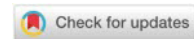


# FACTORS INFLUENCING THE ATTRACTIVENESS OF JOB POSITIONS IN IT COMPANIES DURING THE RECRUITMENT PROCESS

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**Abstract:** In the context of accelerated technological development and digital transformation, the information technology sector faces increasing competition for highly qualified professionals. Attracting and retaining talent has become one of the key challenges for IT companies, which has led to growing interest in the factors influencing job attractiveness during the recruitment process. The aim of this study is to identify and systematise the main determinants of job attractiveness in the IT sector through a comprehensive review of contemporary academic literature. The paper is based on an analysis of relevant international studies published between 2020 and 2025, focusing on recruitment, employer branding, digitalisation of hiring processes, talent management, and employee satisfaction. A review-based methodological approach was applied to identify dominant research trends and methodological patterns. The results indicate that job attractiveness represents a multidimensional construct encompassing financial incentives, career development opportunities, working conditions, organisational culture, work flexibility, employer reputation, and work-life balance. The reviewed studies confirm that although salary and material benefits remain important motivational factors, modern job seekers increasingly value non-financial aspects of employment, such as working environment, professional growth, and interpersonal relationships. Employer branding plays a particularly significant role by integrating various dimensions of attractiveness and shaping organisational image in the labour market. The findings suggest that successful talent attraction in the IT sector requires a holistic approach to human resource management, integrating financial, organisational, and technological strategies. This study provides theoretical and practical insights that may support managers and HR professionals in improving recruitment practices and developing sustainable talent attraction and retention strategies.

**Keywords:** *job attractiveness, IT sector, recruitment, employer branding, human resource management.*

**Field:** Social Sciences, and Humanities.

## 1. INTRODUCTION

In contemporary conditions of globalisation and rapid technological development, human resources represent a key source of competitive advantage, particularly in the dynamic IT sector. Due to the growing demand for highly skilled professionals, organisations face intense competition in the labour market and increasing challenges in attracting and retaining talent. Consequently, companies are required to develop effective recruitment strategies, while job attractiveness has emerged as a crucial factor influencing candidates' employer choices. Recruitment is therefore not merely a technical process, but a complex organisational and psychological phenomenon shaping employer perceptions. Cho and Lee (2021) emphasise that poor matching between employees and organisations leads to higher turnover and reduced workforce stability. Similarly, Chatzoudes and Chatzoglou (2022) argue that job satisfaction and organisational commitment are essential for long-term organisational success. Modern recruitment processes increasingly rely on digital technologies and automated systems. Nikolaou (2021) highlights the growing importance of social media, recruitment platforms, and applicant tracking systems. Rathore (2023) further points to the expanding use of artificial intelligence in candidate selection, enabling faster and more efficient processing of applications.

Nevertheless, technological tools cannot fully replace human judgement. Usmani (2020) demonstrates that while first impressions may influence initial evaluations, long-term recruitment decisions primarily depend on candidates' competencies and interpersonal skills. Jones et al. (2021) confirm that employers increasingly value the combination of technical expertise and soft skills. In addition to technological aspects, employer branding plays a crucial role in recruitment success. Samoliuk et al. (2022) and Wibowo et al. (2025) show that a positive employer image increases application intentions and employee loyalty. Van Hoa and Van Thu (2024) emphasise that employer branding must be grounded in authentic organisational values and ethical practices. Contemporary job seekers, particularly members of Generation Z, demonstrate distinctive expectations. Nguyen Ngoc et al. (2022) and Schietzel-Kalkbrenner et al. (2024) report that younger employees prioritise organisational culture, flexibility, digital

