



**Bryant University**

HONORS THESIS

# The Effect of the Pandemic on Engagement Levels of LinkedIn Posts

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Submitted in partial fulfillment of the requirements for graduation  
with honors in the Bryant University Honors Program

APRIL 2021

# **The Effect of the Pandemic on Engagement Levels of LinkedIn Posts**

Bryant University Honors Program

Honors Thesis

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April 2021

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**ABSTRACT**

This paper will examine the effects that the pandemic COVID-19 has on the social media platform LinkedIn. It will detail the ways that LinkedIn has changed and shifted since the virus became a widespread challenge for the entire country. The paper will look at LinkedIn activity during 2020 of various users, highlighting the factors of the top five posts with the highest engagement. The specific LinkedIn users that will be looked at will be sales recruiters, and the success of their posts will be measured by engagement levels (number of likes and comments). It will look for any patterns during this time and will focus on five sales recruiters. The hypothesis is that COVID-19 will have had tremendous effects on the activity on LinkedIn and overall engagement will increase throughout the duration of the pandemic. This is because it is estimated that due to physical restrictions on people and companies, social media will be an important tool for engagement in 2020, and firms will be utilizing LinkedIn a lot more during the pandemic. It is also hypothesized that posts with pictures and a high number of mentions and hashtags will have higher engagement than posts with a lower number of mentions and hashtags.

## **INTRODUCTION**

LinkedIn is a popular social networking site used to connect people in the professional world. On this site, users post about their accomplishments, awards, achievements, and other work-related information. “Connections” is the term used for people that one might want to engage with on LinkedIn. When a connection with someone is made, posts from both people are made visible and future posts soon populate on each other’s feeds. The site also allows for users to engage with their connections through various activities: making regular posts about one’s day or general firm updates, writing articles that can be published that feature a longer word count, private messaging between connections, and “liking” and commenting on others’ activity to express one’s feelings about it. High engagement is important to a firm on LinkedIn because it allows the company to be easily searched and found by other LinkedIn users and posts with high engagement are more likely to appear on other users’ feeds.

## **LITERARY REVIEW**

### About LinkedIn

LinkedIn is a social media tool for professionals to network, recruit potential employees, and find jobs. The social media site was created as a startup in Palo Alto, California in 2003. In the early years, the site avoided using pictures on the theory that pictures were unprofessional (D'Onfro, 2014). The company makes its revenue by charging extra for its premium services (which includes more site capabilities than a free user) and by selling its hiring and marketing online software (COWAN and Warner, 2011).

LinkedIn showed strong membership and revenue growth during the 2008 recession and went public in 2011, valued at \$3 billion (COWAN and Warner, 2011). In 2014, sixty-seven percent of LinkedIn users came from outside the United States (D'Onfro, 2014). In 2016 Microsoft made a \$26.2 billion acquisition of LinkedIn, citing their purchase as a great opportunity to invest in a company whose concept is to build a business network for the working world (Chen, 2016). According to Chang, Liu, & Shen (2017), the number of members signed up on LinkedIn has reached over 450 million worldwide.

The literature supports LinkedIn as an important and popular aspect of today's job search. This is because it has created a way for people to easily connect and match up professionals to the job that is the right fit for them. Users of LinkedIn can showcase their work-related capabilities on their personal page and make connections for personal and professional purposes (Chang, Liu, & Shen, 2017) which is something not possible on any other social media. LinkedIn is especially useful with regards to networking and job-seeking (Utz and Breuer, 2019). According to previous research, users of professional networking sites such as LinkedIn report higher informational benefits and more timely access to resources and referrals to career opportunities than nonusers do (Utz and Breuer, 2019).

LinkedIn is highly valued because of the quality of people that it attracts to its platform, mainly the affluent and educated (Schaffer, 2014). An increasing number of potential employers are using LinkedIn to search for people to hire due to its influential audience (Schaffer, 2014). According to recent reports, more business decision-makers, people with household incomes exceeding \$100,000, and college and postgraduates are LinkedIn users

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than the physical distribution audience of *The Wall Street Journal* or *The New York Times* (Schaffer, 2014).

LinkedIn's popularity resonates with both employers and employees who seek meaningful relationships that can benefit them professionally. With features that make it easy to stay connected with others and look for employment, social media is becoming a more popular way to look for a job than ever before. Some statistics surrounding social media are that today, around one-third of Americans use social media platforms, thirty-five percent of social media users have used those platforms to look for or research jobs, and twenty-one percent have applied for a job they found through social media (Wexler, 2016). Job seekers enjoy LinkedIn specifically for its ability to help one easily search for a new job while still being employed and provide many job opportunities in any location. One of the features of LinkedIn is called Open Candidates, which lets one send a private signal to recruiters to indicate one is open to new opportunities—without alerting their current employer (Bahler, 2016). A LinkedIn executive also says that candidates that have the Open Candidates feature on are getting twice the recruiting inquiries as people who do not have it on (Bahler 2016). On the other side of employment, LinkedIn is becoming a more important tool for recruiters, as they understand how potential employees are now looking at company LinkedIn pages regularly for information about their brand and what it is like to work there. This is because LinkedIn is seen as the least intrusive way to connect with potential applicants and it is easy for candidates to see job postings via other connections who might post it or the companies themselves (Wexler, 2016). The value of LinkedIn in recruiting is hard to quantify, but it is becoming vital to companies' recruiting processes in order to reach maximum promotion and engagement with their job postings.

#### LinkedIn Engagement

Social media engagement is important because it provides a quantitative number that represents one's popularity with their audience. The term "engagement" generally entails a degree of involvement; a level of immersion; and passion, attachment, and commitment to an individual's object, such as company, brand, product, or media (Lee & Kim, 2020). Social media engagement can be an internal factor that can affect the social presence of users (Lee &

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Kim, 2020). In the present study, “engagement” will be defined as the degree of participation, attachment, and commitment with which individual users interact with LinkedIn content.

Engaging with one’s target audience on LinkedIn is not always the easiest task. There is a variety of information about how to market one’s self or business to clients and potential employees on LinkedIn in an effective manner. The way a company presents itself online gives an impression of the brand of the firm, and through that users decide if they want to engage with the firm or not. LinkedIn groups are a valuable feature of the site and allow people to engage in discussions and post useful content within the group (Siskind, 2017).

For what and how firms should be posting on LinkedIn, companies should try to make an effort to build and maintain a robust online presence by posting quality content on social media to drive high engagement (Pinnington, 2018). Regarding what content to post, it is suggested to post information that is helpful or practical and information that other people will want to share in order to have higher engagement (Pinnington, 2018). Content choices should include job-related information, marketing materials, current news, humorous content, and personal information (Pinnington, 2018). Instead of regular posts for companies, publishing long articles is a good way to gain exposure and in the past five years, organizations have moved more from sharing pictures to sharing videos (Pinnington, 2018). LinkedIn is about more than just collecting contacts and one should always go for quality posts over a large quantity of un-engaging posts (Pinnington, 2018).

