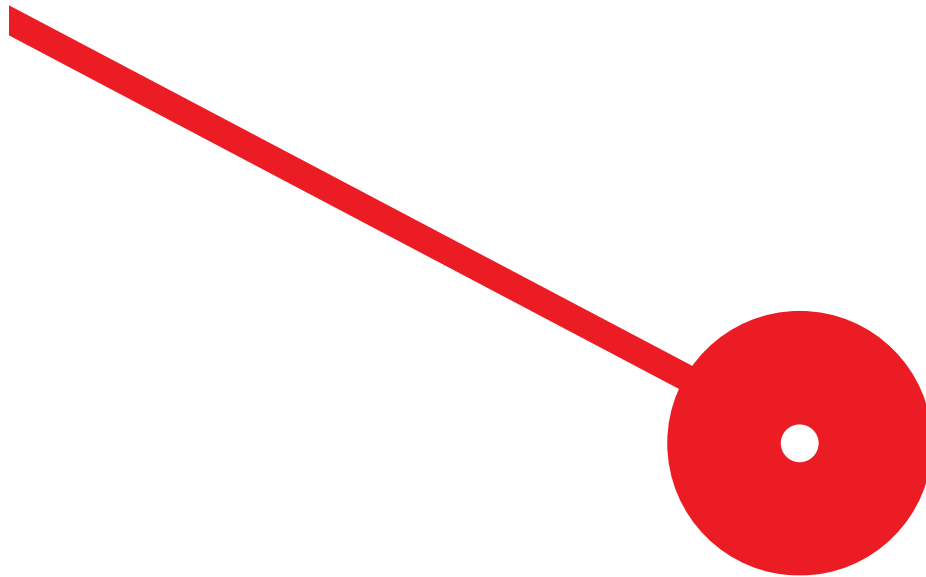




The Use of E-recruitment: An overview of the LinkedIn Platform

Emília Rosa Resende Moreira

10/2025



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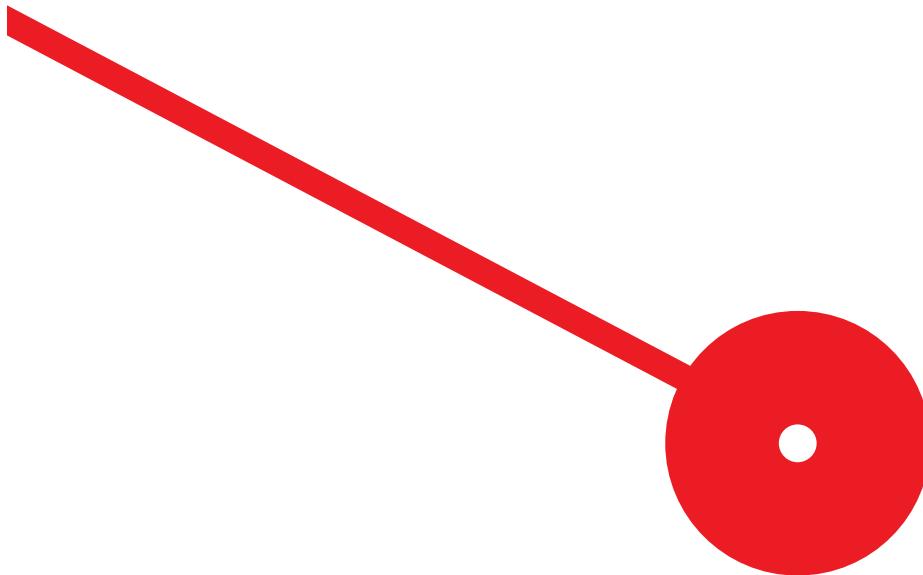
Internship Report

**Presented to Instituto Superior de Contabilidade e Administração
do Porto to obtain the Master's degree in Intercultural Studies for
Business, under the supervision of Prof. Laura Tallone**

Emília Rosa Resende Moreira. The Use of E-recruitment: An overview of the LinkedIn

Platform

10/2025



“You’re my light in the darkness”

Damon Salvatore, *The Vampire Diaries*

Acknowledgements

In a year full of personal challenges and discovery, love and forgiveness were the key to keep moving. As this path comes to an end, I could not finish it without mentioning some of the important souls who have been by my side.

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It is not about how good we do it; it's about doing something.

Resumo:

O presente relatório de estágio foi concretizado no âmbito do Mestrado em Estudos Interculturais para Negócios, do Instituto Superior de Contabilidade e Administração do Porto – Politécnico do Porto, para conclusão do mesmo. O estágio com o requisito de 500h em total, decorreu entre fevereiro e maio de 2025, na empresa Luza Group e Hito Solutions, duas empresas inter-relacionadas, presentes no edifício Rainha em Oliveira de Azeméis. Esta experiência foi dividida entre os departamentos de recrutamento e seleção e recursos humanos.

O objetivo deste relatório é apresentar e analisar o estágio em ambos os departamentos, ao retratar de forma detalhada o processo, incluindo assim as tarefas realizadas ao longo do estágio, as metodologias aplicadas e os conhecimentos obtidos em relação à área de recursos humanos e às plataformas utilizadas. Colocando ênfase na aprendizagem nas estratégias de recrutamento, o uso de plataformas como o LinkedIn e o Manatal, e ainda uma análise na organização de eventos e valores culturais praticados na empresa.

A era moderna trouxe consigo avanços tecnológicos que podem ser sentidos especialmente na área de recrutamento e seleção. O desenvolvimento de plataformas de e-recruitment como o LinkedIn, complementaram os processos de recrutamento, criando assim mais oportunidades de negócio, aumento de conexões entre profissionais e redução de esforço e tempo de trabalho. Porém, algumas desvantagens e incertezas surgiram com este avanço, como falta de informação e resultados extensos. Este relatório de estágio apresenta uma breve pesquisa sobre o surgimento do recrutamento digital e a plataforma LinkedIn, assim como o seu impacto nos profissionais num contexto global.

Palavras chave: Recursos Humanos, LinkedIn, Candidatos, Recrutadores

Abstract:

This internship report was completed as part of the Master's Degree in Intercultural Studies for Business at the Instituto Superior de Contabilidade e Administração do Porto – Politécnico do Porto for the completion of the same. The internship, with a total requirement of 500 hours, took place between February and May 2025 at Luza Group and Hito Solutions, two interrelated companies located in the Rainha building in Oliveira de Azeméis. This experience was divided between the recruitment and selection, and human resources departments.

The purpose of this report is to present and analyze the internship in both departments, providing a detailed description of the process, including the tasks performed throughout the internship, the methodologies applied, and the knowledge gained in relation to human resources and the platforms used. Emphasis is placed on learning about recruitment strategies, the use of platforms such as LinkedIn and Manatal, and an analysis of the organization of events and cultural values practiced in the company.

The modern era has brought with it technological advances that can be felt especially in the area of recruitment and selection. The development of e-recruitment platforms such as LinkedIn has complemented recruitment processes, thus creating more business opportunities, increasing connections between professionals, and reducing the working time. However, some disadvantages and uncertainties have arisen with this advancement, such as lack of information and extensive results. This internship report presents a brief research on the emergence of digital recruitment and the LinkedIn platform, as well as its impact on professionals in a global context.

Key words: Human resources, LinkedIn, Candidates, Recruiters

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List of Abbreviations

CAP – Certificado de Aptitude Pedgógica

CEO – Chief Executive Officer

IEFP – Instituto do Emprego e Formação Profissional

ISCAP – Instituto Superior de Contabilidade e Administração do Porto

PTC – Plastic and Tooling Concepts

INTRODUCTION

The following report summarizes my curricular internship that occurred in the sequence of the Master of Intercultural Studies for Business at the Institute of Accounting and Administration of the Polytechnic University of Porto.

The internship with 500 hours minimum requirement began on the 3rd of February and lasted until the 4th of May, by completing a commitment of working 40 hours per week. The internship was hosted by Luza Group and Hito Solutions, a Luza Group's company. Originally, the main plan of the internship was to experience recruitment and selection. However, since the first interview I demonstrated a great curiosity about the human resources department, therefore the directors considered this and the second half of the internship was realized in Luza's human resources department.

The allure of this internship stemmed from my curiosity in the complex area of human resources and due to the ongoing personal discovery of my professional path. In addition, I always believed that my personality traits and constant will to help others needed to be the basis of my professional choice and saw in human resources an opportunity to combine it with professional objectives.

The desire to stay in the company stemmed from wanting to kickstart my career in the human resources field. However, due to lack of available positions and financial implications that needed to be addressed, I was not able move forward with a trainee contract. Despite this, my time as an intern in the company was incredible positive for both me and the teams I worked with, thanks to the contributions I made. I had the opportunity to expand my vision, discover numerous issues concerning human resources, and even learn how to manage an entire recruitment and selection process. In addition, it gave me the opportunity to meet excellent professionals and great examples of what directors should be. For that, I will always be thankful for the support and relationships created, especially within the Hito Solutions team, where the environment was positive, full of funny moments, and still completely professional.

This internship report dives into a variety of topics and it is structured into three main sections. The first chapter gives a presentation of Oliveira de Azeméis, the city where the internship took place, along with a look at the physical space of the company's office, the Rainha Building. It also provides a paragraph introducing Tiago Monteiro, the CEO of Luza Group, discussing his motivations and the challenges that inspired him to establish the former Plastic and Tooling Concept Group. Additionally, this chapter shares

insights about Luza Group and Hito Solutions, highlighting their mission, the services they offer, their training programs, and their core values and contributions.

My entire internship experience on recruitment and selection, and human resources department is discussed in the second chapter. The first part of this chapter provides knowledge information on the recruitment process practiced in Hito Solutions, including the platforms that were used and the theoretical knowledge that is essential when dealing with IT and engineering roles. It also highlights the contributions I made while working with both Portuguese and Spanish teams, particularly in managing the initial outsourcing process. The second part of the chapter reflects on my experience in the human resources department at Luza, giving details of smaller tasks I completed and the knowledge I gained along the way. In addition, it provides an overview of every internal event I was involved in planning and organizing. Lastly, I dedicated the end of the chapter to one of the most significant moments of my internship, which was a lecture on organizational culture. This was particularly impactful due to its insights on how culture intertwines with business commitments, values, and actions.

The third and final chapter provides a closer look at the importance and influence of e-recruitment in today's world. It draws a comparison between the rise in e-recruitment and the days when hiring was done through traditional methods like newspapers. To further explore this topic, the chapter examines how LinkedIn is used in recruitment strategies, providing information about its background and discussing the pros and cons for recruiters who rely on this platform for finding talent. This information is also supported by personal insights gathered during the two months' experience in using LinkedIn daily for outsourcing.

The purpose of this report is to provide an overview of Luza Group, particularly in the areas of recruitment, selection, and some of the responsibilities of the human resources department. My experiences at both companies have been incredible enriching, thanks to the support from my mentors and the team member who generously shared their knowledge and provided me with training in every aspect. Not forgetting all the collaborators who made me feel welcomed and truly part of the family, whom I am truly grateful.

CHAPTER I – THE HISTORY OF TIAGO MONTEIRO AND LUZA GROUP

The first chapter of this internship report briefly presents Luza Group company, and the city of Oliveira de Azeméis, where the company is located. In addition, it provides information on Luza's Group CEO personal and professional path to create the company that was previously known as Plastic and Tooling Concepts Group (PTC Group). And it provides information as well about Hito Solutions, where the first part of the internship took place.

1.1 Oliveira de Azeméis and Rainha building

The internship took place at Luza Group and its internal company Hito Solutions. Luza Group is located in a city near the one where I was raised, Oliveira de Azeméis - a city located in the district of Aveiro, part of the Greater Metropolitan Area of Porto. Occupied by at least 66,212 inhabitants (according to the 2021 census), the city has 19 parishes and an area of 163.41 km², divided into 12 territorial units (Câmara Municipal de Oliveira de Azeméis, n.d.). Oliveira de Azeméis is a city that is in constant development and increasing its municipal budget due to its strategic investments in health, education, industry, housing, and urban infrastructure rehabilitation (Silva, 2024).

The city is well known for its industrial capacity, with national and international expansion and recognition. It specializes in the production of various goods, including glass, shoes, rice husking, mattresses, textiles, and metallic ware; metallurgy and Metallo mechanics (specifically, steel molds used in the plastic industry); plastics (particularly motor industry components); and agricultural food products.

