

## **Transforming Human Resources Recruitment: The Impact of Artificial Intelligence (AI) on Organizational Attractiveness and Applicant Intent**

**Mirzam Arqy Ahmadi<sup>1</sup>, Rahma Ayuningtyas Fachrunisa<sup>2</sup>, Ahmad Baihaqi<sup>3</sup>, Firdaus Kurniawan<sup>4</sup>, M. Ilham Timur Abdillah<sup>5</sup>**

<sup>1</sup>Fakultas Ekonomi Bisnis, Universitas Muhammadiyah Surakarta,  
Email : [maa692@ums.ac.id](mailto:maa692@ums.ac.id)

<sup>2</sup>Fakultas Psikologi, Universitas Muhammadiyah Surakarta

<sup>3</sup>Fakultas Ekonomi Bisnis, Universitas Muhammadiyah Surakarta

<sup>4</sup>Fakultas Ekonomi Bisnis, Universitas Muhammadiyah Surakarta

<sup>5</sup>Fakultas Ekonomi Bisnis, Universitas Sebelas Maret Surakarta

**Abstract:** *In today's rapidly evolving technology landscape, this proposal investigates the transformative field of human capital recruiting through the integration of Artificial Intelligence (AI) and its impact on organizational attractiveness and applicant intent. This research aims to explore prospective employees' perceptions of AI-based recruitment processes and their impact on organizational attractiveness, as well as their intentions to apply for job opportunities. A quantitative research approach was used using an online questionnaire distributed via Google Forms, qualitative methods were also applied in this research to add variation to the research. The interview process and distribution of this questionnaire is to measure the attractiveness of the organization's brand in five dimensions, applicant intentions through five specific items, and AI recruitment through five additional items. Data analysis was carried out using Structural Equation Modeling (SEM) to examine factors and test hypotheses. This questionnaire was distributed via social media platforms, using a Likert scale to capture different responses. Leveraging a diverse body of literature on AI in recruiting and organizational brand appeal, this research provides a comprehensive examination of the modern recruiting landscape. Through methodological rigor and strategic use of technology, the result of this research is the advent of AI recruitment has the potential to significantly increase efficiency and productivity at various stages, including procurement, screening, assessment, interviewing and onboarding. However, a balance between AI and human involvement is essential to ensure that the recruitment process remains personal and ethical. While AI can simplify many aspects of recruiting, human expertise is critical to providing the understanding and empathy that candidates expect. This proves that recruitment with the help of AI will attract applicants*

**Keywords:** *AI-based recruitment, Organizational Attractiveness, Applicant Intent*

**Abstrak):** *Dalam lanskap teknologi yang berkembang pesat saat ini, proposal ini menyelidiki bidang transformatif perekrutan sumber daya manusia melalui integrasi Kecerdasan Buatan (AI) dan dampaknya terhadap daya tarik organisasi dan niat pelamar. Penelitian ini bertujuan untuk mengeksplorasi persepsi calon karyawan mengenai proses rekrutmen berbasis AI dan pengaruhnya terhadap daya tarik organisasi, serta niat mereka untuk melamar peluang kerja. Pendekatan penelitian kuantitatif digunakan dengan menggunakan kuesioner online yang disebar melalui Google Forms, metode kualitatif juga diterapkan pada penelitian ini untuk menambah variasi dalam penelitian. Proses Wawancara dan penyebaran kuesioner ini untuk mengukur daya tarik*

*merek organisasi dalam lima dimensi, niat pelamar melalui lima item spesifik, dan rekrutmen AI melalui lima item tambahan. Analisis data dilakukan dengan menggunakan Structural Equation Modeling (SEM) untuk meneliti faktor-faktor dan menguji hipotesis. Kuesioner ini disebarluaskan melalui platform media sosial, menggunakan skala Likert untuk menangkap tanggapan yang berbeda-beda. Dengan memanfaatkan beragam literatur tentang AI dalam rekrutmen dan daya tarik merek organisasi, penelitian ini memberikan pemeriksaan komprehensif terhadap lanskap rekrutmen modern. Melalui ketelitian metodologis dan penggunaan teknologi secara strategis Hasil dari penelitian ini adalah kehadiran rekrutmen AI berpotensi meningkatkan efisiensi dan produktivitas secara signifikan di berbagai tahap, termasuk pengadaan, penyaringan, penilaian, wawancara, dan orientasi. Namun, keseimbangan antara AI dan keterlibatan manusia sangat penting untuk memastikan bahwa proses rekrutmen tetap bersifat personal dan etis. Meskipun AI dapat menyederhanakan banyak aspek perekrutan, keahlian manusia sangat penting untuk memberikan pemahaman dan empati yang diharapkan oleh para kandidat. Hal ini membuktikan bahwa adanya rekrutmen dengan bantuan AI akan memberikan daya tarik pada pelamar.*

**Kata Kunci:** Rekrutmen AI, Daya Tarik Organisasi, Niat Melamar Pekerjaan

## INTRODUCTION

Recruitment and selection of human resources is an important process in organizational management. This process helps companies identify and attract qualified candidates who suit the company's needs. In recent years, advances in information technology have caused significant changes in the way companies conduct recruitment and selection. Today's business world is witnessing rapid changes, where human resources (HR) departments are finding their roles faced with new realities. Machines are changing many jobs and replacing humans in many tasks. Organizations strive to find talented candidates with multi-skill qualifications to compete in the global market (Fraij & László, 2021).