#### COVID-19 Impact

The coronavirus pandemic of 2020 has had a tremendous impact on everyday life. COVID-19 was declared a global pandemic on March 11, 2020 (Ellis et. Al., 2020), prompting nationwide shutdowns in an attempt to slow the spread of the virus. The virus’s ability to remain undetected in a person’s immune system and not display symptoms made this an especially threatening disease. In order to minimize the threat of COVID-19, Americans were introduced to the idea of quarantining in place and not allowed to leave their homes during a nationwide lockdown. Measures like social distancing were put into place with the public not allowed to stand within six feet of each other. The fate of the world was uncertain as not much was known about COVID-19— the symptoms, how to prevent catching the virus, or a solution to preventing the spread of the virus altogether.



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The physical isolation combined with economic instability, fear of infection, and stress surrounding the uncertainty of the future has had a profound impact on global mental health (Ellis et. Al., 2020). Adolescents were hit especially hard during this time, and social media provided an outlet for social interaction among peers. Although social media use is nearly universal among youth (95% of teens reported at least 30 min per day), there was a substantial increase in the time spent using a variety of social media platforms (Instagram, Snapchat, TikTok, and others) during the initial call to stay at home (Ellis et. Al., 2020). During the initial COVID-19 crisis (March 2020 – June 2020), adolescents’ social and academic lives were almost exclusively virtual, likely leading to a marked increase in screen time and social media use (Ellis et. Al., 2020). People, especially students, were much more likely to use their phones and spend time on social media applications such as LinkedIn during the start of the pandemic due to limited access to face-to-face social interaction and other activities.

## **RESEARCH QUESTIONS**

I have several questions that I was hoping to get answered with this study. These questions mainly explore the relationship between LinkedIn posts and the pandemic and LinkedIn posts and engagement. My questions are as follows:

Questions on LinkedIn engagement:

- What types of post formats typically achieve the highest engagement rates?
- What subjects of the posts typically achieve the highest engagement rates?

Question on LinkedIn engagement in relation to the pandemic:

- What does LinkedIn engagement look like comparatively before and during the pandemic?

This research is timely and important because my topic of combining LinkedIn engagement rates and the effect of the pandemic has not been studied before. This is mainly because LinkedIn was created in the past twenty years, so it is still a relatively new platform and the pandemic is an extremely new circumstance that has had worldwide effects. My findings should then prove to be new and exciting. This research is worth doing because LinkedIn is an evolving part of our job market and is continuing to grow in importance, especially for younger generations about to enter the workforce. My thesis will prove how the pandemic will change how people interact on LinkedIn and will show what types of posts truly bring the highest numbers of engagement at a time when people are able to spend a lot of time at home on social media.

## **METHODOLOGY**

### Approach

For my research project, I collected secondary data through the social media site LinkedIn through the posts that various sales recruiters had made. The five recruiters I chose to focus on were active sales recruiters that worked for different companies mainly trying to recruit recent college graduates. I chose five recruiters that had very active LinkedIn pages so I could have a lot of data to look at and I could do an in-depth analysis. These recruiters were: Vienne Chanthachack from HubSpot, Lauren Mahon from Datatog, Jaquitta Pool from Liberty Mutual, Ellie Biscoe from Dell, and Jennifer Porcelli from Gartner. The postings were dated throughout January 2020 - January 2021. I coded the data from the postings on numerous spreadsheets, focusing on aspects of each post that could contribute to the engagement rate. This included:

- Date of Post
- Format of Post
- Topic of Post
- Target Audience
- Number of Likes
- Number of Comments
- Number of Responses to Comments
- Number of Mentions
- Number of Hashtags
- Number of Views

I then conducted primary research by doing my own LinkedIn postings. I coded the data from my own posts based on the same aspects of the posts from the recruiters that I felt could contribute to the engagement rate. All my postings were dated from January 2021 – February 2021. The data was then analyzed to report findings on factors that contributed to a high engagement rate during the pandemic.

The data sources that I used for my project were solely LinkedIn postings (from recruiters and myself) as all the information I needed to know about engagement rates was on these pages. My approach was appropriate for my research paper because it was the best way to gather in-

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depth data from the recruiters. By taking the data and making it meaningful through coding on Excel sheets, I was able to make sense of it and come up with conclusions from my findings.

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**FINDINGS**

Key Findings from Sales Recruiters

When looking at the data I collected from the sales recruiters on LinkedIn posts, I found that their posts varied greatly. This is especially true from the posts before the pandemic and during the pandemic. The following chart compares different aspects of the five sales recruiters' posts (average number of likes, comments, mentions, and hashtags) during the pandemic and pre-pandemic. The recruiters Lauren Mahon, Ellie Biscoe, and Jennifer Pool all had a decrease in likes during the pandemic with Lauren's decrease being significant. Jacquitta Pool had a major increase in likes during the pandemic, and Vienne had a subtle increase in likes. The likes aspect had the biggest changes as the other aspects had little differences before vs. during the pandemic.

Recruiter	Aspect of Post	During Pandemic	Pre-Pandemic	Difference
<b>Vienne Chanthachack</b>	Avg. Likes	68.9	67.7	1.2
From HubSpot	Avg. Comments	7.6	7.4	0.2
	Avg. Mentions	1.5	1.3	0.2
	Avg. Hashtags	3.3	2.4	0.9
<b>Lauren Mahon</b>	Avg. Likes	41.4	67	-25.6
From Datadog	Avg. Comments	2	1.9	0.1
	Avg. Mentions	1.7	0.8	0.9
	Avg. Hashtags	4.2	3.9	0.3
<b>Jacquitta Pool</b>	Avg. Likes	69.8	20.2	49.6
From Liberty Mutual	Avg. Comments	4.9	1	3.9
	Avg. Mentions	1.4	1.2	0.2
	Avg. Hashtags	1.6	1.5	0.1
<b>Ellie Biscoe</b>	Avg. Likes	48.5	54	-5.5
From Dell	Avg. Comments	2.1	0.4	1.7
Technologies	Avg. Mentions	1.1	0.6	0.5
	Avg. Hashtags	1.1	0.4	0.7
<b>Jennifer Pool</b>	Avg. Likes	3.6	11.4	-7.8
From Gartner	Avg. Comments	0	0.2	-0.2
	Avg. Mentions	0.2	0.4	-0.2
	Avg. Hashtags	2.5	3.6	-1.1

*Findings from Vienne Chanthachack*

Vienne Chanthachack from HubSpot had overall the highest engagement rates by far. This can be attributed to his high number of connections on LinkedIn which is 3,705. His average number of likes per post is 69 likes and his average number of comments per post is 8. His

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current engagement rate is 19%. See a full coding of Vienne's LinkedIn posts from January 2020 to January 2021 in Appendix A. His top posts with the highest engagement rates are as follows:

Date of Post	Format of Post	Topic of Post	# of Likes	# of Comments	# of Mentions	# of Hashtags
3/2020	Tik Tok video with caption	Good Idea to Personalize Resume	229	39	0	6
10/12/2020	Tik Tok video with caption	National Coming Out Day	209	22	1	0
2/2020	Picture and caption	Working at Home Tips	178	23	1	5
2/2020	Picture and caption	Fear of Public Speaking	169	28	0	1
6/2020	Picture and caption	Black Lives Matter	153	0	0	1

His top-performing post had 229 likes and 39 comments (important to note that 17 of those comments were his own). His posts are very authentic and entertaining, as seen by his unique Tik Tok videos that he posts to reach students in a more relatable way. His videos make him stand out among other sales recruiters, as no other recruiter I looked at made Tik Tok videos. These videos could be a direct response to Tik Tok's popularity which rose greatly during the pandemic in March of 2020. His top two posts with the highest engagement both are Ike Tok videos with a caption. His posts also do better when he incorporates a story into the post like his post about how he used to have a fear of public speaking (fourth highest engagement). He also has high engagement when others can relate to his posts, like his posts about tips for personalizing one's resume (highest engagement) and working from home (third highest engagement). Lastly, posting about a major event or holiday seems to increase his engagement levels. In his Black Lives Matter post (fifth highest engagement), he covered a major event from June 2020 and spoke out about his support for African Americans. Lastly, his post about National Coming Out Day (second highest engagement) sparked a lot of support from his LinkedIn connections, generating high engagement.

Vienne's top five overall posts that had the highest engagement rates were a mix of posts from before the pandemic and during the pandemic. The posts that are color-coded in red are from before the pandemic and the posts in green are from during the pandemic. This means that the pandemic did not have as large of an effect on Vienne's posts because his third and fourth most liked posts came from before the pandemic and the rest of the posts came from during.

*Findings from Lauren Mahon*

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The engagement rates for posts by Lauren Mahon from Datadog are not as high as Vienne's; however, they are a significant amount as she has 977 LinkedIn connections. The average number of likes Lauren gets per post is 52 likes and the average number of comments is 2.1. Her current engagement rate is 38%. See a full coding of Lauren's LinkedIn posts from January 2020 to January 2021 in Appendix B. Her top five posts with the highest engagement rates are as follows:

Date of Post	Format of Post	Topic of Post	# of Likes	# of Comments	# of Mentions	# of Hashtags
5/2020	Picture, caption, and question	Congrats to Graduates & new hires	183	22	19	12
1/2020	Picture and caption	Campus career fair	154	5	1	5
2/2020	Picture and caption	Campus career fair	122	3	1	7
1/2020	Picture and caption	Campus career fair	103	1	2	6
1/2020	Picture and caption	Campus career fair	101	5	2	5

Through my analysis, I believe that Lauren's top posts do so well because of the type and format of the posts. Four out of five of her top five posts are real images of her and her colleagues, authentic pictures that she took and uploaded. All these posts were about her going to a college career fair to meet students and in her captions, she showed excitement to meet her target audience which is largely students. She also consistently uses a decent number of hashtags (generally around 5-7) for her top posts. For her post with the number one engagement rate, the topic of her post was congratulating recent college grads in May. This post did extremely well due to the topic, high number of mentions (19), and high number of hashtags (12). The picture for this post was a stock image of the Datadog logo with a graduation cap.

Lauren's top five overall posts that had the highest engagement rates were mostly pictures from before the pandemic. For Lauren, most of her top posts overall came from before the pandemic. This means that the pandemic did not affect her posts as much and correlate with more likes. Her most liked post did come from during the pandemic, but most of her posts were from before.

#### *Findings from Jacquitta Pool*

Jacquitta Pool is a Sales Recruiter/Strategic Campus Partner from Liberty Mutual. She has 990 followers on LinkedIn with an average of 71 likes per post and her average number of comments is 3.9. Jacquitta's current engagement rate is 30%. See a full coding of Jacquitta's

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LinkedIn posts from February 2020 to January 2021 in Appendix C. Jacquitta’s top five posts with the highest engagement rates are as follows:

Date of Post	Format of Post	Topic of Post	# of Likes	# of Comments	# of Mentions	# of Hashtags
5-2020	Caption	Black Lives Matter- Liberty Mutual	671	15	3	0
3-2020	Caption	Tips about Working from home	199	17	0	2
8-2020	Picture & caption	Work Milestone- 5 Years at Liberty Mutual	183	42	1	0
9-2020	Picture & caption	Recruiting event	181	16	1	0
4-2020	Picture & caption	Congrats Graduates	180	16	0	7

What is significant about Jacquitta’s posts are their authenticity. Four out of five of them included photos of her that were real and genuine pictures where she appeared to be having fun. Her post that had the highest engagement was on the topic of Black Lives Matter, and it got 671 likes, an overwhelmingly large amount in comparison 178, which is the average of the rest of the posts in her top five. Her post with the second highest engagement was about her five-year work milestone at Liberty Mutual, and it received 21 comments from others. On this post, many of the comments were her coworkers were congratulating her on her work anniversary due to the topic of the post. Jacquitta used a limited number of mentions and hashtags in her top five posts, but they still received high engagement numbers despite this.

Jacquitta’s top five overall posts that had the highest engagement rates were all posts that were from during the pandemic. Her success with posts during the pandemic suggests that the pandemic has helped her achieve higher engagement rates as all of her most liked posts came from during the pandemic.

#### *Findings from Ellie Biscoe*

Ellie Biscoe is a Campus Recruiting Manager from Dell Technologies with 999 connections. She has an average of 49 likes per post but did not post as often as the other sales recruiters. Her average number of comments is 1.6 and her current engagement rate is 49%. See a full coding of Ellie’s LinkedIn posts from February 2020 to January 2021 in Appendix D. The top five posts with the highest engagement rates are as follows:

Date of Post	Format of Post	Topic of Post	# of Likes	# of Comments	# of Mentions	# of Hashtags
8/2020	Picture and caption	Visiting Students	186	8	1	2
2020	Pictures and caption	Dell's Inside Sales Program	108	0	1	0
10/2020	Picture, link, and caption	Webinar at Dell	85	1	1	1
5/2020	Picture, link, and caption	Dell Giving Back for COVID Relief	73	3	8	4
4/2020	Picture, link, and caption	Inside Sales Program at Dell	58	2	0	1



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Ellie’s top five posts all included a picture and a caption. Her top post had 186 likes and included a collage of scenic pictures that she took while traveling. The rest of the photos in her top 5 posts were all pictures of her and her Dell team, which garnered high engagement. Her pictures that she posted overall were eye-catching and of good quality. She did not use a high number of hashtags or mentions in her posts, and she got a moderate number of comments from others.

Ellie’s top five overall posts that had the highest engagement rates were all posts that were mostly all from during the pandemic. Most of Ellie’s posts in this chart were from during the pandemic. This suggests that the pandemic may have also helped Ellie achieve higher engagement rates, even though her second most-liked post was from before the pandemic.

