

Artificial Intelligence in Human Resource Management : Its Impact to Efficiency Recruitment and Talent Acquisition Quality

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ABSTRACT

This research aims For analyze the influence of Artificial Intelligence (AI) in management source Power man to efficiency recruitment and quality talent acquisition with efficiency recruitment as variables mediation . Research use approach quantitative with method survey of 150 respondents consisting of on HR staff, recruiters, and human capital managers in organizations that have implementing AI in the recruitment process in Indonesia. Recruitment techniques sample using purposive sampling. Data analysis was carried out using Structural Equation Modeling-Partial Least Square (SEM-PLS) with help SmartPLS 4. Research results show that AI in HR has an impact positive and significant to efficiency recruitment . However , AI does not influential significant in a way direct to quality of talent acquisition. Furthermore , efficiency recruitment proven influential positive and significant to quality of talent acquisition. This study also found that efficiency recruitment capable mediate the influence of AI in HR on quality of talent acquisition. Findings study show that more AI implementation effective increase quality talent acquisition through improvement efficiency of the recruitment process compared to through influence directly . This research provides contribution theoretical basis for the development of Resource-Based View and implications practical for organization in recruitment strategy optimization AI- based .

Keywords: Artificial Intelligence, Human Resource Management , Recruitment Efficiency , Talent Acquisition, SEM-PLS

INTRODUCTION

Development digital transformation has change various aspect management organizations , including in practice management source Power human resources (HR). One of them innovation technology that is currently becoming attention main is application of Artificial Intelligence (AI) in the Human Resource Management (HRM) process, especially in activities recruitment and talent acquisition. AI enables organization do automation various recruitment processes such as curriculum vitae (CV) screening, matching candidates , chatbot recruitment, analysis behavior candidates , to predictive analytics for taking decision more recruitment fast and accurate (Hunkenschroer & Luetge, 2022) . The implementation of AI in HR is seen as solution strategic For increase efficiency organization in the middle height competition get talent quality in the digital economy era (Amulya et al., 2025; Rajeshwari et al., 2025) .

In In practice , the use of AI in the recruitment process growing very rapidly in a number of year last . Modern organizations began leveraging AI for reduce repetitive administrative processes and speed up the selection process candidate . AI technology is capable of perform resume parsing, candidate matching, interview scheduling, and automated communication in real-time so that the recruitment process become more efficient compared to method conventional (Nishanti et al., 2025) . Furthermore, AI also enables companies to gain deeper insights into candidates' competencies and suitability to organizational needs (Dadaboyev et al., 2025) .

The increasing use of AI in talent acquisition demonstrates that organizations are no longer solely focused on the quantity of recruits, but also on the quality of the candidates they acquire. Research shows that AI can improve the effectiveness of identifying potential candidates through data-driven recruitment and workforce analytics approaches (Gao & Reynaldo Gacho Segumpan, 2025) . AI is also considered capable of improving the quality of hiring decisions through a more objective and systematic analysis of candidate competencies, experience, and suitability (Madanchian & Taherdoost, 2026) .

However, the implementation of AI in recruitment also presents new challenges. Several studies have revealed the risk of algorithmic bias, a lack of transparency in AI systems, and potential discrimination in the candidate selection process (Dadaboyev et al., 2025) . Uncontrolled use of AI can lead to unfair recruitment decisions due to bias in training data and the system's limited ability to understand candidates' social contexts (Hunkenschroer & Luetge, 2022) . Therefore, organizations need to ensure that the use of AI in HR is not only oriented towards efficiency but also maintains the quality of talent acquisition and ethical aspects of decision-making.

In addition, the development of AI in HR is also influenced by changes in organizational behavior and the dynamics of the global labor market. Many companies start integrating AI-powered recruitment platform to increase recruiter productivity and speed up the hiring process. Even global companies like Workday do development ecosystem recruitment conversational

AI- based to improve the candidate experience and efficiency of the hiring process. show that AI has become part important in the talent management strategy of modern organizations .

The phenomenon of using AI in recruitment can be seen in the following table.

Table 1. Phenomena Implementation of AI in Recruitment and Talent Acquisition

No	Phenomenon	Supporting Facts/Data	Source
1	Improvement use of AI in recruitment	AI is used for resume screening, interview scheduling, and candidate matching	(Dadaboyev et al., 2025; Nishanti et al., 2025)
2	AI improves hiring efficiency	AI-assisted recruitment improves effectiveness selection candidate compared to method traditional	(Aka et al., 2025)
3	Organization start adopting AI recruitment tools	The use of AI recruitment is increasing significantly in global organizations.	(Amulya et al., 2025)
4	AI helps taking decision data -driven	AI leverages predictive analytics and workforce analytics in hiring	(Madanchian & Taherdoost, 2026)
5	The risks of AI bias and discrimination	AI recruitment has the potential to cause algorithmic bias and candidate discrimination.	(Hunkenschroer & Luetge, 2022)
6	Organization Not yet fully Ready facing AI recruitment	Only a few organizations feel prepared for the impact of AI on recruitment	(Hale, 2025)

Source: Compiled from various sources (2026)

Based on these phenomena, it is understandable that AI has great potential to improve recruitment efficiency and the quality of talent acquisition. However, empirical research specifically examining the relationship between AI implementation in HR management, recruitment efficiency, and talent acquisition quality is still relatively limited, particularly in the context of organizations in Indonesia. Most previous research has focused more on the technical aspects of AI use or conceptual discussions related to digital HR in general. Consequently, there is little research that directly examines the relationship between AI recruitment, recruitment process efficiency, and talent acquisition quality simultaneously (Amulya et al., 2025; Gao & Reynaldo Gacho Segumpan, 2025; Rajeshwari et al., 2025) .

This research becomes important done Because digital transformation in human resource management demands organization For capable optimize the use of Artificial Intelligence effective in the recruitment and talent acquisition process . In the midst of competition get talent

superior , organization need system fast , efficient and capable recruitment produce candidate quality high . However Thus , the implementation of AI in HR is still face various challenge such as algorithm bias , readiness organization , and effectiveness taking decision AI- based . Therefore that , this research is important For give proof empirical about How use of AI in human resource management influences efficiency recruitment and quality of talent acquisition so that can become base taking policy organization in develop recruitment strategies based technology in the digital era.

