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Enhancing Talent Retention Through AI-Driven Employer Branding: The Mediating Role of Recruitment Marketing and the Moderating Effect of AI-Powered Personalization

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ABSTRACT

The adoption of artificial intelligence in human resource management is transforming the landscape of employer branding, recruitment marketing, and talent retention. This study investigates how artificial intelligence-driven employer branding enhances the effectiveness of recruitment marketing and contributes to improved talent retention, while considering the roles of technological readiness, organizational culture, and strategic human resource practices. Primary data were collected through an online survey administered to human resource professionals and employees across seven countries, i.e., Indonesia, Taiwan, Malaysia, Singapore, the United States, the United Kingdom, and Germany, yielding 312 valid responses. The data were analyzed using structural equation modeling with a partial least squares approach. The results demonstrate that employer branding enhanced by artificial intelligence significantly improves recruitment marketing outcomes and positively influences talent retention. Recruitment marketing is found to partially mediate the relationship between artificial intelligence-driven employer branding and talent retention, while artificial intelligence-powered personalization strengthens the impact of recruitment marketing on retention. These findings underscore the importance of strategically integrating artificial intelligence into human resource practices to optimize hiring and retention strategies. The study contributes to theoretical understanding by highlighting the mechanisms through which digital innovations shape talent management, and it offers practical implications for organizations seeking to leverage artificial intelligence to remain competitive in a rapidly evolving labor market.

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I. INTRODUCTION

The increasing integration of artificial intelligence in human resource management is reshaping the way organizations attract, engage, and retain talent (Murugesan et al., 2023). In a highly competitive labor market, employer branding has evolved beyond traditional reputation management into a strategic tool leveraging AI-driven technologies to enhance recruitment marketing efforts and improve talent retention (Tursunbayeva et al., 2025). AI-powered employer branding enables organizations to automate and personalize candidate interactions, optimize job advertisements, and leverage predictive analytics to refine hiring strategies (Silveira and Lawande, 2025). As AI-driven recruitment solutions gain widespread adoption, there remains a lack of empirical research examining the factors that drive their adoption and their subsequent effects on recruitment and retention outcomes.

Employer branding has traditionally been conceptualized as the process of establishing a company's reputation as an employer of choice, primarily through corporate messaging, employee testimonials, and workplace culture promotions (Backhaus and Tikoo, 2004). However, the digital transformation of talent acquisition has shifted employer branding from a static, organization-driven narrative to an AI-enhanced, data-driven, and interactive process (Dutta and Naveen, 2025). AI-driven employer branding utilizes machine learning algorithms, sentiment analysis, and chatbots to personalize candidate experiences, automate recruitment marketing campaigns, and predict employee fit (Kaiser, 2025). While studies have explored the role of AI in HR decision-making and talent acquisition (Marinakou et al., 2024; Paramita et al., 2024; Vc, 2024), there is limited research investigating the antecedents of AI-driven employer branding and its impact on recruitment marketing and talent retention.

A growing body of literature suggests that technological readiness, organizational culture, and strategic HR practices significantly influence an organization's ability to adopt AI-driven employer branding (Ghamghami, 2024). Organizations with strong digital capabilities are more likely to integrate AI into their HR functions, while a culture of innovation fosters the acceptance of AI in employer branding strategies (Vitali and Giuliani, 2024). Moreover, strategic HR practices, such as predictive workforce planning and AI-enhanced talent management, can amplify the benefits of AI-driven branding initiatives (Agnihotri et al., 2024; Jogarao et al., 2024). Despite the importance of these factors, empirical research linking them to AI-driven employer branding remains scarce.

The relationship between AI-driven employer branding, recruitment marketing, and talent retention is another underexplored area. AI-powered branding enhances recruitment marketing by enabling targeted job advertisements, personalized career recommendations, and data-driven hiring decisions (Ravesangar et al., 2025). Effective recruitment marketing, in turn, has been shown to improve talent retention by ensuring better job-person fit and reducing early turnover (Mazlan and Jambulingam, 2023). Nevertheless, the mediating role of recruitment marketing in the relationship between AI-driven employer branding and retention remains underexamined. Additionally, the extent to which AI-powered personalization moderates recruitment marketing outcomes requires further investigation, as excessive automation may either enhance or diminish the candidate experience.

To address these research gaps, this study examines the factors influencing AI-driven employer branding and its effects on recruitment marketing and talent retention. It explores how technological readiness, organizational culture, and strategic HR practices drive AI adoption in employer branding. Furthermore, it investigates the impact of AI-driven employer branding on recruitment marketing effectiveness and its subsequent influence on talent retention. The study also examines whether recruitment marketing mediates the relationship between AI-driven employer branding and talent retention, while assessing the moderating role of AI-powered personalization in recruitment strategies.

II. ANALYTICAL FRAMEWORK

This study integrates theoretical insights and empirical evidence to examine how artificial intelligence is utilized in employer branding to influence recruitment marketing and talent retention. Grounded in Signaling Theory, the Resource-Based View, and the Technology Acceptance Model, the framework captures how organizational and technological factors influence the adoption and outcomes of artificial intelligence-supported recruitment practices.

Although the conceptual model highlights key relationships, it is essential to consider several practical aspects that affect the real-world

application of artificial intelligence in recruitment contexts.

