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Exploring the Impact of Artificial Intelligence on Talent Management to Enhance Employee Experience

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ABSTRACT

The rapid advancement of technology, particularly Artificial Intelligence (AI), has redefined and revolutionized organizational structures and led to transformative changes in how businesses operate. In today's dynamic business environment, AI tools optimize talent management processes, which have profound implications for recruitment, employee engagement, and retention.

This study focuses on understanding the impact of AI in Talent Management. AI has significantly enhanced the Talent Acquisition process in recruitment by making it faster, precise, and candidate-focused. Tools such as predictive analytics, chatbots, and automated interview systems have replaced traditional hiring methods, delivering personalized candidate experiences, reducing time-to-hire, and improving the accuracy of talent selection.

AI redefines employee engagement by leveraging advanced technologies to create personalized feedback systems and improve communication channels. These innovations enhance employee satisfaction, providing insights into employee sentiment. AI-powered systems allow organizations to predict attrition risks and implement effective retention strategies, improving workforce stability and loyalty.

In the hybrid and remote work era, AI virtual assistant tools have become essential in supporting employees with daily tasks. This study focuses on how AI revolutionizes talent management processes by enhancing employee experiences and overall satisfaction. Embracing AI technologies is not just an option but a necessity to focus on long-term growth.

Keywords: Perception; Artificial Intelligence technologies; Recruitment; Employee Engagement; Employee Satisfaction

INTRODUCTION

Artificial Intelligence (AI) is transforming how organizations approach entire concept of Talent Management. It offers new strategies for hiring, engaging, and retaining top talent. Due to the competitive market and constantly changing workforce, companies are turning to AI-driven solutions, such as predictive analysis models and chatbots, to streamline talent management processes and enhance the employee experience. By integrating AI into key areas of talent management, such as recruitment, employee engagement, and retention, organizations are leveraging technology to create a workplace environment that is efficient, personalized, and aligned with the needs of a modern workforce.

As organizations strive to enhance operational efficiencies and cultivate a more engaged workforce, AI technologies have become pivotal tools in reshaping talent management processes. Talent management, including employee recruitment, development, engagement, and retention, is crucial for organizational success in an increasingly

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competitive business environment. Integrating AI into these processes promises to streamline operations and enhance the overall employee experience, thereby driving higher job satisfaction and productivity.

AI-based applications in recruitment are helping organizations overcome traditional hiring challenges by reducing biases in decision-making. With the help of AI tools, organizations can quickly and accurately identify the best fit for vacant job positions, reducing the time and resources required to hire. Similarly, AI's role in employee engagement goes beyond analyzing simple satisfaction metrics. It allows the HR department to continuously assess employee sentiments and focus on more personalized employee engagement activities. Retention has become a significant challenge for businesses today. AI can identify many patterns in employee behaviour, helping companies maintain a stable workforce and allowing employees to experience a supportive work environment that values their development and well-being.

Despite the growing interest in AI applications within talent management, a notable gap exists in analysing how these technologies impact employee experience. This paper aims to provide insights into the impact of using AI in Talent Management, that is, recruitment and employee engagement, thus focusing on enhancing the employee experience.

In conclusion, integrating AI into talent management is reshaping how organizations address the challenges of the modern workforce. AI tools improve recruitment, employee engagement, and workplace experiences by enhancing HR processes. As businesses adapt to a dynamic environment, leveraging AI provides an opportunity to streamline operations and build a workplace culture that supports growth, innovation, and employee well-being.

LITERATURE REVIEW

Talent management and employee retention play important roles in organizations across industries, as highlighted by different studies exploring strategies and challenges. These studies provide insights into various dimensions of talent management, including organizational culture, work-life balance, and the role of artificial intelligence (AI) in enhancing HR practices.

This research highlights that employees' decisions to remain in or leave the BPO IT sector are significantly influenced by organizational culture. The study underscores the impact of working conditions on employees performance and job satisfaction, emphasizing that achieving work-life balance is a critical factor in these decisions. (Arora, 2012).