RESEARCH METHODS

Research Design

This research uses approach quantitative with type explanatory research (Sugiyono, 2019) . Approach quantitative used Because This research aims test connection causal between Artificial Intelligence variables in management source Power human , efficiency recruitment , and quality talent acquisition through testing hypothesis in a way empirical . Explanatory research was chosen Because study focus on explanation influence intervariable based on theory and results study previous .

Research design use method survey with data collection through distribution questionnaire to respondents involved in activity recruitment and management of human resources in the organization (Singarimbun, M & Effendi, 2008) . This research is cross-sectional because Data collection was carried out on one period time certain (Ferdinand, 2014) . The cross-sectional approach is assessed appropriate For identify connection intervariable in context Implementation of Artificial Intelligence in the recruitment process modern organization .

This study tested the influence of Artificial Intelligence in HRM on efficiency recruitment and quality talent acquisition with efficiency recruitment as variables mediation . Research model analyzed use Structural Equation Modeling approach based on Partial Least Square (SEM-PLS).

Location and Time of Research

Study implemented in various companies and organizations that have apply Artificial Intelligence technology in the recruitment and HR management process in Indonesia . study focused on the Human Resource Management (HRM), Human Capital, and Talent Acquisition divisions which use digital- based recruitment systems or AI-assisted recruitment tools.

Research data collection ongoing during period January 2026 to March 2026. Election period the done For obtain relevant data related Implementation of Artificial Intelligence in the recruitment process in modern organizations .

Population Study

Population in this research is all over individuals involved in a way direct in the recruitment and management process source Power humans in organizations that have utilise Artificial Intelligence technology in HRM activities . Population study includes :

- Human Resource Manager,
- HR Staff,
- Recruiter,
- Talent Acquisition Specialist,
- Human Capital Officer,
- as well as HR division leader in a company that uses AI- based recruitment system .

Election population the based on considerations that respondents own knowledge and experience related Implementation of Artificial Intelligence in the recruitment process organization .

Samples and Sampling Techniques

Taking technique sample in This study uses purposive sampling. Purposive sampling is technique determination sample based on criteria certain relevant with objective research . This technique is used Because No all over population own experience in the use of Artificial Intelligence in the recruitment process (Memon et al., 2025) Memon.

Criteria respondents in This research is :

1. Working in HR or recruitment division;
2. Own minimum one year experience year in the recruitment process;
3. The organization where you work has used AI technology or a digital recruitment system;
4. Involved in a way direct in the selection process or talent acquisition.

The sample size was determined based on the SEM-PLS approach. Hair et al. (2021) state that size minimum sample in SEM-PLS can be determined use the 10 times rule, which is 10 times the amount indicator or track structural the biggest in the research model .

Because this research has a number of latent constructs and pathways influence , then amount recommended samples is at 150 respondents in accordance with number of indicators used in this research so that the results analysis more representative and fulfilling condition SEM-PLS model testing .

Data Types and Sources

This research uses two types of data, namely primary data and secondary data . Primary data was obtained in a way direct through distribution questionnaire to respondents involved in activity recruitment and management source Power humans in organizations that have utilise Artificial Intelligence technology in HRM processes. Questionnaire study arranged use five-point Likert scale For measure level agreement respondents to every statement research , with category answer start from 1 = Strongly Disagree to 5 = Strongly Agree . Instrument study developed based on indicator variables that refer to theory as well as results study relevant

previous with Artificial Intelligence topics in human resource management , efficiency recruitment , and quality talent acquisition.

In addition to primary data, this study also uses secondary data obtained through various source scientific and documentation Supporting data . Secondary data comes from scientific journals, books, organizational reports, academic articles, and various publications related to Artificial Intelligence and Human Resource Management. This data is used to strengthen the theoretical foundation, support the development of research hypotheses, and provide an empirical overview of the implementation of Artificial Intelligence in the recruitment and talent acquisition processes of modern organizations.

Data collection technique

The data collection techniques in this study were conducted through questionnaire distribution and documentation studies. The questionnaire was used as the primary research instrument to obtain data regarding respondents' perceptions regarding the application of Artificial Intelligence in human resource management, recruitment efficiency, and the quality of talent acquisition. The questionnaire was distributed to respondents directly involved in the recruitment and HR management process in organizations that have utilized Artificial Intelligence technology in HRM activities. The questionnaire instrument was compiled based on variable indicators developed from theory and previous research to be able to describe the empirical conditions in accordance with the research objectives.

In addition to using questionnaires, this study also employed documentation studies as a supporting data collection technique. The documentation study was conducted by collecting various relevant references, such as scientific journals, books, research reports, academic articles, and other scientific publications related to Artificial Intelligence, Human Resource Management, recruitment efficiency, and talent acquisition quality. The documentation was used to strengthen the theoretical foundation, support hypothesis development, and provide empirical information relevant to the research focus.

Definition Operational Variables

Table 2. Indicators Measurement Variables Study

Variables	Code	Indicator	Reference
Artificial Intelligence in HRM (X)	X1	Using AI for automated CV screening	(Hunkenschroer & Luetge, 2022; Madanchian & Taherdoost, 2026)
	X2	Using AI for candidate matching	

Variables	Code	Indicator	Reference
	X3	The use of recruitment chatbots in the recruitment process	
	X4	Use of predictive analytics in taking decision recruitment	
Efficiency Recruitment (M)	M1	Accelerate the time-to-hire process	(Aka et al., 2025; Asif, 2024; Pan & Froese, 2023)
	M2	Reduction in recruitment costs (cost-per-hire)	
	M3	Effectiveness of the candidate screening process	
	M4	Increased recruiter productivity	
	M5	Efficiency of recruitment process administration	
Quality of Talent Acquisition (Y)	Y1	Matching candidate competencies with job requirements	(Jha et al., 2024; Mir, 2024)
	Y2	Quality of hiring decisions	
	Y3	Candidate's work culture fit (cultural fit)	
	Y4	New employee retention	
	Y5	Initial employee onboarding success	

Source: Adapted from previous research (2026)

Data Analysis Techniques

The data analysis technique in this study uses the Structural Equation Modeling approach based on Partial Least Square (SEM-PLS) with the help of Smart-PLS 4.0 software. The SEM-PLS method was chosen because it is considered capable of analyzing complex relationships between latent variables simultaneously, especially in research models involving direct

relationships and mediation relationships (Haryono, 2017) . In addition, SEM-PLS also has the advantage of not requiring strict normal data distribution and can still be used in research with moderate sample sizes, thus suiting the characteristics of this study. The SEM-PLS approach is widely used in management and human resource research because it is able to provide more flexible model estimates than the covariance-based SEM approach.