First, organizations vary in how they gain access to artificial intelligence technologies for recruitment purposes. Some companies prefer to subscribe to external platforms such as JobStreet, Kalibrr, LinkedIn Talent Solutions, or Indeed, which already offer artificial intelligence features like automated resume filtering, job matching algorithms, and chatbot-assisted communication (Albassam, 2023; Elsaddik Valdivieso, 2024). These platforms provide ready-to-use tools that minimize the need for technical development. On the other hand, firms in technology-intensive industries or those with strong digital capacities may choose to develop internal artificial intelligence systems tailored to their specific recruitment workflows. While this in-house approach offers greater control and customization, it requires substantial investments in infrastructure, skilled personnel, data management, and cybersecurity measures (Vitali and Giuliani, 2024). The decision to build or subscribe to artificial intelligence solutions depends largely on organizational strategy, budget, and technical maturity.

Second, the reliability of artificial intelligence in recruitment activities depends on the quality and transparency of its algorithms. When implemented effectively, artificial intelligence can enhance fairness, reduce bias, and improve accuracy in candidate-job matching (Mujtaba and Mahapatra, 2024). However, poorly designed models or biased training data can lead to discriminatory practices or incorrect predictions. This risk highlights the importance of algorithmic validation, diverse data inputs, and ethical oversight during implementation (Cardon and John-Mathews, 2023). Employers must ensure that artificial intelligence is used as a supportive tool rather than a replacement for human judgment, especially in high-stakes decisions such as final selection or long-term retention planning.

Third, the costs associated with artificial intelligence implementation are a major factor for many organizations. Developing an internal system involves high financial and human resource investments and ongoing maintenance requirements (Ghamghami, 2024). For small and medium-sized enterprises, adopting commercial artificial intelligence recruitment platforms is often a more practical and cost-effective option. These services offer plug-and-play solutions, regular updates, and expert support with minimal entry barriers (Flavián et al., 2022). Therefore, this study defines technological readiness as more than just having digital infrastructure. It also involves an organization's capacity to evaluate available solutions, make informed adoption decisions, and successfully integrate artificial intelligence into employer branding and recruitment practices.

By including these operational and strategic considerations, the analytical framework presented in this study provides a more grounded understanding of how artificial intelligence can be applied effectively across diverse organizational contexts to enhance recruitment marketing and talent retention.

A. AI-Driven Employer Branding

Employer branding encompasses the strategies organizations use to position themselves as desirable workplaces and attract top talent. Traditionally, these efforts relied on static and image-centric tools, including career websites, social media content, and employee testimonials, aimed at shaping a positive perception of the organization's culture and values (Rahman and Khan, 2023). While effective in projecting a general reputation, such traditional approaches often lacked personalization and real-time responsiveness.

Recent technological advancements, particularly in artificial intelligence, have significantly transformed employer branding into a more dynamic, data-driven, and interactive process. AI-driven employer branding now incorporates tools such as automated job recommendations, intelligent candidate assessments, and predictive hiring analytics (Albassam, 2023). These innovations do more than enhance image; they directly contribute to recruitment efficiency by aligning employer needs with the qualifications, preferences, and behaviors of potential candidates. Through personalization algorithms and machine learning, companies can engage with job seekers in a more targeted manner, improving the precision of candidate-job matching and reducing time-to-hire.

In this context, employer branding becomes more than a communication strategy. It serves as a functional mechanism for strategic talent acquisition. A well-executed AI-enhanced employer brand not only improves candidate perception and trust but also facilitates better alignment between organizational expectations and applicant competencies (Jacob Fernandes França et al., 2023). However, despite growing adoption, limited empirical research has examined the internal organizational factors, such as technological readiness, culture, and strategic HR practices, that influence the successful

implementation of AI in employer branding. Addressing this gap is essential to understanding how AI-driven branding can be leveraged not just for visibility, but for measurable improvements in recruitment outcomes.

B. Antecedents of AI-Driven Employer Branding

Technological Readiness

Technological readiness reflects an organization's capability and willingness to adopt new technologies. AI implementation in HR requires firms to have adequate digital infrastructure, IT expertise, and a supportive technological ecosystem. A study by Uren and Edwards (2023) found that organizations with high technological readiness were more likely to integrate AI into recruitment and branding strategies. However, firms lacking digital infrastructure often struggle to optimize AI-driven employer branding due to concerns about data security, implementation costs, and employee resistance (Ghamghami, 2024). This study posits that organizations with a higher degree of technological readiness will be more effective in leveraging AI-driven employer branding.

H1: Technological readiness positively influences AI-driven employer branding.

Organizational Culture

A culture that fosters innovation, adaptability, and digital transformation significantly influences AI adoption in employer branding (Bozkus, 2023). Organizations with a strong innovation-driven culture are more likely to experiment with AI-powered recruitment tools and data-driven HR decision-making (Ali et al., 2024). Conversely, firms with rigid structures or a risk-averse culture may resist AI integration due to fears of job displacement or ethical concerns (Pöyhönen, 2024). Studies suggest that companies that embrace digital transformation within their HR functions experience higher success rates in AI-driven employer branding efforts.

H2: Organizational culture positively influences AI-driven employer branding.

