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COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION
Human Resource Management Department



AI Recruitment: Fairness, Efficiency, and Reliability and Its Effect on Employer Branding

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In Partial Fulfillment
of the Requirements for the Degree
Bachelor of Science in Business Administration
Major in Human Resource Management

by

Gwyneth Jie A. Alfon
Arianne Janelle C. Ching
Luisa Angelika F. Lim
Bea S. Paguia

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APPROVAL SHEET

AI Recruitment: Fairness, Efficiency, and Reliability and Its Effect on Employer Branding

Prepared and submitted by:

Gwyneth Jie A. Alfon
Arianne Janelle C. Ching
Luisa Angelika F. Lim
Bea S. Paguia

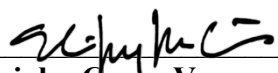
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Asst. Prof. **Belinda C. Paje, M.B.A**
Adviser

Approved by the Panel on Oral Examination with a grade of ___ on Nov. 11, 2022.


Mr. Ariel M. Evangelista, MSHRM
Panelist


Prof. Belinda V. de Castro, Ph.D.
Panelist



Asst. Prof. **Eleighn Grace Vanessa M. Castro, MIR**
HRM Department Chair

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Gwyneth Jie A. Alfon
Arianne Janelle C. Ching
Luisa Angelika F. Lim
Bea S. Paguia


Asst. Prof. ~~Arianne~~ C. Paje, MBA
Adviser

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Prepared by:

Alfon,	Gwyneth Jie	A.
Ching,	Arianne Janelle	C.
Lim,	Luisa Angelika	F.
Paguia,	Bea	S.

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DAIANNE S. GLORIA
Signature over printed name of
English Editor Specialist

Faculty, Department of English
College of Arts and Letters
Bulacan State University
Affiliation

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Contact Number

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Prepared by

Gwyneth Jie A. Alfon
Arianne Janelle C. Ching
Luisa Angelika F. Lim
Bea S. Paguia

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Asst. Prof. Virginia R. Arceo, Ph.D.

Name of Certified Statistician

Signature over printed name

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Ai recruitment: fairness, efficiency, and reliability and its effect on employer branding

**Gwyneth Jie A. Alfon¹, Arianne Janelle C. Ching¹, Luisa Angelika F. Lim¹, Bea S. Paguia¹,
Roma C. Paje¹**

College of Commerce and Business Administration
University of Sto. Tomas, Manila,
España, Manila, Philippines

ABSTRACT

Today, when technology is continuously changing, many companies are starting to leverage AI-enabled technologies within its recruitment processes. There is, however, little information on how job candidates perceive these technologies and how it influences their perception of a company. Hence, the purpose of this study was to determine if the fairness, efficiency, and reliability of AI-enabled recruitment affects a company's employer branding and whether it is useful in hiring. The researchers then collected data from 303 respondents from a variety of industries who had used AI-enabled recruitment during their application process and Structural Equation Modeling (SEM) was used to analyze the survey results. According to this study's findings, the fairness and reliability of using AI-enabled recruitment positively impacts employer branding, with efficiency having a greater positive impact. Hence, despite the lack of a strong relationship between the variables, the study found that a company's recruitment process influences how applicants perceive them as potential employers.

Keywords: *Artificial Intelligence, AI Recruitment, Fairness, Efficiency, Reliability, Employer Branding, Recruitment, Human Resources*

1.0 INTRODUCTION

Since John McCarthy coined the term "Artificial Intelligence" in the 1950s, it has adopted more capabilities that may save time and effort when doing manual labor. For the past few years, organizations have relied on traditional recruitment, which entails handing out resumes, doing face-to-face interviews, and filling out paperwork. With this, the Human Resource Management has been challenged to capitalize it in different practices (e.g., recruitment and selection, training and development, performance management, etc.).

This study examines how applicants perceive AI-enabled recruitment methods in order to determine how they affect employer branding in terms of its fairness, efficiency, and reliability. According to SHRM, it is a critical component in communicating the company's identity to new and existing employees. Thus, how companies advertise job openings, attract, and select employees or applicants may reflect a company's culture and values. A company's image, however, is not primarily determined by how they execute their recruitment process, but it only plays a significant part in its creation. Employers who have created their own branding are regarded

as recognizable and desirable places to work in. Therefore, this aspect can lead to effective employer branding, which enhances an organization's ability to compete in the "talent war."

Moreso, the researchers wanted to determine if an AI-enabled recruitment strategy is beneficial by examining its fairness, efficiency, and reliability, since earlier studies has shown that selection techniques have a significant impact on an organization's appeal and people's intentions to accept job offers. Although some candidates believe that incorporating AI into the recruitment process is unfair, others believe that there is no difference in perceived fairness regardless of the type of recruitment, leaving it unclear whether AI-based approaches improve fairness or not. Furthermore, because AI-enabled software such as Chatbots, Natural Language Processing Technology, and Applicant Tracking Systems can help answer applicant queries and update their status in real-time (George & Thomas, 2019), the researchers wanted to determine whether implementing AI-enabled recruitment approaches can improve employer branding.

Artificial intelligence in recruitment has raised questions and research opportunities. Hence, the impact of AI on recruitment and selection must be thoroughly investigated, particularly since studies on AI adaptation have recommended that it be explored in other industries because some may only apply to specific areas due to various organizational criteria (Bhatt, 2022). Depending on how job seekers view AI-enabled recruitment, organizations may decide whether to adopt it or not.

2.0 THEORETICAL BACKGROUND

2.1 Theoretical Framework

Ployhart and Harold's Applicant Attribution-Reaction Theory (AART) from 2004 and Michael Spence's Signaling Theory from 1973 are used in this study. An attributional process, according to the developers of AART, significantly influences applicants' emotive, behavioral, and cognitive responses, such as fairness, test perceptions, test performance, and motivation, whereas Signaling Theory shows how the features or signals an organization exhibits during the recruitment process affect applicant interest in a recruiting organization.

2.1.1. Applicant Attribution-Reaction Theory

According to Ployhart and Harold's (2004) Applicant Attribution-Reaction Theory (AART), applicant behaviors and cognitive reactions may result from attributional processes (Ployhart & Harold, 2004; Alias & Taib, 2020). Applicant reactions are defined by Ryan and Ployhart (2000, p. 556) as "attitudes, emotions, and cognitions that individuals may have about the hiring process." It suggests that applicants are more likely to engage in attributional analysis after a negative, unexpected, or significant staffing event (Ababneh, 2014) to seek an attributional cause for what happened during the selection process by judging the situation based on a set of expectations or standards of conduct. While this definition was intended to capture reactions to traditional selection procedures (e.g., personality tests, interviews, etc.), it may also be applicable to AI-enabled recruitment procedures, due to the nature of this kind of assessment, which may elicit different concerns and reactions than previously anticipated, such as lack of transparency regarding "what" information is used, "how" information is used, and "for what reason." Concerns about job

relevance, and discrimination also affect how job applicants view AI-enabled assessment (Manroop et al., 2020). Hence, matching applicants' observations and expectations influences their attributions and impressions of a selection procedure (Konradt et al., 2016).