The data analysis in this study was conducted in several stages. The first stage was descriptive statistical analysis, which aimed to describe the characteristics of the respondents and the distribution of their responses. This analysis was used to provide information on the respondents' profiles based on gender, age, job title, work experience, and other characteristics relevant to the study. Furthermore, descriptive statistics were used to examine the trends in respondents' responses to each research variable indicator.

Stage furthermore is measurement model testing (outer model). Outer model testing is carried out For evaluate validity and reliability instrument research . Validity test includes convergent validity and discriminant validity. Convergent validity is assessed based on outer loading value and Average Variance Extracted (AVE), while discriminant validity is used For ensure that every construct study own clear differences with construct others . Next , testing reliability done through Composite Reliability and Cronbach's Alpha values for ensure internal consistency of the instrument research . Criteria testing referring to opinion Hair et al. (2019) , namely outer loading value is greater big than 0.70, the AVE value is greater big from 0.50, and Composite Reliability value is higher big from 0.70 to instrument declared valid and reliable .

After the measurement model stated fulfil conditions , stages next is structural model testing (inner model). The purpose of inner model testing is For know research model capabilities in explain connection between latent variables (Haryono, 2017) . Evaluation of the inner model was carried out through testing R-square value for see ability variables independent in explain variables dependent , path coefficient for know direction and strength connection between variables , effect size (f-square) for measure size the influence of each variable , as well as the Model Fit for evaluate ability predictive research model (Hair et al., 2019) .

The final stage is testing the research hypothesis. Hypothesis testing was conducted using the bootstrapping method in SmartPLS software with a significance level of 5 percent. The research hypothesis was declared accepted if it had a t-statistic value greater than 1.96 and a p-value less than 0.05 (Hair et al., 2019; Haryono, 2017; Santosa, 2018) . This test was conducted to determine the direct effect of Artificial Intelligence in HR management on recruitment efficiency and talent acquisition quality, as well as to examine the mediating role of recruitment efficiency in this relationship.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study numbered 150 people, consisting of individuals directly involved in the recruitment and human resource management processes at companies that have implemented Artificial Intelligence (AI) technology in Human Resource Management (HRM) activities. Respondents came from various private companies, digital startups, technology companies, and service organizations spread across several regions in Indonesia, such as DKI Jakarta, West Java, East Java, South Sulawesi, Bali, and East Kalimantan. Respondent characteristics in this study were classified based on gender, age, education level, position, length of service, and work area.

Table 3. Characteristics Respondents Study

Characteristics	Category	Number of people)	Percentage (%)
Gender	Man	82	54.7
	Woman	68	45.3
Age	21–30 Years	46	30.7
	31–40 Years	63	42.0
	41–50 Years	31	20.7
	> 50 Years	10	6.6
Last education	Diploma	18	12.0
	Sarjana (S1)	94	62.7
	Magister (S2)	38	25.3
	HR Staff	44	29.3
Jabatan	Recruiter/Talent Acquisition Specialist	39	26.0
	HR Supervisor	28	18.7
	HR Manager	25	16.7
	Human Capital Manager	14	9.3

Characteristics	Category	Number of people)	Percentage (%)
Lama Bekerja	1–3 Tahun	41	27.3
	4–6 Tahun	56	37.3
	7–10 Years	34	22.7
	> 10 Years	19	12.7
Respondent's Work Area	DKI Jakarta	47	31.3
	West Java	31	20.7
	East Java	24	16.0
	South Sulawesi	21	14.0
	Bali	14	9.3
	East Kalimantan	13	8.7
	Technology Company	52	34.7
Types of Organizations	Digital Startup	38	25.3
	Service Company	35	23.3
	Manufacturing	25	16.7

Source : Primary research data processed (2026)

Based on **Table 3** , can known that majority respondents in This type of research is sex man as many as 82 people or by 54.7%, while respondents Woman as many as 68 people or by 45.3%. Composition the show that involvement men and women in Human Resource Management based management technology relatively balanced , so that give variation perspective in study related Implementation of Artificial Intelligence in the recruitment process .

Based on **group age** , majority respondents be in range age 31–40 years as many as 63 people or by 42.0%, followed by group age 21–30 years as many as 46 people or by 30.7%. This shows that part big respondents be at the age productive and have level adaptation high technology to use of Artificial Intelligence in Human Resource Management activities .

Respondents in the group age the generally has own experience quite professional in management recruitment digital- based .

Seen from **level education** , the majority respondents own education the last Bachelor (S1) was 94 people or by 62.7%, while respondents with Masters (S2) education as many as 38 people or by 25.3%. This condition shows that part big respondents own background behind adequate education in understand development digital technology and implementation of Artificial Intelligence in systems recruitment organization .

Based on **position respondents** , HR Staff positions dominate with total of 44 people or by 29.3%, followed by Recruiter/Talent Acquisition Specialists as many as 39 people or by 26.0%. This show that majority respondents is parties involved direct in activity recruitment and selection employee so that own good understanding about Application of Artificial Intelligence in the recruitment and talent acquisition process.

Seen from **length of service** , majority respondents own experience Work for 4–6 years as many as 56 people or by 37.3%. Condition the indicates that respondents has own experience quite professional in the management process source Power human and implementation digital technology in organization .

Based on **working area respondents** , some big respondents originate from DKI Jakarta as many as 47 people or by 31.3%, followed by West Java by 31 people or by 20.7%, and East Java by 24 people or by 16.0%. Furthermore, this study also involved respondents from South Sulawesi, Bali, and East Kalimantan. The geographical distribution of these respondents indicates that the implementation of Artificial Intelligence in Human Resource Management has grown not only in national business centers but has also begun to be implemented in various regions across Indonesia.

Based on **organization type** , the majority of respondents (52, or 34.7%) came from technology companies, followed by digital startups (38, or 25.3%). This indicates that technology and digital-based organizations are the most active sectors in adopting Artificial Intelligence to improve recruitment efficiency and talent acquisition quality.

Descriptive Statistical Analysis

Descriptive statistical analysis was conducted to provide a general overview of the characteristics of the research data based on respondents' answers to each variable indicator. Descriptive statistics aim to explain the distribution of data through the average (mean), median, minimum value, maximum value, and standard deviation so that researchers can understand the tendency of respondents' perceptions of the variables studied. According to Haryono (2017) , descriptive statistical analysis is important in quantitative research to describe data patterns before testing the structural model and testing hypotheses. In addition, descriptive statistics are also used to observe the level of data distribution and the consistency of respondents' answers to each research indicator.

