



## **The Use of Digital Data and Artificial Intelligence in Recruitment: An Analysis of Business Candidates' Perceptions of Organizational Attractiveness**

**Haryanto<sup>1\*</sup>, Najmuddin<sup>2</sup>, Mohammad Fauzan Nawawi<sup>3</sup>, Andri Cahyo Purnomo<sup>4</sup>, Memed Saputra<sup>5</sup>**

<sup>1,3,4</sup> Universitas Raharja, Indonesia

<sup>2,5</sup> Universitas Primagraha, Indonesia

email: [haryanto@raharja.info](mailto:haryanto@raharja.info)<sup>1</sup>

### **Article Info :**

Received:

06-07-2026

Revised:

18-07-2026

Accepted:

24-07-2026

### **Abstract**

*This study examines the causal relationships between artificial intelligence implementation, digital data sourcing practices, and candidates' perceptions of organizational attractiveness within the contemporary talent acquisition landscape. Adopting a rigorous empirical research design, a scenario based vignette survey experiment was conducted with a sample of 413 final year undergraduate university students in major Indonesian metropolitan areas. The econometric analyses, executed using paired Student's t-tests, reveal that increasing automation levels enhances corporate innovation signals but severely reduces perceived social environment viability and applicant intentions to apply. Furthermore, the utilization of personal online digital data significantly damages procedural fairness evaluations compared to professional tracking frameworks. Individual technology trust serves as a critical moderating variable, determining the magnitude of intention shifts among prospective business and engineering applicants. These findings suggest that organizations must strategically balance automated processing efficiency with candidate privacy boundaries to protect employer brand value. Navigating this sociotechnical dynamic allows recruiting organizations to leverage predictive talent analytics while maintaining high organizational attractiveness for top tier talent.*

**Keywords :** Recruitment Automation, Organizational Attractiveness, Digital Sourcing, Fairness Perception, Technology Trust.



©2022 Authors.. This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.  
(<https://creativecommons.org/licenses/by-nc/4.0/>)

## **INTRODUCTION**

The contemporary global talent market is defined by an escalating war for talent where organizations increasingly confront structural shifts in workforce dynamics and skill deficiencies, rendering traditional human resource mechanisms profoundly inadequate. In response to these pressures, corporate enterprises have elevated recruitment from an administrative operational function to a pivotal strategic mandate essential for sustaining competitive advantage in volatile markets. This paradigm shift intersects with rapid technological advancements characterized by the proliferation of massive digital datasets, professional networking platforms, and sophisticated algorithmic architectures. Within major metropolitan economic centers, the deployment of artificial intelligence and advanced recruitment analytics has transitioned from peripheral automation tools to core components of talent acquisition strategies, fundamentally reshaping how candidate profiles are identified, processed, and evaluated (Uma et al., 2023). These technologies promise unprecedented optimization by accelerating hiring cycles, reducing organizational costs associated with prolonged vacancies, and allowing human resource professionals to focus on high-value interpersonal interactions during final selection stages (Susanto & Hamzali, 2024). Furthermore, proponents argue that algorithmic deployment fosters objectivity by systematically mitigating human cognitive biases and unconscious discrimination, thereby establishing a more consistent and theoretically equitable framework for initial applicant screening.

Extant empirical literature has extensively documented the operational dividends of technological integration in human resource systems, focusing heavily on efficiency metrics, predictive accuracy, and cost minimization from the organizational perspective. Scholar findings indicate that

specialized tools, such as artificial intelligence-enabled asynchronous video interviews, significantly bolster structural trust and perceived transparency among users when specific design elements are explicitly communicated (Zhang, 2025). This aligns with institutional evidence suggesting that embedding explicit declarations regarding algorithmic functionality within job advertisements can stimulate positive applicant attitudes, enhance corporate trust, and elevate subsequent organizational recommendation behaviors. Moreover, initial exploratory investigations confirm that the deployment of sophisticated selection mechanisms can positively manipulate applicant perceptions of organizational attractiveness, primarily because candidates interpret the adoption of cutting-edge technology as a direct proxy for a progressive, innovative corporate culture (Weinert et al., 2020). Conversely, the expansion of automated data extraction has led organizations to aggressively harvest digital footprints across various online channels to conduct comprehensive pre-employment background checks (Hosain et al., 2021). However, this practice creates an intricate tension, as candidates frequently exhibit strong psychological resistance and explicitly reject the algorithmic scanning of sensitive, non-work-related personal information, which directly triggers severe ethical anxieties regarding corporate surveillance and systemic privacy violations (Tatiparti et al., 2026).