2.1.2. Signaling Theory

According to Spence (1973), the signaling theory explains how candidates can be drawn to a hiring organization and how a favorable influence can be formed through the features or signals an organization exhibits during the recruitment process (Vinayak et al., 2017). This includes information that potential employees can use to form opinions about the company (Greening & Turban, 1997; Younis & Hammad, 2021). According to studies, potential applicants interpret recruitment-related factors as the qualities of the organization and the employer (Collins & Stevens, 2002; Kashive & Khanna, 2017). Hence, this theory can aid in understanding many factors that predict applicant attractiveness (Ehrhart and Ziegert, 2005; Bakanauskiene et al., 2017). Furthermore, signaling theory can help organizations better understand potential employees' psychological processes when evaluating an employer's attractiveness, particularly when employer branding is one strategy that allows a company to differentiate itself from competitors through positive practices sought by prospective applicants and current employees. Thus, in this study, the theory may be used to examine how employer branding affects candidates' views and decisions when applying for a job.

2.2 Review of Related Literature

2.2.1. AI-enabled Recruitment

AI systems are computer systems that can do functions normally performed by humans, such as visual perception, speech recognition, language processing, and decision-making. Although the current existence of AI is far from fully replicating the human intellect, it can do certain jobs on par with humans (Krishnakumar, 2019). Nowadays, AI software is increasingly being used in recruiting, and it has enhanced how candidates and applicants are selected from a wide pool of candidates (Sekhri & Cheema, 2019). As stated by Allal-Cherif et al., in 2021, AI recruitment provides for a more thorough assessment of emotional intelligence, greater moral value alignment, more employee engagement, and improved workplace integration and well-being. McConnell also said, that by eliminating lengthy review procedures, AI in recruiting reduces operational tasks and frees up time for recruiters to focus on strategic staffing. Therefore, AI recruitment boosts human productivity by delegating the most time-consuming activities to technology. Moreover, recruiters also expressed a positive attitude and stated that they will be comfortable with the adoption of AI in traditional recruitment (Lisa & Tallisimo, 2021), and those who have not yet used AI in recruitment – believe it is essential in this competitive industry. It is expected to replace administrative tasks in both the recruitment process and HRM in recruitment activities, influencing job-relevant factors and recruitment outcomes – AI would expand on the traditional recruitment process and be capable of providing more comprehensive options for both job seekers and employers (Singh & Shaurya, 2021).

2.2.2. Employer Branding

Employer branding is a comparatively fresh term that organizations use to promote themselves as an employer to attract and retain desired employees (Zaware & Shinde, 2020). It highlights an organization's growth and cultural integration (Ambler & Barrow, 2015; Pawar, 2016), including how people work and its market position. Using this strategy, a company may communicate how it stands out as an employer amongst other organizations and how this can give an edge over its competitors as it can be an asset for both recruiting and retaining current employees (Pawar, 2016). According to Khalid and Tariq (2015), employer branding is used to portray a company's personality in order to target potential applicants and motivate current employees who fit in an organization. Furthermore, employer branding can make a company's hiring process more appealing (Sokro, 2012), which leads to applicants developing a stronger psychological bond with the organization. Accordingly, Ore and Sposato (2021) found that adopting AI in recruiting and selection beneficial, with several opportunities such as improved data analytics, applicant experience, and employer branding. Nonetheless, many organizations use employer branding to market their benefits, training, opportunities for personal growth, and other opportunities for employee development (Khalid and Tariq, 2015).

2.2.3. Fairness

Fairness is the most important factor in how the applicant was addressed and treated during the screening process (Konradt, Warszta, Ellwart, 2013). Some studies have shown that AI eliminates human biases and provides promising alternatives for acquiring talent (Javed & Brishti, 2020). Furthermore, according to Niehueser & Boak in 2020, AI can acquire and analyze relevant data more rapidly and objectively than human recruiters, and it can overcome unconscious recruiter biases, including in-group bias and unfavorable stereotypes, thereby promoting workplace diversity (Krishnakumar, 2019). Procedural justice is also perceived by applicants based on four characteristics: outcome equity, job-relatedness, consistency, objectivity, and the opportunity to demonstrate their knowledge and skills during the selection process (Krishnakumar, 2019). Hence, from an organization's standpoint, fairness in recruitment is critical in establishing the company's brand reputation since improper usage of AI would undermine the trustworthiness of technology and the companies that use it. Therefore, organizations adopting AI recruitment systems must ensure its fairness (Krishnakumar, 2019).

Since fairness influences the AI-enabled recruitment process and the use of AI in recruitment innately influences employer branding, we hypothesize that:

H1: The fairness of the AI-enabled recruitment process has a positive impact on employer branding.

2.2.4. Efficiency

Efficiency refers to the output-to-input ratio, metrics such as time to fill vacancies, time to respond to applicants, percentage of acceptances to offers made, cost of replies to advertisements, training days per employee, and any measurable improvements in organizational performance because HR practices are used to assess how effectively resources are used to achieving a goal (Shehada &

Alkhalidi, 2015). In today's labor market, recruiting the best candidate fit for the job has remained costly, and time-consuming. Hence, with the existence of AI, it is thought to improve efficiency by automating tedious sourcing and screening procedures, allowing time for recruiters to focus more on strategy (Ore & Sposato, 2021). Mondal (n.d.) have found that companies that used AI software in their recruitment process were said to have significantly reduced the cost per hire and increased recruiter efficiency by three times (George & Thomas, 2019). Hence, the talent war drove firms to be innovative to recruit the best talent available. AI enables HR managers to improve the efficiency of the talent acquisition function and the performance of the HR department (Upadhyay & Khandelwal, 2018), resulting in improved candidate experience, increased candidate attraction, improved recruiter performance, and reduced repetitive recruitment-related tasks (McDonald et al., 2017; Van Esch et al., 2019; Pillai & Sivathanu, 2020).

Given the influence that efficiency has on the AI-enabled recruitment process, and the use of AI in recruitment innately impacts employer branding, we hypothesize that:

H2: The efficiency of the AI-enabled recruitment process has a positive impact on employer branding.