Artificial intelligence (AI) technologies have advanced to the point where they can automate much of the recruiting process and as a consequence change the role of the recruiter or human

resources professional (Horodyski, 2023b). AI recruiting is the application of artificial intelligence technology to various recruiting functions. This can be done as simply as using AI to chat with forecasters or continuously monitoring, analyzing and adjusting the selection process to identify potential high performers (Koch-Bayram & Kaibel, 2023). After HRM was presented with E-Recruitment, AI is now available to reach potential employee candidates. AI can also support electronic job analysis in several ways. First, AI can help job analysts develop job descriptions and specifications. For example, AI can parse previous position descriptions, matching them with job descriptions for external positions or from the system. It can be said that AI can be used in the first step of recruitment (Johnson et al., 2020). Thus the use of AI can help recruiters get data about personas and whether they match what they are applying for or not, this improves organizational performance and productivity because they can easily select

talents from a number of applicants (Fraij & László, 2021).

This research aims to examine prospective employees' perceptions of AI recruitment and its impact on organizational attractiveness and intention to apply. Study from (Kot et al., 2021) found that AI-based recruiting and quality significantly affects employer reputation. Employer reputation indicates a company's ability to attract, recruit and retain talent within the organization. In research conducted by (Horodyski, 2023b) the use of AI is very positive in increasing efficiency, time and automation, but there is still a lack of assessment in this case, transparency is still lacking. Overall, the hope of this paper is that it will provide a comprehensive understanding of how AI is changing the recruitment process and how this is impacting organizations and job seekers. For companies, it can be a means of corporate branding. For job seekers, it can be an efficient, effective and transparent means of the job search process (Waskito et al., 2023).

## LITERATURE REVIEW

### Artificial Intelligence Recruitment.

There is no doubt that technology is changing human resource practices. Starting from recruitment to retirement, employees interact and are influenced by human resource information systems including the presence of AI in the recruitment process (Johnson et al., 2020). The essence of recruitment is to find a sufficient number of right candidates with the most suitable

qualifications in a timely manner and then recruit the right people from that pool (Horodyski, 2023b). Today AI helps improve the selection of diverse applicants through customizable algorithmic platforms. AI is becoming increasingly useful in sorting resumes, scheduling interviews and providing feedback (Horodyski, 2023a).

### Organizational Attractiveness

Organizational attractiveness is stated as the strength that reflects job applicants' attention to the company brand and encourages employees to stay with the company (Zaki & Pusparini, 2020). Research by (Zaki & Pusparini, 2020) states that job characteristics, knowledge about the company, and organizational attractiveness are very important for companies because they can influence job application intentions and recruitment strategies. Research by (Gomes & Neves, 2011) states that organizational attractiveness can play a key role in explaining the process that leads to IAJV (Intention to Apply to a Job Vacancy), so this research has implications for improving employee recruitment activities such as evaluating vacancies, recruitment processes and prioritizing attributes to increase attractiveness. These attributes include a description of the company's credibility, corporate social responsibility and sustainability issues (Coelho et al., 2022).

## **Intent to Apply**

According to several previous studies, the intention to apply for work has several driving factors. Intention to apply for a job is influenced by job characteristics and organizational attractiveness, organizational attractiveness also functions as a mediating variable (Zaki & Pusparini, 2020). Employer branding is also an important concept for addressing shortages in the labor market by creating the perception of the best place to work (Ergun, 2016). In (Albert, 2019) reputation influences the way candidates view potential employers. A bad reputation causes a low quality talent pool. Using AI tools makes the company brand stronger and improves the quality of human resources, increases a positive image and reduces costs. According to (Black & van Esch, 2020) participating in a job application process that uses AI-enabled tools can be considered intrinsically satisfying. For example, the use of these new and innovative technologies may provide a sense of accomplishment, independence, self-confidence and a feeling of innovativeness. To the extent that this is the case, it is predicted that the stronger the anticipated intrinsic rewards of an AI-powered job application process, the more likely an applicant is to engage and complete a job application.