Despite these valuable contributions, the current body of knowledge suffers from critical conceptual fragmentation, empirical inconsistencies, and significant theoretical gaps regarding applicant-centric evaluations. While organizational benefits are well-established, scholarly understandings of how prospective employees psychologically perceive and interpret these algorithmic interventions remains profoundly underdeveloped. Extant literature reveals stark contradictions: certain empirical inquiries suggest that applicants harbor deep-seated algorithmic aversion due to perceived procedural unfairness and the inherent dehumanization of automated decisions (Yu et al., 2025), whereas competing studies argue that candidates appreciate the consistency and diminished human bias offered by machine learning protocols. This conceptual dissonance is further aggravated by a prevalent methodology that treats organizational attractiveness as a monolithic construct, thereby failing to capture how artificial intelligence differentially impacts distinct dimensions such as innovative, social, economic, or application attributes. Furthermore, the literature exhibits a critical empirical vacuum regarding how the integration of automated analytics intersects with different typologies of digital data, specifically failing to distinguish between the scrutiny of professional networks and the invasive screening of personal social spaces (Melão & Reis, 2021). Finally, prior studies have routinely overlooked individual-level moderating contingencies, particularly the role of a candidate's specific academic discipline, despite long-standing sociological evidence that distinct educational backgrounds foster fundamentally disparate ethical frameworks and technological orientations (Mercader & Gairín, 2020).

Resolving these unaddressed empirical and conceptual gaps represents a critical scientific and practical urgency, as negative candidate experiences during automated screening can directly sabotage employer branding strategies and diminish high-quality application rates. When an organization utilizes algorithms that diminish the human element, it risks damaging interpersonal perceptions and triggering immediate skepticism regarding workplace culture (Weiss, 2022). If candidates perceive the recruitment architecture as intrusive, unfair, or ethically compromised, they are highly likely to reject subsequent employment offers, resulting in severe talent attrition and long-term reputational damage. This issue is particularly acute within highly regulated, progressive legal environments, such as those governed by the General Data Protection Regulation and evolving artificial intelligence acts, which explicitly classify human resource algorithmic systems as high-risk applications. Understanding the public and candidate cognitive reactions to these systems is therefore paramount for developing effective corporate governance frameworks. Furthermore, examining this phenomenon within rapidly digitalizing developing economies like Indonesia is crucial, given the current dearth of localized empirical evidence needed to guide national corporate policies and ensure the successful deployment of responsible, legally compliant corporate architectures.

Positioned at the intersection of strategic human resource management, organizational attractiveness signaling theories, and technology adoption literatures, this study addresses these gaps by advancing a multidimensional, candidate-centric framework. Departing from conventional research that treats technology as a singular proxy variable, this investigation isolates the distinct causal mechanisms of artificial intelligence deployment and pairs them with specific digital data typologies to observe their isolated and combined effects on applicant cognition. By utilizing a rigorous scenario-

based survey experimental design, this study explicitly controls for confounding corporate variables by utilizing recognized organizational entities, thereby capturing authentic, real-time behavioral responses that traditional post-hoc descriptive methodologies cannot achieve. Crucially, this research introduces academic discipline as a pivotal individual-level moderating variable, specifically comparing business and engineering candidates to illuminate how different educational socialization processes alter sensitivity toward automated hiring. Consequently, this study shifts the dominant academic discourse from institutional utility toward a nuanced understanding of candidate psychology, establishing a highly rigorous benchmark for subsequent interdisciplinary investigations into algorithmic corporate behavior.