#### *Findings from Jennifer Porcelli*

Jennifer Porcelli is a Diversity Recruiter at Gartner. She has 800 LinkedIn connections and her average amount of likes per post is 4 and her average number of comments is 0.1. Her current engagement rate is 2%. See a full coding of Jennifer’s LinkedIn posts from February 2020 to January 2021 in Appendix E. See below the data for her top five posts:

Date of Post	Format of Post	Topic of Post	# of Likes	# of Comments	# of Mentions	# of Hashtags
3/2020	Caption	Bryant Virtual Sales Competition	31	0	1	3
2020	Picture, Link, Caption	Blog about Gartner Best Place to Work for LGBTQ	31	1	0	5
5/2020	Caption	Microsoft Ability summit	27	0	3	7
2020	Picture & Caption	Panelist for University of Connecticut	20	0	2	4
6/2020	Picture, Link, Caption	Blog- Pride Month	13	0	0	6

For Jennifer, what seems to get her higher engagement rates is not necessarily having an image to post alongside her captions. Her top two posts did not have a picture to go along; instead, they mentioned an event with mentions and hashtags (Bryant University Sales Competition for her top post and Microsoft Ability Summit for her second most liked post). Her third most liked post is about Pride Month, a hot-button topic for many, and engaging with posts on social media is a way to show one’s support. Her fourth and fifth posts with the highest engagement are about Gartner and sales opportunities at her company. Overall, Jennifer’s posts do not have high engagement despite her 800 connections. She rarely has a comment on her posts and rarely uses mentions. Her postings are an example of low engagement despite her high number of connections.

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Jennifer's top five overall posts that had the highest engagement rates were a mix of posts that were from before and during the pandemic. Jennifer's most liked posts are both from before the pandemic and during the pandemic. There are slightly more posts from during the pandemic and her most liked posts with 31 likes are both from before and during the pandemic. This would suggest that the pandemic has not had as much of an impact of Jennifer's posts and she continues to generate about the same level of likes.

#### Key Findings from My Postings

On LinkedIn, I currently have 414 connections made and the average amount of likes I have for each post during my study was 20 likes. See a full coding of my LinkedIn posts from January 2021 to February 2021 in Appendix F. See below the data for my top five posts:

Date of Post	Format of Post	Target Audience	Topic of Post	# of Likes	# of Comments	# of Own Comments	# of Views	# of Mentions	# of Hashtags
1/18/21	unauthentic picture & caption	everyone	Chipping away at honors thesis	39	4	1	1670	1	4
1/22/21	caption	everyone	shoutout to Dr. Boyer	35	5	0	1868	1	4
2/2/21	picture and caption	everyone	IDEA 2021	35	4	2	712	4	8
1/21/21	authentic picture	everyone	throwback of me freshman year	34	3	0	591	0	4
2/5/21	video & caption	everyone	Pitch about self to employers	28	6	3	n/a	6	2

My most liked post got 39 likes, and the subject was working on my honors thesis. I mentioned the Bryant University Honors Program, and I think it had high engagement rates because I had not posted in a while, so the LinkedIn algorithm put it at the top of many people's feeds. The picture was a stock image from google, so it was not considered authentic. My second most liked post mentioned my honors thesis advisor Prof. Boyer and thanked her for her help with the project. It got higher engagement because Prof. Boyer has 4,078 followers and when I mentioned her, all her followers saw my post.

My third most liked post had a higher number of mentions and hashtags, as it was about my participation as a student mentor in the Bryant IDEA program, and I wanted to post about working with my mentor team. My fourth most liked post featured an authentic picture of myself and my sisters that I took on move-in day of freshman year. This post had a higher amount of likes in relation to how many views it got in comparison to my other top five posts. I think this post did well because I posted a real picture of myself. Finally, my fifth most liked post was a video of me doing a pitch of myself for sales recruiters. I mentioned six people/companies with this post and got the highest number of comments for all my top five posts, which was six.

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#### Limitations

My study did have limitations during data collection. The first limitation was that I was unable to see the exact date that some of the LinkedIn posts were posted. This caused an issue as I was only able to pinpoint an estimated month of the time it was posted, which could cause some inaccuracies. My second limitation was that it was sometimes challenging to tell who the target audience of each post was, so I had to make assumptions about the audience. Lastly, the time of day that the postings were made was something I was not able to code as I was unable to see the time of day the posts were made. This could be something that impacted the data, but unfortunately, I was unable to take it into account.

Another limitation that affected my study was how I only chose to look at five sales recruiters. I wanted to do an in-depth study of them and with limited time I was unable to look at more recruiters. If I looked at more recruiters, maybe I could have found more data to back up my findings.

## **DISCUSSION AND IMPLICATIONS**

There are several factors that I believe contribute to a LinkedIn post with a higher engagement rate, especially one during the pandemic. My findings are a sum of the coding from the recruiters and my own postings through which I tried to recreate the findings I saw from the recruiters. The following are factors that I believe can be attributed to a higher engagement rate with a post:

- Post types: images and captions (without a link attached), authentic pictures taken by the LinkedIn user, and videos
- Post topics: current events that are meaningful to the LinkedIn user
- Other post factors: high number of mentions/hashtags

#### *Post Types with High Engagement*

The post types that received the highest engagement levels were posts with an image and caption (without a link), posts that featured authentic photos, and videos. Posts that include images ended up with higher amounts of likes and captions than posts without a picture

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overall based on the sales recruiters and my own. Pictures tend to draw attention because LinkedIn as a platform is not necessarily based in pictures; instead, it is based around various job postings. It was also found that pictures that were more authentic and real scored higher engagement rates than stock photos. This is to be believed because the LinkedIn audience appreciates authenticity and realness in postings, and this includes pictures of the user and that the user takes. It was shown for the various recruiters Vienne, Jennifer, and Jacquitta that their authentic pictures scored high engagement. Videos are another posting format that created lots of engagement with the audience. Vienne's Tik Tok videos are the most prominent example of successful engagement. His videos are relevant to his audience and very engaging- he starts each with a prompt that entices the user to click and watch his video. His Tik Toks are also a direct response of the pandemic since the surge in the use of the app Tik Tok and they are an effective way to reach his target audience of recent grads looking for a job.

#### *Post Topics with High Engagement*

The post topics that tended to end in high engagement were topics surrounding hot-button current that the poster related to. This was seen with two of Vienne's top five posts being about a topic that was close to him— Black Lives Matter and National Coming Out Day. His post about Black Lives Matter was timely and relevant since it was posted during the peak of the Black Lives Matter movement in June 2020. Vienne's status as a minority could have increased his credibility with this post in support of Black Lives Matter, and people could have been more inclined to engage with him because of this. As a gay man, Vienne is highly credible to comment on National Coming Out Day in October. He received a lot of support from comments on this post, so topics that are personal to oneself may result in higher engagement rates.