## **HYPOTHESIS DEVELOPMENT**

### **Artificial Intelligence Recruitment and Employer Attractiveness**

AI is a new foundation in the recruitment industry. With AI, recruiters can process a number of potential candidates to find suitable candidates. AI is changing the role played by recruiters and leading to thoughtful hiring (Upadhyay & Khandelwal, 2018). (Soeling et al., 2022) stated that employer attractiveness is related to how companies try to strategically utilize organizational strengths to attract applicants. In research (Upadhyay & Khandelwal, 2018) AI changes the nature of competition in the recruitment industry by influencing three main priorities such as revenue, profitability and candidate acquisition. Research (Black & van Esch, 2020) shows that attitudes towards organizations that use AI in the recruitment process significantly influence the likelihood that prospective candidates will complete the application process. Then (da Motta Veiga et al., 2023) stated that the perception of the use of AI in recruitment is positively related to the perception of organizational attractiveness, both directly and indirectly through perceptions of organizational innovation.

The higher the perceived ethical use of AI in recruiting practices, the more innovative applicants and individuals with recruiting experience find the organization and the more attracted they are to this organization (da Motta Veiga et al., 2023). That if an organization uses new and advanced AI technology in the recruitment process, this may indicate that the organization is innovative, open and cutting edge. This assertion is consistent with research that has examined the relationship

between the use of AI technology and perceived organizational attractiveness (van Esch et al., 2021). Research results (van Esch et al., 2019) show that (a) the more prospective workers view organizations that use AI in the job application process as attractive, (b) the more they anticipate intrinsic rewards if they are involved in processes that support AI and (c) the more they feel that the AI-supported process is something new, the stronger their intention to complete the AI-supported job application process. Research (Horodyski, 2023b) supports the assumption that perceived company attractiveness is positively related to the application's perception of AI-enabled tools and satisfaction with the use of those tools in the recruiting process. The overwhelming response supports the use of AI in recruiting. They highlight benefits such as saving time, ease of use, improved quality and objectivity of the recruitment process, better candidate experience and improved company image.

H1: AI recruitment influences organizational attractiveness

### **AI Recruitment and Intent to Apply**

In the article (Albert, 2019) reputation influences the way candidates view a company, including how the company packages its branding, such as e-recruitment. A bad reputation causes low quality awareness of potential candidates. Using AI tools as part of current recruitment makes company branding stronger and improves a positive image. According to

(van Esch et al., 2019) being part of the job application process that uses AI-enabled tools, which are considered new and innovative technology, can provide a sense of accomplishment, self-confidence and feelings of innovation. So the stronger these intrinsic rewards are, the more likely the applicant is to engage and complete the job application.

H2: AI recruitment influences the intention to apply

### **Organizational Attractiveness on Intention to Apply**

Research conducted by (Chhabra & Sharma, 2014) showed that there was a positive and significant relationship between the attractiveness of the organization and students' intention to apply for jobs. Furthermore, (Santiago, 2019) examined the same thing with respondents from the millennial generation and provided results that the dimensions of organizational attractiveness influenced the intention to apply for a job until the end.

According to (Berthon & Ewing, n.d.) the attractiveness of an organization is the benefits that prospective employees imagine when they later work in that organization or company. This is important as a company strategy to attract employees with the best skills and knowledge.

H3: Recruitment AI mediates the relationship between organizational attractiveness and job application intentions.

## METHODOLOGY

### Object of research

The object of this research is workers in the Greater Solo Area who apply for jobs with the help of AI. Participants must meet the following requirements (a) Are fresh graduates under 1 year since graduation, (b) Have tried applying for jobs online. This data collection process is carried out a month for fresh graduates in Surakarta (Soeling et al., 2022).

### Research Design

This research uses a descriptive quantitative and qualitative approach. Quantitative research is research by obtaining data in the form of numbers or qualitative data which is converted into numbers (Sekaran, U. & Bougie, 2009).

This research was conducted online via a Google Form questionnaire and offline in interviews with resource persons. This research uses the Structural Equation Modeling (SEM) model, this model is used to test measurement error and analyze factors and test hypotheses. The SEM method used is based on a variant, namely Partial Least Square (PLS), and the calculation process is assisted by the SmartPLS 3.0 software application.

### Research Instrument

This research uses primary data sources. Primary data is data obtained

directly from the research object. In accordance with the type of research used, this research uses a descriptive quantitative and qualitative approach. In the qualitative approach, researchers use research instruments in the form of interviews. To complete and enrich information, as well as by distributing questionnaires to provide variation in primary data collection.

The attractiveness of a company brand is measured in five dimensions (Berthon & Ewing, n.d.), these dimensions include: Interest Value, Social value, related to working environment conditions and relationships between other employees, Economic value, related to the benefits obtained by employees from an economic perspective, Development value, relates to the possibility of employment opportunities and promotion in the future, n Application value, relates to the possibility of applying something that has been learned and an indication of how far the organization is consumer-oriented

Intention to apply is measured using theory from (Highhouse et al., 2014) consisting of five question items, namely: Perceived willingness to accept a job offer at the company, perceived willingness to prioritize the company as the main choice as a prospective employee, perceived willingness to come when receiving a job interview invitation, the assumption of making maximum efforts to be able to work in the company, willingness to recommend the company to friends who are looking for work

Recruitment with AI is measured through 5 items (Wesche & Sonderegger, 2021), namely the combination of AI and human decision making, fair and objective procedures, efficiency and speed of the recruitment process, innovative and modern as well as comfort and simplicity in the recruitment process.