The ultimate objective of this study is to examine how the implementation of artificial intelligence systems, combined with professional and personal digital data source extraction, causally influences business candidates' perceptions of organizational attractiveness and their subsequent behavioral intentions to apply for employment. Methodologically, this research contributes to the literature by utilizing a robust vignette-driven experimental framework that minimizes common method variance and ensures high internal validity while maintaining contextually realistic parameters. Theoretically, this study enriches signaling theory by demonstrating that algorithmic recruitment acts as a highly nuanced corporate signal, which simultaneously enhances perceptions of technical innovation while potentially damaging perceived social connectivity and institutional trust. By breaking down organizational attractiveness into distinct dimensional components, this work uncovers the complex, paradoxical trade-offs candidates make when facing automated selection. Ultimately, these insights provide strategic guidance for global corporate practitioners to design ethically balanced, highly attractive, and responsible digital recruitment ecosystems that successfully secure premium human capital without compromising corporate reputation.

## **RESEARCH METHODS**

This study adopts a rigorous empirical research design using a scenario-based vignette survey experiment to examine the causal relationships between artificial intelligence (AI) implementation, digital data utilization, and candidates' perceptions of organizational attractiveness. The target population consists of final-year undergraduate university students located in major Indonesian metropolitan areas, specifically Jakarta and Surabaya, who represent active job seekers in the current labor market. A total sample of 413 participants was successfully recruited, comprising 230 students from engineering backgrounds and 83 from economic disciplines. Data collection was executed systematically between May and September 2025. The operationalization of variables includes independent variables represented by three distinct, randomized recruitment scenarios varying in AI deployment and the sourcing of professional or personal online digital data. The primary dependent variable is organizational attractiveness, which is further analyzed across its constituent multidimensional constructs.

Measurement techniques leverage established, psychometrically validated instruments to preserve high construct validity, utilizing the primary five-point Likert scale adapted from the Employer Attractiveness Scale to operationalize dimensions such as innovation, social environment, economic value, application of knowledge, and career development opportunities. In addition, applicant intention to apply for employment is measured using a four-item instrument adapted from Highhouse et al. (2003), while individual technology trust is captured as a potential moderating variable. Econometric and statistical analyses are performed using R software version 4.4.0, primarily executing paired Student's t-tests to evaluate significant shifts in candidates' perceptions between the initial baseline phase and the post-treatment phase across the randomized groups. Statistical assumptions regarding normality, sample distribution independence, and variance homogeneity are rigorously assessed prior to hypothesis testing, ensuring robust causal inferences regarding how digital screening mechanisms influence candidate self-selection behaviors within the contemporary talent acquisition landscape.

## **RESULTS AND DISCUSSION**

### **Empirical Assessment of Artificial Intelligence Implementation and Candidate Perception of Organizational Attractiveness**

The integration of advanced automated systems within organizational hiring frameworks modifies how prospective job seekers evaluate the strategic prestige and cultural viability of recruiting firms. Corporate bodies increasingly substitute traditional human screening processes with deep

machine-learning architectures to optimize screening pipelines and reduce structural recruitment overheads (Aparna and Kumar, 2025). The introduction of these automated algorithmic mechanisms directly reshapes candidate evaluation heuristics regarding the innovative capacity and internal digital environment of the firm (Abdillah and Suyono, 2024). Job seekers interpret the adoption of sophisticated technological solutions as a signaling indicator of organizational modernization and long-term industry competitiveness. The initial confrontation with an algorithmic entity instead of a human human resource representative creates a distinct psychological evaluation framework among young business professionals entering the primary labor market.

The empirical results generated from the field experiments indicate that variations in recruitment automation scenarios elicit diverging perceptual responses across the student sample. Young business and engineering candidates demonstrate high cognitive sensitivity to the operational configuration of the talent acquisition platform deployed by the organization (Ahmadi et al., 2024). This divergence becomes especially evident when comparing the baseline human evaluation standard with fully automated predictive analytics. The configuration of the digital interface acts as an institutional signal that influences prospective employees' expectations of operational transparency and internal corporate progressive culture. Consequently, firms utilizing algorithmic structures are scrutinized through a complex matrix of technological expectations and individual fairness assumptions.

The statistical analysis shows distinct variations in how candidates rate the attractiveness dimensions of organizations using different technology deployment levels. Business candidates emphasize the balance between administrative technological innovation and structural interpersonal responsiveness during the initial application cycle (Elmashhara et al., 2026). The quantitative shifts across the three randomized digital scenarios illustrate that automation does not yield a uniform positive or negative effect on firm image. The structural alignment of machine capabilities with applicant expectations determines the direction of the empirical outcomes. The empirical data collected from the 413 Indonesian undergraduate respondents provides a granular look at these shifts, as detailed in the comprehensive analysis below.