2.2.5. Reliability

In the selection process, artificial intelligence was found to be more objective and reliable than a human recruiter (Baratelli & Colleoni, 2022), as it can prevent errors and misinterpretations (Bilic, 2016). From an applicant's standpoint, the recruitment procedures of an organization play a key role in expressing the worth of a company to them. Ergo, providing feedback on applicants is crucial; otherwise, the risk of losing potential applicants to highly responsive competitors is immensely evident. Hence, AI-integrated software like Chatbots, Applicant Tracking Systems (ATS), and Customer Relationship Management (CRM) assists in giving timely feedback on candidates' queries and status updates (Biswas, 2018), thereby improving candidate experience (Javed & Brishti, 2020). However, despite the benefits of AI in recruitment, there was some hesitancy in adopting it due to concerns about AI's accuracy and reliability in providing bias-free judgments (Ore & Sposato, 2021). Recruiters, on the other hand, saw it as a way to focus on higher-value activities and recognize that the hiring process should be data-driven and fact-based. Hence, AI's initial viability depends on how quickly and accurately it can screen applicants from a large pool of candidates.

Since reliability has a modest impact on the AI-enabled recruitment process, and the use of AI in recruitment innately influences employer branding, we hypothesize that:

H3: The reliability of the AI-enabled recruitment process has a positive impact on employer branding.

2.3 The Hypothesized Model

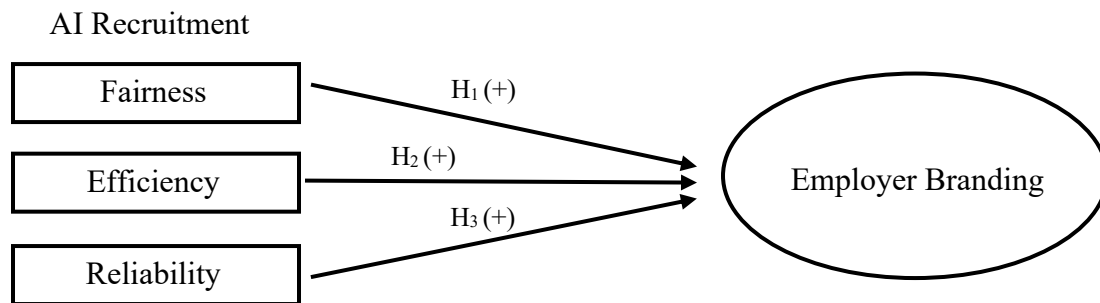


Figure 1. Hypothesized Model of the Fairness, Efficiency, and Reliability of AI-enabled Recruitment to Employer Branding

3.0 METHODS

3.1 Research Design

The study utilized a quantitative descriptive correlation design, which describes and measures the relationship of variables (Drummond et al., 2022). The purpose of this study's design is to determine whether an organization's ability to market itself as a good place to work is affected by AI's perceived fairness, efficiency, and reliability. For data analysis, structural equation modeling (SEM) was used - a statistical technique for calculating direct and indirect correlations between causal variables while accounting for measurement and observed variable errors (Civelek, 2018).

3.2 Subjects and Study Site

3.2.1. Subjects

The study required 300 respondents who were at least 18 years old, fresh graduates, unemployed job seekers, and part-time or full-time employees from NCR who had used AI-enabled recruitment tools in the past. The researchers also contacted companies in order to distribute the online survey form to more potential respondents.

3.2.2. Study Site

The research was conducted in the Philippines' National Capital Region (NCR), where most organizations use AI-enabled recruitment. Moreover, because previous research on recruitment perceptions had only looked at a few industries, the researchers attempted to conduct the study from a broader perspective.

3.2.3. Demographics

The survey questionnaire has five sections, one of which is demographics, which is the quantitative data of a specific population, containing age, gender, disability, and employment (Connelly, 2013).

It also included the industry they intend to apply to and the aspects of AI-enabled recruitment they have experienced. 350 questionnaires were distributed.

Table 1. Demographic Characteristics of Job Applicants in NCR (n=303)

Profile	No. of Respondents	%	Profile	No. of Respondents	%
Age			Gender		
18-25 y/o	247	81.52%	Male	126	41.58%
26-30 y/o	27	8.91%	Female	177	58.42%
31-35 y/o	15	4.96%			
35 y/o and above	14	4.62%			
Current Employment Status			The industry where they have applied/ planning to apply to		
Fresh graduate (currently looking for work)	80	26.40%	Manufacturing	15	4.95%
Unemployed (currently looking for work)	87	28.71%	Construction	15	4.95%
Employed part-time (less than 40 hours per week)	51	16.83%	Retail	25	8.25%
Employed full-time (40+ hours per week)	85	28.05%	IT, BPO, and/or Business Services	94	31.02%
			Banking and Finance	63	20.79%
			Tourism	9	2.97%
			Healthcare	14	4.62%
			Education	8	2.64%
			Media and Entertainment	28	9.24%
			Hotel & Restaurant Management	12	3.96%
			Other industries	20	6.6%
Has experienced AI-enabled Recruitment			Features of AI Recruitment they have experienced		
Yes	303	100%	Applicant Tracking System (ATS)	176	58.09%
			Resume Screening Software/Application	171	56.43%
			Candidate Shortlisting AI Software	61	20.13%
			AI-powered Background Check	50	16.50%
			Chatbot	171	56.44%
			AI Video Interview	34	11.22%
			Other features of AI-enabled recruitment	1	0.33%

To increase the validity of the study, three hundred three (303) respondents in the National Capital Region (NCR) who applied for jobs using any kind of Artificial Intelligence took part in the study. The respondents' demographics showed that the majority of them (81.52%) were between the ages of 18 and 25, 41.58% were male and 58.42% were female. Among the 303 respondents, 28.71% are currently unemployed and actively seeking employment, and more than half of them have tried to work in IT, BPO, and/or Business Services (31.02%), or have worked in Banking and Finance (20.79%). All respondents in the study had prior experience with AI-enabled recruitment, with the most used features being Applicant Tracking System (ATS) (58.09%), Chatbot (56.44%), and Resume Screening Software/Application (56.43%). While the rest of the features were also experienced, they were not as prevalent because they ranged from 20% to almost 0%.

3.3 Instrumentation

3.3.1. Fairness

Adapted survey questions from Roy-Chowdhury, T. Srimannarayana, M. (2013) and Huy et al. (2020) were used to measure the fairness of AI-enabled recruitment. It had nine (9) statements, and respondents were asked to rate their level of agreement on a six-point scale (1 = completely disagree, 6 = completely agree), with a Cronbach Alpha of .90 affirming the tool's validity and reliability.

3.3.2. Efficiency

The survey questions were adapted from Roy-Chowdhury, T. Srimannarayana, and M. Moghaddam, H. (2013) et al. (2015), and Pillai, R. Sivathanu, and B. (2013) to assess job applicants' perceptions of the efficiency of an AI-enabled recruitment. It had nine (9) statements, and respondents were asked to rate their level of agreement on a six-point scale (1 = completely disagree, 6 = completely agree), with a Cronbach Alpha of .95 affirming the tool's validity and reliability.