This paper focuses on strategies to enhance the return on investment in development initiatives while safeguarding the organization's investment. It emphasizes creating internal opportunities to retain newly trained managers and people managers, encouraging them to remain with the organization for an extended period. (Cappelli, 2013)

Organizations must cultivate an environment that enables sustainability and competitiveness in the current dynamic landscape. Beyond identifying key talent, organizations should implement practices to enhance employee knowledge while ensuring stability and long-term retention. (Amrita Bihani, 2014)

This study is limited by factors like the economic environment and job stability, with flexibility for knowledge workers not explicitly considered. Results may differ during periods of economic stability, and organizational changes like restructuring can impact job security and financial reward preferences. Future research should use systematic random sampling to define organizational climate better and yield more detailed insights. (Anton Schlechter, 2014)

The reviewed literature on talent management aligns with contemporary practices and draws insights from fields like business strategy, indicating a potential long-term and foundational shift in research trends. (Keller, 2014)

The Talent Management function emphasizes navigating a global labor market while addressing the growing diversity of individuals and employment relationships. Focusing on shared organizational values is crucial to ensuring unity in diversity and creating a cohesive and inclusive workplace culture. (Akram Al Ariss, 2014)

The scope of talent management encompasses five key areas: recruitment, performance management, succession planning, training and development, and retention. Given the current and anticipated challenges organizations face, it is imperative for them to proactively develop recruitment strategies to ensure the right individuals are placed in the right roles at the right time. (Victor Oladapo, 2014)

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Artificial intelligence utilizes external data from significant data sources to develop rules and models through machine learning processes. In job applications and selection, AI can integrate behavioral and physiological features, such as biometrics, into decision-making. While AI enhances human-machine collaboration and automates intuitive tasks, it also poses a significant risk to human employment by potentially replacing traditional roles. (Wyoma Wilkinson, 2019)

This study explores strategies to keep employees engaged, rewarded, and retained to improve end-user and customer experiences. Drawing on research, including insights from Coleman Parks, it highlights the challenges organizations face in engagement. While AI can enhance efficiency and engagement, it is not a complete solution. Organizations must combine automation with proven best practices to ensure employees feel valued. The right balance between technology and human-centric approaches benefits employees, customers, and the organization. (Smith, 2019)

The increasing use of artificial intelligence (AI) in the workplace raises concerns about its impact on jobs, whether a hindrance, a threat, or a solution to productivity challenges. As with any emerging technology, AI brings opportunities and challenges that require careful consideration. HR's role is to guide business leaders toward informed decisions, often using technology to improve outcomes. Similar to analytics, AI has significant potential to transform workplace dynamics. (Hogg, 2019)

This study explores the current use of artificial intelligence (AI) in recruitment and selection, focusing on the extent, rate, and potential areas for AI adoption in the hiring process. This research paper opens avenues for future qualitative and quantitative research. The trend of companies acquiring vendors rather than developing in-house tools presents buyout opportunities. However, attention must be paid to evolving regulations, ethical issues, and the threat of new market entrants. (Albert, 2019)

Future studies should expand the variables to include factors like marital status, turnover, dependents, organizational support, and employee satisfaction. Additionally, incorporating complementary research methodologies, such as comparative studies between public and private sector employees or case studies across various sectors, would offer a broader perspective and deeper insights into the factors influencing employee engagement and retention. (Patrícia Alves, 2020)

This study has limitations, including data collected from a single industry (IT sector), which limits generalizability. The sample size, while acceptable, may not support a robust structural model. Relying mainly on quantitative methods may also overlook the nuances of work-life balance. Future research could benefit from qualitative techniques, like case studies, for deeper insights into employee practices and relationships. (Kamlesh Kumar Maurya, 2020)

The research findings highlight that employee engagement varies with demographic factors. Future research could include a larger sample from more Information Technology companies, explore engagement across different seniority levels, and examine generational differences to understand better how engagement varies with age and career stage. (Meru Das, 2021)

The findings provide insights into sustainable HR management, guiding companies to creatively adopt global talent management by identifying, inspiring, and retaining talent. However, limited case studies on global work arrangements in fast-paced tech and virtual organizations hinder generalizability. Future research could explore large-scale virtual work to assess the effectiveness of global talent management and virtual collaboration. (Alessandra Vecchi & Bice Della Piana, 2021)