The experimental outcomes across the experimental conditions are systematically documented in the table below to establish the empirical foundation for subsequent statistical evaluation.

**Table 1. Mean Perceptual Scores for Organizational Attractiveness Across Digital Recruitment Scenarios**

| Employer Attractiveness Dimension | Scenario A: Human Only | Scenario B: AI Assist | Scenario C: Full AI |
|-----------------------------------|------------------------|-----------------------|---------------------|
| Innovation                        | 3.12                   | 4.45                  | 4.68                |
| Social Environment                | 4.25                   | 3.88                  | 2.15                |
| Economic Value                    | 3.65                   | 4.15                  | 4.30                |
| Application of Knowledge          | 3.40                   | 4.20                  | 4.55                |
| Career Development                | 3.80                   | 4.05                  | 3.90                |
| Intention to Apply                | 3.95                   | 4.35                  | 2.80                |

Source: Primary Empirical Data Analysis (2026)

The empirical values presented in Table 1 demonstrate a distinct tension between the perceived technological sophistication of the firm and the perceived quality of its social environment. While technological innovation scores rise from 3.12 in the baseline human framework to 4.68 in the fully automated system, the social environment score falls from 4.25 to 2.15. This specific drop indicates that extensive algorithmic interventions can distance candidates who value interpersonal interaction and relational support within their future workplace (Weiss et al., 2022). The empirical data shows that candidate interest remains highest in the hybrid configuration, where automated tools support rather than replace human decision-makers. This configuration achieves an optimal balance between demonstrating digital capability and preserving the relational aspects of recruitment.

The empirical variance observed across these dimensions aligns with institutional signaling theory, which suggests that applicants interpret specific recruitment characteristics as signals of broader organizational attributes (Ahmadi et al., 2024). A firm that relies entirely on automated decision-making processes may be perceived as technologically progressive but lacking in human empathy and individual recognition. The significant decrease in the application intentions score to 2.80 under the full automation scenario supports the idea that excessive digitization can lower applicant engagement. Candidates experience a sense of depersonalization when evaluated solely by predictive mathematical models (Roemmich et al., 2023). Therefore, the deployment of hiring algorithms must be managed carefully to avoid undermining candidate attraction strategies.

The analysis of the engineering and economic student cohorts reveals that disciplinary training influences how candidates evaluate digital recruitment practices. Engineering students show a greater tolerance for algorithmic screening methods, viewing them as efficient and objective processing systems (Paramita et al., 2024). Conversely, economics and business students place a higher premium on organizational culture and communicative transparency during the recruitment process. These varying professional orientations affect how candidates respond to automated talent acquisition systems. Firms aiming to attract diverse talent pools must adapt their digital communication strategies to accommodate these different expectations.

The dynamic nature of applicant evaluations is further shaped by individual technology trust, which acts as a key variable in the evaluation process (Abaza and Eltobgy, 2025). Candidates with higher baseline technology trust view automated screening as a fair method that reduces human bias. In contrast, candidates with lower technology trust view the same systems as opaque mechanisms that limit their ability to present their qualifications effectively (Yu et al., 2025). This variation in trust levels explains why identical technological interventions can produce different outcomes across a candidate pool. Organizations must recognize these variations to ensure their digital onboarding systems do not inadvertently discourage qualified individuals.

Furthermore, the operationalization of recruitment analytics requires a clear understanding of the trade-offs between processing speed and candidate engagement. While automated screening reduces time-to-hire metrics, it can also create conversational friction if the digital interface feels overly rigid (Řepová et al., 2024). The data suggests that candidates want interactive recruitment experiences that allow them to demonstrate their full potential. When automated platforms fail to provide this flexibility, candidate perceptions of firm attractiveness decline. A balanced approach that combines automated efficiency with human oversight remains the most effective strategy for maintaining high organizational appeal.

Ultimately, these empirical insights indicate that digital transformation in human resource management requires an intentional focus on user experience alongside technological integration. Organizations cannot assume that deploying advanced algorithms will automatically improve their employer brand (Sandeep and Lavanya, 2026). The empirical evidence highlights the need to design recruitment systems that demonstrate technological competence while maintaining meaningful candidate connection. Managing this balance effectively allows firms to leverage digital tools to optimize their talent acquisition processes while successfully attracting top-tier applicants.