3.3.3. Reliability

The survey questions for this section were adapted from Van Esch, P. et al. (2020) and Roy-Chowdhury, T. Srimannarayana, M. (2013) to assess job candidates' perceptions of AI-enabled recruiting technologies. It had nine (9) statements, and respondents were asked to rate their level of agreement on a six-point scale (1 = completely disagree, 6 = completely agree), with a Cronbach Alpha of .85 affirming the tool's validity and reliability.

3.3.4. Employer Branding

The survey questions were adapted from Roy-Chowdhury, T. Srimannarayana, and A. Zafeiriadou (2021) to assess applicants' perceptions of Employer Branding in the context of AI-enabled recruitment. It had eight (8) statements, and respondents were asked to rate their level of agreement on a six-point scale (1 = completely disagree, 6 = completely agree), with a Cronbach Alpha of .80 affirming the tool's validity and reliability.

3.4 Data Collection Procedure

The researchers identified companies from various industries in the National Capital Region to participate in the data gathering. Following certification, the researchers contacted several respondents through connections and companies to see if they could help in disseminating the online survey form. Following that, the researchers contacted the companies and sent letters of request to the HR department, requesting permission to conduct the study, and after receiving approval, the cover letter, informed consent, and online survey forms were distributed to potential participants with the help of contact persons. The data collection period lasted from June to August 2022.

3.5 Ethical Considerations

Prior to collecting data, the researchers sought an ethics certification to ensure that the research was carried out in accordance with the guiding principles outlined in the Code of Research Ethics and Guidelines for Review. Furthermore, the respondents' informed consent prior to participation stated that all data and information collected will remain anonymous and confidential and will only be used for academic purposes.

3.6 Data Analysis

The data from this study were analyzed using Structural Equation Modeling (SEM). The researchers examined the gathered data by reviewing the applicants' responses to the survey questionnaire conducted electronically via Google Forms, and this allowed the researchers to clarify assumptions in determining whether the fairness, efficiency, and reliability of AI-enabled recruitment affected employer branding.

In summarizing the demographic aspects of this study, descriptive statistics were used to categorize the study's respondents' profiles. After which, SPSS v.22 and Warp PLS-SEM v.6 were used to analyze the results.

4.0 RESULTS

Exploratory Factor Analysis of the Study Construct

Using the Principal Component Method, Varimax Rotation, and Kaiser Normalization Rotation, all items in the questionnaire were factor analyzed. The 303 responses gathered from the respondents provided adequate data to conduct factor analysis and a reliability coefficient (Cronbach Alpha) of .70 or higher was deemed acceptable for each dimension (Mohamad, M. et al). All items under the dimensions with factor loadings less than .40 and factor dimensions with eigenvalues less than 1.00 were omitted as part of the decision rules.

Table 2. Exploratory Factor Analysis of Reliability

Reliability Dimensions	Factor Loading	Eigenvalue	%Variance	Cronbach Alpha
Confidence	0.681	3.91	43.582	.893
Using AI to apply for a job seems 'trustworthy'	.834			
Using AI to apply for a job seems 'dependable'	.834			
AI-enabled recruitment process is a reliable way of completing the application process for any position in a company.	.818			
AI-enabled recruitment procedures are more reliable than traditional recruitment procedures because it provides me with a lot of flexibility.	.789			
AI-enabled recruitment process has detailed guidelines and instructions and there is no ambiguity about the steps to follow.	.784			
AI-enabled recruitment provides all types of communication with the recruiter (response to the application sent, request for more information, etc.) which is extremely useful for me as an applicant.	.784			
Apprehensiveness	0.681	2.20	25.083	.821
I feel insecure about my ability to use AI technology to apply for a job	.907			
I have avoided AI technology because it can be intimidating.	.856			
I hesitate to use AI when applying for a job for fear of making a mistake I cannot correct	.800			

***Kaiser-Mayer Olkin Measure of Sampling Adequacy = .825**

Table 2 shows the reliability variable's exploratory factor analysis (EFA). The decision rules stated above resulted in the surfacing of two sub-dimensions, which the researchers labeled as 1. Confidence, which refers to how comfortable applicants are with using AI-enabled recruitment, and 2. Apprehensiveness refers to applicants' uneasiness with using AI-enabled recruitment because they concerned that something would go wrong if they use it. The preeminent elements in the first sub-dimension highlighted that utilizing AI when applying for a job appears to be trustworthy' and 'dependable' (.83), that it is a reliable way of completing the application process for any position in a company (.82), and that it is more reliable because they offer more flexibility (.79). While for apprehensiveness, it is important that applicants do not doubt their ability to submit an application using AI technology (.91), and that they are not reluctant to use AI when looking for jobs (.86) out of concern that they might make a mistake that they won't be able to fix (.80).

Table 3. Exploratory Factor Analysis of Employer Branding

Employer Branding Dimensions	Factor Loading	Eigenvalue	%Variance	Cronbach Alpha
Candidate Experience	0.590	2.36	20.513	.756
I would withdraw from an AI-enabled recruitment process if I wasn't being treated professionally.	.785			
A company's reputation is a crucial factor in applying for a job position.	.747			
Information from a colleague/friend would affect my opinion about the image of the company.	.670			
A negative candidate experience would affect my opinion about a company.	.618			
I would recommend a potential applicant to apply for a vacancy in a company that uses AI-enabled recruitment that I previously had a good experience.	.596			
Candidate Perspective	0.590	2.02	29.671	.797
In terms of technology, I think that a company that does not use AI-enabled recruitment is lagging behind those who do.	.863			
AI-enabled recruitment has had a huge impact on my impression of the organization.	.823			
Companies that use AI to evaluate applications, in my opinion, are more innovative than those that do not.	.773			

****Kaiser-Meyer Olkin Measure of Sampling Adequacy = .796***

Table 3 shows the decision resulted in the surfacing of two sub-dimensions in measuring how employer branding affects job applicants' perceptions when applying to a company, labeled as 1. Candidate experience, which refers to how job candidates feel about a company after going through the hiring process, and 2. Candidate perspective refers to how significant AI recruitment in a company is to a job applicant and how strongly it affects them. For applicants, the crucial aspects of candidate experience are whether the professionalism displayed will cause them to withdraw from an AI-enabled recruitment process if they are not treated professionally (.79), whether a company's reputation is a crucial factor in applying for a job position (.75), and whether information from a colleague-will affect their opinion about the company's image (.67). Moreover, factors that affect a candidate's perspective, according to the applicants, are when in terms of technology, they believe that a company that does not use AI-enabled recruitment is lagging behind those that do (.86) and that it has significantly impacted their perception of the company (.82), and that companies that use AI to evaluate applications are more innovative than those that do not (.77).