When it comes to cultural life, the municipality is home to around two hundred associations and to various prominent cultural events. The old-fashioned market, the white night party, and the spring cycle are the events that contribute to the recognition of the city and its economic revenue, especially the associations. In addition, the city hosts year-round events that include the Youth Festival, the Book Fair, the theater exhibitions, and performances. Sports also play an important role in representing the city, since Oliveirense (name for the regional sports teams) ranks at present the first division in hockey (alongside the two best hockey teams in the country, Porto and Benfica), the second division in football, and the third division in basketball (Câmara Municipal de Oliveira de Azeméis, n.d.).

Lastly, there is the tourism of the city, which is categorized as Industrial Tourism. According to Rodríguez-Zulaica (2017), recent studies have defined industrial tourism as any type of tourism carried out in existing or former industrial buildings and sites, as long as their current or past main activity is not or has not been tourism. The quote “If there is a hand man transformation, it is probably made in Oliveira de Azeméis!” defines the recognition of the industrial capacity of the city. Therefore, Oliveira de Azeméis County decided to create a project that focuses on tourism called the Living Industry. This project's purpose is to propose a complete overview and an experience for the tourists of the “seeing and doing” by direct interaction with the production techniques practiced in the businesses that are visited, which will contribute to the promotion of the AZEMÉIS brand as well as its industrial heritage (Câmara Municipal de Oliveira de Azeméis, n.d.).

Luza Group offices are located in the highest building located in the heart of the city, Oliveira de Azeméis. In 1988, with the presence of, at the time, the Republic’s President Dr. Mário Soares, the Rainha shopping center, more commonly known as the Rainha Building, was inaugurated (All About Portugal, 2025). Located in Largo Luís de Camões, this enormous building is the location for at least fifty stores distributed over 3 floors, including one supermarket, and a restaurant opened during the summer of the present year. The building has 12 floors, of which most are home to numerous companies. The higher floor offers a panoramic view over the city, as well as an incredible landscape for the sunset. This same floor was once a bar during the 90s, and nowadays is the home of Loba, a company that focuses on web development, brand strategy, performance marketing, and others. In addition, it is also in this building that the regional newspaper *Correio de Azeméis* is located. With 100 years of existence, the journal is part of and registers the history of the city. The building has its own history as well, and to this day, numerous brands and companies have found their place in it, contributing to the building's popularity.



Figure 1: *Rainha Building*



Figure 2: *View from the building offices*

1.2 Getting to know the CEO of Luza Group

Before providing all the information about Luza Group and Hito Solutions, it is also important to get to know the person behind the project who had the idea and decided to risk everything to put it into practice. I believe that it is by getting to know the founder and director of the company that it is possible to have an idea of the values practiced inside the business and the environment expected.

Tiago Monteiro is Luza's Group founder, and as a human being, he exemplifies what resilience, determination, and leadership are. Before achieving his success, Tiago experienced ups and downs in his professional and personal journey, but it was his strength that kept him going.

At 44 years old, Tiago Monteiro holds the title CEO. However, an achievement that was conquered after hard work and shaped by legacy. Born and raised in Oliveira de Azeméis, a city that is known for metalware and plastics industry, Tiago was influenced by his father and grandfather, men who dedicated their lives working in this same industrial sectors. Consequently, he pursued mechanical engineering at Porto's faculty, a course that led to his first job as a mold designer at Simoldes, the city's most popular company. There, he developed an extensive knowledge in mold and automotive sectors. Eventually, his entrepreneurial skills led him to create Plastic and Tooling Concepts company to support the mold industry and develop new pieces for the sector. However, lacking business management skills and coping with his father's illness and passing, Tiago felt helpless and needed to find a job that would guarantee income (Luza, 2024).

Lucky and faith were at his side, and at 31 years old, Tiago received a call from a former father's friend encouraging him to explore opportunities in Brazil, advice that was followed by the now CEO. After briefly returning to Portugal to prepare every legal document necessary, he flew back to Brazil, investing all his funds in a shoe-focused project. However, financial difficulties led him to work at a mold company with international ties, where he proved his ability to manage business operations and contributed to its financial stabilization. Eventually, he decided to leave the company and focus on his project of Plastic and Tooling Concepts (PTC), operating initially from his home. As his business in Brazil grew, Tiago brought his wife, Priscila, and his daughter back to Portugal, where he continued his investments in Brazil and Mexico while taking

on a project in Morocco. Still confident in Brazil's potential, he and his family relocated there permanently, marking the true beginning of PTC's growth.

For Tiago Monteiro, this history of ups and downs proves that when a person believes in herself, everything is possible, to never give up on our dreams, and to understand that the harder we work, the luckier we get (Luza, 2024).

1.3 Luza Group and Hito Solutions¹

Luza Group, formerly known as PTC Group, was officially founded in Portugal in 2006, inside Tiago Monteiro's house. In November 2024, PTC Group became Luza Group, marking a significant milestone intended to foster growth while preserving the company's Portuguese roots. Nowadays, its location is in Rainha Building on the 7th floor, composed of two meeting rooms, the CEO room, a common zone where collaborators can enjoy their meals or take a break, and where team events happen, and an open workspace divided by the finance department, the overall collaborators, and the human resources department. The CEO and collaborators describe the company as a "living ecosystem" due to its combination of talent, agility, and global orientation.

According to Forbes (2024), in 2023 Luza Group registered a global business revenue of 26 million euros, and it was expected that in 2024 this revenue would have an increase of at least 34%, since the years before this growth was higher than the percentage proposed for 2024.

In Portugal, the person responsible for the business is Mafalda Oliveira, having the position of operations manager, Sónia Martins as chief financial officer, and Cristóvão Paula as the human resources director. The company currently has almost fifty people working in Portugal's office, and more than four hundred working in Brazil's office, and embraces distinct cultures inside the office. The collaborators occupy various professional roles, including finance professionals, the people responsible for the financial income and outcome; the engineers, who are responsible for the design and development of metal and plastic molds; business developers, who facilitate the growth and build relationships with clients; recruiters, who are specialized in talent acquisition

¹ This section is broadly based on the information provided by the companies Luza Group (2025) and Hito Solutions (2025)

and headhunting; and the human resources team, responsible for the administrative functions and supports the company's collaborators.

Luza Group operates in at least eight more countries, which are Brazil, Spain, Mexico, the United States, Morocco, and China. Luza is a versatile, agile, and innovative brand that operates and provides solutions in the fields of Engineering, Technology, Style & Design, and Consultancy. In addition, it provides specialized training and qualified recruitment, intending to connect professionals and leave a mark. These solutions are practiced in the various industries that Luza has business with, such as mobility (aeronautics, rail, automotive), space and defense, mining and metals, technology, telecommunications, energy, capital and consumer goods, life sciences and biotech, and agribusiness. Having well-known clients in the market, such as Leroy Merlin, and Stellantis (Forbes, 2024).

The purpose of Luza is to drive each client's results in a way that is specific to their needs and difficulties. Its mission is to offer high-performance and flexible solutions to its clients by linking the best professionals to engineering and technological challenges. As for its vision, Luza intends to be among the top ten international providers in engineering and technology services (Luza Group, 2025).

To achieve this vision, Luza's collaborators have defined what they are and what to take it into account in their performance. Firstly, act with agility by being prepared to accept every task, satisfying clients' demands, and adjusting to a market that is constantly changing. In addition, as the goal is to improve delivery, they embrace the decisions, actions, successes, and failures of projects. And lastly, in order to adapt to various situations, trends, and technology, development is constant (Luza Group, 2025).

Luza created the service Luza Hub, which offers numerous training sessions for individuals who want to improve, especially the youngest who are trying to fit into professional work. Luza Hub prepares students to excel in their careers, and focuses on human and technical development. Having more than 30 thousand hours of training, and more than 15 thousand students graduated, Luza Hub offers free courses of practical or theoretical methodologies to acquire knowledge, in company courses aligned to the strategic objectives of the organization, and trainee programs to help young talents develop their technical and behavioral competencies with immersive experience in the industry (Luza Group, 2025). Besides these benefits, the company offers others to its

collaborators, such as health care insurance, gym discounts, and initiatives that contribute to the mental health of its collaborators.



Figure 3: *Luza Group logo (Source: Luza Group, 2025)*

As a company that advocates for the well-being and happiness of employees, at Luza, numerous initiatives were implemented to promote team building, cultural exchange, create stronger relationships, and friendly work environment. Starting with promoting health care by offering every Wednesday a different type of fruit that is allocated in the common area and for every employee. In addition, the company organizes small events and celebrates festive days such as Halloween, carnival, and others. It promotes the importance of team buildings, which happen in three diverse ways: one for the department's team, one to celebrate summer with all employees, and the third to celebrate Christmas with an important dinner at which awards are distributed. These promoted events and activities will be further discussed in chapter two.

To have more insights into the journey, its work environment, achievements, special events, and discussions of important themes, individuals can rely on Luza Group's YouTube channel. This digital channel presents videos with diverse content, such as the company history, brief company collaborators presentations, problem-solving cases, celebrated events, PTC cast with different guests, and others. In addition, both Tiago Monteiro and Luza's LinkedIn profiles are extremely active with daily posts that cover different subjects (URL pages provided in the references).

When addressing the Luza Group, Hito Solutions is also included in the discussion. Hito Solutions, formerly known as PTC Recruitment, acts as recruit and selection in terms of outsourcing candidates for clients. Hito is a word from the Japanese language that means "person". This choice of name was intentional due to what is the focus of the company, which is connecting people and talent. Currently, Hito Solutions

is present in Portugal, Spain, and Italy, with at least 10 collaborators, of whom 2 are in Spain and 8 in Portugal. The business provides internal job opportunities for recruiters and commercials.



Figure 4: *Hito Solutions logo (Source: Hito Solutions, 2025)*

Hito Solutions not only provides services in recruitment and selection but also implements assessments in order to reduce bias in reviews; human resources, and sales consulting, by implementing and aligning the onboarding process with the client's company; and outplacement, preparing professionals to risk new professional challenges by simulating interviews. These services are implemented in sectors such as IT, Customer Service, HR, Commercial, Finance, and Engineering. As is believed and practiced in the Luza Group, Hito Solutions takes into account strong values to achieve results and success. Therefore, the company is defined by its focus on quality and efficiency, by working with advanced programs and giving attention to details; its multisectoral specialization, offering alignment in specific requirements; and its global presence and local connections, due to its international operation that combines global perspective with local proximity (Hito Solutions, 2025).

The company practices the same values as Luza Group, since the identity is the same in the end. Alongside the values, events, and initiatives are celebrated in common with Luza, due to their common location and number of collaborators.

Tiago Monteiro's journey is proof of how personal resilience, industry knowledge and developing entrepreneurial skills can contribute and lead to the creation of a successful business. Both his experiences and education have contributed to the creation of a company with the values that Luza Group and Hito Solutions defend and practice. These two companies were the main source for my internship realization, that provided

me with new and different insights and helped me develop my professional and personal skills, especially in the human resources area.

CHAPTER II – INTERNSHIP AT HITO SOLUTIONS AND LUZA

The following chapter provides a report based on the academic internship experience in both Luza and Hito Solutions companies. This report is a combination of information about the progress in functions during the weeks, as well as details about knowledge obtained in different subjects, such as the recruitment process, e-recruitment platforms and their usage, IT notions, legal documents analysis, events organization, and other important topics. The chapter is a great testimony about the internship process and personal and professional insights obtained.

2.1 Process of finding a company for the internship

The last year of the master's in Intercultural Studies for Business offers the possibility for students to select how to be evaluated during the last semester, as well as the type of assignment to conclude the course. Students may choose between a thesis, a project dissertation, or an internship report. Coming from a professional course in high school and a theoretical bachelor's, combining my personal traits as well as skills, I decided to end my master's with a practical assignment, the internship. In addition, this opportunity could only contribute to my academic, professional, and personal development by providing me with new tools, insights, and my first experience in the human resources career.

My personal traits have always indicated to me what I appreciated the most. Being a communicative, energetic, and empathetic person, I have always wondered what career path I should choose. Human resources is a professional area that offers a wider scope of job opportunities than what might be perceived by society. I understood that choosing this area could lead me to my professional discovery.

Before starting to search and contact companies, I asked for advice from Carolina Rodrigues, an ISCAP student in the Human Resources Bachelor's, to understand how the administrative process works, as well as how to approach a company, and which companies could be the right choice. It was at that moment that Carolina advised me to send my curriculum via email to the human resources director of the company in which she was working as a trainee, named Luza Group.