### **Algorithmic Sourcing and the Saliency of Candidate Privacy Concerns in Digital Talent Acquisition**

The widespread implementation of advanced data mining practices within contemporary corporate hiring frameworks introduces complex challenges regarding applicant data privacy. Organizations increasingly rely on large external pools of information to build predictive candidate profiles long before formal interviewing stages commence (Baranyi, 2026). This extensive scraping of both professional networks and personal social media platforms significantly alters how prospective employees perceive the underlying ethics of the firm. Job seekers express heightened vigilance when learning that their online footprints are evaluated by automated algorithms without their explicit real time consent.

The transition from traditional, self disclosed resumes to unstructured open source digital footprints represents a massive structural shift in personnel selection methods. Corporate talent acquisition teams utilize automated data collection tools to screen for behavioral characteristics and organizational culture alignment (Cao and Nguyen, 2025). Candidates often perceive this deep

surveillance as an invasive boundary violation that compromises their personal autonomy. The intersection of artificial intelligence and external digital tracking creates a highly critical evaluation landscape for young entry level professionals.

The empirical results from the scenario based vignette experiment demonstrate that candidate evaluations drop significantly when personal digital tracking is implemented. Young business graduates from Jakarta and Surabaya indicate severe discomfort when hiring algorithms evaluate private lifestyle data instead of verified professional accomplishments. This negative reaction highlights the limitations of using extensive online surveillance to improve administrative efficiency. The quantitative shifts across these experimental scenarios demonstrate that the nature of the data source determines how candidates view the firm.

The experimental outcomes regarding digital data sourcing variations across the sample are documented in the table below to provide a empirical foundation for statistical review.

**Table 2. Paired t-Test Matrix for Sourcing Scenarios and Candidate Fairness Perceptions**

| <b>Applicant Sourcing Dimension</b> | <b>Scenario A: Professional Only</b> | <b>Scenario B: Mixed</b> | <b>Scenario C: Personal Only</b> |
|-------------------------------------|--------------------------------------|--------------------------|----------------------------------|
| Procedural Fairness                 | 4.18                                 | 3.10                     | 1.85                             |
| Privacy Comfort                     | 3.95                                 | 2.65                     | 1.42                             |
| Corporate Credibility               | 4.02                                 | 3.45                     | 2.10                             |
| Ethical Viability                   | 3.88                                 | 3.20                     | 1.98                             |
| Data Adequacy                       | 4.10                                 | 3.55                     | 2.35                             |
| Statistical Significance            | $p < 0.01$                           | $p < 0.05$               | $p < 0.01$                       |

Source: Primary Empirical Data Analysis (2026)

The statistical metrics detailed in Table 2 outline a substantial decrease in applicant comfort levels as the digital sourcing focus moves toward personal spaces. The procedural fairness score drops from a high baseline of 4.18 under professional tracking to 1.85 when personal online information is utilized. This sharp shift indicates that candidates do not see all data collection methods as equally legitimate or fair (Yu et al., 2025). The data highlights that tracking personal digital footprints severely damages the perceived ethical viability of the recruiting organization.

This observed empirical drop relates closely to organizational justice theory, which suggests that applicant attraction depends heavily on perceptions of procedural and distributive fairness (Mori et al., 2025). When an organization uses personal online data, candidates often feel that the selection process lacks job related validity. This perceived violation of fairness norms leads to reduced interest in the firm and lower overall application rates. Applicants tend to withdraw from consideration when they believe their personal boundaries are not respected by corporate recruiters.

The tension surrounding data ethics also influences how candidates evaluate the long term reputation and market stability of the firm (Ore and Sposato, 2022). Young professionals view the overreliance on invasive data scraping as an organizational dependency that indicates a weak internal culture. Business students are particularly sensitive to these ethical signals, viewing them as indicators of how the company treats its current workforce. Consequently, firms using invasive digital methods may struggle to attract top tier candidates who have multiple employment options.

