be intervened upon or selected for convenience nor could there be direct control, they came to the researcher with different characteristics, such as sex, occupational level, aptitudes, among others (Kerlinger, 2002; Jam et al., 2019).

It was a cross-sectional study because, according to Hernández et al. (2014), "its purpose is to describe variables and analyze their incidence and interrelation at a given moment."

According to Monje (2011), the population in a study is not always structured demographically, i.e., when gathering people located in a specific demographic area, but can also be formed in different ways.

For the conducted research, the population consisted of human resource workers from private companies in Ilo.

Inclusion Criteria

Workers with at least 2 years of work experience.

Employees of private companies.

Exclusion Criteria

Workers not born in Ilo.

Workers who do not use social networks.

Workers in a probationary or temporary contract period.

In the quantitative approach, according to Hernández et al. (2014), the sample involves many cases as it seeks to generalize the obtained results. For this study, a non-probabilistic convenience sampling was applied, as mentioned by Katayama (2014); this sampling occurs when the researcher selects the subjects to study arbitrarily. Initially, 140 private companies in Ilo were selected, and the sample was based on 2 people per company, thus the sample was composed of 280 human resources workers from private companies in Ilo.

Finally, for Hernández et al. (2014), the unit of analysis indicates who will be measured, that is, the participants, subjects, or units that will be studied. Therefore, in the conducted study, the unit of analysis was each worker from the human resources area in private companies in Ilo.

The technique used for data collection was the survey, one of the most common in research, which can be conducted in both virtual and face-to-face environments (Cisneros-Caicedo et al., 2022). This technique was used to identify the relationship between the investigated variables (Jiménez, 2020).

The instrument used was the questionnaire, as it corresponds to the application of the survey. It consists of a series of questions directed at the interviewee, where the interviewer should not be actively involved (Arias-Odón, 2012; Kanval et al., 2024).

The information was analyzed through structural equation modeling based on variance (SEM) to determine the influence of social networks on human resource management.

RESULTS

Reliability and Validity of the Construct

The estimation of models considered for measurement includes calibrating the validity of the measures, that is, convergent and discriminant validity. Factor loadings must be greater than 0.700 to support the reliability of the dimension, variable, and indicators. The average variance extracted (AVE), which must be greater than 0.500, licenses determining convergent validity. To produce internal consistency reliability, Cronbach's Alpha and Composite Reliability (CR) must be greater than the lower threshold of 0.700.

Table 1: Reliability and Validity Statistics of Variables

Dimension	indicator	Ítems	FL ≥0.6	Alfa de Cronbach ≥0.7	Rho-A ≥0.5	CR ≥0.8	AVE ≥0.5	VIF
Facebook usage (CFO)	Access (FOR)	fo1	0.880	0.719	0.719	0.877	0.781	1.460
	Frequency (COM)	fo2	0.887						1.460
Youtube usage (AAD)	Functions (FOR)	ad1	0.950	0.857	0.891	0.933	0.874	2.290
	Management (CAP)	ad2	0.919						2.290
WhatsApp usage (SOF)	Motive (MUL)	caat1	0.922	0.915	0.923	0.940	0.796	5.714
	Comunication (BIG)	caat2	0.870						4.169
	Access (AFI)	caat3	0.920						4.128
	Information (FRA)	caat4	0.856						4.625
Staff selection process (RUT)	Competence (OIR)	scr1	0.811	0.873	0.904	0.912	0.723	2.285
	Profile (AFR)	scr2	0.793						2.078
	Experience (OIR)	scr3	0.883						3.124
	Professionalism (AFR)	scr4	0.910						3.463
Staff evaluation (LCC)	Supervition (ORD)	ord1	0.848	0.960	0.965	0.965	0.701	7.793
		ord2	0.889						8.953
	Monitoring (SUS)	st1	0.866						6.912
		st2	0.779						4.309
	Knowledge Management (GEC)	gc1	0.712						4.571
		gc2	0.805						4.380
	Reliable Results (REC)	conf1	0.900						21.694
		conf2	0.929						22.541
	Efficient Results (REE)	ef1	0.881						8.024
		ef2	0.600						2.722
	Support (REF)	prof1	0.898						12.018

		prof2	0.879					15.509

It is evident from Table 2 that the reliability and validity of the construct were analyzed using the threshold value mentioned in the theoretical description of the section. Cronbach's Alpha and the Composite Reliability (CR) had values above the regulatory threshold of 0.7 and 0.8 respectively for all variables. That is, for the Facebook usage dimension ($\alpha=0.719$; CR=0.877); for the YouTube usage dimension ($\alpha=0.857$; CR=0.933); for the WhatsApp usage dimension ($\alpha=0.915$; CR=0.940); for the staff selection process dimension ($\alpha=0.873$; CR=0.912); and, finally, for the staff evaluation dimension ($\alpha=0.960$; CR=0.965).