Table 4. Model Fit Statistics of the Resulting Model

Model fit and quality indices		
Indices	Value	Decision Criteria
Average path coefficient (APC)	0.281	p-value <0.05
Average R-squared (ARS)	0.507	p-value <0.05
Average adjusted R-squared (AARS)	0.502	p-value <0.05
Average block VIF (AVIF)	1.904	Acceptable if ≤ 5 , ideally ≤ 3.3
Average full collinearity VIF (AFVIF)	2.055	Acceptable if ≤ 5 , ideally ≤ 3.3
Tenenhaus GoF (GoF)	0.560	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36
R-squared contribution ratio (RSCR)	1.000	Acceptable if ≥ 0.9 , ideally = 1
Statistical suppression ratio (SSR)	1.000	Acceptable if ≥ 0.7

As seen in Table 4, the fit and quality indices of the structural model in the study fell within acceptable limits (Kock, 2015). The average path coefficient (APC = 0.281), average R-squared (ARS = 0.507), and average adjusted R-squared (AARS = 0.502) are all significant ($p < 0.001$) indicating that on average, all the parameters measuring the relationships between the latent variables are significant at 95% confidence level; average block VIF (AVIF = 1.904) and average full collinearity VIF (AFVIF = 2.055) have ideal values (≤ 3.3) indicating that there are no multicollinearity problems; Tenenhaus goodness of fit (GoF = 0.560) is considered as large (≥ 0.36) indicating large explanatory power to the model; R-squared contribution ratio (RSCR=1.00) has ideal value (=1) indicating that the model is free of negative contributions from R²; and Statistical suppression ratio (SSR=1.00) is acceptable (≥ 0.7), indicating that at least 70% of the paths in the model is free of statistical suppression.

The Emerging Model

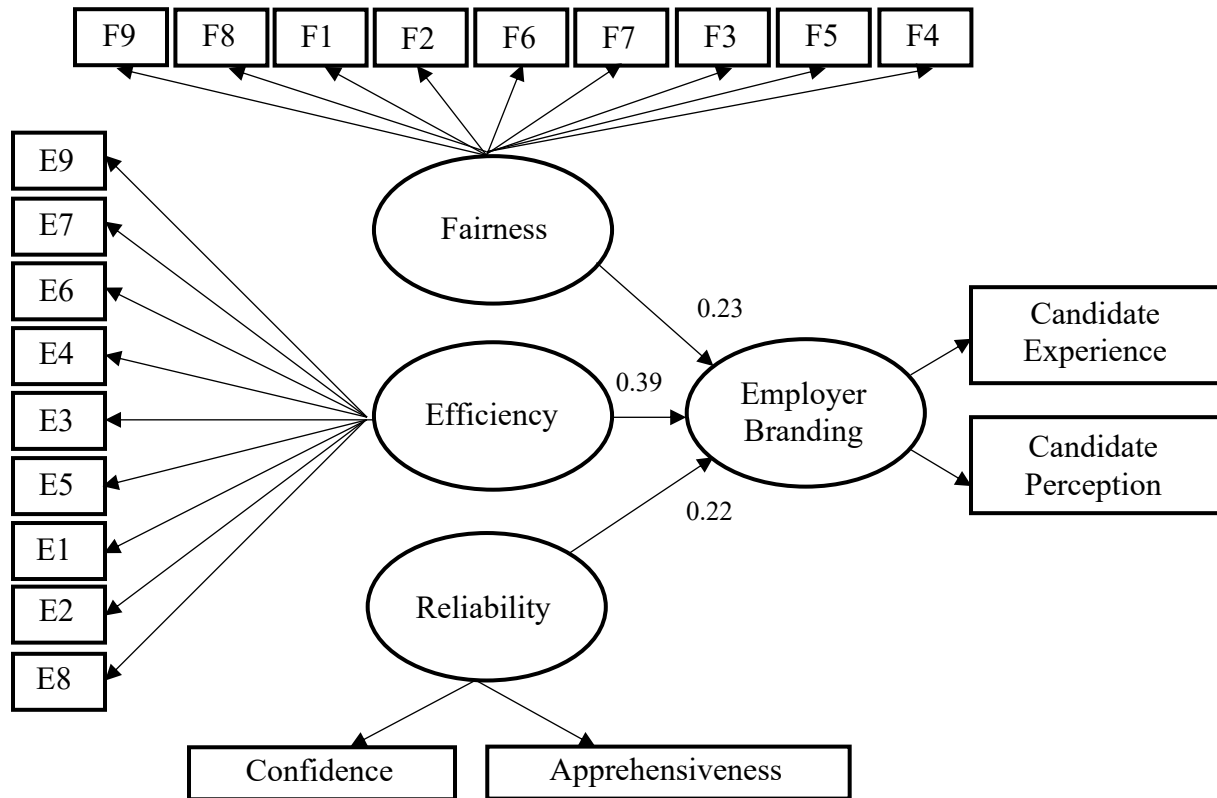


Figure 2. Emerging Model of the Fairness, Efficiency, and Reliability of AI-enabled Recruitment to Employer Branding

The study's purpose was to assess the hypothesized model of AI-enabled recruitment's effect on employer branding. As shown in Figure 1, structural equation analysis of the hypothesized model accepted the hypothesis that the fairness, efficiency, and reliability of AI recruitment positively affect employer branding. An in-depth explanation of such a relationship is provided, demonstrating that the efficiency of AI-enabled recruitment influences employer branding more than the other two variables ($\beta=.39$); AI-enabled recruitment fairness positively affects employer branding ($\beta=.23$), despite a weak relationship, and AI-enabled recruitment's reliability also boosts employer branding ($\beta=.22$). Analogous to the hypothesis and model, the findings indicate that AI-enabled recruitment processes appear to have a positive effect on employer branding.

Table 5. Confirmatory Factor Analysis of Fairness

Table 5 illustrates that job applicants think that the recruitment process using AI is fair by nature. Thus, this exhibits that statement 9 has a strong positive effect on employer branding ($\beta=.872$).