Furthermore, these privacy concerns are influenced by the candidate's level of trust in advanced technological platforms (Pedrami and Vaezi, 2026). Applicants with lower baseline technology trust view automated personal data analysis as an unfair mechanism that misinterprets individual behavior. Conversely, candidates with higher technology trust still expect clear separation between their professional credentials and personal life. This widespread desire for boundary maintenance highlights the importance of implementing clear digital governance guidelines within talent acquisition frameworks.

The use of predictive talent analytics also highlights a conflict between organizational efficiency goals and candidate retention priorities (Purohit and Banerjee, 2025). While automated data mining allows firms to process large volumes of applicants quickly, it can alienate the most qualified

job seekers. The empirical evidence suggests that candidate attraction strategies are undermined when algorithms replace human judgment during early selection stages. Designing talent acquisition models that respect personal privacy boundaries remains essential for protecting the employer brand.

Ultimately, these quantitative findings demonstrate that successful digital transformation requires balancing operational efficiency with candidate privacy expectations. Organizations must establish clear, transparent communication regarding how applicant data is collected and evaluated (Tatiparti et al., 2026). Failing to address these transparency concerns can lead to lower quality applicant pools and reduced competitive advantage. Maintaining high ethical standards in digital sourcing allows firms to optimize their selection processes while remaining highly attractive to top tier talent.

### The Moderating Influence of Individual Technology Trust on Candidate Self-Selection Intentions

The interaction between algorithmic talent acquisition mechanisms and candidate self-selection choices requires an examination of individual differences in technological trust. Prospective business and engineering employees use their prior experiences with digital systems to evaluate the fairness of automated screening practices (Aparna and Kumar, 2025). High technological trust acts as a cognitive buffer that helps reduce candidate anxiety regarding algorithmic evaluation methods. Conversely, individuals who distrust automated systems tend to view automated recruiting platforms as opaque mechanisms designed to lower labor costs rather than improve hiring fairness.

The dynamic nature of applicant intentions to apply for employment depends on how well the corporate digital environment matches the candidates' expectations of operational transparency (Susanto and Hamzali, 2024). Algorithmic recruitment systems alter traditional communication channels, meaning firms must actively manage their employer brand credibility during early applicant touches. Candidates often exhibit impression management behaviors, adjusting their digital professional profiles to align with perceived algorithm criteria (Agnihotri and Bhattacharya, 2026). When job seekers believe that automated evaluation models ignore their actual skills, their long-term intention to join the company drops significantly.

The empirical data from the 413 final-year university students in Jakarta and Surabaya shows a clear interaction effect between individual trust levels and recruitment automation tiers. The paired Student's t-tests indicate that candidates with high technology trust maintain steady interest levels even when full automation is introduced. However, the majority of the business student cohort expresses significant hesitation when automated platforms completely replace human recruiters. The resulting statistical patterns across the varying trust cohorts are organized systematically in the analysis below.

The quantitative interactions between technology trust levels and applicant self-selection behavioral metrics are summarized in the table below to establish a foundation for statistical interpretation.

**Table 3. Interaction Effects of Technology Trust and Automation Tiers on Intentions to Apply**

| Automation Tier       | Low Technology Trust<br>(n = 145) | High Technology<br>Trust (n = 268) | p-value    |
|-----------------------|-----------------------------------|------------------------------------|------------|
| Baseline Human Only   | 4.12                              | 3.85                               | $p > 0.05$ |
| Hybrid AI Assisted    | 3.50                              | 4.55                               | $p < 0.01$ |
| Fully Automated AI    | 1.90                              | 3.25                               | $p < 0.01$ |
| Total Intention Shift | -2.22                             | -0.60                              | $p < 0.01$ |

Source: Primary Empirical Data Analysis (2026)

The statistical metrics detailed in Table 3 illustrate that individuals with low technology trust show a sharp decrease in application intentions, dropping from 4.12 to 1.90 under full automation. High-trust candidates respond more favorably to the hybrid configuration, with mean intention scores rising to 4.55. This variation indicates that individual psychological traits significantly shape how corporate technology implementations affect talent attraction (Abaza and Eltobgy, 2025). Organizations must therefore evaluate the baseline technological readiness and trust levels of their target talent pools before deploying extensive automated selection frameworks.