Discriminant Validity

The discriminant validity of the constructs or dimensions was analyzed using the Fornell-Larcker criterion (1981) and the Heterotrait-Monotrait (HTMT) coefficient, respectively. The Fornell-Larcker criterion is met for this study, as the indicated values are the square root of the AVE and better than the previous values. Additionally, the HTMT ratio in theory should be less than 0.85 for each dimension or construct, so under these conditions, they must meet the standards of discriminant validity.

Table 2: Discriminant Validity

Construction	ADD	CFO	LCC	RUT	SOF
Heterotrait-Monotrait (HTMT) Criteria					
ADD					
CFO	0.944				
LCC	0.904	0.929			
RUT	0.814	0.896	0.779		
SOF	0.781	0.934	0.852	0.887	
Fornell-Larcker Criteria					
ADD	0.935				
CFO	0.750	0.884			
LCC	0.828	0.773	0.837		
RUT	0.697	0.706	0.733	0.850	
SOF	0.713	0.681	0.806	0.814	0.892

Content Validity

To ensure content validity, an evaluation by five experts was conducted. Their selection was based on academic and professional knowledge regarding the dimensions or constructs involved. The experts were asked to rate the extent to which each item reflected the related construct and whether any modifications were necessary. The feedback obtained was used to modify the items in the data collection process.

Model Goodness and Significance

The model fit and goodness of fit (GOF) were analyzed using the Goodness of Fit Index (GFI), which shows that the model achieves a fit of 65.8%, which is highly acceptable internationally (Hair et al., 2019; Jamshed and Majeed, 2019). The GFI for this study indicates that the model has an adjustment of 65.8%, which is highly acceptable at the international level (Jamshed y Majeed, 2019). Other measures for the suitability of the model (i.e., the Standardized Root Mean Square Residual (SRMR), d_ULS, d_G, chi-square, and NFI) are in accordance with international standards (Hair et al., 2019; Haseler et al., 2016). Confirmatory factor analysis (CFA) was used to uncover the dimensional properties of the scales. The results show an acceptable fit. Similarly, the

significances shown in Table 4 were below 0.05, as shown by the p-value, thus providing the symbol of validity in the approval of the items used to indicate the concept.

Table 3: Model Goodness and Significance

Hypothesis	R²	Q²>0	F²>0.35	Goodness of Fit	Decision
HG: social networks→human resource management	0.020	0.502	0.519	0.398	Supported
H1: COF→LCC	0.448	0.713	1.033	0.475	Supported
H2: ADD→LCC	0.821	0.641	0.368	0.398	Supported
H3: RUT→LCC	0.054	0.054	0.004	0.401	Supported
H4: SOF→RUT→LCC	0.044	0.164	0.024	0.321	Supported
H5: SOF→RUT→COF→LCC	0.028	0.404	0.220	0.365	Supported
H6: SOF→LCC	0.448	0.814	1.968	0.714	Supported
H7: SOF→RUT→COF	0.288	0.715	0.485	0.341	Supported
Model Fitness					
	Sat model		**Estimated model**		
Chi-square	1439.373		1450.210		
ChiSqr/df	8.789		31.625		
RMSEA	0.042		0.036		
AGFI	1.021		0.978		
PGFI	2.314		2.543		
SRMR	0.088		0.092		
NFI	0.530		0.526		
TLI	1.219		0.978		
CFI	0.978		0.999		
AIC	2.014		1.119		
BIC	0.987		1.051		

Structural Model Results

To analyze the final outcome of the structural model, a nomogram based on Figure 1, which represents the empirical model of endogenous and exogenous variables, is conducted. The following is presented:
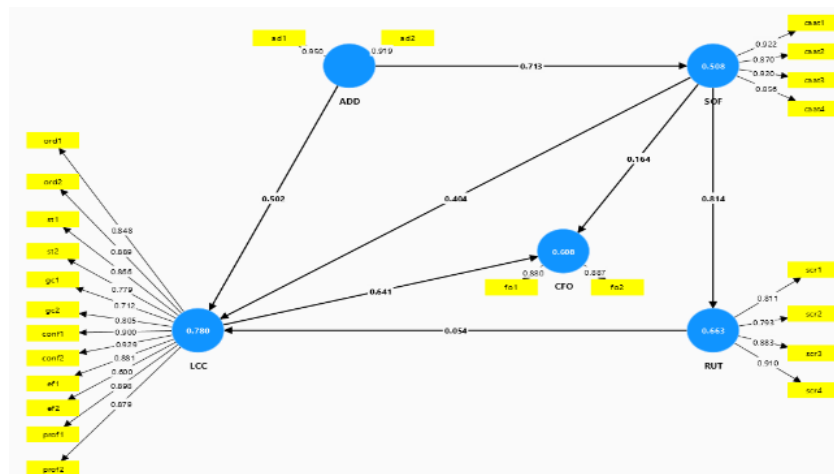
Figure 1: Structural Model
Note: Smart-PLS

The structural model is evaluated based on the R-squared (R2) values as illustrated in Figure 1. The R2 values of 0.054, 0.164, and 0.404, among others, which are below 0.700, are considered considerable, reasonable, weak, and inverse, respectively. In our case, the R2 values of 0.780, 0.508, 0.608, and 0.663 for LCC, SOF, CFO, and RUT respectively demonstrate the model's moderate to substantial aptitude (Hair et al., 2019; Jamshed and Majeed, 2019). The P-values at the significance level of 0.05 show that a direct relationship among several of the hypothesis constructs is established and supported. These are shown in Table 5.