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communication, and social responsibility. Consequently, job attractiveness is no longer determined solely by salary levels, but by the overall employee experience. Work–life balance has emerged as a central determinant of employee well-being and performance. Herenz and Rani (2025) and Mubango et al. (2025) show that excessive workload and lack of flexibility negatively affect productivity and retention. In the IT sector, where overtime and project-based pressure are common, this issue is particularly relevant. Talent management constitutes another important dimension of job attractiveness. Xiao (2022) and Van Hoa and Van Thu (2024) argue that organisations must systematically identify, develop, and reward key employees to maintain competitiveness. Inadequate compensation and promotion systems often lead to talent loss. Decision-making processes in human resource management play a vital role in shaping recruitment strategies. Salehzadeh and Ziaeiian (2024) highlight the importance of multi-criteria decision-making methods in employee selection and management. Analytical tools enable more objective evaluations of job attractiveness factors. Although numerous studies address specific aspects of recruitment, relatively few adopt an integrated approach to analysing job attractiveness in the IT sector. Most existing research focuses on isolated variables, such as salary, satisfaction, or digitalisation, without examining their interrelationships.

Therefore, there is a need for a comprehensive framework that integrates economic, organisational, psychological, and technological dimensions of employment attractiveness. Such an approach enables organisations to develop more effective recruitment and talent management strategies. The main objective of this study is to identify and analyse key factors influencing the attractiveness of job positions in IT companies during the recruitment process. Particular attention is given to financial incentives, career development opportunities, working conditions, organisational culture, digital technologies, and work–life balance. In addition to its theoretical contribution, this study offers significant practical implications. The findings may assist managers and HR professionals in improving recruitment practices, enhancing labour market competitiveness, and fostering long-term employee retention. The paper is structured according to the IMRAD model. Following this introduction, the methodology section presents the research design. The third section reports and analyses the results, while the discussion relates the findings to existing literature. The final section summarises the conclusions and provides recommendations for future research.

## 2. METHODS

This study adopts a review-based research design aimed at the systematisation, analysis, and interpretation of existing academic studies addressing factors influencing job attractiveness in the IT sector during the recruitment process. Unlike empirical research based on primary data collection, this review relies on secondary sources, namely previously published scientific studies, which is consistent with the approach applied by Salehzadeh and Ziaeiian (2024) and Van Hoa and Van Thu (2024) in their review-based analyses. This methodological framework enables a broader understanding of the research problem and facilitates the identification of dominant theoretical and methodological patterns in human resource management. Review studies play a significant role in the development of scientific disciplines by contributing to the systematisation of knowledge, identifying research gaps, and guiding future studies, as confirmed by systematic reviews in the field of HRM (Salehzadeh & Ziaeiian, 2024). In the area of recruitment and talent management, this approach is particularly important due to the interdisciplinary nature of research and the diversity of theoretical perspectives (Nikolaou, 2021; Chatzoudes & Chatzoglou, 2022). For the purposes of this study, relevant international academic publications published between 2020 and 2025 were analysed. The literature was collected through academic databases such as Google Scholar, Scopus, and Web of Science, as well as through available institutional repositories, following procedures commonly applied in review studies in human resource management (Salehzadeh & Ziaeiian, 2024). In selecting the studies, attention was paid to their thematic relevance to IT recruitment, their focus on job attractiveness and talent attraction, the clarity of their methodological design, and their academic credibility. Particular emphasis was placed on studies addressing digital recruitment (Nikolaou, 2021; Rathore, 2023), employer branding (Samoliuk et al., 2022; Wibowo et al., 2025), organisational culture (Chatzoudes & Chatzoglou, 2022), work–life balance (Herenz & Rani, 2025; Mubango et al., 2025), talent management (Xiao, 2022), and decision-making processes in human resource management (Salehzadeh & Ziaeiian, 2024), as these topics directly contribute to understanding employment attractiveness.