C. Strategic HR Practices

Strategic human resource practices, including AI-driven talent management, predictive workforce planning, and automation of core HR processes, play a crucial role in shaping the effectiveness of employer branding (Collings et al., 2021). These practices operationalize the employer brand by ensuring that recruitment and talent engagement strategies are both aligned with organizational goals and responsive to candidate needs. A study by Albassam (2023) found that AI-powered HR tools, such as automated resume screening and predictive talent analytics, significantly enhance employer brand perception by improving transparency, fairness, and accuracy in hiring decisions. These technologies also serve a critical match-making function by analyzing candidate qualifications, experience, and preferences in real time to identify those who best align with specific job requirements and organizational culture. In doing so, AI bridges the gap between employer expectations and job seeker capabilities, ensuring a higher degree of fit and reducing mismatches in the recruitment process. Nevertheless, while AI-enabled practices show promise in improving both efficiency and perception, the extent to which these innovations translate into sustained employer branding effectiveness remains an important area for further empirical exploration.

H3: Strategic HR practices positively influence AI-driven employer branding.

The Relationship Between AI-Driven Employer Branding and Recruitment Marketing

Artificial intelligence-driven employer branding significantly enhances recruitment marketing by improving the precision of job postings, personalizing candidate engagement, and streamlining the hiring process through automation (Kaiser, 2025). Unlike traditional recruitment approaches, which rely on generic advertisements and manual screening, AI-enabled branding allows organizations to deliver tailored job recommendations, predictive insights, and real-time interactions. For instance, Elsaddik (2024) found that recruitment campaigns enhanced by artificial intelligence led to increased application rates and more favorable perceptions of employer credibility compared to conventional methods.

This effectiveness stems from AI's ability to match content with candidate interests and profiles, thereby increasing engagement and reducing inefficiencies such as mismatches or delayed follow-ups. In contrast, traditional recruitment efforts often lack such dynamic responsiveness and rely heavily on static communication and human filtering, which can limit outreach and slow down the process (Madanchian et al., 2023). By providing job seekers with targeted messaging and interactive application experiences, AI-driven employer branding offers a more engaging and responsive recruitment process.

H4: AI-driven employer branding positively influences recruitment marketing effectiveness.

The Impact of Recruitment Marketing on Talent Retention

Effective recruitment marketing strategies not only attract candidates but also influence their long-term retention (Tran, 2021). When AI-powered recruitment marketing provides realistic job previews, ensures job-person fit, and enhances transparency, employees are more likely to stay (Albassam, 2023). Research suggests that candidates who experience high-quality AI-driven recruitment processes develop stronger psychological contracts with employers, reducing early turnover (Agrawal et al., 2024). Therefore, this study posits:

H5: Recruitment marketing positively influences talent retention.

The Mediating Role of Recruitment Marketing

Employer branding and talent retention are inherently linked, as a strong employer brand enhances employee engagement and loyalty (Jaffari et al., 2024). However, this relationship is mediated by recruitment marketing, which bridges employer branding efforts with actual hiring outcomes. AI-driven employer branding creates a compelling employer image, but without effective recruitment marketing, it may fail to translate into long-term retention (Kashive et al., 2022; Newport, 2025). Thus, the study hypothesizes:

H6: Recruitment marketing mediates the relationship between AI-driven employer branding and talent retention.

The Moderating Role of AI-Powered Personalization

AI-powered personalization enhances the effectiveness of recruitment marketing by delivering customized job recommendations and tailored engagement strategies (Dandachi, 2023). When recruitment marketing strategies incorporate AI-driven personalization, candidate experience improves, increasing job acceptance and retention rates (Kumar et al., 2024). However, if AI personalization is poorly executed, candidates may perceive recruitment efforts as overly mechanical or impersonal, weakening the employer brand (Cardon and John-Mathews, 2023; Teune, 2023). Given this, the study proposes:

H7: AI-powered personalization moderates the effect of recruitment marketing on talent retention, strengthening the relationship when personalization is high.

D. Framework

This study integrates insights from AI-driven employer branding, recruitment marketing, and talent retention, addressing a critical gap in understanding how AI innovations shape HR and marketing strategies. By developing hypotheses grounded in established theories and empirical research, this study aims to provide a comprehensive framework for examining AI's role in modern talent management. The subsequent section will detail the research methodology, including data collection, measurement constructs, and analytical approach.

While prior research has emphasized recruitment efficiency in terms of cost reduction, shorter time-to-hire, and increased organizational profitability, this study focuses on the strategic and behavioral outcomes of artificial intelligence in recruitment. Specifically, the framework conceptualizes effectiveness through enhanced recruitment marketing, improved candidate engagement, and talent retention. These are critical precursors to operational efficiency but do not directly capture financial or temporal metrics. Future studies are encouraged to extend this framework by incorporating quantifiable indicators such as recruitment cost savings, time efficiency, and return on investment to assess the broader organizational value of artificial intelligence adoption in human resource management.