Table 4: Hypothesis Testing

Hipótesis	β	Media	T-Statistic	*p-Value*	*Decision*
Modelo 2-efect directo					
H1: COF→LCC	-0.013	-0.094	0.641	0.000	
H2: ADD→LCC	-0.013	-0.008	0.502	0.234	Supported
H3: RUT→LCC	-0.315	0.025	0.054	0.004	
H6: SOF→LCC	-0.013	0.067	0.404	0.012	Supported
Modelo 3-efect indirecto					
HG: social networks → human resource management	1.081	0.117	0.887	0.012	Supported
H4: SOF→RUT→LCC	-0.289	0.365	0.712	0.011	Supported
H5: SOF→RUT→COF→LCC	0.792	0.626	0.805	0.000	Supported
H7: SOF→RUT→COF	1.238	0.502	0.848	0.000	Supported

Finally, while the effect of independent paths, meaning the analytical variables showing path values of 0.500 and above under a significance level of less than 0.05, clarifies the predictive power of independent constructs for dependent constructs. Figure 1 illustrates the general model of the current reading of all constructs and their items along with the external load values. The figure shows that the constructs are measured using their specific items. The path values display the strength of the prediction among the constructs or dimensions. Meanwhile, the R2 value is represented within the measuring and dependent constructs. The overall model fits as described in the tables. Based on the previous analysis, it is inferred that there is a positive and significant influence of social networks on human resource management in Ilo workers. This also includes all possible correlative adjustments within the monographic analysis.

The results obtained in the study on the influence of social networks on human resource management in Ilo workers reveal critical and promising aspects. The reliability and validity of the measured construct indicate that the instruments used for the research are solid. The high values of Cronbach's Alpha and Composite Reliability (CR) for all analyzed dimensions demonstrate reliable internal consistency, which is essential to validate any scientific study.

In terms of discriminant validity, the fulfillment of the Fornell-Larcker criteria and HTMT ratios below 0.85 reinforce that the constructs are unique and measured distinctively from each other, which is vital to avoid overlap of measures. This aspect is particularly important in studies involving multiple dimensions like the present one, where the use of different social media platforms to specific human resource management processes is evaluated.

The analysis of the model's goodness and its significance reveals that the overall model fits well with a GOF of 65.8%, which is considerably high. This measure, along with other model fit indicators such as RMSEA and CFI, suggests that the model is adequate for explaining the relationship between the use of social networks and human resource management. Moreover, the hypotheses proposed,

especially those related to the direct and indirect influence of social networks on human resource management, are mostly supported by the data, with significant p-values that strengthen confidence in the results obtained.

A notable finding is the relationship between the use of WhatsApp and staff evaluation, which shows high values of significance and notable direct and indirect effects on human resource management. This might indicate that the features of instant communication and accessibility of WhatsApp make it an effective tool for real-time supervision and evaluation of personnel.

Finally, generalizing these results to the population of workers in Ilo might suggest a growing trend towards the integration of social networks into more dynamic and contemporary human resource practices. These results not only speak of the adoption of technology in human resource processes but also of the transformation in organizational culture that fosters more fluid communication and effective monitoring.

This study underscores the importance of social networks in human resource management, demonstrating their potential to improve efficiency and effectiveness in personnel evaluation and supervision, and highlighting the need to adapt these tools to local needs and contexts to maximize their benefits.

CONCLUSION

The study on the influence of social networks on human resource management in Ilo has proven to be deeply significant, revealing how platforms like Facebook, YouTube, and especially WhatsApp are transforming human resource practices. The methodological robustness of the study, confirmed by high values in reliability and validity measures as well as a satisfactory fit of the structural model, underscores the relevance of these tools in improving processes such as staff selection and evaluation. The results indicate that the strategic use of social networks not only facilitates more effective and direct communication within organizations but also enhances operational efficiency and real-time supervision capabilities, which are crucial in today's dynamic work environment.

Given this context, companies in Ilo and, by extension, in similar regions, should consider integrating social networks into their human resource strategies as a critical investment towards innovation and continuous improvement. Adapting to these digital tools is not just a response to technological evolution but a strategic necessity to attract and retain talent, as well as to remain competitive in the market. The findings of the study suggest that with proper use of social communication technologies, companies can significantly improve human resource management, which in turn may contribute to greater job satisfaction and productivity.

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