In this study, descriptive statistical analysis was conducted on 14 research indicators consisting of the variables Artificial Intelligence in HRM (X), Recruitment Efficiency (M), and

Talent Acquisition Quality (Y). The results of the descriptive statistical data processing using SmartPLS are presented in the following table.

Table 4. Results of Descriptive Statistical Analysis

	Indicator	Mean	Median	Minimum	Maximum	Standard Deviation
	X1	3,827	4,000	2,000	5,000	1,147
	X2	3,860	4,000	2,000	5,000	1,172
	X3	3,613	4,000	1,000	5,000	1,057
	X4	3,333	3,000	2,000	5,000	0,950
	M1	3,760	4,000	2,000	5,000	0,899
	M2	3,820	4,000	2,000	5,000	0,980
	M3	3,967	4,000	1,000	5,000	1,098
	M4	3,847	4,000	2,000	5,000	1,050
	M5	3,607	4,000	2,000	5,000	0,999
	Y1	3,333	3,000	2,000	5,000	0,914
	Y2	3,573	4,000	1,000	5,000	1,162
	Y3	3,240	3,000	2,000	5,000	0,984
	Y4	3,247	3,000	1,000	5,000	0,930
	Y5	3,240	3,000	2,000	5,000	0,921

Sumber: Output Smart-PLS 4 (2026)

Based on **Table 4** , can known that all over indicator study own mean value above 3,000 which indicates that in a way general respondents give evaluation positive to implementation of Artificial Intelligence in human resource management , efficiency recruitment , and quality of talent acquisition in the organization place they Work .

In the Artificial Intelligence variable in HRM, the X2 indicator is the use of AI for candidate matching has highest mean value of 3,860. This result shows that respondents evaluate use of AI in the matching process candidate has implemented with Enough Good in

activity recruitment organization . Meanwhile that is , the X4 indicator is use of predictive analytics in taking decision recruitment own lowest mean value of 3,333. Condition the show that AI- based utilization analytic predictive Still not optimal compared to use of AI in activities recruitment others . If connected with Table 2 regarding indicator measurement , then organization tend more Lots using AI in the operational recruitment process compared to recruitment decision strategic data- based .

On the variable Recruitment Efficiency , indicator M3 , namely effectiveness of the candidate screening process own highest mean value of 3.967. This result shows that respondents feel existence improvement effectiveness of the selection process candidate after implementation of Artificial Intelligence in HRM. In addition , the M2 and M4 indicators also show relative mean value high , which indicates that AI is assessed capable increase recruiter productivity and reduce recruitment costs . Meanwhile that , the M5 indicator regarding efficiency recruitment administration has the mean value is 3.607 which shows that aspect administrative recruitment is still ongoing need optimization more carry on although has use system AI- based .

On the variable Talent Acquisition Quality , indicator Y2 , namely quality hiring decisions have highest mean value amounting to 3,573. This show that respondents evaluate the use of AI helps organization in increase quality taking decision recruitment . However Thus , the indicators Y3, Y4, and Y5 have relative mean value more low compared to indicator others . This condition indicates that implementation of AI in HRM is not yet fully capable improve candidate cultural fit , retention employee new , and initial onboarding success optimally . If associated with indicator measurements in Table 2, then AI in HRM is more dominant give impact on the selection and hiring process hiring decisions compared aspect post-recruitment .

In addition , the value standard deviation all over indicator is in the range of 0.899 to 1.172 which indicates that answer respondents own level variations that still exist in category moderate . This indicates that perception respondents to implementation of Artificial Intelligence in HRM is relatively Enough consistent and not show excessive data deviation tall .

Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) was carried out For test level validity and reliability construct research . The outer model testing aims to ensure that each indicator is able to measure the latent construct accurately and consistently. In study based on Structural Equation Modeling-Partial Least Square (SEM-PLS), the outer model evaluation includes convergent validity, discriminant validity, and construct reliability testing . According to Hair et al. (2019) , convergent validity can seen through outer loadings and Average Variance Extracted (AVE) values , whereas reliability construct measured using Cronbach's Alpha and Composite Reliability (CR). In addition, discriminant validity can be evaluated using the Heterotrait-Monotrait Ratio (HTMT) value (Henseler et al., 2015) .

Results of the evaluation of the measurement model in This research is presented in **Table 5** following .

Table 5. Results of Measurement Model Evaluation

Construct	Code	Outer Loadings	Cronbach's Alpha	CR	AVE	HTMT (Max)
AI in HR	X1	0.904	0.910	0.916	0.788	0.662
	X2	0.912				
	X3	0.903				
	X4	0.828				
Efisiensi Rekrutmen	M1	0.833	0.889	0.899	0.693	0.681
	M2	0.815				
	M3	0.898				
	M4	0.859				
	M5	0.749				
Kualitas Talent Acquisition	Y1	0.866	0.900	0.914	0.713	0.681
	Y2	0.889				
	Y3	0.832				
	Y4	0.844				
	Y5	0.788				

Description : All results fulfil criteria : Outer Loadings > 0.70; AVE > 0.50; α & CR > 0.70; HTMT < 0.90 (Hair et al., 2019; Henseler et al., 2015)

Source : Processed primary data (2026)

Based on **Table 5**, can known that all over indicator study own outer loadings value above 0.70. These results show that all over indicator capable reflect latent constructs in Good so that fulfil convergent validity criteria. In the AI construct in HR, the X2 indicator has highest outer loading value of 0.912, which shows that the use of AI for candidate matching is the most powerful indicator in represent implementation of Artificial Intelligence in human resource management. Meanwhile that, the X4 indicator has lowest outer loading value of 0.828, however Still is above the recommended minimum limit so that still declared valid.

On the construct Recruitment Efficiency, indicator M3 has highest outer loading value of 0.898. This shows that effectiveness of the candidate screening process is the most dominant indicator in form construct efficiency recruitment. Meanwhile that, the M5 indicator has The outer loading value is 0.749, which is the lowest among indicator others, still fulfil condition validity convergent Because be on top cut-off value 0.70.