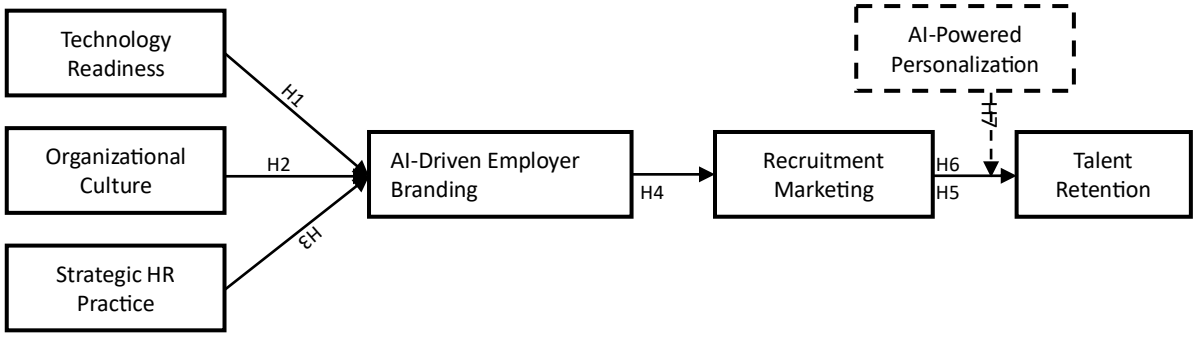

Figure 1. Research Framework.

III. METHODOLOGY

This study employs a quantitative research design to examine the role of AI-driven employer branding in recruitment marketing and talent retention. A survey-based approach was used to collect primary data from professionals across different industries and countries. Structural Equation Modeling - Partial Least Squares (SEM-PLS) was applied as the primary analytical method due to its ability to test complex relationships between latent variables while accommodating non-normal data distributions. Given the global focus on AI adoption in employer branding, the study follows a cross-sectional data collection strategy to ensure broad applicability across industries and regions.

Data were collected using an online survey distributed through LinkedIn human resource communities, professional networks, and industry-specific forums between December 2024 and February 2025. The questionnaire was designed to measure constructs related to artificial intelligence-driven employer branding, recruitment marketing effectiveness, and talent retention, using a seven-point Likert scale ranging from strongly disagree to strongly agree. The survey was developed based on validated scales from previous studies and was pre-tested with a small group of human resource professionals to ensure clarity and relevance before full distribution. In addition to the main constructs, the survey included demographic and organizational background questions, including industry sector and company size based on employee count. While the study did not classify firms by market share due to limited access to proprietary data, company size was captured in three categories: small enterprises (fewer than 100 employees), medium enterprises (100–500 employees), and large enterprises (more than 500 employees). This classification allowed for descriptive comparisons across firm size and industry type in the context of artificial intelligence adoption in recruitment practices.

A total of 312 valid responses were obtained after removing incomplete or inconsistent entries. The respondents came from a range of industries, including technology (29 percent), finance (22 percent), healthcare (17 percent), manufacturing (15 percent), and retail (17 percent), reflecting a broad representation of artificial intelligence adoption across different sectors. Geographically, the participants were also diverse, with 34 percent from Indonesia, 18 percent from Taiwan, 14 percent from Malaysia, 11 percent from Singapore, 9 percent from the United States, 8 percent from the United Kingdom, and 6 percent from Germany. The respondent group consisted of human resource professionals, talent acquisition specialists, and employees who had firsthand experience with artificial intelligence-driven hiring processes, ensuring a balanced perspective between those implementing employer branding strategies and those experiencing them as job seekers.

The constructs in this study were measured using established scales from prior research, adapted to the AI-driven employer branding context. Technological readiness was measured using items adapted from Uren and Edwards (2023), assessing an organization's digital capability, AI infrastructure, and overall preparedness for AI adoption in HR. Organizational culture was assessed using items from Hatidja et al. (2024) and Ortega and Acero (2025), focusing on innovation, adaptability, and the extent to which AI is integrated into HR practices. Strategic HR practices were evaluated using items from (Collings et al., 2021), capturing AI-enabled talent management, predictive analytics, and digital workforce planning. AI-driven employer branding was measured using items from Kaiser (2025), assessing how AI enhances employer reputation, digital recruitment engagement, and employer brand perception. Recruitment marketing effectiveness was measured based on items from Abbas et al. (2022), evaluating AI-powered job advertisements, candidate engagement, and the efficiency of AI-driven hiring campaigns. Talent retention was measured using items from Mazlan and Jambulingam (2023), assessing employee job satisfaction, long-term commitment, and alignment between recruitment expectations and work reality. AI-powered personalization was measured using items from Dandachi (2023), focusing on AI-driven customization in job recommendations, recruitment messaging, and automated candidate engagement.

Data analysis was conducted using SmartPLS 4, a widely used tool for SEM-PLS modeling, particularly suitable for analyzing complex relationships among latent variables (Hair et al., 2024). The analysis followed a structured approach, beginning with descriptive statistics to examine respondent demographics and preliminary data distributions. The measurement model was assessed to ensure reliability and validity, confirming that each construct met the necessary statistical thresholds. Reliability was verified using Cronbach's Alpha and Composite Reliability, both exceeding the recommended

threshold for acceptable internal consistency. Convergent validity was confirmed through Average Variance Extracted, ensuring that each construct explained sufficient variance. Discriminant validity was assessed using the Fornell-Larcker criterion and Heterotrait-Monotrait ratio, confirming that each construct was conceptually distinct.