Fairness	Standardized Regression Weights
F9 I think the recruitment process using AI is fair by nature.	.872
F8 The recruitment process using AI is a fair way to select people for the job.	.859
F1 AI-enabled recruitment is an effective procedure for identifying qualified people for jobs I would apply for.	.827
F2 I think of an AI-enabled recruitment procedure as a fair procedure; even if in such a procedure I do not get invited for further selection.	.816
F6 The scores an applicant receives on the selection results generated by AI-enabled recruitment accurately reflect whether he is qualified for the position.	.810
F7 Applicants were able to show their skills and abilities through the AI-enabled recruitment procedure.	.718
F3 I think that an AI-enabled recruitment process is objective.	.672
F5 Contents of an AI-enabled recruitment procedure are related to the job.	.660
F4 It is fair for AI-enabled recruitment to contain open-ended questions to enable the candidate to explain certain things which might strengthen his candidature for the position applied for.	.529

Table 6. Confirmatory Factor Analysis of Efficiency

Table 6 shows that job applicants see that the AI-enabled recruitment system offers an efficient process. Indicating that statement 9 has a strong positive effect on employer branding ($\beta=.861$).

Efficiency	Standardized Regression Weights
E9 Overall, the system offers an efficient process.	.861
E7 AI-enabled recruitment provides fast and easy procedures.	.838
E6 AI-enabled talent acquisition reduces the costs required by saving time and effort for job seekers.	.821
E4 Artificial Intelligence enables rapid screening and allows applicants to match their profiles to open positions.	.815
E3 An AI-enabled application procedure is likely to cause a lesser number of delays while application processing than a traditional recruitment process.	.795
E5 The use of AI tools such as chatbots helps in conducting primary interviews of many candidates.	.795
E1 The application process using AI is a time saver for me.	.779
E2 Being able to view the status of my application at any given time and being able to edit/update my profile as necessary is a considerable advantage of AI-enabled application processes.	.762
E8 First-time users of the system can do procedures without much help.	.749

5.0 DISCUSSION

With the emergence of various technological advancements, companies in the Philippines have gradually adopted the use of Artificial Intelligence in the recruitment process. The researchers then decided to investigate whether the fairness, efficiency, and reliability of an AI-enabled recruitment method positively impact employer branding from the perspective of job applicants, wherein the result of the study were able to support what the researcher's claim.

The findings of this study suggest that the fairness of AI-enabled recruitment has a positive effect on employer branding as many job applicants agree that AI-enabled recruitment is a fair procedure in selecting the most suited applicant. This is consistent with the findings of Javed and Brishti in 2020 that AI eliminates human biases and provides promising ways for acquiring the right talent. In relation to this, according to Krishnakumar (2019), fairness is perceived by applicants based on job-relatedness, consistency, objectivity, and the opportunity to be able to demonstrate their knowledge and skills during the selection process, which most of the respondents in this study agree with. Overall, this shows that job candidates are more likely to participate in and complete the hiring process if they perceive an AI-enabled recruitment system as fair to them (van Esch & Black, 2019). This result contradicts the claim that there is no difference in perceived fairness between AI-enabled and traditional recruitment methods (Langer et al., 2020).

In terms of efficiency, this study's findings suggest that using AI in the hiring process positively impacts employer branding. Accordingly, AI provides applicants with timely information on the progress of their applications and is less expensive. This conclusion is comparable with Hekkala S. & Hekkala R. in 2021, where undergraduates aged 20-23 acknowledged the time and money-saving aspects of AI-enabled recruitment. Similarly, they consider it valuable because it is not as inconvenient as the traditional recruitment's delayed updates on their applications. Furthermore, in terms of overall satisfaction with technology-based recruitment and the organization's perceived efficiency and user-friendliness are the most important factors (Dineen et al., 2002; Lievens & Harris, 2003; Ployhart, 2006; van Esch et al., 2018). Conclusively, the findings of this study highlight that the efficiency of AI-enabled recruitment displayed a great influence on the perception of an employer's attractiveness by improving the employer's overall perceived accuracy, fairness, and reliability in the hiring process (Baratelli G. & Colleoni E., 2022).

Furthermore, the study's findings revealed that reliability has a positive impact on employer branding where among the two sub-dimensions, applicants' confidence has a positive effect on reliability, which implies that the more "trustworthy" and "dependable" an AI application is, the more at ease applicants will be with using AI-enabled recruitment. These findings were consistent with those of Baratelli and Colleoni in 2022, who found that the use of AI in the selection process is perceived to be more objective and reliable, and that it influences candidates' willingness to participate in the application process. However, some candidates are still concerned about the technology used in recruitment, which reinforces the findings in the second sub-dimension, where it is crucial for applicants to not feel anxious or insecure about utilizing AI to apply for jobs.

Although the results of the study show a weak relationship between the variables, it can still be deduced that the type of recruitment process that a company employs, significantly affects how applicants perceive them as potential employers. Similarly, the results of this study resulted in the surfacing of two sub-dimensions namely Candidate Experience and Candidate Perspective, which supports the claim of the researchers that the applicants' perception regarding those companies who use AI in their recruitment process, in terms of how fair, efficient, and reliable it is, positively affects the reputation or branding of the company. This claim is also supported by a study conducted by Baratelli and Colleoni (2022), which found that AI-enabled recruitment has a significant impact on perceived employer attractiveness by influencing employer image, highlighting how the use of technology is critical for organizations not only to improve the effectiveness of their processes but also their perception as employers of choice. Hence, the perception of applicants about their experience in using AI in applying for jobs can either affect employer branding positively or negatively, especially since word-of-mouth travels fast. The study's findings are also consistent with some studies that believe that even with the development of AI as an enhancement to the recruitment process, organizations will still need to address issues such as selection biases, slow feedback, and technological issues, or else the attraction of quality job applicants may be jeopardized (Chapman & Webster, 2003; Feldman & Klaas, 2002; Lin, 2010; Pfeffelmann et al., 2010; van Esch et al., 2018).

In this study, the Applicant Attribution-Reaction Theory was utilized to assess individual opinions of the AI-enabled recruitment process to explain how it affects applicants' perceptions of the three variables. Signaling theory also explained how candidates may be drawn to an organization based on qualities that the organization exhibits during the hiring process. Overall, the study's findings

are intended to help organizations' human resource management in determining whether the use of AI in recruitment helps them increase and improve their employer branding which can therefore help in the recruitment process in any industry. However, even though the findings of this study were positive, they are not conclusive, and much will depend on how a company in any industry integrates it. Thus, companies must ensure that the procedures are fair, efficient on the applicants' end, and reliable in such a way that applicants are confident about how to go through the entire process without feeling anxious and uneasy that something would go wrong during their application process.

6.0 CONCLUSION

This study used Structural Equation Modeling (SEM), SPSS version 22, and Warp PLS-EM version 6 to measure direct and indirect correlations between causal variables. It aims to show that using AI in recruiting can not only improve a company's hiring process but also affect how job seekers perceive them as prospective employers as it is the applicant's first impression of an organization's culture and values. The respondents' basis for recognizing these attributes was determined by how they were recruited, treated, and selected by their employer, as well as by recognizing the system's time and money-saving aspects in terms of efficiency – and reliability by receiving timely updates on their application status and queries.