Next, on the construct Talent Acquisition Quality, Y2 indicator has highest outer loading value of 0.889. This result shows that quality hiring decisions become indicator main in represent the quality of the organization's talent acquisition. The Y5 indicator has outer loading value of 0.788 which is still fulfil criteria validity and demonstrate that initial onboarding success still capable explain construct quality of talent acquisition adequate.

Test results reliability show that all over construct own Cronbach's Alpha and Composite Reliability (CR) values are above 0.70. The AI construct in HR has Cronbach's Alpha value is 0.910 and Composite Reliability is 0.916. Construct Efficiency Recruitment own The Cronbach's Alpha value was 0.889 and the Composite Reliability was 0.899. Meanwhile, that,

construct Talent Acquisition Quality has The Cronbach's Alpha value was 0.900 and the Composite Reliability was 0.914. These results show that all over construct study own level excellent internal consistency so that instrument study stated reliable .

In addition , the Average Variance Extracted (AVE) value for all construct is also above 0.50 , namely of 0.788 for AI in HR, 0.693 for Recruitment Efficiency , and 0.713 for Quality of Talent Acquisition. The results show that every construct capable explain more from 50% variance the indicators so that fulfil convergent validity criteria .

Discriminant validity testing using Heterotrait-Monotrait Ratio (HTMT) shows that all over construct own The HTMT value is below 0.90. The highest HTMT value is found in the Recruitment Efficiency and Talent Acquisition Quality constructs, at 0.681. These results show that each construct own clear differences One each other so that fulfil discriminant validity criteria .

Thus , based on results outer model evaluation can concluded that all over indicators and constructs in this research has fulfil criteria validity and reliability . Therefore that , measurement model stated worthy For continued at the stage structural model testing (inner model).

The results of the discriminant validity test were also confirmed . through testing use Fornell-Larcker Criterion method as presented in **Table 6**. This test was carried out For ensure that every construct study own level adequate difference compared to construct others . According to Fornel and Larcker (1981) , discriminant validity is stated fulfilled if mark root Average Variance Extracted (AVE) squared on each construct more big compared to mark correlation between construct other .

Table 6. Discriminant Validity – Fornell Larcker Criterion

Variables	AI in HR Efficiency Recruitment Talent Acquisition Quality		
AI in HR	0.888		
Efficiency Recruitment	0.604	0.832	
Talent Acquisition Quality	0.453	0.619	0.845

Source : Smart-PLS 4 Output (2026)

Based on **Table 6** , can known that mark root squared AVE at each construct more big compared to mark correlation between construct others . AI constructs in HR have mark root AVE squared is 0.888, more tall compared to the correlation with Efficiency Recruitment of 0.604 and Talent Acquisition Quality of 0.453. These results show that AI constructs in HR

have different characteristics and are capable explain the variables in a way more Good compared to the relationship with other constructs .

On the construct Recruitment Efficiency , value root the square of the AVE of 0.832 is also greater big compared to the correlation with AI in HR of 0.604 and Talent Acquisition Quality of 0.619. This shows that construct Efficiency Recruitment own level good discrimination as well as capable differentiate himself from construct other in the research model .

Next , construct Talent Acquisition Quality has mark root AVE squared is 0.845, more tall compared to the correlation with AI in HR of 0.453 and Efficiency Recruitment of 0.619. This result shows that construct Talent Acquisition Quality has validity adequate and non - discriminant experiencing measurement overlap with construct other .

In a way overall , results The Fornell-Larcker Criterion test in Table 6 strengthens results previous discriminant validity testing via HTMT. Thus , all over construct in this research stated fulfil discriminant validity criteria because each construct capable explain the indicators in a way more Good compared to other constructs in the research model . Therefore that , measurement model study declared valid and worthy For continued with testing the structural model (inner model).

Structural Model Testing (Inner Model)

After the measurement model (outer model) is declared valid and reliable , the next stage is... next is do evaluation of the structural model (inner model). The purpose of testing the inner model is For know research model capabilities in explain connection between latent variables and measure strength influence between construct in the research model . According to Hair et al. (2021) , evaluation of inner models in SEM-PLS in general done through testing R-Square (R^2), F-Square (f^2), and Model Fit values for evaluate quality of research models in a way overall .

In In this study , the evaluation of the inner model was carried out For know to what extent Artificial Intelligence in HR is capable explain variables Efficiency Recruitment and Talent Acquisition Quality , both in a way direct and through connection mediation .

R-Square (R^2) Test . R-Square testing is carried out For know ability variables exogenous in explain endogenous variables in the research model . The R-Square value shows size proportion variance variables dependents that can explained by variables independent in the model. According to Hair et al. (2019), an R-Square value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as weak.

Table 7. R-Square Test Results

Endogenous Variables	R-Square Category
Efficiency Recruitment	0.365 Moderate

Endogenous Variables	R-Square	Category
Talent Acquisition Quality	0.393	Moderate

Source: L Output Smart-PLS 4 (2026)

Based on **Table 7** , it is known that variables Efficiency Recruitment own The R-Square value is 0.365. These results show that Artificial Intelligence in HR is capable explain variables Efficiency Recruitment by 36.5%, while the rest 63.5 % is influenced by other variables outside the research model . This value including in category moderate , which means implementation of Artificial Intelligence in HR has sufficient ability Good in increase efficiency of the recruitment process organization .

Next , the variables Talent Acquisition Quality has The R-Square value is 0.393. This shows that that AI variables in HR and Efficiency Recruitment in a way simultaneous capable explain Talent Acquisition quality is 39.3%, while the rest 60.7 % is explained by other factors that are not entered in the research model . This value is also in the category moderate , so that can concluded that the research model own ability sufficient explanation Good to improvement quality of organizational talent acquisition .

The results show that Artificial Intelligence in HR and Efficiency Recruitment own sufficient contribution significant in explain quality of talent acquisition, although Still there is other external factors research that also influence quality acquisition talent organizational culture , employer branding, digital competency recruiters, and employee value proposition. Thus , this research model is assessed Enough relevant in explain connection between Implementation of Artificial Intelligence in HR, efficiency recruitment , and quality of talent acquisition in modern organizations .

Effect Size (F-Square) . F-Square testing is carried out For know size effect the influence of each variable exogenous to endogenous variables in the research model . According to Hair et al. (2019), an f^2 value of 0.02 indicates effect small , 0.15 effect medium , and 0.35 effect big .