The analysis of the selected studies indicates that research on job attractiveness is predominantly based on quantitative methodological approaches, primarily relying on survey questionnaires and statistical data analysis. This approach is dominant in the studies by Herenz and Rani (2025), Wibowo et al. (2025), Nguyen Ngoc et al. (2022), and Chatzoudes and Chatzoglou (2022), which employ standardised instruments and Likert scales to measure respondents' attitudes. Quantitative methods

enable the examination of relationships between variables such as salary, employee satisfaction, work flexibility, and application intention, as well as the comparison of results across different samples. The main advantage of this approach lies in its potential for generalisation, while its limitation relates to the relatively limited insight into individual experiences and subjective perceptions (Nguyen Ngoc et al., 2022). In addition to quantitative studies, a smaller number of qualitative investigations were identified, mainly based on interviews, focus groups, and case studies. Such methodological approaches are applied by, among others, Schietzel-Kalkbrenner et al. (2024) and Jones et al. (2021), who use expert interviews and textual data analysis to complement survey findings. Qualitative methods enable a more detailed understanding of candidates' and managers' attitudes, motivations, and experiences, as well as a deeper analysis of the context in which recruitment processes take place. However, they are often constrained by small sample sizes and limited generalisability. Some studies adopt mixed-methods designs that combine quantitative and qualitative techniques. This approach is evident in the research by Schietzel-Kalkbrenner et al. (2024) and Jones et al. (2021), where survey data are complemented by interviews. Such a methodological framework enables the simultaneous achievement of statistical validity and interpretative depth, as numerical data are enriched with qualitative insights, resulting in a more comprehensive understanding of job attractiveness. A considerable proportion of the analysed literature consists of review and theoretical studies that do not rely on primary data but are based on systematic analyses of existing research. This approach is applied by Salehzadeh and Ziaeian (2024) and Van Hoa and Van Thu (2024), who synthesise previous studies to identify key concepts, theoretical models, and methodological trends in recruitment and human resource management. These studies play an important role in developing theoretical frameworks and guiding future empirical research. The dominant use of quantitative methods in the analysed studies (Table 1) enables statistical testing of hypotheses and comparison of results across different investigations, thereby contributing to the objectivity and reliability of the findings. However, reliance on respondents' self-assessment through survey questionnaires may lead to subjectivity and response bias, as well as limited insight into individual experiences. Qualitative methods provide a deeper understanding of employees' attitudes and perceptions, but they are often constrained by smaller samples and reduced generalisability.

Table 1. Overview of methodologies of reviewed papers

Author(s)	Year	Study Type	Method	Sample / Source
Usmani	2020	Mixed / Experimental	Interviews + Survey + Experiment	Recruiters and candidates
Cho & Lee	2021	Quantitative	Regression analysis	Administrative data
Nikolaou	2021	Review / Theoretical	Literature review	Secondary sources
Jones et al.	2021	Mixed methods	Text analysis + Interviews	Employers, documents
Nguyen Ngoc et al.	2022	Mixed methods	Survey + Group discussion	Final-year students
<u>Chatzoudes &amp; Chatzoglou</u>	2022	Quantitative	SEM	Employees
Xiao	2022	Quantitative	Questionnaire survey	Core employees
<u>Samoliuk et al.</u>	2022	Quantitative	Survey	Gen Y and Z respondents
Rathore	2023	Review / Analytical	Bibliometric analysis	Academic databases
<u>Salehzadeh &amp; Ziaeian</u>	2024	Review	Systematic review (AHP/FAHP)	Academic papers
Van Hoa & Van Thu	2024	Review / Conceptual	Literature analysis	Scientific articles
<u>Schietzel-Kalkbrenner et al.</u>	2024	Mixed methods	Survey + Interviews	Generation Z
<u>Herenz &amp; Rani</u>	2025	Quantitative	Survey + Regression	Employees
Wibowo et al.	2025	Quantitative	SEM-PLS	Job applicants
<u>Mubango et al.</u>	2025	Qualitative	Semi-structured interviews	IT employees