Since several companies in the Philippines have gradually integrated AI into their recruitment process, it looks to be a smart decision given that it has been shown to improve their employer branding. However, aside from these benefits, companies must still be cautious and deliberate in how they use it. One must ensure that the process is fair in many aspects, such as ensuring that all procedures are appropriate and that it will still allow applicants to perform well. Additionally, companies must still streamline their hiring process on which parts of recruitment will AI be used to maximize its capacity to improve the efficiency of their hiring process. Moreover, companies must ensure their maintenance to eliminate problems that were encountered to increase work efficiency and system performance. They must also be reminded that having a reliable way of communicating and interacting with their prospective talents greatly impacts their reputation as a “trustworthy” employer. Nevertheless, given that AI is still in its early stages, it gives users anxiety when utilizing it, influencing applicants' desire to finish the process. With this, companies must provide detailed instructions for first-time users and assure them that, while AI plays a significant role in the hiring process, recruiters will still make the final decisions based on the relevant inputs from the technology. If all these factors are considered, an organization's employer branding will improve, giving them a competitive advantage in attracting top talent. Given the difficulty in obtaining the best candidates, it would also help HR managers to save time and effort on everyday tasks, and in sourcing applicants more efficiently.

Furthermore, the findings of this study will help job seekers in understanding how companies are adapting to modern technologies. This will teach them how artificial intelligence is used in recruitment and how it benefits both them and the organization. With this, the awareness of companies regarding the issues that arise in utilizing AI in recruitment will benefit them by giving them a better job search experience and a greater trust in using it.

Hence, after thoroughly studying this topic, we recommend that any industry begin investing in and adapting this method of recruitment because it will be beneficial to them, especially during

talent wars. We also suggest that future studies analyze the innovativeness, consistency, and transparency of AI in recruiting, as well as assess candidates' diverse perspectives on AI-enabled recruitment, particularly the willingness of applicants to apply to organizations that use this technique. Thus, future research should consider comparing AI-enabled recruitment to traditional recruitment from the perspective of either recruiters or candidates. The researchers also suggest that future studies expand their scope and include areas outside the National Capital Region to assess more about how and where AI-enabled recruitment is used. Non-users of AI-enabled recruitment may be included in the study to investigate and learn how they perceive the use of AI in recruitment, as well as to determine how organizations should market the use of AI in their job applications, which may improve their employer branding. Future researchers may also contact companies that use AI-enabled recruitment to evaluate the technologies' effectiveness in Human Resource Management.

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GWYNETH JIE A. ALFON

PROFILE

A 4th year undergraduate student at the University of Santo Tomas who has a penchant for detail and a strong skill in leadership and team collaboration. She has been active in various extra-curricular activities ever since her freshman year and has contributed a lot for the betterment of the students and the people around her. She is goal-driven, passionate, and determined to pursue a career in the Human Resources field.

Seeking for career development and personal growth, she aspires to be a part of a reputable organization where she can exhibit and hone her knowledge, skills, and abilities towards achieving greater success with the organization.

CONTACT

PHONE:
0995-308-5830

WEBSITE:
<https://www.linkedin.com/in/gwyneth-jie-alfon-a90a07209/>

EMAIL:
gwynethjie.alfon.comm@ust.edu.ph

HOBBIES

Reading
Taking up New Challenges
Watching Movies and K-Dramas
Doing Outdoor Activities

EDUCATION

University of Santo Tomas

Bachelor of Science in Business Administration, Major in Human Resource Management
2019 – Present

- Class President (A.Y. 2019 – 2020)
- Dean's Lister (A.Y. 2020 – 2021)
- Dean's Lister (A.Y. 2021 – 2022)

Stella Maris College

Senior High School – Humanities and Social Sciences Strand
2017 – 2019

Stella Maris College

Junior High School
2013 – 2017

WORK EXPERIENCE

Macquarie Group Services (Philippines), Inc. – HR Data Management Intern

August 2022 – Present

- Handled administrative tasks such as reviewing and processing requests for Staff Detail Changes
- Manually enter data into the company's system database
- Drafted and issued Contract Extension letters
- Processed employee conversion
- Handled business requests in bulk

Tomasian Media Circle of Talents – Executive Associate to the Director for Grievances and Evaluation

June 2021 – June 2022

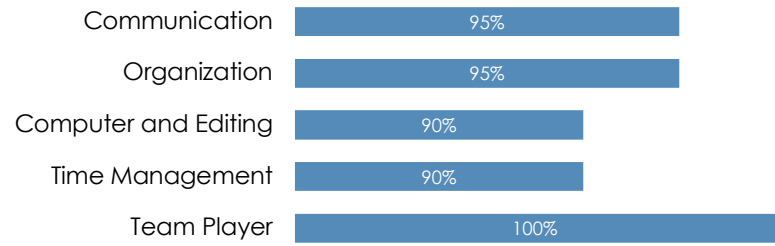
- Conducted quarterly and semestral evaluations
- Disseminated evaluation forms
- Evaluated responses received from members
- Formulated comments and recommendations for further improvements of members, productions, and events

**UST Commerce and Business Administration Student Council –
Legislative Board Member**

August 2019 – March 2020

- Represented the student body
- Amended the 2013 CBASC Constitution

SKILLS





ARIANNE JANELLE C. CHING

PROFILE

She is a 4th year undergraduate student at the University of Santo Tomas who made the Dean's List for two consecutive years (2020 – 2022), with a semester-long internship in the Human Resources field.

She is seeking to be part of a reputable organization where she can bring her knowledge, skills, and dedication to excellence and be one of their partners in achieving their goals.

CONTACT

PHONE:
0917-624-8205

WEBSITE:
<https://www.linkedin.com/in/arianne-ching-3b2801209/>

EMAIL:
arianneching.org@gmail.com

HOBBIES

Reading
Collecting
Listening to Music
Watching Movies and Series

EDUCATION

University of Santo Tomas

Bachelor of Science in Business Administration, Major in Human Resource Management

2019 - Present

- Class Secretary A.Y. 2022 – 2023
- Dean's Lister A.Y. 2021 – 2022
- Class Vice President A.Y. 2021 – 2022
- Dean's Lister A.Y. 2020 – 2021

Colegio de San Juan de Letran

Senior High School – Accountancy, Business, and Management Strand

2017 - 2019

Chiang Kai Shek College

Junior High School

2013 - 2017

WORK EXPERIENCE

ASC Global Recruitment Inc. | Human Resources Intern

August 2022 – Present

- Recruited and onboarded interns across all businesses
- Supervised and managed all interns across businesses
- Handled administrative tasks (drafting letters, creating sprout accounts, processing online payment requisitions, etc.)
- Provided assistance in all HR-related tasks