The process was remarkably fast, and on October 3rd, two days after sending the email expressing my interest, I was interviewed for the internship opportunity by Luza's

human resources director, Cristóvão Paula, and Hito Solutions' director, Tiago Rocha. One week later, I received a positive answer and already had a company where to realize my internship in human resources.

2.2 Internship in Hito Solutions for recruitment and selection

The duration of this internship was 500 hours, as proposed by ISCAP for this cycle of studies. After defining objectives and activities, the internship plan was designed with the following topics:

- Objectives to achieve: Getting to know the portfolio of (at the time) PTC Group, and knowing how to present it to customers; Conducting recruitment interviews thoughtfully and objectively.
- Activities' description: Active research of professional profiles in job platforms; conducting selection interviews, and resume screening.

The first day took time on 3rd February, with a compromise of working on labour days, 40 hours per week. Beatriz Matos, a collaborator part of the human resources team, welcomed me and guided me to one of the offices, and presented the general onboarding. The Onboarding purpose is to facilitate the integration of a new employee into the company's culture, by facilitating information about the company's mission, vision, values, commonalities among all employees, despite position, the offered training sessions, explanation on how to complete human resources transactions, and the rules to comply with inside the company (Dávila & Piña Ramírez, 2018). After the onboarding, Beatriz presented the company's spaces and departments, ending in the working space of Hito Solutions, where I was introduced to the first team I was going to work with. The Hito Solutions team, composed of one director (Tiago Rocha), one team leader who is also a recruiter, three business developers, and three recruiters. Once the welcome moment finished, it was time to receive the branding offers and the necessary material to start learning and contributing to the team.

The first week of the internship consisted in understanding the working environment, such as what is the daily functions of a recruiter, and how many team meetings exist per week, and their objective. Information about the three different

platforms used to recruit talent was shared in order to be able to initiate my functions. Hito Solutions uses the following e-recruitment sources for talent research:

- LinkedIn: the most used professional network globally, which connects employers, employees, and companies. Due to its efficiency, it is the platform on which Hito Solutions professionals rely the most; therefore, it is the subject of study in this paper, and it is going to be further discussed.
- Manatal: a recruitment software designed with an AI-powered applicant tracking system to help recruiters filter applications (Manatal, 2023). In Manatal, individuals are able to upload their resumé and apply for open positions. As for the company, it is possible to publish open positions, analyse applications, see the AI percentage of compatibility between professionals and the job requirements, define in which state of the recruitment process individuals are, and even create and send automatic responses to applicants with positive or negative feedback, and other features
- Net-empregos: considered the biggest Portuguese job portal, founded in 2000, with 3 million visitors per month and more than 100 thousand job offers published per month (Net-empregos, 2025). Hito Solutions uses this portal to publish a few of the current open positions.

In order to be able to initiate the applicant's web search on LinkedIn, the company provided me with a premium account for recruiters on the platform to take advantage of the advanced features. One of the features designed to obtain better research results was the manual advanced search in the platform's search bar. This advanced knowledge is a combination of keywords associated with the profile intended to find, which will fulfil the job requirements list. For example, the Integrated Management Systems Manager open position required that the candidate have an English knowledge level B2, a certificate of pedagogical aptitude (CAP), and knowledge of ISO 45001. To find a candidate's profile for the position, the manual search on LinkedIn had to include keywords such as CAP, English, and ISO 45001, to obtain results of profiles that presented all the obligatory requirements. Therefore, correct keyword research for this position should be: ("English" AND "ISO 45001" AND "English"). The profile results would then be filtered and only show individuals with these characteristics mentioned in

their profiles, facilitating recruiters' search for possible candidates, despite their current professional situation.

However, for recruitment and selection professionals, it is not only important to know how to produce a correct keyword search on LinkedIn, but also to have deep knowledge in technical terms that depend on the job position that is being published. For example, when recruiting for engineering, it is important to know what CAP stands for, to understand when the candidate mentions it or other certificates, while recruiting for a technical writer position, the recruiter should know some of the software used. Professional fields have different needs and certificates; it is important to know the basics when interviewing. This is also important to keep candidates interested when listening to recruiters during interviews. In addition, recruiters need to understand what specific knowledge and attributes the candidates are referring to; without this information, recruitment professionals do not have the capacity to distinguish a complete or incomplete profile.

At Hito Solutions, open positions have a primary focus on IT (information technology) and engineering; therefore, I started to engage with technical terms before communicating with potential candidates for vacancies. For that, team colleagues provided me with a notebook with important basics to know, such as:

- CRM: a software app that focuses on the management of every relationship and interaction between clients and potential clients.
- ERP: a software app for the management of business processes to reduce traditional and manual tasks, and simplify ongoing businesses.

There are numerous technical terms to study, and in addition to those, other fields of IT, such as types of databases, cloud service models, programming languages (Java, Python, PHP, etc), software development methodologies, and others.

When recruiting for the area of IT, it is also important to be aware that the names of different job positions may be tricky, misleading junior recruiters to practice outsourcing profiles with the wrong or not exact experience needed to fill the opportunity. Due to the information provided by my colleagues, I was able to understand the important difference between the following data roles:

- Data analyst: a professional who gathers and analyses information in order to create reports that will guide the organization to make better decisions.
- Data engineers: professionals who guarantee that all the available information for data analysts is of high quality and trustworthy, while testing and keeping data.
- Data scientists: interpret and manage complex data to help organize a strategic plan for the process of data analysis.

Once I got familiar with the difference between these and other job positions that are inside the same area, it became easier to meet our clients' expectations and to facilitate profile research. Consequently, I started to practice outsourcing for two open positions in IT and engineering, helping my team colleagues and expanding my connections on LinkedIn.

In the second week of internship, following Andreias' advice, I began to assist one interview per colleague, and its following process. This strategy was to understand how each recruiting professional has different ways to conduct an interview, adapt their discourse, and their main focus depending on the job position they were working on. With this opportunity, I analysed how professionals communicate differently with candidates. Some of my colleagues were direct regarding the answers they were meant to obtain; others would let the candidate's speech flow and try to collect as much necessary information as possible and then adapt their speech when the time was getting short.

After one week of following my team colleagues' process on recruiting and selecting candidates, I gained knowledge about the internal process, which starts with communicating with clients until the final decision and presentation of the contract to a candidate.

The process begins with the business developers, who search for a possible client that might need external recruitment support. Once the client closes a deal with Hito, it communicates to the business developer what open positions it has and the specific requirements for each. Next, once the recruiters get to know the vacancy requirements, they create an attractive text to publish on recruitment platforms.

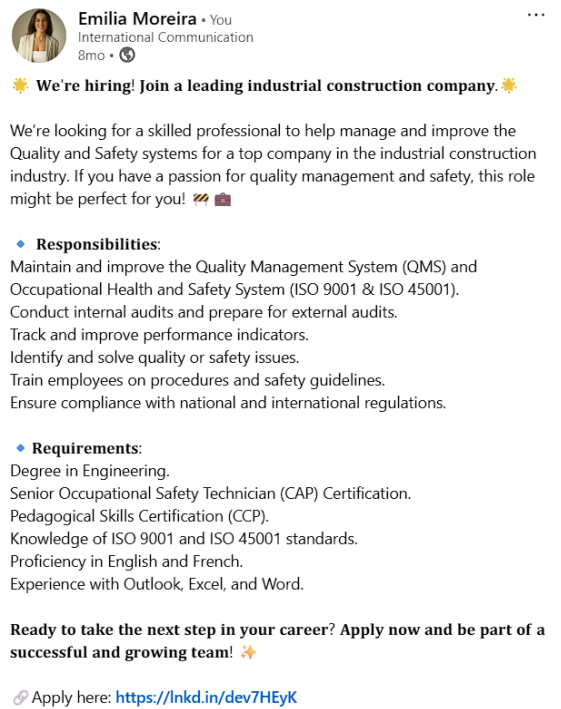


Figure 5: LinkedIn post of open job position (Source: Author, 2025)

It is also at this point of the process that recruiters initiate their outsourcing, attempting to find the right profile for the position, while awaiting new applications on the mentioned platforms and Hito's open positions website. When finding a profile that matches the requirements, recruitment professionals begin to communicate with them. In case of receiving the candidate application, the first contact would sometimes occur through a phone call, while when the profile was found in LinkedIn, the first approach is always sending a message through the platform, due to a lack of personal information, such as phone number, or email. Once the first contact is established and the matching professional shows interest in having more information on the open position, the first interview is scheduled and conducted. The following steps will depend on the clients' demand, since some require a second or third interview, or a psychometric test. Lastly, if the client is satisfied with the profile presented by the recruitment professionals, and if

both salary expectations are met, the client proceeds to send the job proposal, which recruiters communicate to the candidate. If this is accepted by the future employee, then the contract is signed and the first meeting with the company is scheduled, and the process ends.

Before starting an interview, the recruitment professionals have to prepare the questions and the info that needs to be shared, since the content is constantly changing. The standard plan was shared with me so that I would be prepared for what I was going to listen to, take notes to practice, and then make use of them for future approaches. The interview follows the next steps:

- Recruiter's professional presentation
- Presentation of Hito Solutions as an intermediary agency for recruitment processes
- Presentation of the company that is hiring. The details of this presentation will depend on the company's choice. Some do not want candidates to acknowledge that information on the first interview, while others want this information to be shared.
- Detailed presentation of the open position requirements and responsibilities
- Ask the candidate's perspective and how comfortable he/she is with the position.
- Listening to the candidate's presentation of their professional experiences and skills obtained.
- Ask for salary expectations, to be able to compare the candidates' expectations and what the company can offer.
- Other questions can be added to the plan, depending on the candidate's experience or other aspects. For example, if the candidate is currently working, understand their interest in applying for another position.

The interviews are always planned to last between thirty to forty minutes each. This time is to consider the well-being of both professionals participating in the meeting. On one hand, recruiters may have other interviews scheduled. On the other hand, some candidates may be anxious or nervous, while others tend to extend their conversation further than is necessary. Therefore, the time accorded allows communicating what is necessary, avoiding nervousness, and the recruiter's organizing information collected and preparing for the following interview.

However, the process is more complex than thirty minutes of communication and information exchange. After an interview, there are additional steps. First, the recruiter has to take some time to analyse the candidate's soft skills. When in doubt, the recruiter shares with the teammates the applicant's behaviour and posture. If concluded that the profile does not have the right soft skills, the recruiter later communicates with the candidate to inform him that he did not proceed to the next stage. Lastly, if the conclusion is positive, then the professional has to create a custom CV and send it to the company. A custom CV is the resume sent by the candidate with extra notes took by the interviewer regarding important subjects discussed in the meeting and a profile analysis. Once the custom CV is created, the profile is sent to the company for evaluation, proceeding with the recruitment process previously mentioned.

As commented during the interview for this internship, languages could be an important factor, and my resume highlighted the academic studies on modern languages, focused on English and Spanish culture, linguistics, and literature, as well as the current master's in intercultural studies for business, lectured as well in English. With that linguistic capacity on my side, Tiago and Andreia decided that it would be helpful to offer me open positions in Madrid. With that, I would be taking an international experience as a recruiter, and would be an extra help for the two colleagues located in the capital of Spain.

The open positions I became responsible for doing the outsourcing were for a business developer and for an administrative assistant responsible for the entire process at a school's reception. To be able to do a correct and responsive outsourcing, my LinkedIn strategy in adding more connections had to change from IT and engineering profiles of Portuguese professionals to business developers and administrators that were located mainly in the centre of Madrid. The more connections I added to profiles located in the city, the more search results I would get and would analyse.

Becoming responsible for these two open positions led me to my first contact with the step of phone screening with potential candidates. The first step was to analyse profiles of candidates who would fit the requirements and to send their profiles to the team colleagues in Spain. Once confirmed, I would connect with the profiles and send them a message. If the person was interested, I would then schedule a phone call to get to know the candidates, understand their interest in the position, and their availability for the job schedule or salary. By operating with this strategy, it was easier to do a primary

selection without needing to take more than ten to fifteen minutes on a conversation and then have a more solid selection for the first interview, conducted by the Spanish team.

The following weeks of internship continued to have the same focus on outsourcing. However, with a higher number of profile results on LinkedIn and continuous learning and development, the capacity to find more and better profiles that match the job requirements was more precise. Due to these accomplishments, I began to work on outsourcing for ten different open positions per week and then providing feedback at the beginning of each week.