Source: Authors' research

Recent studies show an increasing application of analytical and multi-criteria decision-making methods, particularly in evaluating job attractiveness factors. Wibowo et al. (2025) employ the SEM-PLS model to examine relationships between digital recruitment and application intention, while Salehzadeh and Ziaeian (2024) analyse the application of AHP and related methods in HRM. These techniques enable the ranking of factors according to their relative importance and the examination of complex relationships between variables, thereby supporting more objective assessments of recruitment processes. Based on the literature review, it can be concluded that the most frequently used research

instruments in studies on job attractiveness include structured questionnaires with Likert scales, semi-structured interviews, secondary data sources, and bibliometric analyses (Nikolaou, 2021; Salehzadeh & Ziaei, 2024). Questionnaires dominate due to their simplicity, cost-effectiveness, and ability to generate large datasets suitable for statistical analysis. At the same time, qualitative instruments contribute to a better understanding of subjective aspects of employment, while review and bibliometric tools facilitate the identification of broader research trends. Overall, the analysed literature demonstrates that research on job attractiveness in the IT sector is characterised by methodological diversity, with a predominance of quantitative approaches and an increasing use of mixed and analytical models (Schietzel-Kalkbrenner et al., 2024; Wibowo et al., 2025). This methodological pluralism contributes to a more comprehensive understanding of recruitment processes and provides a solid foundation for future research in this field.

Review studies contribute to the systematisation of knowledge and the development of theoretical frameworks, yet their reliability largely depends on the quality of the sources used. The literature analysis indicates that combining different methodological approaches represents the most effective way to examine job attractiveness, as it enables the integration of statistical validity with interpretative depth. Mixed-methods models provide a more comprehensive insight into recruitment processes, particularly within the dynamic IT sector. This review study contributes to the existing literature by identifying dominant research methods, instruments, and analytical techniques in studies on job attractiveness. In this way, it facilitates a better understanding of contemporary research trends and establishes a foundation for the development of future empirical studies and the improvement of methodological frameworks in human resource management.

### 3. RESULTS

The analysis of relevant academic studies on job attractiveness in the IT sector reveals several recurring thematic dimensions, including financial aspects, professional development, working conditions and flexibility, organisational culture, digitalisation, employer branding, and work–life balance. The reviewed literature indicates that job attractiveness is a multidimensional construct encompassing both material and non-material factors. Most authors agree that candidates' employment decisions result from the interaction of organisational, technological, and psychological elements rather than from a single determinant. Financial factors remain among the most frequently analysed determinants. Salary, benefits, and job security are consistently identified as important elements of job attractiveness. Cho and Lee (2021) and Chatzoudes and Chatzoglou (2022) demonstrate that competitive compensation reduces employee turnover, while Wibowo et al. (2025) confirm its positive influence on application intentions. However, several studies emphasise that financial incentives alone are insufficient for long-term retention, as high salaries cannot compensate for poor working conditions and excessive workload (Herenz & Rani, 2025). Professional development and career advancement represent another central dimension, particularly in the IT sector, where continuous learning is essential. Nikolaou (2021), Jones et al. (2021), and Xiao (2022) highlight the importance of training, mentoring, and talent management, indicating that organisations offering structured development opportunities are more successful in attracting highly qualified professionals.

Working conditions, flexible working arrangements, and remote work options have become increasingly significant. Nguyen Ngoc et al. (2022) and Schietzel-Kalkbrenner et al. (2024) report that flexible models enhance employee satisfaction, while Mubango et al. (2025) show that digital tools support effective remote team management. Organisational culture and interpersonal relationships also play a crucial role in shaping job attractiveness. Chatzoudes and Chatzoglou (2022) and Van Hoa and Van Thu (2024) emphasise the importance of trust, transparency, and ethical standards, suggesting that candidates increasingly evaluate organisational values before making employment decisions. Digitalisation represents a prominent trend in modern recruitment. Nikolaou (2021) and Rathore (2023) demonstrate that digital platforms and artificial intelligence improve recruitment efficiency, while Wibowo et al. (2025) confirm their positive impact on candidate experience. However, excessive automation may reduce personalisation. Employer branding has emerged as a central mechanism integrating various dimensions of job attractiveness. Samoliuk et al. (2022) and Schietzel-Kalkbrenner et al. (2024) show that a strong employer brand enhances organisational credibility. Finally, work–life balance remains a critical factor influencing employee satisfaction and retention, as high workload and stress increase the risk of burnout (Herenz & Rani, 2025; Mubango et al., 2025).