Table 8. F-Square Test Results

Relationship between variables	F-Square (f^2)	Category
AI in HR → Recruitment Efficiency	0.576	Big
AI in HR → Talent Acquisition Quality	0.016	Small
Efficiency Recruitment → Talent Acquisition Quality	0.310	Currently

Source : Smart-PLS 4 Output (2026)

Based on **Table 8** , it is known that the influence of AI in HR on Efficiency Recruitment own the f^2 value is 0.576 which is included in category big . The results show that implementation of Artificial Intelligence in human resource management provides very strong contribution to improvement efficiency of the recruitment process organization . This condition indicates that The use of AI such as automated screening, candidate matching, chatbot recruitment, and predictive analytics has dominant role in speed up the recruitment process as well as increase effectiveness recruiter work .

Furthermore , the relationship between AI in HR and Talent Acquisition Quality has the f^2 value is 0.016 which is included category small . The results show that influence Artificial Intelligence directly to relative quality of talent acquisition low . This condition indicates that AI implementation is not yet in a way direct give big impact to quality acquisition talent organization . In other words, AI is more Lots contribute to aspects operational and efficiency of the recruitment process compared direct increase quality candidates obtained .

Temporary that , the relationship Efficiency Recruitment to Talent Acquisition Quality has the f^2 value is 0.310 which is included category moderate . These results show that efficiency of the recruitment process own sufficient contribution strong to improvement the quality of the organization's talent acquisition . The more fast , effective and efficient recruitment process organization , then the more big opportunity company get candidate appropriate quality with need organization .

In a way Overall , the results of the F-Square test show that variables Efficiency Recruitment own role important as variables mediation in connection between AI in HR and Talent Acquisition Quality . These findings show that implementation of Artificial Intelligence more effective in increase quality talent acquisition through improvement efficiency of the recruitment process first formerly compared to through influence Thus , recruitment efficiency becomes the primary mechanism that bridges the impact of AI on the quality of an organization's talent acquisition .

Model Fit . Model fit testing is conducted to determine the overall suitability of the research model. In SEM-PLS research, model fit can be evaluated using the Standardized Root Mean Square Residual (SRMR) value. According to Hair et al. (2019), the research model stated have good goodness of fit if SRMR value < 0.08 .

Table 9. Model Fit Test Results

Criteria Mark Cut-Off Information		
SRMR	0.061	< 0.080 Fit Model

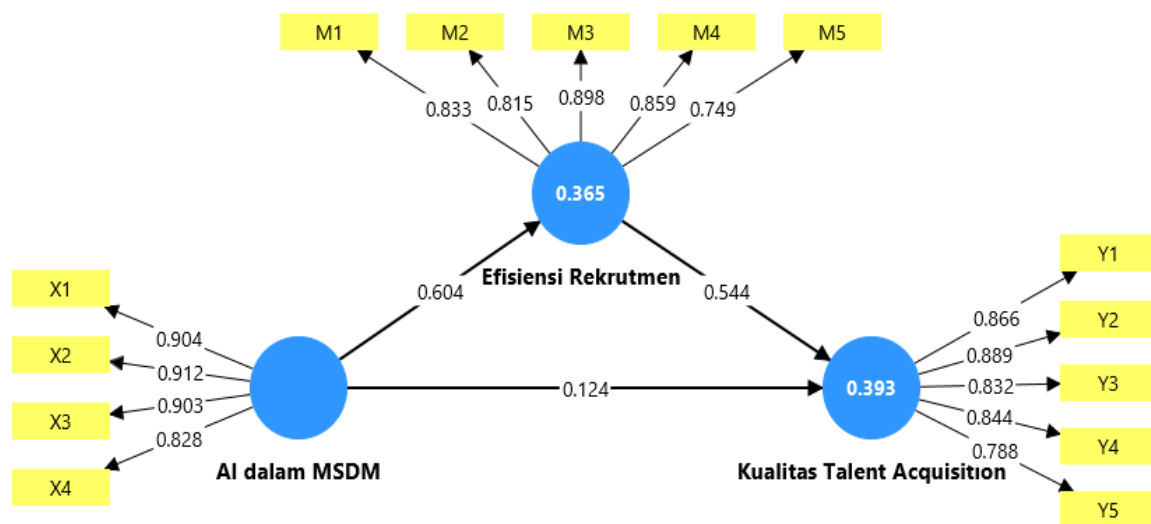
Source : Smart-PLS 4 Output (2026)

Based on **Table 9** , the SRMR value is 0.061. This value is below the cut-off limit of 0.080, indicating a good fit for the research model. These results indicate that the research

model linking AI in HR, Recruitment Efficiency, and Talent Acquisition Quality aligns with the empirical data obtained in the field.

Overall, the inner model evaluation results indicate that the research model has moderate explanatory power, fairly strong intervariable effects, and a good level of model fit. Therefore, the research model is deemed suitable for use in testing the research hypotheses.

Based on the evaluation results of the measurement model (outer model) and structural model (inner model), all research constructs have met the criteria for validity, reliability, and model feasibility. Therefore, the research model is declared suitable for use in testing causal relationships between variables. The structure of the relationship between Artificial Intelligence in HRM, Recruitment Efficiency, and Talent Acquisition Quality in this study is visualized using a Structural Equation Model (SEM) as shown in **Figure 2** below.



Source : Smart-PLS 4 Output (2026)

Figure 2. Structure Equation Model

Testing Hypothesis . Testing hypothesis in this research was conducted use bootstrapping method on Smart-PLS software version 4.0 for know significance connection intervariable in the research model . Testing done with see path coefficient , t-statistics, and p-values. According to Hair et al. (2019) and Santosa (2018) , a hypothesis is accepted if the t-statistics value is > 1.96 and p-values are < 0.05 at a 5 percent significance level. The results of the hypothesis testing in this study are presented in **Table 10** below.