Questionnaires were distributed via social media such as Instagram, Twitter and WhatsApp short messages. The questionnaire in this research was distributed online via social media to respondents. Meanwhile, the use of the Likert scale in this study includes respondents' disagreement and agreement regarding positive question element statements. Ratings for each positive question element statement start from 5, 4, 3, 2, 1 (Sugiyono, 2018).

### Data Analysis Technique

This research uses the Structural Equation Modeling (SEM) model, this model is used to test measurement error and analyze factors and test hypotheses. The SEM method used is based on a variant, namely Partial Least Square (PLS), and the calculation process is assisted by the SmartPLS 3.0 software application.

### Respondent Description

This description is to explain the demographics of the respondent. This aims to strengthen the research results because

it reflects whether the samples taken are on target or not. The demographic aspects of this research are gender, age and educational background.

**Table 1**  
**Results Description of Gender**

Gender	Frequency	Percentage
Male	81	78,6%
Female	22	21,4%
Total	103	100%

The table above shows that the number of male respondents is greater than female respondents. Male respondents were 78.6% or 81 people while female respondents were 21.4% or 22 people. With a total of 103 respondents.

**Table 2**  
**Results Description of Domicile**

Domicile	Frequency	Percentage
Surakarta	18	17,5%
Boyolali	15	14,6%
Sukoharjo	14	13,6%
Klaten	14	13,6%
Karanganyar	14	13,6%
Wonogiri	14	13,6%
Sragen	14	13,6%
Total	103	100%

From the table above, Surakarta has the highest frequency with 18 individuals (17.5%), followed by Boyolali with 15 individuals (14.6%). Sukoharjo, Klaten, Karanganyar, Wonogiri, and Sragen each had 14 individuals, each representing 13.6% of the total.

**Table 3**  
**Results Description Age**

Age	Frequency	Percentage
17 – 20 Years	32	31,1%
21 – 25 Years	55	53,4%
25 Years and Over	16	15,5%
Total	103	100%

From the table above, the 21–25 year age group has the highest frequency with 55 individuals, representing 53.4% of the total. The age group 17–20 years consists of 32 individuals (31.1%), while the age group 25 years and over consists of 16 individuals (15.5%).

**Table 4**  
**Results Description of Respondent Status**

Respondent Status	Frequency	Percentage
Not Yet Working (Actively Looking for Work)	28	27,2%
Already Working (With Experience of Participating in Recruitment)	75	72,8%
Total	103	100%

From the table above, 75 people (72.8%), are already working and have experience participating in recruitment. Meanwhile, 28 people (27.2%) are still not working and are actively looking for work. This data indicates that the majority of respondents already have work experience, while around a quarter of them are still in the process of looking for work.

Results: Final Description of Respondents Participating in Recruitment at Sector Companies

**Table 5**

Sector Companies	Frequency	Percentage
Private	92	83,9%
Public/Government Agencies/BUMN	11	10,7%
Total	103	100%

The table above shows the results of the final description of respondents who

took part in recruitment in certain sector companies. Most respondents, 92 people (83.9%), took part in recruitment in private companies, while 11 people (10.7%) took part in recruitment in the public sector, government agencies or BUMN.

**Table 6**  
**Results Description of Recruitment Sites**

Recruitment Sites	Frequency	Percentage
Linkedin	29	28,2%
Kalibrr	25	24,3%
Jobstreet	33	32%
Company Website	3	2,9%
Glints	13	12,6%
Total	103	100%

The table above shows the recruitment site preferences used by 103 respondents. Jobstreet was the most used, with 33 respondents (32%). LinkedIn is used by 29 respondents (28.2%), followed by Kalibrr with 25 respondents (24.3%). Glints was used by 13 respondents (12.6%), while the direct company website was only used by 3 respondents (2.9%). This data shows that online recruitment platforms such as Jobstreet, LinkedIn, and Kalibrr are the most popular among respondents.

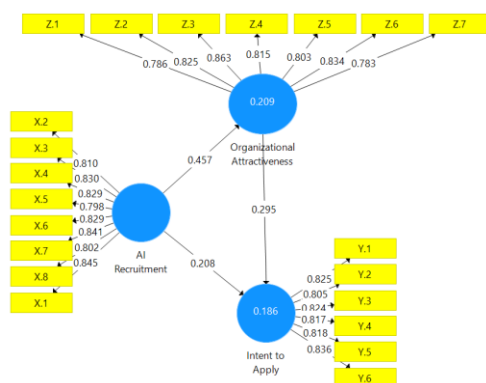
## Analysis Results

This research uses the Structural Equation Modeling (SEM) model, this model is used to test measurement error and analyze factors and test hypotheses.