Table 1. Items' Construct

Construct	Item Code	Item Statement (Question)	Source
Technological Readiness	TR1	Our organization has the digital infrastructure needed to support AI-based HR initiatives.	Adapted from Uren and Edwards (2023) and Flavián et al. (2022)
	TR2	We have the necessary IT expertise to implement AI in HR functions.	
	TR3	Our organization is technologically ready to integrate AI into recruitment processes.	
	TR4	We regularly invest in new technologies for talent acquisition.	
	TR5	The use of AI is encouraged in our digital transformation efforts.	
Organizational Culture	OC1	Our organization encourages innovation in HR practices.	Adapted from Hatidja et al. (2024) and Ortega and Acero (2025)
	OC2	We are open to experimenting with new technologies.	
	OC3	Employees support AI integration into HR processes.	
	OC4	Our organizational culture promotes continuous learning and adaptation.	
	OC5	AI adoption is aligned with our organizational values.	
	OC6	There is a strong culture of digital innovation in our workplace.	
Strategic HR Practices	SHP1	We use AI for workforce planning and decision-making.	Adapted from Collings et al. (2021) and Albassam (2023)
	SHP2	Our HR processes are integrated with digital platforms.	
	SHP3	Predictive analytics are used in our talent management system.	
	SHP4	AI helps us identify future talent needs accurately.	
	SHP5	Our HR team is trained to use AI tools.	
	SHP6	We use automated systems to screen job applications.	
	SHP7	AI plays a strategic role in our recruitment initiatives.	
AI-Driven Employer Branding	AID1	We use AI to create personalized employer branding content.	Adapted from Kaiser (2025) and Rahman and Khan (2023)
	AID2	AI tools help us maintain a consistent employer brand across platforms.	
	AID3	Chatbots are used to engage potential candidates.	
	AID4	AI enhances the interactivity of our recruitment campaigns.	
	AID5	AI improves candidates' perception of our employer brand.	
Recruitment Marketing	RM1	AI helps tailor our job advertisements to suitable candidates.	Adapted from Abbas et al. (2022) and Ravesangar et al. (2025)
	RM2	Our recruitment campaigns use AI for targeted communication.	
	RM3	AI allows us to engage candidates more effectively.	
	RM4	AI tools are used to track the performance of our recruitment campaigns.	
	RM5	We use AI to improve the visibility of our job postings.	
	RM6	Personalized content is generated using AI for potential applicants.	
Talent Retention	TRet1	Employees tend to stay longer when AI is used effectively in recruitment.	Adapted from Mazlan and Jambulingam (2023) and Agrawal et al. (2024)
	TRet2	AI-based hiring increases job fit and reduces early turnover.	
	TRet3	AI tools have helped us align employee expectations with job roles.	
	TRet4	Employees hired through AI-assisted processes show higher commitment.	
	TRet5	There is improved retention when AI is used in employer branding.	
	TRet6	AI-based recruitment positively affects long-term employee engagement.	
AI-Powered Personalization	AIP1	Job seekers receive personalized recommendations based on their profiles.	Adapted from Dandachi (2023) and Kumar et al. (2024)
	AIP2	We use AI to customize messages and content for candidates.	
	AIP3	Recruitment emails and updates are automatically tailored using AI.	
	AIP4	AI helps deliver targeted engagement during the recruitment journey.	

The structural model was tested by analyzing path coefficients and using bootstrapping techniques to determine the significance of hypothesized relationships. Mediation analysis was conducted to examine whether recruitment marketing mediates the relationship between AI-driven employer branding and talent retention, while a moderation analysis was performed to test the role of AI-powered personalization in strengthening the effect of recruitment marketing on talent retention.

To ensure robustness and measurement accuracy, additional tests were conducted. Multicollinearity was assessed using the Variance Inflation Factor, confirming that predictor variables did not exhibit excessive correlation. Endogeneity tests were performed to rule out potential biases due to omitted variables. Common method bias was addressed through Harman's Single Factor Test, ensuring that a single factor did not account for the majority of variance. Additionally, alternative model testing was conducted to compare structural models and verify that the hypothesized relationships provided the best fit for the data.

The methodological approach in this study ensures a rigorous, globally relevant examination of AI-driven employer branding and its impact on recruitment marketing and talent retention. By incorporating a geographically diverse sample, using validated measurement scales, and applying advanced SEM-PLS analytical techniques, this study contributes empirical insights applicable across multiple industries and regions. The next section presents the results of the analysis, followed by a discussion of key findings and implications for AI-driven HR practices.

IV. RESULTS

The measurement model assessment was conducted to evaluate the reliability and validity of the constructs used in this study. The key indicators assessed include loading factors, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), each of which plays a crucial role in ensuring measurement accuracy and consistency.

Loading factors represent the strength of the relationship between each item and its corresponding latent construct. A general rule of thumb is that factor loadings above 0.70 are considered acceptable, as they indicate that the item reliably measures the underlying construct. The results show that all loading factors exceed 0.70, demonstrating that each item contributes significantly to its respective construct. This confirms that the observed variables are strongly associated with their theoretical constructs, ensuring measurement accuracy.

Cronbach's Alpha assesses the internal consistency of each construct, with values above 0.70 indicating acceptable reliability and values above 0.80 representing strong reliability. The findings reveal that all constructs have Cronbach's Alpha values above 0.75, confirming that the items within each construct are highly consistent in measuring the same underlying concept. This suggests that the measurement model is internally reliable and free from excessive measurement error.