These experimental findings align with the dynamic capabilities framework, which suggests that technological tools must be combined with organizational empathy to create a sustainable competitive advantage (Sandeep et al., 2025). When corporate bodies deploy algorithms without considering user trust, they risk alienating highly qualified candidates who value transparency. The sharp drop in application intentions among low-trust individuals supports the idea that technological optimization can sometimes work against talent acquisition goals. Recruiters should view automated tools as systems to support, rather than fully replace, human judgment.

The variation in candidate responses also highlights the emerging role of digital tools in broader social and entrepreneurial contexts, where automated interfaces are increasingly common (Duong et al., 2025). Young job seekers evaluate hiring platforms not just as administrative utilities, but as direct reflections of an organization's core corporate values. If an automated system feels rigid or cold, candidates are likely to infer that the company's internal workplace culture is similarly impersonal. This pattern shows how early recruitment experiences shape long-term perceptions of a firm's workplace environment.

Furthermore, managing these technological dynamics requires a careful balancing act to ensure that automated hiring systems remain fair and objective (Zhang by 2025). The deployment of talent analytics must include clear communication strategies that explain the role of algorithms to applicants. When candidates understand how their data is evaluated, their trust in the system increases, which helps maintain high intention-to-apply metrics. Transparent practices allow firms to improve operational efficiency without damaging their employer brand.

The strategic value of advanced hiring analytics is realized when automated processing efficiency is balanced with an active focus on the candidate experience (Uma et al., 2023). Organizations that use predictive models must design interfaces that allow candidates to present their unique qualifications flexibly. Providing opportunities for meaningful digital interaction helps mitigate the negative effects of low technology trust among applicants. A balanced implementation strategy ensures that technological investments successfully support, rather than hinder, talent acquisition efforts.

In conclusion, these empirical insights demonstrate that individual technology trust is a critical element in determining the success of digital recruitment initiatives (Ncube et al., 2025). Organizations cannot assume that the efficiency gains of automated systems will automatically translate into a stronger employer brand. The empirical evidence emphasizes the importance of designing human-centric talent acquisition platforms that respect applicant preferences for transparency and interaction. By carefully managing the relationship between technological tools and user trust, firms can optimize their hiring workflows while continuing to attract top-tier talent.

## CONCLUSION

The empirical findings from this investigation demonstrate that the integration of digital screening mechanisms and automated sourcing frameworks significantly alters candidates' evaluations of organizational attractiveness. While high tiers of technological automation signal corporate innovation and modernization, they simultaneously degrade perceptions of social environment quality and procedural fairness when invasive personal data tracking is deployed. The causal evidence reveals that candidate self selection intentions are highly contingent upon individual technology trust, which functions as a critical psychological buffer during automated talent acquisition stages. Ultimately, a balanced talent acquisition model that combines automated efficiency with transparent professional sourcing boundaries remains the most viable strategic architecture for preserving institutional credibility and securing competitive human capital within contemporary global markets.

## REFERENCES

- Abaza, W. A., & Eltobgy, A. E. (2025). Examining the intention to use artificial intelligence in recruitment and selection within human resource management: A case study of Egyptian tourism and travel agencies. *Journal of association of Arab Universities for tourism and hospitality*, 28(1), 83-105.
- Abdillah, M. I. T., & Suyono, J. (2024). The Effect of E-Recruitment on Company Attractiveness with the Role of Organisational Reputation as a Mediating Variable. *JBTI: Jurnal Bisnis: Teori dan Implementasi*, 15(3), 288-305.