To avoid being in a position of lacking development and new candidates, the recruiters' team would trade some job positions each week, in order to obtain different profile matches and consequently create an environment of teamwork and collaboration.

Due to my personal decision to experience both sides of human resources, the internship at Hito Solutions ended at the end of March. Therefore, I did not conduct interviews alone, nor did I close any open positions, but contributed to the team's results and achievements with profile pole expansion, both in Portugal and in Spain.

2.2.1 Difficulties experienced during the internship at Hito Solutions

Working in the area of recruitment and selection has numerous advantages. Starting with the high and constant increase of contact exchange, meeting different professionals and developing knowledge on different working fields, getting the feeling of contributing to strangers' lives by helping them find a workplace where they feel proud to represent and accomplished, and many others. Nevertheless, this job can easily create frustration in professionals, due to its diverse challenges, which recruiters do not have the power to solve or change.

During this part of the internship, I experienced happiness every time I was able to find a matching profile for a job position, but I experienced frustration as well and saw my team colleagues going through the same experiences.

Challenges existed in different forms, such as cultural rejection, physical image, lack of response from the company or the candidates, psychometric tests, and withdrawals. When it comes to cultural rejections, the challenge was faced when some

companies that were searching for a specific profile did not accept candidates who were from different cultures or did not have Portuguese nationality and fluent in Portuguese. This was the case when the profile of the candidate would perfectly match the job requirements, and the interviews were done. However, when the candidate's resume and profile were presented to the client, it was rejected because it was, for example, Brazilian or Latin American.

Lack of response and usage of psychometric tests imposed by the company were the two challenges that were most faced during recruitment. On one hand, recruiters would experience the lack of response from a candidate, whether it was for a final decision on a job proposal or for interest in the job position. Companies would also create this lack of response when taking too much time to make a final decision when there was more than one matching profile. A behaviour that would lead to not only recruiters' frustration but candidates' as well, since some of them were sometimes waiting for the response to reject a proposal from their company or even deliver their resignation letter to their current company. To worsen the case, there were even some companies that withdrew the search for a profile to an open position, without further explanation. An action that gives space to the creation of theories to find a reason for the withdrawal. On the other hand, the companies' use of psychometric tests that required a high positive result percentage would contribute to the rejection of numerous profiles that would match the open position and failed the test. Which in some cases, this led to some candidates rejecting the recruitment process because they already had a bad experience with the company due to those tests or knew someone who had experienced it. Companies that are too demanding in the recruitment process end up being unpopular among professionals.

Challenges like physical image and withdrawals, although less experienced, still existed and would affect the recruitment process. There was indeed a case where the candidate was rejected due to having a higher weight than what is considered normal for the company. While candidate withdrawals would happen if the person came to a conclusion that it was not the opportunity they were searching for, or they would communicate the recent proposal to their current company, which would then create a new proposal to avoid resignation.

Two of the challenges personally faced were the petty requirements of a Spanish company, which would demand too much effort, responsibility, and time of a professional, and still offer a low salary and rights. And the difficulties in finding

professionals located in the same geographical place as the company, which happened in an open position located in the Portuguese island of Azores, where there was a lack of professionals living on the island, and the company offered the conditions needed for the replacement from the continent to the island. However, it was difficult to find a candidate who was willing to let go of life on the continent and accept the big personal change.

Challenges will always exist in every professional sector. Nevertheless, in some cases, the companies' mindset change is needed and advised, to avoid the lack of improvement, and to support the continuous development and cultural rights up to date. With these solutions, it will decrease part of the recruiters' frustration on a daily basis and enhance and accelerate the hiring process of companies.

2.2.2 Hito Solution team building

As mentioned in Chapter I, Luza Group defends and values the work environment and the relations between professionals inside the company. Therefore, it gives department teams to organize at least one team building per year, to strengthen the relationships between colleagues and consequently, their teamwork capacity.

The end of the third week internship at Hito Solutions was marked by the team-building event, in which I was able to get to know the team and show my capacities to work in a team. The team building was composed of two different events. First, the team gathered in a local restaurant to have lunch and then had a funny moment playing darts. Then, the team had the opportunity to experience an escape room activity, where personal skills and patience were tested and well achieved.



Figure 6: Team building with the Hito Solutions team (Source: Author, 2025)

This is also important to mention in this report because team building has numerous benefits. It contributes to trust and collaboration, enhances communication between members, and boosts employees' ethics and involvement. In addition, it improves skills such as creativity and problem-solving. In the end, team members are able to recognize the strengths and weaknesses of their colleagues.

2.3 Internship at Luza's Group human resources department

The part of the internship in Luza's Group human resources department began on the 1st of April. The first moment was to get to know the new team for the following month, arrange a space where I could work and learn with the team, and understand the basic procedures.

The department's team was composed by four elements. Cristóvão as the human resources director, Bruna who is responsible for legal procedures such as contracts, Beatriz who was responsible for practical subjects such as collaborators onboarding, and Gonçalo who was responsible for providing help a group of professionals that were working at Loba (Luza's client) but with contract provided by Luza.

Realizing an internship in the department of human resources has its challenges and advantages. The main advantages are the knowledge that is possible to obtain about numerous subjects, such as the core function method of the company, collaborator's work contributes, events organization, develop skills on legal procedures and documents, and others. However, the biggest challenge faced is that numerous processes that are worked on a daily basis are confidential, due to collaborators or company's private data, which prevents the knowledge acquisition of determinate processes.

The human resources department is responsible for numerous processes, and one of the processes included is the posting of mandatory documents in a specific place of announcements in a common area of the company, to be visible for all collaborators. These mandatory documents that need to be posted are work schedule, collaborator's planned vacations map, workplace accident insurance policy, information on equality and non-discrimination, internal regulations, and first aid, firefighting and evacuation information in case of accident.

During the first week, my responsibility was to analyse the collaborator's planned vacations maps. The objective was to read emails sent by the collaborators in which they provided the desired dates to plan vacations and mark the days in the correspondent map of the team they were in. By being responsible for this subject, I was able to get to know all the collaborators' names and their teams, as well as analysing if any professional was surpassing the right legal number of vacations days and calculating with how many days they were left to enjoy.

Once all the information was gathered, and the documents were correctly updated, I proceeded to post these on the common area with all the announcements made until that moment. Which was also the moment I had to make sure that all the mandatory documents were published.

The following week assignment was to gain knowledge about various legal documents, such as the types of contracts that Luza has with its collaborators, which includes fixed-term contract, indefinite-term contract, or open-ended contract. A fixed-term contract it is a contract that needs to have information about its ending date. For example, a contract of one year, that can be renewed for three times. However, the last two times of renewal cannot surpass the total time of the first one, which is one year. While an indefinite-term contract, represents a contract that does not have a certain ending period. This can happen for example when a company needs to hire extra collaborators for the time of a project development or a construction. Lastly, the open-ended contract is when a company hires a collaborator and he stays linked to the company without an ending period, keeping the professional working as long as both entities have the common interest of continuing the labour.

In April of the current year, the Portuguese constitutional government announced the new Protocol for Regulated Labor Migration. A measure implemented under the Action Plan for Migration. This measure was created in order to provide a controlled and accountable labour migration route that complies with current laws to meet the demands of the national economy. In addition, to clarify and maintain a regulated and responsible recruitment process of foreign citizens with a work contract. Due to the importance of this measure and to the possibility of practicing it in the company, I was asked to analyse the protocol document to find important information that might needed to be followed. After reading the entire document, I understood some important points such as that the only companies that have more than 150 collaborators and with a revenue equal to or

greater than 20 million euros without any tax debts, or companies that have at least thirty members, where the business volume is equal to or greater than 200 million euros. In addition, the companies need to guarantee foreign employees various benefits such as a valid work contract, health and travel insurance, professional training (including Portuguese language training), and guarantee existence of adequate housing (AIMA, 2025). This protocol analysis contributed to Cristóvão acknowledge of the legal process, and to my development in understanding the legal process and rights of foreigners working in Portugal and increasing my intercultural competence in professional environments.

Other lessons learned and contributions in this part of the internship focused on the registration process of future IEFP interns, and Luza's onboarding.

IEFP stands for Employment and Vocational Training Institute, Portugal's national public employment service. The primary goal of the institute is to reduce unemployment and encourage the development of high-quality jobs by putting active policies into place, such as internships, professional training, and other forms of assistance. In addition, it provides professional orientation and adult training programs and supports the integration of people with disabilities (IEFP, n.d.). For each recent graduate individual, companies who accept IEFP internships, need to register the intern by answering a questionnaire that will initiate the process. After that, the company may be contacted for further information and to receive the institute update about the process. This process also includes interviews between institute and intern to understand if the profile matches the requirements and if the intern is suitable to obtain the internship grant.

When it comes to the onboarding, the experience in human resources gave me the opportunity to assist to various onboarding meetings, and welcome company's new collaborators. These moments were interesting to understand how Beatriz represented and presented the company to the newcomers, while observing if the tone, and information given was always the same or if this could change depending on the individual. Since the new employees were all Portuguese, there was no need to adapt the cultural competence and foundation for each onboarding. However, when this was discussed in the office, I referenced the importance of these onboarding presentations being translated, so that the team is prepared to welcome a new foreign employee and has necessary information available on their native language. Since the presentation was already translated into Portuguese, Spanish, and English, I volunteered to translate to the French language, using

some of my linguistic knowledge acquired in school and the help of an online translation platform. I have obtained French knowledge during high school classes and in a small course on “French writing techniques” I concluded while doing the internship. In the end, the company had an onboarding presentation to welcome new collaborators of at least four different nations.

2.3.1 Luza’s Group events organization

Having a professional course in tourism, in which I represented the course in different events, alongside with my professional experience working on festive events as a production assistant, I have developed a personal enthusiasm for events organization.

At Luza group, the friendly spirit is celebrated in various internal events, in which collaborators take the opportunity to relax and strengthen friendships between company members.

In addition to the following events organization that will be discussed, Luza Group holds an initiative with the name Happy Luza, that occurs on the last Friday of every month. The objective of this initiative is to keep team spirit and to join all the professionals in the end of the week for an evening snack. The event organizers is a department team, that changes every month. During the week before the event, the team responsible for organizing gathers information about the presence of all collaborators. Those who participate, contribute with a symbolic value, and then the team prepares at home the snacks or buys them. I got the chance to organize the happy Luza with both the recruitment and selection and human resources teams. The event always has a different theme, in order to have different food options and to celebrate festive days such as Carnival and Halloween, when the teams compete between each other for the prize of best disguise.



Figure 7: *Happy Luza* (Source: Author,2025)



Figure 8: *Happy Luza with human resources*

(Source: Author, 2025)

Working in human resources does not mean having only responsibilities about document management, and legal processes. The human resources department can also be involved in the organization of company's internal events, and communication, especially in small companies or companies that have chosen not to have a marketing department to organize festive days.

Luza Group does have a marketing department; however, this one is located in Brazil due to the office dimension and being the CEO's current location. Even though the marketing department can contribute to organize the events in the Portuguese office, in general it is the human resources department who gets responsible to do so. Therefore, I became responsible for the events organization that would occur during the time I was taking the internship and would also contribute with further research for future events.

The smallest festive day that I helped organize was Father's Day. To celebrate this symbolical day, the company decided to offer an object as a gift and a thankful message to all the office collaborators that were already a father. The focus was to not repeat the last year's offer, and to be as important as the offers given in Mother's Day and valentine's day.

To organize this, the first step to consider was to communicate with the financial department to obtain information about the amount of money that can be invested in the initiative. Once the value was known, then the following procedure was to take into

account the previous gestures or objects that were offered in the previous years, in order to avoid repetition and to keep originality. The final step of the process is to do research on different websites and stores to find the perfect gift for Father's Day, that can match with the masculine and paternal figure.

Other event that was planned alongside with my department team members was to organize a lunch for the entire company due to Tiago Monteiro visit with other three business partners. For this event, there was need to find a solution that would please everyone involved and would be agile to organize and serve taking into account the space off the common area. Therefore, it was decided to order pizza from a local restaurant. Different from the previous and following events, on this one it is important to have a list of all collaborators' name and get information about allergies or food choices such as vegetarianism and veganism. In addition, in this case, there was no need to ask the financial department for a budget, but to present the proof of purchase for the financial analysis.