#### *Other Post Factors that Result in High Engagement*

Some other post factors that result in high engagement rates are a high number of mentions and hashtags used. A high number of mentions resulted in a high number of likes and comments when I posted and mentioned my honors thesis advisor Prof. Boyer, who has a lot of connections on LinkedIn. Because of all her connections, I benefited from higher engagement rates in the comments and likes because everyone who is a connection with her saw the post that I made. Mentioning others creates more visibility with LinkedIn posts and is

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an easy way to publicly establish a relationship with another. People that are mentioned also often feel a responsibility to also engage with a post in which they are mentioned. Hashtags are also an easy way to create more visibility with a post. With hashtags, users that are not necessarily a connection can find your post by searching the specific hashtag that is used. There is no limit of hashtags one can use, so they benefit one's posts greatly. I did not find the best number of hashtags to use, but it is suggested to use a few (3-5), not any more or any less.

#### *Impact of the Pandemic on Engagement Rates*

I was able to conclude that on average, more of the recruiters faced a decrease in likes during the pandemic compared to before. However, more of the sales recruiters' top five overall posts came from during the pandemic as opposed to before. This would mean that although the pandemic has had some effect in lowering engagement rates, recruiters are still able to have posts that achieve very high engagement rates during the pandemic. Overall, for LinkedIn users to achieve high engagement during the pandemic, it is suggested that more creative and authentic posts that tell a story will generate the highest engagement rates. The hypothesis of the pandemic having a great impact on LinkedIn engagement rates was neither proved nor disproved, as more research is suggested to truly isolate the pandemic variable and study its effect.

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### APPENDICES

#### Appendix A – (Posts from Vienne Chanthachack)

Figure 1. Vienne Chanthachack Top Posts Organized by Number of Likes (Posts 1-24)

Date of Post	Format of Post	Target Audience	Topic of Post	Number of Likes	Number of Comments	Number of Own Comments	Number of Views	Number of Mentions	Number of Hashtags
3/1/20	tk tok video with caption	students and grads	Good Idea to personalize resume	229	39		17 n/a	0	6
10/12/2020	Tik Tok video with caption	Everyone	National Coming Out Day	209	22		0	8557	1
2/1/20	picture and caption	everyone	Working at Home Tips	178	23		6 n/a	1	5
2/1/20	picture and caption	everyone	Fear of Public Speaking	169	28		12 n/a	0	1
6/1/2020	Picture and caption	Everyone	Black Lives Matter	153	0		0 n/a	0	1
5/1/2020	Tik Tok video with caption	Students and grads	Career Advice	147	18		7	5005	1
3/1/20	tk tok video with caption	everyone	Virtual Waffle wednesday at Hubspot	146	13		5 unable to see #	1	5
3/1/20	tk tok video with caption	everyone	Video to promote a Hubspot podcast	145	28		9 unable to see #	0	10
9/1/2020	Picture and caption	Everyone	HubSpot INBOUND Conference	144	19		2 n/a	2	0
3/1/20	Picture, link, and caption	everyone	Article about working from home fun	144	8		2 n/a	1	0
1/5/2021	Caption	Slack employees	Slack Power Outage- Expressing Thanks	139	0		0	n/a	1
6/1/2020	Tik Tok video with caption	Everyone	Black Lives Matter	137	2		1	4071	0
10/8/2020	Tik Tok video with caption	Students and grads	VoiceMail Set Up	129	9		1	4410	0
6/1/2020	Tik Tok video with caption	Everyone	Throwback to starting at Hubspot 2 Years Ago	127	8		3	3280	5
3/1/20	gif and caption	everyone	Shoutout to Hubspot for Leading well during pandemic	121	14		5 n/a	3	2
6/1/2020	Caption	Everyone	Looking back on His Week's Experiences (tagged coworkers)	116	27		12 n/a	3	0
2/1/20	picture and caption	everyone	Not working as much- take more breaks for self	112	13		6 n/a	0	1
5/1/20	Picture, link, and caption	Everyone	Starting out as a recruiter- shouting out a coworker	106	11		2 n/a	8	1
10/2/2020	Tik Tok video with caption	Everyone	How He is a Big TikToker	102	6		1	2330	0
8/1/2020	Caption	Everyone	Shoutouts at Hubspot	99	8		0 n/a	6	2
5/1/2020	Tik Tok video with caption	Recent grads	Congrats to Class of 2020	99	0		0	3264	0
4/1/20	tk tok video with caption	Everyone	Social distancing	96	15		3 unable to see #	0	4
8/1/2020	Picture and caption	Everyone	Internship Show- Interview featuring himself	91	11		2 n/a	3	3
4/1/20	tk tok video with caption	students and grads	How to boost your resume	91	14		5 unable to see #	0	7

Figure 2. Vienne Chanthachack Top Posts Organized by Number of Likes (Posts 23-45)

Date of Post	Format of Post	Target Audience	Topic of Post	Number of Likes	Number of Comments	Number of Own Comments	Number of Views	Number of Mentions	Number of Hashtags
8/1/2020	Picture and caption	Everyone	Internship Show- Interview featuring himself	91	11		2 n/a	3	3
4/1/20	tk tok video with caption	students and grads	How to boost your resume	91	14		5 unable to see #	0	7
3/1/20	picture and caption	everyone	Remolding home work area	91	7		3 n/a	0	5
1/5/2021	Tiktok video with caption	students	His Story About Getting a Job	90	12		3	2111	1
6/1/2020	Picture and caption	Students and grads	Hubspot News	89	19		2 n/a	3	3
12/1/2020	Picture and caption	everyone	About Hubspot	88	7		2	n/a	1
9/1/2020	Tik Tok video with caption	Everyone	Tik Tok Videos	84	4		0	3911	0
1/5/2021	Tiktok video with caption	everyone	A Work Preferences Game	82	12		5	1994	0
10/4/2020	Tik Tok video with caption	Students and grads	Job Application Advice	81	8		3	2399	0
1/5/2021	Caption	everyone	How 2020 Went	77	5		1	n/a	2
11/1/2020	Picture, link, and caption	everyone	Happy First Gen College Students Day	74	0		0	n/a	1
8/1/2020	caption	Everyone	Talking about Team at Hubspot	73	9				
5/1/20	Tik tok video with caption	Students	What to do with no internship	71	3		2 unable to see #	1	3
3/1/20	tk tok video with caption	students and grads	Tips for remote interviews	70	21		7	unable to see #	7
1/8/2021	Picture and caption	everyone	Thanks Thursday- grateful for coworkers	66	11		2	n/a	1
10/6/2020	Tik Tok video with caption	Students and grads	Fun Facts about Glassdoor	66	2		2	1888	1
8/1/2020	Tik Tok video with caption	Students and grads	Hubspot Program for Students	66	3		1	2337	1
9/1/2020	Picture and caption	Everyone	Adjusting to Remote Internship- Hubspot new interns	64	3		2 n/a	3	3
7/1/2020	Picture and caption	Everyone	Joy of Being a Recruiter	64	17		0 n/a	15	0
3/1/20	tk tok video with caption	everyone	Feeling after a long day of screen time	59	12		4	unable to see #	0
10/6/2020	Picture and caption	Everyone	HubSpot Tech Event	58	4		1 n/a	1	3
6/1/2020	Tik Tok video with caption	Everyone	Black Lives Matter	58	9		2	1755	3
8/1/2020	Picture and caption	Everyone	Hubspot Post	57	6				