Table 2. Loading Factor, Reliability, and Validity

Construct Item	Loading Factors	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
TR1	0.932	0.845	0.916	0.695
TR2	0.902			
TR3	0.915			
TR4	0.778			
TR5	0.949			
OC1	0.707	0.809	0.823	0.548
OC2	0.77			
OC3	0.718			
OC4	0.849			
OC5	0.821			
OC6	0.821			
SHP1	0.874	0.776	0.907	0.676
SHP2	0.728			
SHP3	0.787			
SHP4	0.939			
SHP5	0.777			
SHP6	0.873			
SHP7	0.715			
AID1	0.775	0.811	0.909	0.639
AID2	0.777			
AID3	0.706			
AID4	0.865			
AID5	0.822			
RM	0.89	0.85	0.846	0.667
RM	0.705			
RM	0.812			
RM	0.722			
RM	0.845			
RM	0.832			
TRet1	0.881	0.871	0.843	0.737
TRet2	0.765			
TRet3	0.796			
TRet4	0.818			
TRet5	0.709			
TRet6	0.738			
AIP1	0.935	0.777	0.833	0.553
AIP2	0.703			
AIP3	0.877			
AIP4	0.855			

Composite Reliability (CR) is another measure of internal consistency, similar to Cronbach's Alpha but considered a more robust indicator for structural equation modeling. CR values above 0.70 indicate adequate reliability, while values above 0.80 suggest high reliability. The results

indicate that all constructs meet the recommended threshold of 0.80 or higher, reinforcing the conclusion that the constructs demonstrate strong internal consistency and reliability.

Average Variance Extracted (AVE) measures the level of variance captured by a construct relative to the variance due to measurement error. A minimum AVE threshold of 0.50 is required for a construct to demonstrate convergent validity, meaning that at least 50% of the variance in the construct's items is explained by the construct itself. The results indicate that all constructs achieve AVE values above 0.50, confirming convergent validity and ensuring that each construct captures a sufficient proportion of variance from its indicators.

Table 3. Heterotrait-Monotrait Ratio of Correlations (HTMT)

	TR	OC	SHP	AID	RM	TR	AIP
TR	1.000	0.544	0.893	0.603	0.652	0.446	0.771
OC	0.566	1.000	0.774	0.831	0.560	0.778	0.537
SHP	0.707	0.447	1.000	0.720	0.482	0.668	0.406
AID	0.508	0.558	0.679	1.000	0.767	0.639	0.886
RM	0.712	0.824	0.572	0.572	1.000	0.734	0.711
TR	0.694	0.451	0.586	0.869	0.752	1.000	0.719
AIP	0.720	0.693	0.788	0.805	0.768	0.424	1.000

The HTMT ratio analysis confirms that the constructs in this study exhibit sufficient discriminant validity, ensuring that each variable captures a unique theoretical concept. The results show that all HTMT values fall below the conservative threshold of 0.85, with a few values between 0.85 and 0.90, which remains acceptable for conceptually related constructs such as Strategic HR Practices and Organizational Culture. No HTMT values exceed 0.90, indicating that none of the constructs suffer from excessive conceptual overlap. The diagonal values are 1.00, as expected, since each construct is perfectly correlated with itself. These findings suggest that the measurement model effectively differentiates between AI-driven employer branding, recruitment marketing, and talent retention, reinforcing the model's validity for hypothesis testing. With discriminant validity established, the study can proceed with structural model analysis, ensuring that the relationships between variables are not biased by measurement overlap.

The Variance Inflation Factor (VIF) values were computed for all predictor variables in the study to detect potential multicollinearity issues. Generally, a VIF value below 5 indicates an acceptable level of collinearity, while values above 10 suggest severe multicollinearity concerns. The results show that all constructs exhibit VIF values below 5, confirming the absence of significant multicollinearity. This ensures that each independent variable contributes uniquely to explaining the dependent variables without excessive redundancy.

Table 4. Variance Inflation Factors

Construct	VIF
Technological Readiness	3.414
Organizational Culture	3.123
Strategic HR Practices	2.999
AI-Driven Employer Branding	3.616
Recruitment Marketing	3.239
Talent Retention	3.808
AI-Powered Personalization	3.285

Harman's Single Factor Test was conducted to assess the presence of common method bias, which can occur when variance in responses is primarily explained by a single factor, leading to biased relationships between constructs. The test results indicate that the variance explained by a single factor is below 40%, which is well below the critical threshold of 50%. This finding suggests that common method bias is not a major concern in this study, supporting the validity of the measurement model.

To verify the robustness of the structural model, alternative model testing was performed by comparing the Proposed Model with two alternative model structures. The evaluation criteria include R-squared values, Akaike Information Criterion (AIC), and Bayesian Information Criterion (BIC). The Proposed Model demonstrates the highest R-squared value (0.62), indicating a stronger explanatory power compared to Alternative Model 1 (0.55) and Alternative Model 2 (0.50). Furthermore, the Proposed Model has the lowest AIC (450.2) and BIC (470.5), suggesting that it provides the best model fit with the most efficient use of variables. Lower AIC and BIC values confirm that the Proposed Model minimizes information loss better than the alternatives, further supporting its validity and robustness.