The SEM method used is based on a variant, namely Partial Least Square (PLS), and the calculation process is assisted by the SmartPLS 3.0 software application.

This research will explain validity testing, reliability testing, and hypothesis testing. Based on the criteria, the factor loading or outer loading value that is considered to meet the validity requirements is above 0.7 (Prof. Dr. H. Imam Ghozali, M. Com, 2014).



**Table 7**  
**Validity Test**

Variable	Indicator	Outer Loadin g	Results
AI Recruitment	AR 1	0,845	Valid
	AR 2	0,810	Valid
	AR 3	0,830	Valid
	AR 4	0,829	Valid
	AR 5	0,798	Valid
	AR 6	0,829	Valid
	AR 7	0,841	Valid
	AR 8	0,802	Valid
Organizational Attractiveness	OA 1	0,786	Valid
	OA 2	0,825	Valid
	OA 3	0,863	Valid
	OA 4	0,815	Valid

Intent to Apply	OA 5	0,803	Valid
	OA 6	0,834	Valid
	OA 7	0,783	Valid
	IA 1	0,825	Valid
	IA 2	0,805	Valid
	IA 3	0,824	Valid
	IA 4	0,817	Valid
	IA 5	0,818	Valid
	IA 6	0,836	Valid

Based on the summary results of the validity analysis in the table, it is known that all question items from the 3 variables above have an outer loading value of  $> 0.7$ . So, it can be said that all question items from the 3 variables meet the validity criteria so that they can be declared valid for use in further research and analysis.

### Cronbach's Alpha Test

Testing the reliability of research instruments and this study uses Cronbach's Alpha correlation. The Cronbach's Alpha correlation standard determines whether a variable is considered to have internal consistency if the variable has a correlation value above 0.7, acceptable tolerance if a value of 0.6 and a value above 0.8 are satisfactory (Prof. Dr. H. Imam Ghozali, M. Com, 2014). The table below shows that each variable has good discriminant validity.

**Table 8**  
**Cronbach's Alpha Test**

	Cronach's Alpha	Results
Organizational Attractiveness	0,917	Valid
Intent to Apply	0,904	Valid
AI Recruitment	0,932	Valid

## RESULTS AND DISCUSSION

In an article by (Delecraz et al., 2022) it is stated that the presence of AI recruitment can provide potential benefits and challenges. On the one hand, AI can increase efficiency by helping to reduce human biases that often influence hiring decisions, thereby providing consistent and objective decisions.

Research results from (Horodyski, 2023a) state that AI recruitment can increase the attractiveness of an organization. Because it can increase efficiency and objectivity of the recruitment process, thereby improving the overall candidate experience. This can attract more qualified candidates, improving the organization's reputation and making the organization more attractive to the best talent. Apart from that, it provides a good perception of the organization among potential applicants which indirectly increases their intention to apply. However, the successful implementation of AI recruitment requires HRM to have adequate knowledge and skills in HR data analysis as well as organizational support and structured information (Jacob Fernandes França et al., 2023).

The results of this research are also in line with research by (Johnson et al., 2020) that AI recruitment offers several benefits for organizational attractiveness and intention to apply. AI-enabled chatbots can automatically respond to simple questions and inform applicants of their status, improving their perception of the

company and reducing negative reactions. Additionally, websites can be designed to increase applicants' attraction to an organization by displaying cultural values that are consistent with the applicant's values and goals. Customized recruiting messages can target applicants with specific skill levels, making them more likely to apply.

The presence of AI Recruitment creates a more objective and transparent platform. The platform leverages data analysis and matching systems to determine

the suitability of an individual's personality and values to an organization's proposed work environment. This objectivity and transparency can make an organization more attractive to potential candidates, as it reduces bias and increases fairness in the recruitment process (Allal-Chérif et al., 2021).

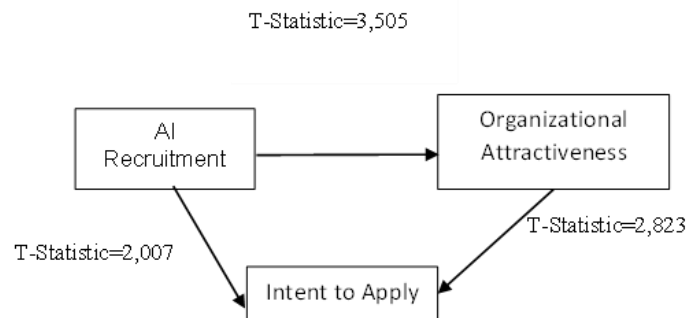
Organizations should be careful in adopting AI recruiting due to its significant benefits and potential downsides. AI recruiting increases efficiency, reduces costs, and expands talent reach, while simplifying key HR functions with predictive analytics. However, AI recruiting can perpetuate bias, reduce transparency and accountability, and compromise applicant data privacy. Therefore, it is important for organizations to ensure strong measures to address fairness, transparency and privacy issues so that the benefits of AI can be maximized and the risks minimized (Rigotti & Fosch-Villaronga, 2024).