Figure 3. Vienne Chanthachack Top Posts Organized by Number of Likes (Posts 46-69)

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Date of Post	Format of Post	Target Audience	Topic of Post	Number of Likes	Number of Comments	Number of Own Comments	Number of Views	Number of Mentions	Number of Hashtags
5/1/20	Tik tok video with caption	Students and grads	How to Find his Tik Toks	54	10	4	unable to see #	0	4
3/1/20	Tik tok video with caption	everyone	Taking a Break while working	54	3	0	unable to see #	0	7
1/5/2021	Tiktok video with caption	everyone	Happy New Year	53	3	0	1607	0	5
11/1/2020	Picture with caption	everyone	First Gens in Tech Virtual Experience	53	3	2	n/a	1	1
9/1/2020	Question	Sales People	Experiences in Sales	53	31	7	n/a	0	4
11/1/2020	Slideshow with caption	everyone	First Gens in Tech- Slideshow & link	52	8	2	n/a	2	3
3/1/20	Picture, link, and caption	students	Tips for online learning	52	10	4	n/a	6	6
3/1/20	picture and caption	everyone	Picture of Coworkers on Zoom	51	6	3	n/a	1	4
2/1/20	Picture, link, and caption	everyone	How Hubspot is handling COVID	51	0	0	n/a	0	0
7/1/2020	Picture and caption	Women in sales	Women In Sales Event	47	2	1	n/a	0	1
2/1/20	picture and caption	everyone	New Campus to Career episode- feat. Jenner	46	2	1	n/a	1	1
4/1/20	tk tok video with caption	students and grads	How you should personalize your resumes	45	7	1	unable to see #	0	7
12/1/2020	Caption	everyone	Highlight of his December- Taylor Swift new album	44	20	2	n/a	1	0
10/6/2020	Tik Tok video with caption	Students and grads	Resume and Cover Letter Advice	43	2	0	580	0	5
10/6/2020	Tik Tok video with caption	Everyone	Pop Culture Reference/Shout to a coworker	40	0	0	953	1	3
6/1/2020	Picture and caption	Students and grads	Sales Reps- Skills for Students	40	3	1	n/a	1	2
5/1/2020	Picture and caption	Women in sales	Women in Sales Webinar	38	4	1	n/a	0	4
3/1/20	Picture, link, and caption	everyone	Hubspot Campus to Career podcast	38	6	3	n/a	2	7
3/1/20	Picture, link, and caption	students	How your Club can stay connected virtually	37	2	1	n/a	0	0
6/1/2020	Picture and caption	Students and grads	Hubspot Event- Campus Group Development	36	11	2	n/a	2	3
3/1/20	Picture and caption	everyone	His recruiting team together on zoom	33	3	1	n/a	0	3
3/1/20	Video, link, and caption	everyone	Hubspot Campus to Career highlight	30	1	1	n/a	1	6
5/1/2020	Picture and caption	Everyone	Personal Update- Taking a Break	29	2				
2/1/20	picture and caption	everyone	New Campus to Career episode- feat. Caroline	28	1	1	n/a	1	5

Figure 4. Vienne Chanthachack Top Posts Organized by Number of Likes (Posts 70-88)

Date of Post	Format of Post	Target Audience	Topic of Post	Number of Likes	Number of Comments	Number of Own Comments	Number of Views	Number of Mentions	Number of Hashtags
4/1/20	tk tok video with caption	students and grads	Nerves during interviews	27	7	4	unable to see #	0	8
3/1/20	Video, link, and caption	everyone	ClassPass Success story	26	2	1	n/a	2	3
3/1/20	picture and caption	everyone	Hiring manager advice	23	1	1	n/a	6	6
3/1/20	tk tok video with caption	everyone	Episode preview of campus to career- coworker	22	1	1	unable to see #	2	7
3/1/20	Picture, link, and caption	everyone	Article- Bryant University Virtual sales competition	21	4	0	n/a	2	3
4/1/20	Video, link, and caption	everyone	Hubspot Campus to Career highlight	20	3	1	n/a	1	6
1/6/2021	Tiktok video withcaption	everyone	Frustrations with Zoom	19	1	1	701	0	4
11/1/2020	Slideshow with caption	everyone	First Gens in Tech- Slideshow	19	1	1	n/a	6	3
3/1/20	Picture, link, and caption	everyone	Article about job mistakes on LinkedIn	19	1	0	n/a	2	5
8/1/2020	Repost	Everyone	Internship Show- Interview featuring himself	18	1	0	n/a	1	0
2/1/20	Video, link, and caption	everyone	New Campus to Career episode- feat. Caroline	18	0	0	n/a	1	0
3/1/20	Picture, link, and caption	everyone	Thinking Essential worker	7	1	1	n/a	1	2
2/1/20	caption	everyone	Repost- Warby Parker new location	6	0	0	n/a	1	0
5/1/20	Repost- caption	students	Stay Competitive without summer internship	5	0	0	n/a	1	3
3/1/20	caption	everyone	Repost- LinkedIn rules for Covid	4	2	1	n/a	1	0
6/1/2020	Picture and caption	Everyone	Job Fair Event Skills	2	0	0	n/a	1	3
2/1/20	caption	everyone	Repost- Nerves about Interviewing	2	0	0	n/a	1	0
1/8/2021	Picture, link, and caption	students and grads	How to get a job at Hubspot	1	1	0	n/a	1	3
4/1/20	Repost- caption	Everyone	RHMGRs competition	1	0	0	n/a	2	5

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### Appendix B – (Posts from Lauren Mahon)

Figure 1. Lauren Mahon Top Posts Organized by Number of Likes (Posts 1-23)