TOMCAT - UST | Executive Associate to the Director for Special Productions

June 2021 – June 2022

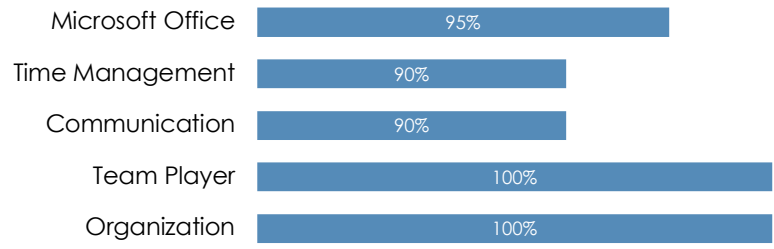
- Helped create training/event deliverables
- Developed a project proposal based on training objective/s
- Assisted in facilitating virtual training/events

Letran Research Center | Letran SHS: ABM Work Immersion

January 2019 – March 2019

- Drafted research documents
- Assisted with research projects
- Collected, organized, and encoded research data

SKILLS





LUISA ANGELIKA F. LIM

PROFILE

A 4th-year Human Resource Management undergraduate student at the University of Santo Tomas and a consistent dean's lister for two consecutive school years (2020-2022), with a semester-long internship in the human resources field.

Determined to be part of a highly respected organization where I can develop new sets of skills, values, and learnings.

Eager to be part of a workforce that can provide not only corporate experience but also an environment that can create a positive impact on my career and the community it serves.

CONTACT

PHONE:
0916-612-8323

WEBSITE:
<https://www.linkedin.com/in/luisa-angelika-lim-02320b237>

EMAIL:
luisaangelika.lim@gmail.com

HOBBIES

Singing and Dancing
Reading
Painting
Organizing

EDUCATION

University of Santo Tomas

Bachelor of Science in Business Administration, Major in Human Resource Management

2019 - present

- Dean's Lister A.Y. 2020 – 2021
- Dean's Lister A.Y. 2021 – 2022
- Class Vice President A.Y. 2022 - 2023

Notre Dame of Greater Manila

Senior High School - Accountancy Business and Management Strand

2017 - 2019

- Graduated with High Honors
- Class beadle A.Y. 2017 – 2018
- Class beadle A.Y. 2018 - 2019

Notre Dame of Greater Manila

Junior High School

2013 - 2017

WORK EXPERIENCE

TV5 Network Inc. | HR – Recruitment Intern

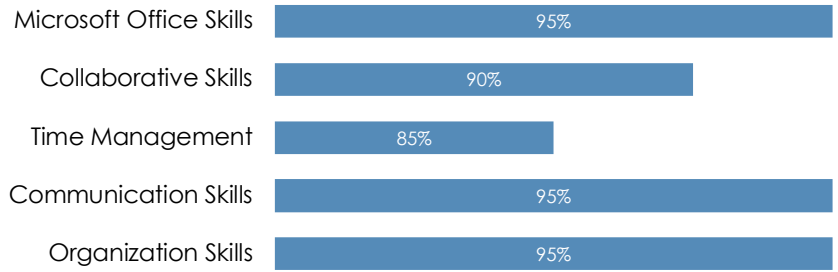
August 2022 – present

- Sourcing and recruitment of potential interns and organic employees that will fill the company's job vacancies.
- Assisted with the onboarding and touring of interns and new hires.
- Performed initial interviews for the company's potential short-listed candidates.
- Prepared recruitment-related reports and trackers in the HR Dashboard.
- Initiating background checks on shortlisted candidates and new hires.
- Prepared and organized the company's electronic 201 files.
- Support with recruitment and L&D - related tasks.
- Participated in organizing and planning company-wide events.

'D Blend & Trend Apparel – Business Simulation | Co-founder & Treasurer
December 2018 – June 2019

- Collaborated with the clothing designs.
- Managed and supervised the cash flow of the business.
- Prepared and encoded sales reports.

SKILLS





BEA S. PAGUIA

PROFILE

A 4th year undergraduate student majoring in human resource management student who possesses strong skills in project management, team leadership, workplace organization, and quality control. Exhibited in my previous works and achievements.

I am driven by passion and I intend to be a part of an organization that may help me hone my knowledge, skills, and experience in this industry. While at the same time making a substantial impact and support in achieving their goals.

CONTACT

PHONE:
0928-554-24-36

WEBSITE:
<https://www.linkedin.com/in/bea-paguia-b52a70209>

EMAIL:
beapaguia29.3@gmail.com

HOBBIES

Dancing
Watching Movies and Series
Baking
Traveling

EDUCATION

University of Santo Tomas

Bachelor of Science in Business Administration, Major in Human Resource Management
2019 – Present

- Class Treasurer A.Y. 2019 - 2020
- Class Secretary A.Y. 2021- 2022
- Dean's Lister A.Y. 2020 – 2021 and A.Y. 2021 - 2022

St. Theresa's College, Q. C.

Senior High School – Accountancy, Business, and Management Strand
2017 – 2019

- Loyalty Award (2006 – 2019)
- Outstanding Student (S.Y. 2018 -2019)

St. Theresa's College, Q. C.

Junior High School
2013 – 2017

WORK EXPERIENCE

Foodpanda PH - Total Rewards Intern

August 2022 – Present

- Handled admin tasks (updating trackers and enrollments for PhilHealth, Maxicare, and SSS)
- Assisted in TIN creation and Per diem of employees
- Prepared materials and programs for employee engagement activities monthly (for employees and ex-pats)
- Prepared communication materials for information that employees need to know

TOMCAT - UST

Director for Interactives and Public Relations

June 2022 – June Present

- Handled TOMCAT - UST's social media accounts
- Came up with strategic content for TOMCAT - UST's social media accounts
- Managed all campaigns and circulates publicity materials necessary for the organization's events and productions
- Lead the members of the whole department

Executive Associate to the Director for Interactives and Public Relations

June 2021 – June 2022

- Helped create content for campaigns
- Facilitated training for apprentices and members
- Coordinated with other divisions during the production of materials or events
- Worked as a copywriting head

Extramind F&A Outsourcing, Inc. - Social Media/HR Intern

May 2022

- Assisted with HR/admin-related tasks (attendance monitoring, employee engagement, and payroll)
- Prepared company's virtual events/team activities
- Handled the company's social media accounts

Realstuffed.ph – Online Business Owner

June 2020 – February 2021

- Co-managed the business by creating the brand and making social media materials
- Handled social media accounts
- In-charge of marketing, and making the baked goods itself

Phoenix Publishing House, Inc. - Intern under the Auditing Department

February 2019 – March 2019

- Encoded important documents in the system
- Organized paper works and documents

SKILLS