**Table 9**  
**Hypothesis Test**

Model		Original Sample (O)	T-Statistic	P-Values	Results
1	Organizational Attractiveness -> Intent to Apply	0,295	2,823	0,005	Positive Significant
2	AI Recruitment -> Organizational Attractiveness	0,457	3,505	0,000	Positive Significant
3	AI Recruitment -> Intent to Apply	0,208	2,007	0,045	Positive Significant

**Table 10**  
**Indirect Test**

Model		Original Sample (O)	T-Statistic	P-Values	Results
1	AI Recruitment -> Organizational Attractiveness -> Intent to Apply	0,135	2,000	0,046	Positive Significant



**Figure 1. Testing Model**

## IMPLICATIONS

The following are useful implications for companies, HR practitioners and researchers where optimization of the recruitment process must be carried out. Companies can increase the efficiency and effectiveness of the recruitment process by adopting AI

technology (Maharamah et al., 2023). This can reduce the time and costs required to screen and assess candidates. The impact of this will increase the attractiveness of the organization due to the emergence of positive perceptions and interest in the transparency provided. So that potential employee candidates will be present (Ahmadi & Abdillah, 2024).

Apart from that, there is a need for training and development in the HRM field to work with this AI technology. Collaborating with third parties such as linkedin, kalibrr and jobstreet sites can be possible if technological support is hampered by the organization (Mardalis et al., 2021).

## CONCLUSION

It can be said that organizations can gain significant benefits from AI recruitment systems due to its ability to increase efficiency and scalability in the recruitment process. The system can quickly process large numbers of applications, identify suitable candidates, and simplify the initial stages of recruitment, saving time and resources (Peña et al., 2023).

But in implementation organizations must prepare for AI hiring by understanding their specific AI needs and applications, ensuring large and reliable data sets, and developing scalable infrastructure. Train HR teams to work with AI tools and integrate these technologies into existing systems (Dwigita & Muslikh, 2023). To ensure fairness and improve the candidate experience through effective communication is also important. By focusing on these areas, organizations can effectively integrate AI into their recruitment processes (Mehrotra & Khanna, 2022).

The presence of AI recruitment has the potential to significantly increase

efficiency and productivity at various stages, including procurement, screening, assessment, interviews and onboarding. However, striking a balance between AI and human involvement is essential to ensure that the recruitment process remains personal and ethical. While AI can simplify many aspects of recruiting, human expertise is essential to provide the understanding and empathy that candidates expect. The case study in the article (Tasheva & Karpovich, 2024) shows the positive impact of AI on recruiting metrics, reinforcing the idea that a hybrid approach combining AI and human recruiters will provide the best results. Ultimately, the future of recruiting lies in leveraging AI to complement, not replace, human judgment and interaction (Saebah & Merthayasa, 2024).

Implementing AI recruitment not only increases efficiency and objectivity in the recruitment process, but can also improve the candidate experience, attract quality candidates, and improve an organization's reputation. However, to achieve maximum benefits from AI recruitment, organizations need to ensure adequate knowledge and skills in HR data analysis as well as strong structural support. A balance between AI technology and human involvement remains critical to maintaining personalization and ethics in the recruitment process. Ultimately, a hybrid approach that combines AI and human recruiters will provide the best results, ensuring that the recruiting process remains efficient, fair, and humane.

## ACKNOWLEDGEMENT

I would like to express my deepest gratitude to the Research and Innovation Institute of Universitas Muhammadiyah Surakarta for their invaluable support and guidance throughout this project (Ref. No. 125.19/A.3-III/LRI/IV/2024). Their continuous encouragement and insightful feedback have been instrumental in the successful completion of this research. I am especially thankful to the dedicated staff and researchers whose expertise and enthusiasm greatly enhanced the quality of this work. The resources and facilities provided by the institute were crucial in facilitating the research process and achieving our objectives. Thank you for your unwavering support and commitment to advancing research and innovation.