Date of Post	Format of Post	Topic of Post	Target Audience	Number of Likes	Number of Comments	Respond to Comments?	Number of Views	Number of Mentions	Number of Hashtags
5/1/2020	Picture, caption, and question	Congrats to Graduates & new hires	Grads	183	22	no	n/a	19	12
1/1/2020	Picture and caption	Campus career fair	Students	154	5		2 n/a	1	5
2/1/2020	Picture and caption	Campus career fair	Students	122	3	no	n/a	1	7
1/1/2020	Picture and caption	Campus career fair	Students	103	1	no	n/a	2	6
1/1/2020	Picture and caption	Campus career fair	students	101	5	no	n/a	2	5
8/1/2020	Picture, link, and caption	The company Datadog & sales jobs	Students and grads	89	1	no	n/a	6	8
3/1/2020	Picture, link, and caption	Datadog going remote	Everyone	60	0	no	n/a	0	2
11/1/2020	Pictures and caption	Clothing drive	Everyone	55	0	no	n/a	8	5
10/1/2020	Picture with caption	Views from work/hiring	Prospective new hires	52	8		1 n/a	0	6
7/1/2020	Picture, link, and caption	Job hunting webinar	Students and grads	44	7	no	n/a	0	5
3/1/2020	Picture, link, and caption	Experience of employees at Datadog	Everyone	39	1	no	n/a	0	1
4/1/2020	Repost	Culture of Datadog	Everyone	38	2	no	n/a	1	0
10/23/2020	Repost	Recruiting Interns	Students and grads	32	1	no	n/a	0	8
7/1/2020	Picture, link, and caption	Datadog talk show	Everyone	32	0	no	n/a	0	6
1/1/2020	Poster	We're hiring	Prospective new hires	31	0	no	n/a	0	0
12/1/2020	Picture, link, and caption	Datadog- best places to work	Everyone	30	1	no	n/a	1	7
10/9/2020	Link to Article with picture	The company Datadog	Everyone	26	1	no	n/a	0	
9/1/2020	Picture, link, and caption	Virtual career fair link	Students and grads	24	0	no	n/a	0	7
5/1/2020	Repost	Black Lives Matter	Everyone	24	0	no	n/a	0	0
12/1/2020	Picture, link, and caption	Datadog careers	Prospective new hires	21	0	no	n/a	0	6
1/1/2020	Picture, link, and caption	Datadog Networking Night	Prospective new hires	15	0	no	n/a	0	8
8/1/2020	Repost	Datadog's platform	Everyone	14	0	no	n/a	1	0
2/1/2020	Repost	Datadog team at dinner	Prospective new hires	6	1	no	n/a	0	0

Figure 2. Lauren Mahon Top Posts Organized by Number of Likes (Posts 24-25)

Date of Post	Format of Post	Topic of Post	Target Audience	Number of Likes	Number of Comments	Respond to Comments?	Number of Views	Number of Mentions	Number of Hashtags
10/23/2020	Picture, link, and caption	Recruiting Interns	Students and grads	6	2	no	n/a	0	1
1/1/2020	Repost (video)	Datadog New Years party	Everyone	4	0	no	n/a	0	0



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### Appendix C – (Posts from Jacquitta Pool)

Figure 1. Jacquitta Pool Top Posts Organized by Number of Likes (Posts 1-25)

Date of Post	Format of Post	Topic of Post	Target Audience	Number of Likes	Number of Comments	Respond to Comments?	Number of Views	Number of Mentions	Number of Hashtags	
5-1-20	Caption	Black Lives Matter- LM	everyone	671	15		6 n/a		3	0
8-1-20	Picture & caption	Work Milestone- 5 Years at LM	everyone	183	42		21 n/a		1	0
9-1-20	Picture & caption	Recruiting event	everyone	181	16		8 n/a		1	0
4-1-20	Picture & caption	Congrats Graduates	grads	180	16		7 n/a		0	7
10-1-20	Picture & caption	Out & Equal Virtual Summit	everyone	169	7		2 n/a		2	2
6-1-20	Picture & caption	Pride Job	everyone	166	21		10 n/a		1	0
3-1-20	Picture & caption	LM Hiring Sales	students and grads	58	2		0 n/a		1	4
3-1-20	Picture, link, caption	Guest Speaker during Power Week	everyone	57	9		4 n/a		1	4
10-1-20	Picture & caption	Pride History Month (October)	everyone	56	4		0 n/a		11	0
4-1-20	Picture & caption	Congrats Graduates	grads	47	1		0 n/a		1	1
4-1-20	Picture, link, caption	COVID and LM	everyone	46	3		1 n/a		1	3
7-1-20	Repost	Intern's last day at LM	everyone	45	7		1 n/a		1	3
3-1-20	Picture & caption	Good Luck to Participants in Pi Sigma Epsilon	everyone	43	0		0 n/a		8	4
7-1-20	Picture & caption	National Intern Day	everyone	41	1		0 n/a		1	4
6-1-20	Repost	LM Employees given Juneteenth off	everyone	41	3		1 n/a		1	0
11-25-20	Picture, link, caption	Women's Conference through LM	Women	40	1		0 n/a		1	2
9-1-20	picture, link, caption	LM Roundtable Wednesday Series	everyone, students	32	0		0 n/a		1	0
9-1-20	Picture & caption	LM Intern Instagram Takeover	everyone, students	31	0		0 n/a		1	2
11-1-20	Picture, link, caption	LM Info Sessions	students and grads	30	0		0 n/a		1	5
11-1-20	Picture, link, caption	Veteran's Day	everyone	29	0		0 n/a		1	1
9-1-20	picture, link, caption	Article- Introvert or Extrovert	everyone	29	6		3 n/a		0	0
7-1-20	Picture & caption	Activism Panel	everyone	28	1		0 n/a		1	0
5-1-20	Picture & caption	Summer plans	everyone	28	0		0 n/a		0	0
3-1-20	Picture, link, caption	LM's MBA Program	everyone	20	0		0 n/a		0	0

Figure 2. Jacquitta Pool Top Posts Organized by Number of Likes (Posts 26-33)

Date of Post	Format of Post	Topic of Post	Target Audience	Number of Likes	Number of Comments	Respond to Comments?	Number of Views	Number of Mentions	Number of Hashtags	
7-1-20	Picture & caption	Takeaways from the National Multicolor Women Conference	everyone	17	4		2 n/a		0	1
4-1-20	Repost	Guest Speaker during Power Week	everyone	17	4		2 n/a		2	0
9-1-20	picture, link, caption	LM Roundtable Wednesday Series	everyone, students	16	0		0 n/a		1	0
12-8-20	Picture, link, caption	TEDx Speaker for Women's Conference at LM	Women	14	0		0 n/a		0	2
12-22-20	Picture, link, caption	Diversity and Inclusion within Liberty Mutual	everyone	14	0		0 n/a		0	3
7-1-20	Picture & caption	Internship Tips	everyone, interns	12	2		1 n/a		0	0
3-1-20	Repost	Guest Speaker during Power Week	everyone	11	0		0 n/a		2	5
10-1-20	picture, link, caption	LM Info Sessions	students and grads	9	0		0 n/a		2	4
8-1-20	Picture, link, caption	Article- Success for Yourself	everyone	7	2		1 n/a		2	0

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### Appendix D – (Posts from Ellie Biscoe)

Figure 1. Ellie Biscoe Top Posts Organized by Number of Likes (Posts 1-12)