Table 10. Path Coefficients and Hypothesis Testing

Hypothesis	Connection	Original Sample	Mean	Elementary School	T-Statistics	P-Values	Description
H1	AI $\rightarrow$ ER	0.604	0.608	0.059	10,218	0.000	Accepted

H2	AI →KTA	0.124	0.124	0.095	1,298	0.194	Rejected
H3	ER →KTA	0.544	0.545	0.081	6,742	0.000	Accepted
H4	AI →ER →KTA	0.329	0.331	0.059	5,588	0.000	Accepted

Note: AI = AI in HR, ER = Recruitment Efficiency, KTA = Talent Acquisition Quality

Source: Smart-PLS 4 Output (2026)

Based on **Table 10** , the results of **the first hypothesis test (H1)** indicate that Artificial Intelligence in HR has a positive and significant effect on Recruitment Efficiency. This result is indicated by the original sample value of 0.604 with a t- statistic value of 10.218 and a p-value of 0.000. Because the t-statistic value is greater than 1.96 and the p-value is less than 0.05, the first hypothesis is accepted. This finding indicates that the more tall application of Artificial Intelligence in human resource management , then the more high efficiency of the recruitment process Organizations . AI implementations such as automated CV screening, candidate matching, chatbot recruitment, and predictive analytics have proven effective. capable speed up the selection process candidate , reduce burden administrative recruiter, as well as increase effectiveness of the recruitment process.

Next , the results testing **hypothesis second (H2)** show that Artificial Intelligence in HR is not influential significant to Quality of Talent Acquisition. The results indicated by the original sample value of 0.124 with The t-statistics value is 1.298 and the p-value is 0.194. Because the t-statistics value is greater small than 1.96 and p-values more big from 0.05, then hypothesis second rejected . This result shows that implementation of Artificial Intelligence has not yet capable in a way direct increase quality of organizational talent acquisition . Conditions the indicates that quality acquisition talent No only influenced by use AI technology , but is also influenced by other factors such as employer branding, organizational culture, human judgment, and the organization's talent management strategy .

On **the hypothesis third (H3)** , results testing show that Efficiency Recruitment influential positive and significant to Quality of Talent Acquisition. The results indicated by the original sample value of 0.544 with The t-statistics value is 6.742 and the p-value is 0.000. Thus , the hypothesis third accepted . This finding shows that the more efficient recruitment process organization , then the more tall quality successful candidate obtained . Recruitment efficiency allows organization get candidate best in a way more fast , improve candidate experience, and reduce risk lost talent potential due to the selection process being too long .

Next , the results testing **hypothesis fourth (H4)** show that Efficiency Recruitment capable mediate the influence of Artificial Intelligence in HR on Quality of Talent Acquisition. The results indicated by the original sample value of 0.329 with The t-statistics value is 5.588 and the p-value is 0.000. Because the t-statistics value is greater than big than 1.96 and p-values more small from 0.05, then hypothesis fourth accepted . This finding shows that Artificial Intelligence in HR is more effective increase quality talent acquisition through improvement efficiency of the recruitment process moreover formerly compared to through influence direct .

The results of this study show that Artificial Intelligence has role main in increase efficiency operational recruitment, but the impact to quality of talent acquisition is No directly . In other words, the implementation of AI will give optimal results for quality acquisition talent if organization capable creating a fast , effective , and efficient recruitment process . Findings the at a time strengthen position Efficiency Recruitment as variables mediation important in connection between Artificial Intelligence in HR and Quality Talent Acquisition.

DISCUSSION

The Influence of Artificial Intelligence in HR on Efficiency Recruitment

Research result show that Artificial Intelligence in HR has an influence positive and significant to Efficiency Recruitment . This finding proves that AI implementation is capable increase effectiveness and efficiency of the recruitment process organization through automation various recruitment activities such as CV screening, candidate matching, chatbot recruitment, and predictive analytics. The use of AI enables organization process candidate data in a way more fast , reduce work repetitive administrative , as well as assist recruiters in identify candidate potential in a way more accurate .

In a way empirical , results This study shows that that the use of AI in HR has strong influence to efficiency recruitment with the original sample value is 0.604 and the effect size (f^2) is 0.576 which is included category big . That thing indicates that AI has become factor strategic in increase productivity Human Resource Management function in modern organizations .

This condition occurs because AI is capable reduce various common obstacles appear in the conventional recruitment process , such as the length of the candidate screening process , the height burden administrative recruiter, as well as limitations man in processing applicant data in amount big . AI technology allows recruiters to filter candidates in a way automatic based on competence , experience work , and suitability need organization so that the selection process become more fast and efficient .

The results of this study are in line with study Asif (2024) stated that that AI-assisted recruitment is capable increase effectiveness of the recruitment process through automation system selection candidates . This research also supports findings Jha et al. (2024) which explains that implementation of AI in HRM is capable increase efficiency operational organization through subtraction recruitment and improvement time recruiter productivity .

However Thus , the novelty of this research lies in the context empirically in organizations in Indonesia that demonstrate that AI is not only functioning as tool HR digitalization , but also plays a role as a strategic enabler in create recruitment process efficiency . Research previously tend more Lots discuss AI in aspects conceptual and technical , whereas this research is empirical prove that AI provides impact real to recruitment efficiency in modern organizations in Indonesia.

In a way theoretical , results This research strengthens Resource-Based View (RBV) theory states that that technology organization is source Power strategic capable create superiority competitive if utilized optimally . AI in HR is proven become a strategic resource that increases effectiveness organizational human resource management .

As for the implications practical This study shows that that organization need increase investment in AI recruitment systems for speed up the hiring process, improve recruiter productivity , and reduce recruitment costs . In addition , the organization also necessary increase digital competency of human resources so that AI implementation can walk optimally in recruitment activities .

The Influence of Artificial Intelligence in HR on Talent Acquisition Quality

Research result show that Artificial Intelligence in HR is not influential significant to Talent Acquisition Quality . These findings indicate that the use of AI in the recruitment process is not yet capable in a way direct increase quality candidates obtained organization . Although AI has been proven effective increase recruitment efficiency , but the quality of talent acquisition turns out to be No only determined by use AI technology alone .

This condition can happen Because quality of talent acquisition is more concepts complex compared to recruitment efficiency . Quality candidate No only influenced by the speed and automation of the recruitment process, but also influenced by other aspects such as cultural fit, employer branding, experience candidate experience, talent management strategy, and human judgment in taking hiring decisions .

In addition , the use of AI in recruitment is still own limitations in understand aspect behavior , values , and characteristics social candidates who often become factor important in determine quality of talent acquisition. AI tends to Work based on historical data and algorithm parameters so that Not yet fully capable replace evaluation man in evaluate suitability candidate with culture organization .

The results of this study are in line with study Mir (2024) stated that that AI has limitations in evaluate aspects of soft skills and cultural fit of candidates . This research also supports findings Jacob Fernandes França et al. (2023) who explained that The success of talent acquisition is still greatly influenced by the combination between digital technology and human decision making.