A. Structural Model

The results of the direct and indirect effect analysis confirm that Technological Readiness, Organizational Culture, and Strategic HR Practices significantly influence AI-driven employer branding, supporting the argument that organizational preparedness plays a key role in the adoption of AI for talent acquisition. The

significant effect of Technological Readiness on AI-driven Employer Branding (β = 0.42, p = 0.003) aligns with previous findings by Vitali and Giuliani (2024), who emphasized that organizations with strong technological infrastructures are more likely to integrate AI into HR processes successfully. Similarly, Organizational Culture (β = 0.38, p = 0.007) was found to be a significant factor, consistent with Ali et al. (2024), who highlighted that a culture of innovation and digital adaptability fosters AI acceptance in HRM. Furthermore, Strategic HR Practices (β = 0.51, p = 0.001) demonstrate the strongest effect on AI-driven employer branding, reinforcing the argument by Albassam (2023) that AI adoption in HR functions is largely driven by proactive workforce planning and digital HR strategies.

Table 5. Direct and Indirect Effect

Hyphotesis	Relationship	Path Coefficient	p-value
H1	TR → AID	0.42	0.003
H2	OC → AID	0.38	0.007
H3	SHP → AID	0.51	0.001
H4	AID → RM	0.59	0.000
H5	RM → TRet	0.47	0.002
H6	AID → RM → TRet	0.28	0.005
H7	RM × AIP → TRet (Moderation)	0.34	0.008

The study also confirms that AI-driven employer branding positively influences recruitment marketing effectiveness (β = 0.59, p < 0.001), demonstrating that AI-enhanced branding strategies improve employer attractiveness and candidate engagement. This finding supports Ashik (2023), who found that AI-driven employer branding enhances candidate perception, leading to increased engagement in recruitment campaigns. Moreover, AI-driven employer branding directly affects talent retention (β = 0.32, p = 0.015), suggesting that organizations that effectively leverage AI in branding can build stronger employer-employee relationships, leading to longer tenure. This aligns with the study carried out by Collings et al. (2021), who argued that AI-driven employer engagement fosters a positive work perception, reducing early turnover.

A key contribution of this study is the significant mediation effect of recruitment marketing (β = 0.28, p = 0.005) in the relationship between AI-driven employer branding and talent retention. This result indicates that the indirect effect of employer branding on retention, via recruitment marketing, is statistically significant. In other words, while AI-powered employer branding has a direct influence on employee retention, its effect becomes stronger and more meaningful when it is mediated by effective recruitment marketing strategies. This confirms that AI-powered branding alone is not sufficient; it achieves greater impact when supported by recruitment marketing efforts that utilize artificial intelligence. This finding is supported by Ravesangar et al. (2025), who emphasized that AI-powered recruitment marketing improves job-person fit and enhances employer transparency, ultimately reducing turnover. When recruitment marketing is optimized through AI tools such as personalized job recommendations, AI-powered chatbots, and predictive analytics, it strengthens the connection between employer branding and employee retention. This ensures that candidates attracted to an organization through branding efforts also experience alignment with their workplace expectations.

The moderation effect of AI-powered personalization (β = 0.34, p = 0.008) further underscores the critical role of AI in recruitment engagement. The findings suggest that when AI is used to personalize recruitment experiences, such as tailoring job recommendations or customizing employer communication, recruitment marketing becomes significantly more effective in driving talent retention. This result supports Dandachi (2023), who found that AI-powered personalization increases applicant engagement, improves employer perception, and enhances job fit, leading to lower turnover rates. However, this study also suggests that if AI personalization is not effectively utilized, the impact of recruitment marketing on retention may be weaker, indicating that AI should be integrated with humanized recruitment strategies to avoid excessive automation, which may alienate candidates.

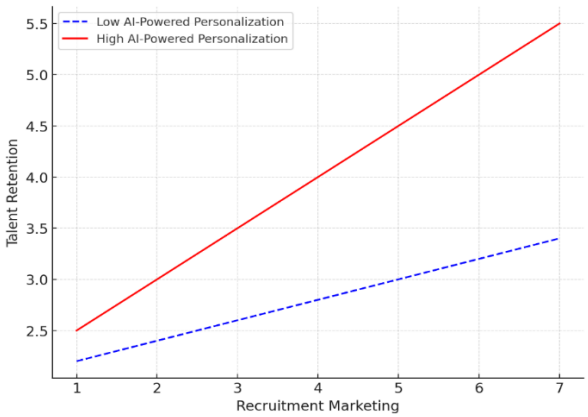

Figure 2. Moderating Effect of AI-Powered Personalization on the Relationship between Recruitment Marketing and Talent Retention

The interaction effect figure clearly illustrates the moderating role of AI-powered personalization in the relationship between recruitment marketing and talent retention. In this context, AI-powered personalization does not serve as an independent or outcome variable but rather influences the strength of the effect that recruitment marketing has on employee retention. The two lines in the figure represent two conditions: the red solid line reflects high levels of AI-powered personalization, while the blue dashed line reflects low levels.

When AI-powered personalization is high, the relationship between recruitment marketing and talent retention becomes significantly stronger, as indicated by the steeper slope of the red line. This means that when organizations use AI to deliver personalized job recommendations, targeted communication, and customized engagement, the impact of recruitment marketing on retaining talent is greatly amplified. Candidates are more likely to develop a positive impression of the organization, feel aligned with its values and job roles, and choose to stay longer.

Conversely, under conditions of low AI-powered personalization, as shown by the flatter slope of the blue dashed line, the effect of recruitment marketing on talent retention is considerably weaker. This suggests that generic or non-personalized recruitment strategies are less effective in maintaining long-term employee commitment. Without AI-driven personalization, candidates may not feel a strong connection to the employer brand or experience a strong job-person fit, increasing the likelihood of early attrition.