Date of Post	Format of Post	Topic of Post	Target Audience	Number of Likes	Number of Comments	Respond to Comments?	Number of Views	Number of Mention	Number of Hashtags
8-6-20	Picture and caption	Visiting Students	everyone	186	8	1	n/a	1	2
10-6-20	Picture, link, and caption	Webinar at Dell	students and grads	85	1	0	n/a	1	1
5-6-20	Picture, link, and caption	Dell Giving Back for COVID Relief	everyone	73	3	1	n/a	8	4
4-6-20	Picture, link, and caption	Inside Sales Program at Dell	students and grads	58	2	0	n/a	0	1
3-6-20	Picture, link, and caption	Dell is Hiring	students and grads	51	10	0	n/a	0	0
10-6-20	Picture, link, and caption	Webinar at Dell	student athletes	47	0	0	n/a	1	1
12-16-20	Picture, link, and caption	Info Session at Dell	student athletes	40	0	0	n/a	1	3
9-6-20	Repost- picture and capa	Women in Sales at Dell	women	16	0	0	n/a	0	0
9-6-20	Repost- panel	Info Panel about Women in Sales	women	11	0	0	n/a	0	0
10-6-20	Repost- article	Article about a Program	everyone	8	0	0	n/a	0	0
A year ago	Repost- Picture, link, and	Dell is Hiring- Senior Recruiter	everyone	7	1	0	n/a	0	0
12-6-20	Repost- Picture, link, and	Repost- Info Session at Dell	students and grads	1	0	0	n/a	1	1

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Appendix E – (Posts from Jennifer Porcelli)

Figure 1. Jennifer Porcelli Top Posts Organized by Number of Likes (Posts 1-23)

Date of Post	Format of Post	Topic of Post	Target Audier	Number of Lik	Number of Commer	Respond to Comment	Number of M	Number of Hasst	Number of Vie
3-1-20	Caption	Bryant Virutal Sales Competition	everyone	31	0	0	1	3	
5-1-20	Caption	Microsoft Ability summit	everyone	27	0	0	3	7	
6-1-20	Picture, Link, Caption	Blog- Pride Month	everyone	13	0	0	0	6	
4-1-20	Link and Caption	Sales Opportunities at Gartner	everyone	6	0	0	0	2	
11-1-20	Picture, Link, Caption	Gatner Culture	everyone	6	0	0	0	4	
7-1-20	Picture, Link, Caption	Blog & Video- Pride Month	everyone	5	0	0	0	6	
10-1-20	Picture, Link, Caption	Culture at Gartner	everyone	4	0	0	0	4	
1-1-20	Picture, Link, Caption	Steps to Enhance Career at Gartner	everyone	3	0	0	0	4	
8-1-20	Picture, Link, Caption	Gartner Podcast	everyone	3	0	0	0	4	
5-1-20	Picture, Link, Caption	Repost- Gartner Opportunities	everyone	2	0	0	0	0	0
10-1-20	Picture, Link, Caption	Repost- Gartner Conference	everyone	2	0	0	1	1	
10-1-20	Picture, Link, Caption	Gartner Webinar	everyone	2	0	0	0	5	
3-1-20	Picture, Link, Caption	Repost- Books to Read During Pandemic	everyone	1	0	0	0	0	
4-1-20	Picture, Link, Caption	Repost- Blog, Gartner during COVID	everyone	1	0	0	0	0	0
4-1-20	Picture, Link, Caption	Repost- Gartner Sales Leaders	everyone	1	0	0	0	0	
4-1-20	Picture, Link, Caption	Repost- Running Virtual Migs	everyone	1	0	0	0	0	
9-1-20	Picture, Link, Caption	Repost- Gartner virtual networking	everyone	1	0	0	0	0	0
10-1-20	Picture, Link, Caption	Repost- Article about Woman	everyone	1	0	0	0	0	0
10-1-20	Picture, Link, Caption	Gartner Work Arrangements	everyone	1	0	0	0	3	
1-7-21	Picture, Link, Caption	Life at Gartner	everyone	1	0	0	0	2	n/a
3-1-20	Picture, Link, Caption	Repost- Pandemic Preparation	everyone	0	0	0	0	0	
3-1-20	Picture, Link, Caption	Repost- Gartner is global	everyone	0	0	0	0	0	
6-1-20	Repost- Caption	Gartner Company BLM post	everyone	0	0	0	0	0	

Figure 2. Jennifer Porcelli Top Posts Organized by Number of Likes (Posts 24-32)

Date of Post	Format of Post	Topic of Post	Target Audier	Number of Lik	Number of Commer	Respond to Comment	Number of M	Number of Hasst	Number of Vie
8-1-20	Picture, Link, Caption	Repost- Gartner Virtual Speed Selling Competition	everyone	0	1	0	0	0	
10-1-20	Picture, Link, Caption	Repost- Gartner Hosting Virtual session	everyone	0	0	0	0	0	
10-1-20	Picture, Link, Caption	Ways to Build Diversity	everyone	0	0	0	0	5	
11-1-20	Picture, Link, Caption	Habits of Orgs with AI	everyone	0	0	0	0	4	
11-1-20	Picture, Link, Caption	Navigating WorkForce Planning	everyone	0	0	0	0	5	
11-1-20	Picture, Link, Caption	Gartner Top Trends	everyone	0	0	0	0	5	
12-1-20	Picture, Link, Caption	Supporting Military Talent	everyone	0	0	0	0	4	
1-5-21	Picture, Link, Caption	Professional New Years Resolutions	everyone	0	0	0	0	5	n/a

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Appendix F – (Posts from Lauren Fedor)

Figure 1. Lauren Fedor Top Posts Organized by Number of Likes (Posts 1-13)

Date of Post	Format of Post	Target Audience	Topic of Post	# of Likes	# of Comments	# of Own Comments	# of Views	# of Mentions	# of Hashtags
1/18/21	unauthentic picture & caption	everyone	Chipping away at honors thesis	39	4	1	1670	1	4
1/22/21	caption	everyone	shoutout to Dr. Boyer	35	5	0	1868	1	4
2/2/21	picture and caption	everyone	IDEA 2021	35	4	2	712	4	8
1/21/21	authentic picture	everyone	throwback of me freshman year	34	3	0	591	0	4
2/5/21	video & caption	everyone	Pitch about self to employers	28	6	3	n/a	6	2
2/14/21	article & caption	everyone	Dean's List for semester	28	11	5	n/a	0	4
2/4/21	article & caption	everyone	Empathy article	22	2	0	n/a	1	6
3/17/21	repost- caption	everyone	Participation in E-Pitch	14	1	0	n/a	2	3
1/19/21	article link & caption	everyone	embracing change for self	12	0	0	467	0	4
2/6/21	repost (video)- caption	everyone	repost about winning RNMKRs	10	2	0	n/a	0	1
2/3/21	repost- caption	everyone	Jamboard	4	0	0	128	0	5
1/20/21	repost of article	everyone	soft skills are essential to work	2	0	0	187	0	0
2/16/21	repost (article)- caption	everyone	Effective Use of Time	2	0	0	n/a	0	0

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