Still during the time working in the human resources department, I was able to contribute to the organization of two more events, such as the summer party, and easter festive day.

The Luza Group's summer party occurs every June or July of each year, with the presence of Tiago Monteiro. The focus of this event is to invite all the collaborators to enjoy a moment of fun, team building, while listening to music, dancing, eating and drinking, to develop a familiar environment within teams. As soon as the process of organizing this event, it was referred that the last year's location and theme was to be avoided, therefore, throughout team discussions and share of ideas, it was concluded that hosting the event in a beach bar and enjoying a private sunset party would be a perfect plan. As well as most of the events that need to be planed, the financial department was consulted to indicate a budget, since it is without a doubt one of the two most expensive events of the company in the Portuguese office. My responsibility started by researching for possible locations that would take into account the distance from the place to the office. This was to avoid people of not being present due to long distances. Once I presented the ideas gathered, the team reunited to discuss the better options, and I started to send emails and realize phone calls with the establishments to ask for dates' availability and as well as documents with the event planned and its price cost included.

Even though I received answers and proposals from different establishments, the short time of the internship prevented me from concluding this event organization.

Easter was successfully celebrated in the company with an event that has left the collaborators with faces expressions that represented happiness, fun, and gratitude. It was the event that took more time to be organized but was also the one that I enjoyed the most organizing. For this event, the team wanted to propose the collaborators a moment of fun, instead of simply offering easter chocolate eggs or almonds. After some days of gathering ideas, it was decided to create a mixture of an egg hunt with a quiz. To take it to the next level, and due to Luza Group's company space not being big enough for a egg hunt, the activity was extended to various levels/companies of Rainha building.



Figure 9: *Participants from the easter event (Source: Author,2025)*

The event organization had numerous steps during the process. The first step was to decide the quantity of chocolates eggs that would be scattered around the building, and then make online research to get a possible budget to present to the financial department. The second step was to acknowledge the difficulties of the challenge, and create solutions for avoiding confusion and unplanned problems. Therefore, it was decided that groups of members would be created, and each group would have one collaborator from the human resources department to avoid misunderstanding and lead the team. The third step focused on planning which companies would be great partners in helping with the activity, and then visiting each one to present the plan and ask for their help. Since the group could not do egg hunts inside the companies, it was decided to give one riddle per company. Therefore, the final idea was for each group visit two different companies and talk to the responsible to listen to the riddle. As soon as the riddle was answered they got a chocolate

egg per member. However, each group would start in a room of Luza Group's office and do an egg hunt, before visiting the other companies. The following step was to create a quiz with both questions about the company and funny aleatory questions, in which each correct answer would guarantee a point to the group.



Figure 10: *Quiz for the Easter event (Source: Author, 2025)*

Being part of the organization team, has giving me the experience to know the feeling of being behind a company's event organization and not being able to participate along with the rest of the collaborators. However, both the organization part, creating tricky questions for the quiz, and hiding the chocolate eggs for the first part of the activity, provided as with funny moments and developed our team-work skill.

2.4 Organizational Culture lecture²

The Organizational culture lecture occurred in the beginning of the second week of internship, and it can be considered one of the greatest learning opportunities experienced during the internship

The event was hosted by Marcela, Tiago Monteiro's guest. Marcela Zaidem is a specialist in Organizational culture and performance, her mission is to create strategic and personalized solutions focused on people, combining both culture and business in a practical way. Her voice and strategy have already contributed to the business culture of companies such as Disney, and FOX Sports.

During the event I had the opportunity to obtain deeper knowledge on what is like to practice culture inside the work, and that organizational culture focuses on the habits, routines, and sharing. In addition, how important it is to think of ourselves as something valuable for the company, not only about the company's importance, since the decision to be part of it, is from both the employee and the company.



Figure 11: *Organizational Culture lecture (Source: Author,2025)*

Numerous insights were shared during the event, such as discovering how an individual practices culture inside the company, and the difference between virtue and values. Understanding how to practice culture within a company it is reflecting on the

² This section is broadly based on the information provided by Marcela Zaidem in the Organizational Culture lecture

way we take a decision when no one is watching. It is that action that represents our assumptions that we use to solve a problem.

Values are what an individual aspires to be, while the virtues are part of the individual personality traits and how these are practiced in life. Results are only the consequences of what is built by both. It is important to not only believe in an objective but also take steps to its completion. And the difference between believing and doing is the behaviour. This constant behaviour is what leads to compromise. While discussing the difference between virtue and values, it is discussed that both need to exist and to be practiced in order to conquer objectives.

The pillars of organizational culture are dynamism, adaptability, innovation, collaboration, compromise, and belonging. These are all the values that should be followed by the CEO of each company, to then contribute to the spread of the word and actions. First it comes the words and the strategy, then it must come the actions.

After receiving all the insights on organizational culture, Marcela prepared an activity where all the collaborators were separated into groups, and each group received one of the pillars to work on. The objective of this activity was to exchange ideas of behaviours that would represent positively or negatively the pillar attributed.

The group where I was included, received the pillar Belonging, and the positively ideas exchanged were being an ambassador, feel the pain of hard work and compromise, create and feel union, have an active listening, and spirit of sacrifice. While for the natively behaviours, we conclude that those include misalignment of culture and values, being individualist, lack of inclusion and receptivity, disinterest, and aversion to change.

In the end of the activity, one member of each group had to present the shared ideas. With this, Luza Group was able to analyse what positive and negative behaviours of every pillar are practiced on a daily basis in the company. The following points are some of the positive conclusions taken for each pillar:

Collaboration

- Communicating and sharing of knowledge, by asking questions, alerting for errors, and collecting feedback.
- Providing mutual assistance without judgement.
- Respecting the others time and job (knowing how to be on the others place)

Compromise

- Taking responsibility before the customer for anything that may go wrong
- Committing to never leaving the customer without a response, providing one as quickly as possible

Adaptability

- Being eager to learn. Seeking knowledge and learning more about any topic that adds value to the role
- See change as an opportunity for growth

Belonging

- Giving voice to all perspectives, listening attentively and respectfully, valuing open and constructive dialogue to strengthen relationships and promote an inclusive environment.
- Cultivating genuine and open relationships, remaining available and accessible, creating an environment where everyone feels welcome and respected.

The quote “Culture is not a set of beliefs. It’s a set of actions” by Andreessen Horowitz (2025), who based on Samurai from Bushido, is the statement for what cultural organization means and should be to everyone both professionally and personally. If the mentality of acting is not set, then it might happen that the company’s culture will end up being accidentally created and with that values and behaviours will not be concrete.



Figure 12: *Luza's team in the Organizational Culture lecture (Source: Author, 2025)*

2.5 Critical analysis

The opportunity to realize the master's internship in Hito Solutions and Luza Group was a professional and personal accomplishment in different levels. Firstly, it provided me with experience in both departments inside human resources, and it contributed to my personal vision of which path to take for the professional future. Secondly, it contributed to my skills development and increase of knowledge.

Being part of the Hito Solutions team was an experience of teamwork and mutual support, where resilience and cheerfulness meet each other. With the team I was able to learn how does the recruitment and selection process works and how important details and personal traits can be when choosing a profile for a job position. That this area of human resources is not just reading resumes, interviewing profiles, and hiring. It requires attention and analytical skills, and capacity to be resilient to negative answers, and still be able to repeat the process numerous times. In addition, the team showed me that to work in recruitment and selection, professionals need to create capacity for being able to create an equilibrium between being human and empathetic, and being cold and detached, to know how to react in case of candidates that have difficulties and others who lack respect for the recruiters' work. This lack of respect would happen in different ways, such as hanging up calls during a conversation, lack of candidates' response while discussing the job opportunity, negative or non-existent final decision from the candidate after the complex process and the professional's time usage.

While working with the human resources team in Luza Group, it provided me with a wider vision of what the department works with, understanding that this department can be considered as the head of the business. Human resources professionals are the ones responsible for the basic and the complex subjects. Beginning with the work environment, providing development training for employees, structuring the company, internal recruitment, providing complete onboarding, dealing with administrative documents and worker rights laws. It is, however, important to mention that not every internal decision comes from the human resources professionals, but they are the ones who spread the message and consequently deal with employees' feedback. However, it is difficult for an academic intern to have access to further information due to restrictions and rights, what in a certain way limits the learning process.

CHAPTER III – THE USE OF E-RECRUITMENT: AN OVERVIEW OF THE LINKEDIN PLATFORM

This concluding chapter provides a brief explanation of what e-recruitment is, the modern strategy used by professionals in recruitment and selection, and analyzes the historical appearance of LinkedIn, the most well-known e-recruitment platform. It analyses LinkedIn as a platform on which professionals rely to find and attract talent, discussing its evolution, features, and its challenges and advantages. The choice of this theme for research was the work alliance between the human personality and LinkedIn in the daily work of the internship.

3.1 Introduction to e-recruitment

Over the years, the Human Resources department has undergone significant transformations, and an area that has felt numerous changes is recruitment and selection. With the rise of the internet and social media, and the rapid increase in population accompanied by higher levels of education, professionals in this area had to adapt their strategies to attract and select talent.

Recruitment and selection can remain a strategic and dynamic function that contributes to the company's organizational success by understanding the past, engaging with the present, and being prepared for the future. Companies and recruitment professionals need to understand the evolution in order to adapt and prosper in the constantly evolving field of talent acquisition, and to analyze whether these changes have positive or negative results in the recruitment process and the company's retained talent percentage.

In the old days, recruitment was largely a manual process, happening in a short circle of individuals and relying on physical advertisements or from one person to another. For many years, the human resources department used slower means to communicate their current open job positions, such as newspaper ads and magazine advertisements, where job vacancies were published and could be noticed by various audiences. Job boards were also a way of advertising open positions in places of most interest, such as universities, libraries, and community centers. Following this initial step of advertising, job seekers interested in a specific position could only physically walk into companies with their resumes on paper. From that point, initial communications with candidates were conducted via postal mail or phone calls. Nowadays, the evolution of digital technology and the internet have transformed the recruitment process and has

made it faster, more efficient, facilitating communication between employer and employee. Modern strategies were implemented by creating online open position posts on professional websites like Indeed, LinkedIn, and Glassdoor, which offer the possibility of creating a filtered and advanced search for a specific company or job opportunity (Gruzd, 2024). In fact, the implementation of e-recruitment has created a great impact on the newest generations, especially Generation Z, which goes beyond the application process. The development of websites of e-recruitment has made it possible to connect more easily with potential candidates and recruiters, as well as implement great employer branding strategies (Siddik et al., 2024, p. 344-347). In addition to these websites' tools, the digital evolution has transformed how people connect, especially after the COVID-19 pandemic, and companies have adapted their recruitment process and started to increase their virtual interviews. In addition, applicant tracing systems were created in order to automate resume screening, interview scheduling, and communication (Gruzd, 2024).

The platforms where job listings are advertised can vary, ranging from job boards to job search engines. Job boards advertise opportunities specialized by industry, location, or career type. For example, universities such as Capilano University, The London School of Economics and Political Science have job boards where companies can advertise their open positions to candidates with specific skills and education levels. Job search engines (also known as job aggregators) are platforms that aggregate a wide range of open job positions from numerous online sources, such as LinkedIn, Indeed, Glassdoor, etc. (Indeed, 2023). According to Coursera (2025), LinkedIn is the most used job search engine worldwide, with over a billion users, combining social networking with recruiting.

3.2 LinkedIn as a Recruitment Platform

LinkedIn is a business-oriented social media platform with revenues from membership subscriptions, advertising sales, and recruitment solutions. On May 5, 2003, venture capitalist Reid Hoffman, Allen Blue, Konstantin Guericke, Eric Ly, and Jean-Luc Vaillant formally launched the platform. The group included a friend from Hoffman's time at university, a colleague from Fujitsu, where he had previously worked, and two from SocialNet, a 1997 dating and interest-matching app he founded and that failed due to bad financial management. Before pursuing a career in the Internet industry, Hoffman obtained a master's degree in philosophy from Oxford and studied cognitive science at

Stanford. After realizing the value of product management in tech companies, he spent two years at Apple before moving on to Fujitsu as a product manager and, in 2000, became vice president at PayPal (Taji et al., 2017, p. 1-3). It was two years later that the idea of creating LinkedIn began in the living room of Reid Hoffman, when he recognized how professionals connected and shared information online, and that people's professional lives are distinct from their personal lives; therefore, the platform had to be different (Gamulin, 2025). The vision behind Hoffman's idea was to give every member of the global workforce access to economic opportunities, and it has one simple mission, which is to link professionals worldwide to increase their success and productivity (LinkedIn, 2025).