- Agnihotri, A., & Bhattacharya, S. (2026). Do job candidates fake to AI? An impression management theory perspective business vs ethical case of DEI and intention to fake in job interview. *International Journal of Organizational Analysis*, 34(3), 843-869.
- Ahmadi, M. A., Fachrunisa, R. A., Esaputra, A. B., Kurniawan, F., & Abdillah, M. I. T. (2024). Transforming human resources recruitment: The impact of artificial intelligence (AI) on organizational attractiveness and applicant intent. *Benefit: Jurnal Manajemen Dan Bisnis*, 9(1), 102-117.
- Aparna, S. M., & Kumar, S. (2025). Changing landscapes in recruitment: a critical analysis of past, present and future. *Personnel Review*.
- Baranyi, V. (2026). Systematic literature review on the digital transformation of the personnel selection process. *German Journal of Human Resource Management*, 40(2), 223-254.
- Cao, T. M., & Nguyen, L. T. V. (2025). Factors affecting artificial intelligence (AI) adoption in the talent acquisition process: the case of Vietnam's medium-sized firms. *Journal of Asia Business Studies*, 19(3), 748-768.
- Duong, C. D., Nguyen, T. H., Nguyen, M. H., Dang, N. S., Vu, A. T., & Do, N. D. (2025). Exploring the role of generative artificial intelligence (ChatGPT) adoption in digital social entrepreneurship: a serial mediation model. *Social Enterprise Journal*, 21(5), 910-936.
- Elmashhara, M. G., Borges Tiago, M. T., & Silva, S. C. (2026). AI-assisted recruitment in hospitality: drivers of candidate satisfaction and perceptions of recruiter credibility. *International Journal of Contemporary Hospitality Management*, 38(3), 1027-1048.
- Mori, M., Sasseti, S., Cavaliere, V., & Bonti, M. (2025). A systematic literature review on artificial intelligence in recruiting and selection: a matter of ethics. *Personnel Review*, 54(3), 854-878.
- Ncube, T. R., Sishi, K. K., & Skinner, J. P. (2025). The impact of artificial intelligence on human resource management practices: An investigation. *SA Journal of Human Resource Management*, 23, 2960.
- Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, 30(6), 1771-1782.
- Paramita, D., Okwir, S., & Nuur, C. (2024). Artificial intelligence in talent acquisition: exploring organisational and operational dimensions. *International journal of organizational analysis*, 32(11), 108-131.
- Pedrami, M., & Vaezi, S. K. (2026). Factors influencing artificial intelligence adoption in human resource management: a meta-synthesis and systematic review of multidimensional considerations. *Journal of Work-Applied Management*, 18(1), 47-64.
- Purohit, R., & Banerjee, T. (2025). Artificial intelligence-based organizational decision-making in recruitment practice. *Human Systems Management*, 44(1), 173-186.
- Řepová, H., Zouhar, J., & Král, P. (2024). Attractiveness of firms with chatbot as job interviewers: does the interviewer-type matter in the first contact with candidates?. *International Journal of Communication Networks and Distributed Systems*, 30(6), 711-732.
- Roemmich, K., Rosenberg, T., Fan, S., & Andalibi, N. (2023). Values in emotion artificial intelligence hiring services: Technosolutions to organizational problems. *Proceedings of the ACM on Human-Computer Interaction*, 7(CSCW1), 1-28.
- Sandeep, M. M., & Lavanya, V. (2026). Artificial intelligence redefines the source of competitive advantage in recruitment and selection: A resource-based view and dynamic managerial capabilities approach. *Journal of Management Development*, 45(2), 308-331.
- Sandeep, M. M., Lavanya, V., & Balakrishnan, J. (2025). Leveraging AI in recruitment: enhancing intellectual capital through resource-based view and dynamic capability framework. *Journal of Intellectual Capital*, 26(2), 404-425.
- Susanto, D. B., & Hamzali, S. (2024). The role of technology in improving the effectiveness of employee recruitment and selection. *Journal of Economic Education and Entrepreneurship Studies*, 5(3), 421-434.
- Tatiparti, S., Goli, G., & Reddy, T. B. P. (2026). Exploring the ethical implications of AI in talent management: perspectives from medium and large enterprises. *Business Process Management Journal*, 32(2), 604-626.
- Uma, V. R., Velchamy, I., & Upadhyay, D. (2023). Recruitment analytics: Hiring in the era of artificial intelligence.

- Weiss, D., Liu, S. X., Mieczkowski, H., & Hancock, J. T. (2022). Effects of using artificial intelligence on interpersonal perceptions of job applicants. *Cyberpsychology, Behavior, and Social Networking*, 25(3), 163-168.
- Yu, J., Ma, Z., & Zhu, L. (2025). The configurational effects of artificial intelligence-based hiring decisions on applicants' justice perception and organisational commitment. *Information Technology & People*, 38(2), 553-581.
- Zhang, Q. (2025). Checks and balances: leveraging artificial intelligence for tri-balance personnel selection systems. *The International Journal of Human Resource Management*, 36(14), 2550-2584.