## REFERENCES

- Ahmadi, M. A., & Abdillah, M. I. T. (2024). Pengendalian Biaya Tenaga Kerja dalam Organisasi Sektor Publik: Studi tentang Pengelolaan Pegawai Tidak Tetap (PTT) dan Alternatif Outsourcing. *Hatta: Jurnal Pendidikan Ekonomi Dan Ilmu Ekonomi*, 2(1), 38–43. <https://doi.org/10.62387/hatta.v2i1.13>
- Albert, E. T. (2019). AI in talent acquisition: a review of AI-applications used in recruitment and selection. *Strategic HR Review*, 18(5), 215–221. <https://doi.org/10.1108/shr-04-2019-0024>
- Allal-Chérif, O., Yela Aránega, A., & Castaño Sánchez, R. (2021). Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence. *Technological Forecasting and Social Change*, 169(April). <https://doi.org/10.1016/j.techfore.2021.120822>
- Berthon, P., & Ewing, M. (n.d.). Captivating company : dimensions of attractiveness in employer branding. 24(2), 151–172.
- Black, J. S., & van Esch, P. (2020). AI-enabled recruiting: What is it and how should a manager use it? *Business Horizons*, 63(2), 215–226. <https://doi.org/10.1016/j.bushor.2019.12.001>
- Chhabra, N. L., & Sharma, S. (2014). Employer branding: Strategy for improving employer attractiveness. *International Journal of Organizational Analysis*, 22(1), 48–60. <https://doi.org/10.1108/IJOA-09-2011-0513>
- Coelho, M. P., Cesário, F., Sabino, A., & Moreira, A. (2022). Pro-Environmental Messages in Job Advertisements and the Intentions to Apply—The Mediating Role of Organizational Attractiveness. *Sustainability (Switzerland)*, 14(5). <https://doi.org/10.3390/su14053014>
- da Motta Veiga, S. P., Figueroa-Armijos, M., & Clark, B. B. (2023). Seeming Ethical Makes You Attractive: Unraveling How Ethical Perceptions of AI in Hiring Impacts Organizational Innovativeness and Attractiveness. *Journal of Business*

- Ethics*, 186(1), 199–216.  
<https://doi.org/10.1007/s10551-023-05380-6>
- Delecraz, S., Eltarr, L., Becuwe, M., Bouxin, H., Boutin, N., & Oullier, O. (2022). Responsible Artificial Intelligence in Human Resources Technology: An innovative inclusive and fair by design matching algorithm for job recruitment purposes. *Journal of Responsible Technology*, 11(August), 100041.  
<https://doi.org/10.1016/j.jrt.2022.100041>
- Dwigita, E., & Muslikh, M. (2023). The Influence of Training and Work Motivation on Employee Performance Through Work Discipline as an Intervening Variable. *Human Capital and Organizations*, 1(1), 12–22.  
<https://doi.org/10.58777/hco.v1i1.97>
- Ergun, H. S. (2016). an Analysis on Relationship Between Expected Employer Brand Attractiveness, Organizational Identification and Intention To Apply. *Pressacademia*, 3(2), 105–105.  
<https://doi.org/10.17261/pressacademia.2016219939>
- FraiJ, J., & László, V. (2021). literature Review: Artificial Intelligence Impact on the Recruitment ProcessA Literature Review: Artificial Intelligence Impact On The Recruitment Process. *International Journal of Engineering and Management Sciences*, 6(1), 108–119.  
<https://doi.org/10.21791/ijems.2021.1.10>
- Gomes, D., & Neves, J. (2011). Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review*, 40(6), 684–699.  
<https://doi.org/10.1108/0048348111169634>
- Highhouse, S., Lievens, F., & Sinar, E. F. (2014). *Measuring Attraction to Organizations*.  
<https://doi.org/10.1177/0013164403258403>
- Horodyski, P. (2023a). Applicants' perception of artificial intelligence in the recruitment process. *Computers in Human Behavior Reports*, 11(January).  
<https://doi.org/10.1016/j.chbr.2023.100303>
- Horodyski, P. (2023b). Recruiter's perception of artificial intelligence (AI)-based tools in recruitment. *Computers in Human Behavior Reports*, 10(January), 100298.  
<https://doi.org/10.1016/j.chbr.2023.100298>
- Jacob Fernandes França, T., São Mamede, H., Pereira Barroso, J. M., & Pereira Duarte dos Santos, V. M. (2023). Artificial intelligence applied to potential assessment and talent identification in an organisational context. *Heliyon*, 9(4).  
<https://doi.org/10.1016/j.heliyon.2023.e14694>
- Johnson, R. D., Stone, D. L., & Lukaszewski, K. M. (2020). The benefits of eHRM and AI for talent acquisition. *Journal of Tourism*