The platform that nowadays is known as the largest professional network had a challenging start with only 300 users, and two weeks following the product's launch, there were 2,000 new users a week; however, at the end of the month, there were only 4,000 users. It was when the ephocal system³ was introduced that the number of users increased to 20,000 per week. At the end of the year 2004, the network had 500,000 users. They introduced LinkedIn Jobs, their first paid service, in March 2005. Through the network, members were able to locate employment openings. In addition, the following spring saw the introduction of the news feed. In this case, users gained real-time access to the activity of linked people. Due to this evolution, in 2006, the platform became a profitable company with 110 employees and 5 million users (Taji et al., 2017, p. 5-6), and in 2007, LinkedIn had expanded to more than 15 million users. Already in 2011, the platform had more than 100 million users, and its initial public offering (IPO) had raised \$353 million. However, in 2016, LinkedIn was acquired by Microsoft for approximately \$26 billion. In 2023, with \$1.7 billion from premium subscription accounts and \$7 billion from hiring tools targeted at corporate recruiters, Microsoft's LinkedIn subsidiary generated \$15 billion in global revenue (Gregersen, 2024).

The internationalization of LinkedIn reflects both the opportunities and challenges faced by global digital platforms. Though its trajectory has been impacted by political, cultural, and regulatory limitations, such as being banned from certain countries, which affected its availability internationally, LinkedIn has sought expansion into a variety of

³ The ephocal system is when a user uploads their email address on the platform, the system shows automatically who of their friends are in the network, and the possibility of inviting friends to register on the platform via email.

markets since its inception. When discussing the user's nationality, when the platform was launched, 13 countries were registered, although shortly after, this number of countries increased (Taji et al., 2017, p. 5). Even though LinkedIn is all around the world, the expansion of the platform was not always straightforward. In April 2014, LinkedIn was expanded to China; however, LinkedIn's operations only lasted until April 2021, the year that Microsoft put an end to them (Stumbles, 2022). The same happened in Russia in 2016, when Russian authorities banned the platform. According to BBC News, the decision was taken after a court found the company guilty of violating local data storage laws, going against Russia's legislation introduced in 2014, requiring that Russian individuals' personal information be stored on Russian web servers by social networks. Besides the controversial situations, in 2024, LinkedIn hosted members from more than 200 countries (Gregersen, 2024).

But why is LinkedIn considered a key platform for Human Resources, having around 94% of hiring managers using it regularly to find and vet candidates (Hosain et al, 2020, p.3)?

The platform offers numerous opportunities to recruiters, and connects them to a pool of active candidates that are unemployed and searching for a new opportunity, and passive candidates, those who are not actively hunting for a job because they are already employed, but are open to listening to recruiters who might want to present a new or the right opportunity. In addition, LinkedIn's massive reach, which corresponds to its broad and varied audience, including people from many backgrounds and industries, helps recruiters target particular talent pools. With the help of advanced filtering, the search for candidates is easier because they can pinpoint them by their location, skills, job title, and other criteria. Furthermore, the platform has a high percentage of engagement, which not only encourages users to search for job opportunities but also motivates them to engage with the company's content and participate in networking (Bradlwarter, 2025).

LinkedIn can be extremely useful for recruiters during the process of finding strong candidates and selecting suitable ones when correctly using the features that the platform offers, including on the free plan. Features such as profiles, job postings, advanced research, LinkedIn Recruiter, and AI tools play an important role in adjusting the recruiter's work.

Profiles are the key for recruiters when searching for candidates. Inside each profile, professionals have the opportunity to learn more about everyone who may have stood out during their research. The profile page acts as a formal and professional blog of accomplishments and qualifications. It can contain around 5 to 40 fields with different details, such as personal information (location, contact), a section about the individual where a text can be placed in order to get to know more about the person, and what opportunities they might be looking for. It is also possible to see the activity and engagement with their own or others posts, previous professional experience with information on companies where worked before and detailed functions in the job position, education, as well as licenses and certifications, personal skills that might be obtained during academic years and professional experiences, the knowledge of languages, and received or given recommendations (Ramanath et al, 2018, p. 2).

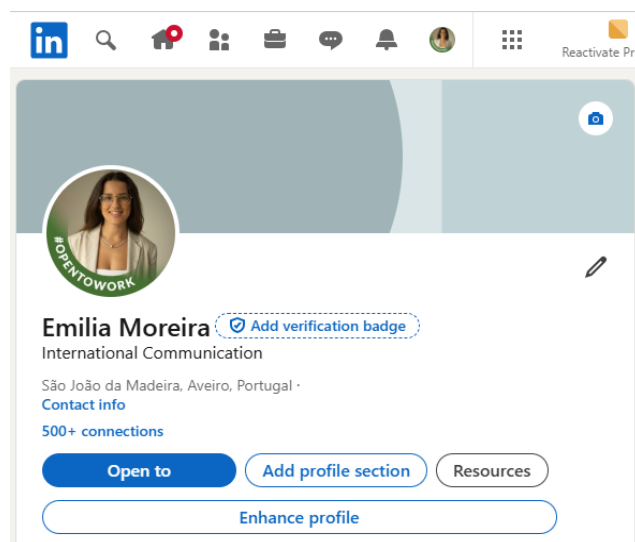


Figure 13: LinkedIn profile page (Source: LinkedIn, 2025)

When searching for the perfect candidate based on a variety of criteria on LinkedIn, recruiters can take advantage of the feature of advanced research. To use this feature, the recruiter must insert a keyword in the search bar at the top of LinkedIn's page, which could be, for example, for a job position as Technical Writer. The results of this research will be narrowed down by level of connection. However, at this point, the results are vague; therefore, recruiters have to use the filters feature available. This will allow them to narrow their research even further, and they can search for the most suitable

profile by their location, level of connection, university, and others (Temple University Alumni, 2024).

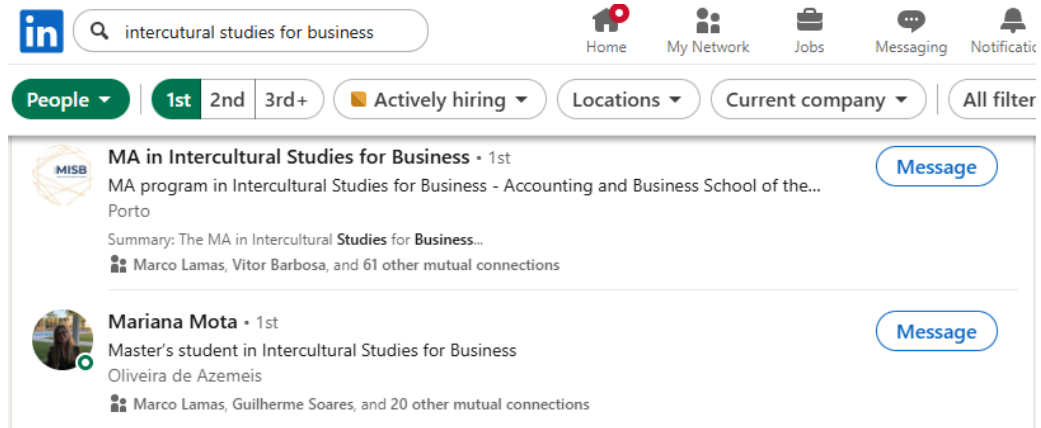


Figure 14: Profiles research with the keyword “Intercultural Studies for Business” (Source: LinkedIn, 2025)

Another important feature available on LinkedIn is the job postings. These posts are intended to advertise open positions in the company that is publishing, to attract the most qualified talent. For 21 days, or until the company has 50 candidates, LinkedIn offers one free job posting at a time. The job posting will continue to be available after that time; however, it will not appear in search results for interested applicants. Although it is indeed still possible to view the job posting in the company page’s jobs tab and through a direct link (Breezy HR, 2025). Another form of posting on LinkedIn and gathering candidates is to pay to promote the job posts. In comparison to free job posts that make the job searchable on LinkedIn, where the recruiter can filter and manage the applicants, the promoted version has a higher number of advantages. Besides the advantages gained in the free plan, the number of qualified applicants might triple, the post can appear at the top of candidate research with a “promoted” tag, and applicants who might be qualified for the position receive smart alerts, such as notifications or emails (LinkedIn, n.d.).

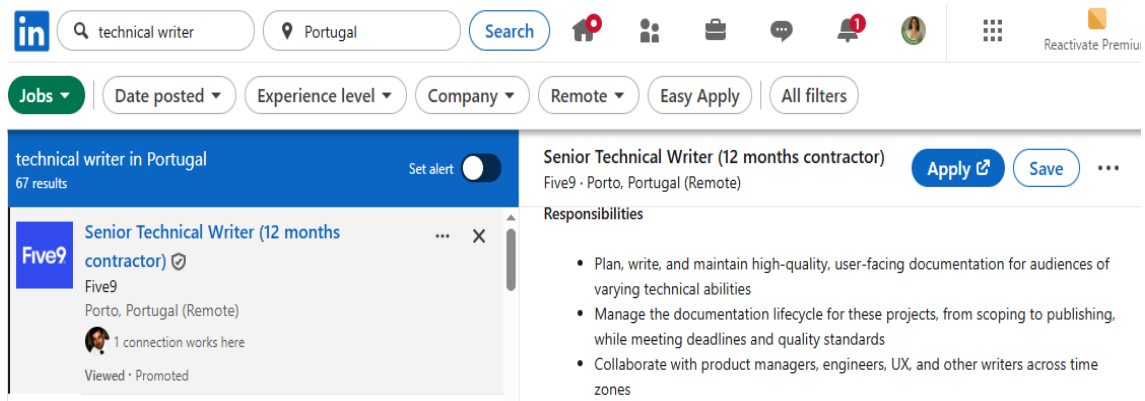


Figure 15: Job posting for an open position for Technical Writer (Source: LinkedIn, 2025)

In order to help recruiters work, LinkedIn has created LinkedIn Recruiter, a paid plan for these professionals who seek to find the most suitable candidates quickly. With this plan, they have access to more than 40 filters (especially the “open to work” filter, for professionals searching for new opportunities) in advanced research, contrary to the free plan. Additionally, with the assistance of AI, when a recruiter types the hiring need, they will receive an optimized list of results. When downloading resumes from candidates, they can unlock information about the company and job titles. Besides these features, recruiters have access to talent pools that will provide them with statistics of the results, such as the number of applications by gender (LinkedIn, 2025). These characteristics demonstrate how LinkedIn maintains its positioning as a strategic partner in contemporary recruitment as well as a networking platform.

As with any other business website, there must be ways to generate profit in order to pay those who work on the maintenance, updates, and creation of platforms. Therefore, LinkedIn has created various paid or Premium subscriptions that members can opt for according to their needs. According to LinkedIn’s official information, there are obvious features that differ between the free accounts and the subscription ones. For example, individuals with a basic account can find and connect with colleagues, classmates, and other people who might have professional careers or backgrounds in common. They may also request and provide recommendations, search for and view profiles of other members on the platform, receive unlimited InMail messages (the online chat inside the platform, although this is only possible between connected profiles), and the option to get weekly

alerts for up to three searches that they want to save. In the case of Premium subscriptions, the options are the following:

- Premium Career, which helps individuals get hired faster and ahead in their professional life.
- Premium Business helps professionals get more business insights and further expand their businesses.
- Sales Navigator, which helps to generate leads and build a list of clientele.
- Premium company Page helps pages to stand out and convert visitors.
- LinkedIn Learning provides individuals with training to improve skills and learn new ones, whether it is soft skills or professional ones.
- Recruiter Lite, which helps professionals to find and hire talent, is the most important one according to the theme of this paper. It enables unlimited access to LinkedIn Learning, private browsing, applicant insights, AI tools, custom button, business insights, advanced search, recruiting-specific design, automatic candidate tracking, integrated hiring, and others (LinkedIn, 2025).

When used correctly and with the right subscription, e-recruitment platforms such as LinkedIn can change the daily work of recruiting professionals, as well as the chances of active candidates finding a job opportunity.