Table 2. Key findings of reviewed studies

Author(s)	Year	Main Focus	Key Findings
Usmani	2020	Bias and evaluation in selection	Perception biases affect selection; structured assessments improve objectivity
Cho & Lee	2021	Worker–firm matching	Better matching reduces turnover and improves job stability
Nikolaou	2021	Technology in recruitment	Digital tools improve recruitment effectiveness and employer attractiveness
Jones et al.	2021	Skills and employability	Combined technical and soft skills enhance employability
Nguyen Ngoc et al.	2022	Job choice among young candidates	Young candidates prioritise culture, values, and flexibility
<a href="#">Chatzoudes &amp; Chatzoglou</a>	2022	Retention drivers	Satisfaction and commitment predict employee retention
Xiao	2022	Talent management	Structured talent development improves competitiveness and retention
<a href="#">Samoliuk et al.</a>	2022	Employer branding	Strong employer branding increases organisational attractiveness
Rathore	2023	AI in recruitment	AI improves screening efficiency but requires ethical governance
<a href="#">Salehzadeh &amp; Ziaeiian</a>	2024	HR decision-making	Multi-criteria models support better HR decisions
Van Hoa & Van Thu	2024	Talent attraction / HR practices	Credible HR practices strengthen talent attraction.
<a href="#">Schietzel-Kalkbrenner et al.</a>	2024	Gen Z and recruitment process	Transparent recruitment increases Gen Z attractiveness
<a href="#">Herenz &amp; Rani</a>	2025	Work–life balance	Workload reduces well-being; balance policies improve outcomes
Wibowo et al.	2025	E-recruitment and application intention	E-recruitment increases application intentions
<a href="#">Mubango et al.</a>	2025	Digital work / remote management	Digitalisation supports remote performance and engagement

Source: Authors' research

#### 4. DISCUSSION

The literature review indicates that job attractiveness in the IT sector is a complex and multidimensional phenomenon shaped by the interaction of financial, organisational, technological, and psychological factors. Although salary remains an important motivator, its relative importance is declining in favour of non-financial aspects such as flexibility, professional development, and organisational culture, particularly among younger generations. These findings support motivational theories emphasising higher-order needs, suggesting that companies investing in employee development gain a competitive advantage. The digitalisation of recruitment improves efficiency and transparency but also carries the risk of depersonalisation, highlighting the need for a balanced approach combining automation and human interaction. Employer branding has emerged as a key mechanism integrating financial benefits, organisational culture, and social responsibility, making reputation a strategic resource in talent competition. Organisational culture, interpersonal relationships, and work–life balance strongly influence employee loyalty and retention, as high job demands increase the risk of burnout. Despite valuable insights, methodological limitations remain evident. The dominance of quantitative research restricts understanding of subjective experiences, while transitional economies are underrepresented. Future research should therefore incorporate longitudinal, qualitative, and comparative approaches to achieve a more comprehensive understanding of job attractiveness.

#### 5. CONCLUSION

The aim of this review study was to analyse contemporary research on factors influencing job attractiveness in the IT sector. The reviewed studies show that employment attractiveness results from the interaction of financial, organisational, technological, and psychological factors. Although salary remains important, its role is declining in favour of non-financial factors such as professional development, flexibility, organisational culture, and work–life balance. Employer branding has also gained importance as a mechanism integrating these dimensions. Digitalisation has become an essential component of

modern recruitment, improving efficiency and access to information while requiring careful management to maintain personalisation. Working conditions, interpersonal relationships, and managerial support strongly influence employee loyalty, and their neglect leads to higher turnover. Existing research limitations highlight the need for more diverse methodological approaches, particularly longitudinal and qualitative studies. At a practical level, the findings provide guidelines for improving recruitment strategies. By combining competitive compensation, development opportunities, flexibility, and a positive organisational culture, IT companies can enhance their attractiveness and achieve long-term competitive advantage. Successful talent attraction therefore requires a holistic and sustainable approach.

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