- Futures*, 7(1), 40–52.  
<https://doi.org/10.1108/JTF-02-2020-0013>
- Koch-Bayram, I. F., & Kaibel, C. (2023). Algorithms in personnel selection, applicants' attributions about organizations' intents and organizational attractiveness: An experimental study. *Human Resource Management Journal*, June, 1–20.  
<https://doi.org/10.1111/1748-8583.12528>
- Kot, S., Hussain, H. I., Bilan, S., Haseeb, M., & Mihardjo, L. W. W. (2021). The role of artificial intelligence recruitment and quality to explain the phenomenon of employer reputation. *Journal of Business Economics and Management*, 22(4), 867–883.  
<https://doi.org/10.3846/jbem.2021.14606>
- Maharamah, I. D., Soepatini, S., & ... (2023). Analisis Pengaruh Karakteristik Individu, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Jasa Konstruksi Di Surakarta. *Innovative: Journal Of ...*, 3, 10229–10239.
- Mardalis, A., Ahmadi, M. A., Shobahiya, M., & Saleh, M. (2021). Identifying the Culture of the Muhammadiyah Islamic Boarding School. *International Journal of Educational Management and Innovation*, 2(3), 272.  
<https://doi.org/10.12928/ijemi.v2i3.4043>
- Mehrotra, S., & Khanna, A. (2022). Recruitment Through AI in Selected Indian Companies. *Metamorphosis: A Journal of Management Research*, 21(1), 31–39.  
<https://doi.org/10.1177/09726225211066220>
- Peña, A., Serna, I., Morales, A., Fierrez, J., Ortega, A., Herrarte, A., Alcantara, M., & Ortega-Garcia, J. (2023). Human-Centric Multimodal Machine Learning: Recent Advances and Testbed on AI-Based Recruitment. *SN Computer Science*, 4(5).  
<https://doi.org/10.1007/s42979-023-01733-0>
- Prof. Dr. H. Imam Ghozali, M. Com, Akt. (2014). Structural Equation Modeling Metode Alternatif Dengan Partial Least Square (Pls) Dilengkapi Software Smartpls 3.0. Xlstat 2014 dan Warp PLS 4.0. *Badan Penerbit UNDIP*.
- Rigotti, C., & Fosch-Villaronga, E. (2024). Fairness, AI & recruitment. *Computer Law and Security Review*, 53(April), 105966.  
<https://doi.org/10.1016/j.clsr.2024.105966>
- Saebah, N., & Merthayasa, A. (2024). The Influence of Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. In *International Journal of Social Service and Research* (Vol. 4, Issue 03). Atlantis Press International BV.  
<https://doi.org/10.46799/ijssr.v4i03.685>
- Santiago, J. (2019). The relationship between brand attractiveness and the intent to apply for a job A millennials' perspective.

- <https://doi.org/10.1108/EJMBE-12-2018-0136>
- Sekaran, U. & Bougie, Roger. (2009). Research Methods for Business: A Skill Building Approach (5th Edition). *International Journal of Information Technology and Management - IJITM*.
- Soeling, P. D., Ajeng Arsanti, S. D., & Indriati, F. (2022). Organizational reputation: does it mediate the effect of employer brand attractiveness on intention to apply in Indonesia? *Heliyon*, 8(4), e09208. <https://doi.org/10.1016/j.heliyon.2022.e09208>
- Sugiyono. (2018). Metode penelitian kuantitatif / Prof. Dr. Sugiyono. Alfabeta.
- Tasheva, Z., & Karpovich, V. (2024). Transformation of Recruitment Process Through Implementation of Ai Solutions. *Journal of Management and Economics*, 04(02), 12–17. <https://doi.org/10.55640/jme-04-02-03>
- Upadhyay, A. K., & Khandelwal, K. (2018). Applying artificial intelligence: implications for recruitment. *Strategic HR Review*, 17(5), 255–258. <https://doi.org/10.1108/shr-07-2018-0051>
- van Esch, P., Black, J. S., & Arli, D. (2021). Job candidates' reactions to AI-Enabled job application processes. *AI and Ethics*, 1(2), 119–130. <https://doi.org/10.1007/s43681-020-00025-0>
- van Esch, P., Black, J. S., & Ferolie, J. (2019). Marketing AI recruitment: The next phase in job application and selection. *Computers in Human Behavior*, 90(August 2018), 215–222. <https://doi.org/10.1016/j.chb.2018.09.009>
- Waskito, J., Kussudyarsana, Imronudin, & Linansya, W. (2023). The Impact of Organizational Justice on the Organizational Citizenship Behavior of Contract Workers in Indonesia: The Role of Exchange Quality and Multifocal Trust. *Gadjah Mada International Journal of Business*, 25(1), 72–92. <https://doi.org/10.22146/gamaijb.65476>
- Wesche, J. S., & Sonderegger, A. (2021). Repelled at first sight? Expectations and intentions of job-seekers reading about AI selection in job advertisements. *Computers in Human Behavior*, 125. <https://doi.org/10.1016/j.chb.2021.106931>
- Zaki, M. N., & Pusparini, E. S. (2020). What Constitute Intentions to Apply for the Job in Indonesia Technology-Based Start-ups Companies?: An Empirical Study on Students from Generation-Z in A Leading University in Indonesia. *Advances in Economics, Business and Management Research*, 160(Icbmr), 306–313.