3.3 Advantages and challenges of e-recruitment

Through digital networking strategies, e-recruitment has become a key instrument in modern recruitment, revolutionizing traditional hiring practices. Social network platforms of e-recruitment like LinkedIn offer numerous benefits, including time saving over traditional methods, employer branding opportunities, and access to a larger and more diverse candidate pool. However, there are also downsides to the increasing reliance on e-recruitment, such as profile authenticity and misinformation, and over-saturation of candidates. In addition, AI tools that create a colder process due to their automatic resume analysis, dismissing the human eye's reading. This subchapter highlights the e-recruitment significance for employers by analyzing both advantages and disadvantages when using it in recruitment.

When discussing the advantages of e-recruitment, it is possible to understand that all of them are connected, starting with the cost of advertising job positions, which leads to employer branding and online applications. These online applications give access to a large pool of candidates, which results in a higher probability of finding the perfect candidate in a shorter time, leading to time savings.

Online recruitment and selection (ORS) simplify and accelerates the process for human resources. Contrary to employing conventional techniques, as mentioned at the beginning of this paper, it is believed that networking platforms have helped reduce 25 to 30% of the time spent on recruiting and selection. This happens due to available features such as the filters previously mentioned, which help recruiters minimize their pool of candidates and have more specific results. In addition to this feature, candidates and recruiters who have platforms such as LinkedIn on their smartphones receive real-time notifications assigned to new messages, which allows them to quickly address technical issues and clarify requirements. In their email, they can also receive alerts about new open positions from different companies that suit their profile. Instant actions can be taken because of these prompts (Arman, 2023, p. 225).

Employer branding is another advantage of this recruitment strategy, and recruiters who learn how to use both the company's profile and job posts on LinkedIn can contribute to its image and, consequently, attract talent. According to David J. Dell (2001, p. 10) "the employer brand establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies, and behaviors toward the objectives of attracting, motivating, and retaining the firm's current and potential employees." This discusses the importance of creating and adjusting an employer brand strategy that aligns with the employee market, as well as retaining existing talent within the company. Furthermore, the information shared in this strategy for potential candidates influences how they perceive the risks of joining the organization and the quality of their jobs (Wilden et al., 2010, p. 10). Through LinkedIn job position posts, the company can address its values and explain what type of company it is, as well as the work environment among collaborators. In addition, like every candidate, companies have their own profile pages on LinkedIn, which can be a great factor for employer branding and attract candidates when used correctly. Companies can use their profile to advertise themselves and gain more followers by sharing new posts daily with different objectives, such as providing information about new open positions, achievements obtained, as well as new

goals, information about the company’s history (first year and accomplishments, how it started, its first works, etc), creating small surveys that can be about the company or other themes to understand what are people’s preferences, or even share photos and videos of the company’s festive days or initiatives, such as mother’s and father’s day, and others. A great example of a company that practices this employer branding strategy on LinkedIn is Bosch Portugal. The company publishes daily posts covering different themes and conducts surveys to include their followers. The latest survey was carried out to understand what people think that “AI is going to change the most in their work,” giving them the chance to choose between velocity, creativity, cost reduction, or higher focus. Currently, Bosch Portugal has more than 200,000 followers on its LinkedIn profile, and covers all types of employer branding mentioned in this text (LinkedIn, 2025).



Figure 16: Example of Bosch Portugal posts on LinkedIn (Source: LinkedIn, 2025)

Another advantage to consider when discussing e-recruitment is the opportunity for recruiters to access a higher and more diverse pool of candidates when posting a job position. According to Arman (2023), due to the internet’s global reach, online job position posts can reach a global public, which contributes to the organization's pool of candidates, and connect with them to identify who is the most qualified. Numerous companies have benefited from this feature to increase the effectiveness of their recruitment and selection processes. These higher pools can also provide information on

candidates that might not fit the open position; however, recruiters can retain their profiles and contact them later when an appropriate vacancy matches their profile. In addition, within these pools are profiles that do not entirely fit the position, as well as profiles from passive candidates, as previously mentioned in this paper, who are not actively seeking a new job but can be considered for the process due to their previous experience.

As already discussed, large pools of candidates can be an advantage for online recruitment. However, this increase in applicants also creates a new challenge. While e-recruitment was idealized to facilitate the hiring and selection process, easy access to open positions on a global scale has resulted in overwhelming volumes of résumés. To manage this, companies have turned to AI tools to analyze applications, which, in turn, introduces another layer of complexity to the recruitment process that will be further discussed.

According to the results of a survey conducted by university students, among the huge number of resumes obtained for a job position, a significant percentage of job seekers apply for the positions randomly, even when they know their profiles are not qualified. Not only is it time-consuming for recruiters, but it also makes it difficult for recruiters to select the best candidates (Alqahtani et al, 2023, p. 4). To overcome this issue, professionals in recruitment and selection are using AI tools to filter applications, a solution that is frustrating a high number of candidates. According to a late-2023 IBM survey conducted among almost 9 thousand IT professionals, it was concluded that 42% of the companies, in order to improve recruiting and human resources, were using AI screening, and another 40% were considering including this technology in their recruitment and selection strategy (IBM, 2024). Even though technology is entering the field of, some experts believe AI tools are missing and rejecting some of the most qualified candidates (Lytton, 2024). What can be considered is that these tools are, in fact, transforming the process of recruitment and selection in a faster way, but also coldly and distantly, decreasing the traditional human experience.

Another challenge that recruiters face when using e-recruitment, especially based on LinkedIn's candidate profiles, is the lack of personal and professional information published, which affects their evaluation of specific profiles and consequently the application might be rejected. According to Monke et al (2025), recruiters are more likely to dismiss applicants who lack important information in their professional profiles and consider instead other applicants who revealed mediocre or higher information about a

specific attribute that was being searched for in a job position. In order to get to a final decision for each job posting, recruiters may review numerous profiles and compare the digital footprints of different candidates. Recruiters can respond to incomplete information by disregarding and devaluing the candidate. In addition, this lack of information creates uncertainty for recruiters about whether the candidate is concealing any personal data due to inadequate information that may result from privacy settings, errors, or deliberate omissions. This problem is faced by recruiters negatively because it also leads them to ambiguity in their decisions, since the applications they are screening put them in the same place they were in before publishing the open position (Monke, 2025, p. 3-4).

In conclusion, e-recruitment can be perceived both as a creative innovation and a source of additional hiring process complications for recruitment and selection professionals. Employer branding opportunities, more access to potential candidates, and cost savings are perceived as some of the advantages offered by platforms of e-recruitment, such as LinkedIn. However, these advantages can be compromised by the challenges faced, such as excessive application quantities, the use of AI for screening resumes, and inaccurate or partial candidate data. In order to preserve fairness, accuracy, and the quality of hiring decisions, companies must figure out how to integrate both technological efficiency and careful human judgment, while the recruitment process continues to evolve in the digital era.

3.4 Case studies on the impact of LinkedIn in recruitment and selection

Research made by Valentino and Adiputra (2024) has indicated that the utilization of the digital platform LinkedIn significantly impacts the effectiveness of hiring procedures. In addition, the efficiency of employee recruitment procedures is also greatly influenced by the recruitment strategies. The study was conducted on a sample of 70 Business Partners at PT. Asuransi Allianz Life Indonesia uses the method called purposive sampling. This method involves selecting informants or sources based on their aptitudes and interest in understanding the function of the LinkedIn digital platform and recruitment strategies. The results obtained with this study were the following:

- The effectiveness of the hiring process is greatly impacted by the use of the LinkedIn digital platform

- The success of the workforce recruitment process is significantly impacted by or plays a major role in the recruitment strategy.
- The impact of using the LinkedIn digital platform on the effectiveness of the hiring process might be moderated by the size of the organization.
- The company's size can moderate the effectiveness of the workforce recruitment process in relation to recruitment strategy.

Another study made by Aarathi and Bhavikatti (2024) involved the participation of 107 professionals of different ages. The objective of the study was to discover the level of satisfaction with using e-recruitment platforms among recruiters and job searchers.

		No of respondents	Respondents (%)
Age	18-24	49	45.8%
	25-34	17	15.9%
	35-44	31	29%
	45-54	10	9.3%
	Total	107	100.0
Level of satisfaction	Very Satisfied	24	22.4%
	Satisfied	46	43%
	Neutral	25	23.4%
	Dissatisfied	10	9.3%
	Very Dissatisfied	2	1.9%
	Total	107	100.0

Table 1 Analysis of Demographic and satisfaction level

Figure 17: Results by level of satisfaction (Source: Aarathi, S., 2025, p. 8)

When analyzing the results obtained (shown in the figure above), it is possible to understand that more than half of the correspondents have considered the use of e-recruitment platforms a positive change and feel satisfied or very satisfied with this usage. In total, 65.4% are at least satisfied with the digital evolution of recruitment strategy. In addition, 23.4% of the correspondents have a neutral opinion about the usage of these platforms, an answer that can be influenced by both positive and negative personal experiences. Even though some of the professionals have shown they are dissatisfied or very dissatisfied, the percentage representing those results is considerably low, corresponding to a total of 12.2% (Aarathi, 2025, p. 8).

Table 4.1 observed value

Age Group	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
18-24	10	21	15	02	01	49
25-34	04	07	04	02	0	17
35-44	06	14	04	06	01	31
45-54	04	04	02	0	0	10
Total	24	46	25	10	2	107

Figure 18: *Results by level of satisfaction divided by age group (Source: Aarathi, S., 2025, p. 8)*

After organizing the results per age group, it is noticed that the group in which the positive opinion stands out is the youngest one, with ages between 18 and 24 years. Contrary to what could be expected, the group with ages between 25 and 34 years old was not the second one with the highest positive feedback. Instead, the second group that is most satisfied with e-recruitment platforms is the one between 35 and 44 years old. Surprisingly, this same age group was also the one that obtained the highest number with negative feedback, which possibly means that this is the age group that might have a balance between good and bad experiences when using e-recruitment platforms (Aarathi, 2025, p. 8).

3.5 LinkedIn's workforce diversity ⁴

LinkedIn not only has been creating positive impact on recruitment and selection professionals, but also on every professional in the world, due to its contribution to diversity opportunities.

Being an e-recruitment platform that is globally present and provides the possibility of connecting with people from different nations and even remote job opportunities worldwide that are able to diverse cultures, LinkedIn company's objectives focus on global inclusion and creation of equal opportunities, leading employees to thrive, despite their background, identity, or ethnicity.

⁴ This section is based on information provided by LinkedIn (2024) of their Workforce Diversity report from 2024

As well as Luza Group, LinkedIn believes and contributes to the pillars of inclusion and belonging, and for them, an environment of belonging is a place where every professional gets to be and works with their authentic version. For them, this belonging feeling must begin with managers as well, because they are the ones with representative roles and influence the employees. LinkedIn practices inclusion with their InspireHer initiative, that builds community by connecting women of colors across functions, and with their Catalyst initiative that focus on uniting workers from Latin America, Africa, the Middle East, and Europe who belong to underrepresented racial groups (LinkedIn, 2024).

In addition, LinkedIn worries about equitable career growth, and future talent. Therefore, the company has a constant focus on hiring processes that increase their diversity by analyzing their practices in order to identify if they are missing out on top talent due to their hiring managers and interviewers' inadequate training, their talent pools used, or their recruitment procedures. Furthermore, their focus on equitable career growth contributes to the increase of women in leadership, a process that they are proud of due to the progress obtained from 2020 to 2024.

According to LinkedIn's workforce diversity report of 2024, at the end of the fiscal year mentioned, 49% of their global leaders were women, which represents an increase of 7% when compared to the fiscal year 2020. As for diversity inclusion, the percentage of leaders of color had an increase of 0.5% in 2024, compared to the 6.5% of 2023, ending the 2024 fiscal year with 7%.