The novelty of this research lies in the findings that Artificial Intelligence in HR is not in a way direct increase quality of talent acquisition in context organizations in Indonesia. These findings provide perspective new that digitalization of recruitment does not always ensure improvement quality of hiring when organization Not yet have an integrated talent management strategy .

In a way theoretical , results This research expands Resource-Based View (RBV) perspective with show that AI technology is not yet Enough For create superior quality human capital without support capability organization others . Thus , AI needs to combined with human

expertise and strategic talent management to be able to produce optimal talent acquisition quality .

Implications practical This study shows that that organization No should fully rely on AI in taking hiring decisions . Organization still need consider human judgment aspect , interviews in-depth and evaluation culture organization For ensure recruited candidates truly in accordance with need company .

Influence Efficiency Recruitment to Talent Acquisition Quality

Research result show that Efficiency Recruitment influential positive and significant to Talent Acquisition Quality . These findings indicate that the more effective and efficient organizational recruitment process , then the more tall quality successful candidate obtained .

Condition the happen because of the efficient recruitment process allows organization get candidate potential in a way more fast before recruited by other companies . In addition , a fast and effective recruitment process also improves the candidate experience so that candidate quality more interested For join with organization .

Recruitment efficiency also helps organization reduce delays in the hiring process which often cause lost candidate potential . In the era of competition power very competitive digital work , organizations that have a more efficient recruitment process fast tend more capable get talent best compared to organizations that have a selection process long and complex .

The results of this study support study Jha et al. (2024) which states that the effectiveness of the recruitment process has influence significant to success organization get candidate quality . This research is also in line with with findings Pan and Froese (2023) explain that recruitment efficiency becomes factor important in improve the organization's talent acquisition performance .

The novelty of this research lies in its success show that recruitment efficiency is mechanism the main determining factor quality of talent acquisition in implementation of AI-based recruitment in Indonesia. These findings indicate that success the use of AI is not only measured from aspect technology , but from how far AI is capable increase effectiveness of the organization's recruitment process .

In a way theoretical , results This research strengthens the Human Capital Theory which explains that capable organization get candidate best in a way effective will own higher quality human capital superior . Recruitment efficiency becomes part important in organizational strategy For building HR- based competitive advantage .

The practical implications of this research suggest that organizations need to accelerate the recruitment process without compromising the quality of candidate selection . AI technology is necessary directed For create a more agile, responsive , and candidate-oriented recruitment process so that the organization capable get talent best optimally .

The Role of Mediation Efficiency Recruitment in The Relationship Between Artificial Intelligence and Talent Acquisition Quality

Research result show that Efficiency Recruitment capable mediate the influence of Artificial Intelligence in HR on Talent Acquisition Quality . These findings indicate that AI is not in a way direct increase quality of talent acquisition, but moreover formerly increase efficiency of the recruitment process which then impact on increasing quality candidates obtained organization .

This finding explains that AI is more effective play a role as a process enabler compared to as a direct determinant of quality of talent acquisition. In other words, success AI implementation is highly dependent on the capabilities organization leveraging AI for accelerate , simplify , and improve effectiveness of the recruitment process.

Condition the happen because AI is basically work on aspects recruitment operations such as candidate screening , data filtering, and automation administration . When the process is walk more efficient , organization own opportunity more big get candidate quality in more time fast so that talent acquisition quality increases in a way No direct .

The results of this study provide important novelty. Because show existence mechanism mediation in connection between AI and the quality of talent acquisition which is still relatively seldom tested in research previously , especially in context organizations in Indonesia. Most of them study previously only test connection direct between AI and recruitment performance without see role strategic recruitment efficiency as a mediator.

In a way theoretical , results This research strengthens the Resource-Based View (RBV) which emphasizes that technology will create superiority competitive if capable increase organizational process capabilities . In In this research , AI becomes a strategic resource that increases quality talent acquisition through increasing the organization's recruitment capability .

Implications practical This study shows that that organization need focus implementation of AI in improving effectiveness of the recruitment process first formerly before expect improvement quality of talent acquisition. In addition , organizations also need integrate the use of AI with talent management and human decision-making strategies so that AI implementation can give more optimal results in human resource management .

CONCLUSION AND SUGGESTIONS

This research aims For analyze the influence of Artificial Intelligence in management source Power man to efficiency recruitment and quality talent acquisition with efficiency recruitment as variables mediation . Based on results data analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS) approach , obtained a number of conclusion important .

First , Artificial Intelligence in HR is proven influential positive and significant to efficiency recruitment . These results show that AI implementation is capable increase effectiveness of the recruitment process through candidate screening automation , candidate

matching, chatbot recruitment, and predictive analytics so that the recruitment process become more fast , efficient , and productive .

Second , Artificial Intelligence in HR does not influential significant to quality of talent acquisition. These findings indicate that the use of AI has not been able to directly improve the quality of candidates acquired by organizations. The quality of talent acquisition does not only influenced by AI technology , but also influenced by other factors such as human judgment, cultural fit, employer branding, and the organization's talent management strategy .

Third , efficiency recruitment influential positive and significant to quality of talent acquisition. These results show that the more efficient recruitment process organization , then the more tall quality successful candidate obtained . Fast and effective recruitment process allows organization get candidate best in a way more optimal.

Fourth , efficiency recruitment proven capable mediate the influence of Artificial Intelligence in HR on quality of talent acquisition. These findings indicate that AI is more effective increase quality talent acquisition through improvement efficiency of the recruitment process first formerly compared to through influence direct .

In a way theoretically , this research strengthens the Resource-Based View (RBV) which places Artificial Intelligence technology as a strategic organizational resource in increase effectiveness management source Power humans . This research also provides contribution empirical with show that efficiency recruitment is mechanism important bridging connection between AI in HR and the quality of talent acquisition.

In a way In practice , this research provides implications that organization need utilizing Artificial Intelligence does not only as tool HR digitalization , but as a strategy for increase effectiveness of the recruitment process. Organizations also need to combine the use of AI with human expertise and strategic talent management so that the quality of talent acquisition can be increase optimally .

Although Thus , this research is still own limitations , especially in quantity respondents and space scope research that only focuses on organizations that have using AI in the recruitment process in Indonesia. Therefore that , research furthermore recommended For add other variables such as organizational readiness, trust in AI, digital competency, or employer branding in order to be able to give greater understanding comprehensive about implementation of Artificial Intelligence in management source Power man .

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