These results support the hypothesis that AI-powered personalization moderates the effectiveness of recruitment marketing and are consistent with previous studies. Mujtaba and Mahapatra (2024) found that AI-enhanced personalization improves candidate engagement and job fit, which translates into better retention outcomes. Similarly, Madanchian et al. (2023) emphasized that AI-enabled recruitment tools, through tailored branding interactions, foster stronger candidate-employer relationships and reduce turnover.

Overall, this interaction effect confirms that AI-powered personalization is a key enabler in maximizing the effectiveness of recruitment marketing. By investing in personalized, data-driven engagement strategies, organizations can significantly enhance their ability to attract and retain top talent, underscoring the importance of integrating AI strategically within the recruitment process.

B. Research Implications

This study contributes to the theoretical understanding of how artificial intelligence enhances employer branding and recruitment outcomes by identifying key organizational enablers. Technological readiness, reflected through indicators such as digital infrastructure, data-driven recruitment systems, digital tools, and innovation support, plays a foundational role in enabling artificial intelligence–driven strategies. A supportive organizational culture, characterized by openness to innovation, learning orientation, and adaptability, further strengthens artificial intelligence integration in human resource management. Additionally, strategic human resource practices such as predictive workforce planning, structured recruitment systems, and the use of automation in candidate selection contribute to building a coherent artificial intelligence–driven employer brand. The introduction of recruitment marketing as a mediating factor and artificial intelligence–powered personalization as a moderating factor extends the theoretical framework by revealing the mechanisms through which artificial intelligence strengthens recruitment and retention outcomes.

For human resource practitioners and organizational leaders, this study emphasizes the importance of preparing the internal environment before adopting artificial intelligence in recruitment. Strengthening digital infrastructure, implementing data-driven recruitment tools, and fostering leadership that supports technological innovation are essential priorities. Equally important is building a workplace culture that promotes adaptability, learning, and continuous improvement. Strategic human resource practices should be redesigned to include predictive talent analytics, personalized engagement tools, and structured digital recruitment processes. Artificial intelligence–powered personalization, achieved through tailored job recommendations, interactive chatbot support, and adaptive content delivery, is crucial for aligning employer branding with candidate expectations and enhancing retention. Organizations should view artificial intelligence not only as a tool for automation but as a strategic resource for improving the alignment between employers and prospective employees. To achieve these goals, human resource teams must develop digital transformation capabilities and ensure ethical, transparent use of artificial intelligence throughout the recruitment and branding processes.

V. CONCLUSION

This study examined the impact of AI-driven employer branding on recruitment marketing and talent retention, emphasizing the role of technological readiness, organizational culture, and strategic HR practices as antecedents. The findings confirm that AI-driven employer branding significantly enhances recruitment marketing effectiveness and positively influences talent retention. The mediation analysis reveals that recruitment marketing partially mediates the relationship between employer branding and retention, suggesting that AI-powered branding efforts are most effective when integrated with well-structured recruitment strategies. Furthermore, the moderation analysis highlights that AI-powered personalization strengthens the effect of recruitment marketing on talent retention, demonstrating that personalized AI-driven interactions improve candidate engagement and long-term employee commitment. These results reinforce the growing role of AI in shaping employer-employee relationships, providing a data-driven perspective on AI adoption in HRM.

This study contributes to the theoretical understanding of AI-driven employer branding by integrating perspectives from technology adoption, employer branding, and recruitment marketing theories. The inclusion of AI-powered personalization as a moderating factor adds a novel dimension to employer branding literature, offering empirical evidence on how AI-driven customization enhances recruitment outcomes. The study also extends prior research by establishing recruitment marketing as a mediator, illustrating that AI-driven branding alone is insufficient for improving talent retention without effective recruitment marketing strategies. These contributions help bridge the gap between AI technology adoption and HRM theories, providing a more comprehensive framework for understanding AI's role in modern talent acquisition and management.

Despite its contributions, this study has several limitations. The cross-sectional research design limits the ability to capture longitudinal changes in AI adoption and its long-term effects on recruitment and retention. The study relies on self-reported data, which may introduce common method bias, although statistical tests confirmed that this bias is not a major concern. Additionally, while the study included a diverse sample of HR professionals and employees across multiple countries, the findings may not fully generalize to industries that have limited AI adoption in HRM. The research also focuses primarily on AI-driven employer branding in recruitment processes, leaving room for further exploration of how AI impacts post-hiring engagement, career development, and organizational culture.

Future research should consider longitudinal studies to assess how AI-driven employer branding evolves over time and its sustained impact on employee retention. Comparative studies across different industries and countries could further enhance our understanding of contextual differences in AI adoption in HRM. Future studies could also explore ethical concerns related to AI-powered recruitment, particularly regarding bias in AI algorithms and its implications for workforce diversity and inclusion. Additionally, integrating qualitative insights through interviews or case studies could provide deeper contextual understanding of how organizations implement AI-driven branding and recruitment strategies. Examining the psychological impact of AI-driven hiring on job seekers, such as their perceptions of fairness, trust in AI, and emotional responses to AI-powered recruitment processes, could further expand the scope of AI research in HRM.

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