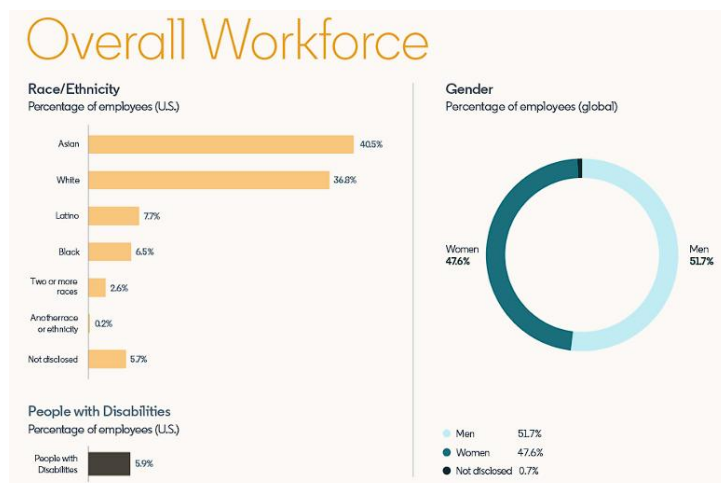


Figure 19: LinkedIn's overall workforce (Source: LinkedIn, 2024)

The results of 2024 report are proof of the pillars practiced by LinkedIn's company. It is possible to conclude that the business gives opportunities to individuals of different cultures. What could be expected was that white people would be the majority working in the U.S.; however, this place is occupied by Asian people with 40.5%. Being the white people in second place with a percentage of 36.8%, followed by Latino with 7.7% and then Black, with 6.5%.

In addition, it can be perceived that equality by gender is well represented and has a great balance between both gender opportunities. The company has a percentage of 47.6% women working and 51.7% men working, which can be translated to the importance given to the personal and professional capacity of both genders.

LinkedIn not only influences companies to adapt their values to the modern world, contributes to hiring processes, but it is also a reference in the equality and diversity inclusion in the global business world.

3.5 Final Considerations

LinkedIn is the most important e-recruitment platform, considering the study presented in this paper on changes in recruitment and selection tactics in the digital era. The chapter demonstrates how digital platforms have become the key component for talent recruitment and selection by providing a brief overview of the historical development of recruitment from the traditional process, which used paper-based techniques, to the modernized technological strategy. One of the most well-known platforms, LinkedIn, reflects the technological revolution by combining social, recruitment, and advertising features with global professional networking, making it a reliable and essential tool for human resources professionals.

LinkedIn's unique journey from its humble beginnings as a start-up to its current status as the largest global professional network is highlighted by the examination of its historical birth plan and development. The potential of digital platforms is increased by their growth, but it also brings challenges with it, such as overcoming legal and political obstacles in some nations. Beyond the platform's size, LinkedIn's features, such as comprehensive profiles, sophisticated search filters, tools for recruiters, and AI techniques, showcase how it has revolutionized the hiring process as consequently

changing the recruiting strategy by allowing recruiters to locate, contact, and interact with candidates more quickly and effectively than they could with traditional methods.

The benefits of e-recruitment became more apparent as it gained recognition and are still being discovered and improved upon. By using digital platforms like LinkedIn, companies have been able to reduce costs, speed up the recruitment process, and gain access to more accurate and larger candidate pools. Employer branding is another important benefit that allows companies to promote their workplace, values, and work culture in order to draw in the best candidates. According to case studies and survey data, both recruiters and job seekers generally have positive opinions of these networking platforms, particularly given how satisfied younger generations are with digital recruiting practices.

However, every technological advancement has drawbacks and restrictions, as covered in this chapter as well. Accessing larger candidate pools has its advantages, but there are also disadvantages, such as incomplete or inaccurate candidate profiles, and a growing dependence on AI-based resume screening methods that reduce human interaction. These advanced tools can increase output and outcomes, but they can also unintentionally exclude qualified applicants. Therefore, to maintain fairness, accuracy, and human perception throughout the hiring process.

Until the moment, there are few academic publications and articles that concentrate on e-recruitments and related topics. When attempting to evaluate documents and reliable information about e-recruiting platforms like LinkedIn, this challenge increases. Even though more research is needed, a preliminary conclusion can still be made. It is possible to understand that LinkedIn can be considered an exceptional example of how talent acquisition strategy has been transformed by the emergence of e-recruitment. Employer branding and efficiency reach have appeared as a new strategy; however, there are still issues like depersonalization, over-saturation of candidates, and lack of authenticity. As the digital recruiting landscape continues to develop and present new opportunities and challenges, companies that can combine the best of both worlds - the advantages of digital platforms and human-centered thinking and strategy - will have an advantage in attracting, developing, and retaining top talent. There are, however, presumptions and concerns about how recruitment and selection may develop in the future, as there is a fear that it will become a colder process over time; young generations may be worried about having fewer opportunities than in the past. Nevertheless, the

ability of professionals to mold the competitive global market into a dual commitment to digital innovation and human connection will determine the future of this profession.

CONCLUSION

The internship I completed at Luza Group and Hito Solutions was an important turning point in the integration of my professional, intellectual, and personal development. It not only served as a requirement for completing the Master in Intercultural Studies for Business, it also provided me with an experience that combined theory and practice, allowing the application of international knowledge in real-world professional contexts. Being involved in two different departments, human resources and recruitment and selection, facilitated a thorough understanding of the organizational dynamics that drive a global company such as Luza Group.

During the first weeks at Hito Solutions I was able to understand that the daily work of recruitment and selection professionals is not as simple as it may be perceived. It is fascinating to see how talent acquisition has evolved in our digital age and its impact at work. This part of the internship helped me understand how crucial analytical skills and effective communication are in recruitment. Using specialized e-recruitment tools and platforms like LinkedIn proved how technology can boost productivity and help professionals manage their time better. However, as learned, this only works when both ethical considerations and genuine compassion exist in a balanced way. Each interaction with a candidate was a brief exercise in intercultural communication which required the ability to perceive verbal and nonverbal communication. These experiences made it clear that a recruiter's role is not just about filling vacancies but also building trust between organizations and the candidates we engage with.

The transition to human resources department deepened my understanding in the relationship between strategy and people management. By participating in administrative tasks, legal analyses, and organizing internal events helped me to understand how the human resources professionals function as the company's glue, balancing the organization's goals with the well-being of its employees. The experience of coordinating events and contributing to the multilingual onboarding, such as translating the material into French, highlighted the importance of inclusivity and celebrating cultural diversity. In addition, every assignment from updating documents to organizing the events, gave me the opportunity to embody the company's values of responsibility, adaptability, and collaboration, while also shaping my own professional identity and leaving a positive impact on the organization.

The experiences obtained in the internship are just as significant as the lecture on organizational culture delivered by Marcela Zaide, which is a key part of daily practices

at Luza Group. This lecture helped me create a connection between institutional behavior and personal and professional values. I started to see business culture as a collection of everyday actions that drive the company's mission forward. The emphasis on belonging, commitment, and innovation resonated with my academic background in intercultural studies for business, highlighting how sustainable organizations can operate with purpose and authenticity. My personal belief in the vital role of human resources was reinforced as I understood how leadership fosters open communication and shares accountability between all collaborators.

Alongside my hands-on experiences, diving into the theoretical research on LinkedIn and e-recruitment has truly expanded my knowledge on modern human resources practices. I realized how much technology has been able to transform the way professionals connect, especially after learning about the evolution of digital recruitment tools. My insights were shaped by both my internship and the research I conducted. It is possible to say that digital platforms offer wider reach and speed, as they also highlight the importance of careful data management, addressing bias, and ensuring transparency. For future recruitment professionals, it is important to obtain and maintain the ability to balance between technology performance and human intuition. Personally, I think the most crucial skill for recruiters in the present century is to in fact have that balance between emotional intelligence and the effective use of technology.

On a personal level, this internship opportunity helped me deeply determine the career path I want to take. My interest in human resources grew from the diverse tasks, the opportunity to work with interdisciplinary teams, and the ongoing exposure to challenges and problem solving. Even though I realized that a focus on recruitment and selection was not the right path for me due to its repetitive tasks, I completed this internship with a deeper understanding of legal frameworks and recruitment strategies. I continue to believe that empathy, communication, and ethical awareness are essential for effective leadership in any business. Thanks to my master's program in intercultural competence, I learned how to act in different situations with sensitivity and to interpret behaviors from various cultural perspectives.

In conclusion, this internship served me well as a transforming experience and an opportunity to observe and learn. It proved how the academic knowledge obtained during the masters comes to life in a professional environment. I realized that human resources are especially about people, all within the framework that organizations provide. Luza

Group and Hito Solutions are a true example of how creativity, resilience, teamwork, and a fun environment can exist and thrive together to the company's objectives. I intend to use the knowledge learned with this experience as a foundation for a career focused on intercultural competence, organizational excellence, and human development. Apart from providing me with technical knowledge, this internship taught me that aligning values with actions is the correct path to professional success, and for that, I am genuinely grateful. This is a lesson that will continue to influence my personal and professional journey, as I carry with me all the cherished moments and relationships created for the rest of my life.

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APPENDICES

Appendix I – Slides from the French Onboarding version

Timesheet

- La feuille de temps est essentielle pour le paiement correct des heures travaillées et des salaires.
- Les heures doivent être enregistrées dans un format spécifique et vous recevrez un e-mail avec toutes les instructions nécessaires.
- La feuille de temps est remplie dans Excel.
- La feuille de temps doit être envoyée à votre supérieur hiérarchique pour approbation.
- Une fois la feuille de temps approuvée, elle doit être envoyée au département des ressources humaines et au département des finances.
- Date de soumission de la feuille de temps : 25 du mois en cours (si le 25 tombe un week-end, envoyez-la le vendredi précédent)
- Jours fériés : Doivent être approuvés par le supérieur hiérarchique.



Pourquoi nous?

Nous sommes une entreprise qui offre des solutions personnalisées, flexibles et agiles, adaptées aux demandes spécifiques de chaque client.


Nous sommes une entreprise multinationale d'ingénierie et de technologie de l'information, composée d'une équipe pluridisciplinaire animée par la recherche incessante de l'excellence et de l'innovation dans tout ce que nous faisons.

Nous maintenons des relations de proximité avec nos clients, en leur offrant une expérience véritablement personnalisée et une gamme complète de services à valeur ajoutée.

Notre philosophie est engageante, nous plaçons les personnes à l'épicentre de notre entreprise, nous valorisons et stimulons les talents et cultivons une culture sociale forte.



Appendix II – Pages of the Easter Quiz







Preparados/as para testar os vossos conhecimentos e competir por um prémio delicioso?

Hoje vamos brincar, rir, aprender (talvez) e desafiar a memória com perguntas sobre a Páscoa, cultura geral, cinema e até curiosidades sobre a nossa empresa!

O importante é participar, mas...vamos ser honestos/as: ganhar também é bem bom, não é?
Boa sorte a todos/as – que vença a equipa com mais neurónios (ou mais sorte)!

É proibido o uso de telemóveis.






1. Qual o país famoso por criar ovos de Páscoa de chocolate gigantes?
A) França B) Alemanha C) Estados Unidos C) Reino Unido X

2. Em que ano o homem pisou a Lua pela primeira vez?
A) 1967 B) 1968 C) 1969 D) 1970 ✓ 5

3. Quem interpretou a personagem de Jack Dawson no filme "Titanic"?
A) Brad Pitt B) Tom Hanks C) Leonardo Dicaprio D) Johnny Deep ✓ 10

4. Qual é a cor do cavalo branco de Napoleão?
A) Cinzento B) Branco C) Preto D) Castanho ✓





5. Qual é o animal que pode dormir até 3 anos seguidos?

- A) Caracol (B) Lesma C) Morcego C) Cervo X

6. Em que data a Páscoa é celebrada todos os anos?

- (A) Primeira segunda-feira de abril ✓ 15
(B) Primeiro domingo após a lua cheia que ocorre depois do equinócio da primeira
(C) Primeiro domingo após a lua nova que ocorre depois do equinócio da primavera
(D) Terceiro domingo de abril

7. Qual o maior oceano do mundo? ✓ 20

- (A) Pacífico B) Atlântico C) Índico D) Antártico



8. Em que ano a nossa empresa foi fundada?

- A) 2005 (B) 2006 C) 2009 C) 2011 ✓ 25



9. Quais os valores da empresa? ✓ 30

- (A) Colaboração; Pertença; Compromisso ao cliente; Adaptabilidade;
(B) Colaboração; Pertença; Compromisso ao cliente; Energia Positiva;
(C) Colaboração; Pertença e Paixão; Compromisso ao cliente; Adaptabilidade;
(D) Colaboração; Paixão; Energia Positiva; Compromisso ao cliente;

10. Qual é a visão da empresa?

- A) Ser reconhecida nacionalmente como referência na prestação de serviços de TI e Engenharias;
B) Ser reconhecida internacionalmente como referência na prestação de serviços de TI;
C) Ser reconhecida internacionalmente como referência na prestação de serviços de Engenharia;
(D) Ser reconhecida internacionalmente como referência na prestação de serviços de IT e Engenharia; ✓ 35