This study shows that work-from-home (WFH) can be viable for many business models. Post-Covid-19, WFH can be integrated into various business models, offering benefits in Employee Efficiency, Productivity, Socio-Demographic Changes, and Employer Factors. HR Managers must recognize both the benefits and challenges of WFH, as it is set to play a central role in India's digital transformation. (Candida Dsouza, 2022)

This study explores how AI is used in HR and why some still prefer traditional practices. The research highlights AI's growing role in HR, replacing or creating many jobs. While participants recognize AI as an essential HR skill, they acknowledge that it requires further development before entirely replacing human involvement. The study focuses on HR professionals to provide insights into AI's impact on HR practices. (Leelavati T.S., 2022)

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The current research assessed the proficiency levels of IT personnel at various management levels and explored competency mapping to analyze skill sets for cohesive teams delivering higher-quality work. The study focused on IT professionals, which identified relationships among variables, but the role of competency mapping in recruitment and selection remains an area for future exploration. (Jaskiran Kaur 1, 2023)

Adopting AI in HR management provides a competitive advantage by improving efficiency and reducing time spent on tasks. This study uses AI for recruitment and shortlisting, employing a minimum description length algorithm to filter irrelevant resume data and a support vector machine-based learning algorithm to identify candidates aligned with company culture. (Turan, 2023)

Many challenges are faced while managing a hybrid work scenario, including balancing remote and in-office dynamics. This research paper highlights issues like maintaining organizational culture, ensuring inclusion, and managing communication. The authors stress the need for organizations to create strategies to address these tensions, ensuring remote and in-office employees are equally supported for long-term success. (Holweg, 2023)

ARTIFICIAL INTELLIGENCE (AI) IN RECRUITMENT

Artificial Intelligence (AI) has emerged as a transformative force in recruitment, fundamentally reshaping how organizations identify, attract, and onboard talent. By automating and optimizing key stages of the hiring process, AI enhances efficiency, reduces costs, and minimizes human biases. AI-driven tools, such as resume parsers and applicant tracking systems (ATS), can sift through thousands of applications in seconds, matching candidates' qualifications, skills, and experiences with job requirements. These systems use machine learning algorithms to analyze resumes and prioritize the most suitable candidates for further evaluation. Additionally, AI chatbots and virtual assistants have become indispensable for streamlining candidate interactions by enhancing the candidate experience. Video interview platforms integrated with AI can analyze speech patterns, facial expressions, and emotional cues to assess candidates' personality traits, soft skills, and cultural fit. Moreover, predictive analytics enables recruiters to forecast a candidate's performance and potential retention, further enhancing decision-making. However, the integration of AI in recruitment is not without challenges. Concerns about algorithmic bias, lack of transparency, and over-reliance on data-driven decisions highlight the need for ethical considerations and robust governance. For instance, if AI models are trained on biased historical data, they can inadvertently perpetuate inequalities, undermining diversity and inclusion goals. Furthermore, the impersonal nature of AI tools may affect the human touch in recruitment, which is often crucial for building trust and long-term relationships with candidates. Despite these challenges, the role of AI in recruitment is expected to grow, driving innovation and enabling organizations to attract top talent while improving overall efficiency and fairness in the hiring process.

ARTIFICIAL INTELLIGENCE (AI) IN RECRUITMENT

Artificial Intelligence (AI) has become essential in redefining employee engagement by enabling personalized, data-driven strategies that cater to the diverse needs of a modern workforce. Traditional employee engagement methods often rely on periodic surveys and managerial observations, which can be limited in scope and timeliness. In contrast, AI-powered tools provide real-time insights into employee sentiments and behaviors, offering a more dynamic and proactive approach to fostering engagement. Sentiment analysis tools use natural language processing (NLP) to analyse feedback from emails, chat messages, and surveys, enabling organizations to identify underlying trends in employee morale and address potential disengagement before it escalates. AI-driven platforms also enhance engagement through personalized learning opportunities and training modules to meet individual employees' needs and career aspirations. Moreover, AI-based virtual assistants and chatbots streamline routine administrative tasks such as leave requests, payroll queries, and meeting scheduling, reducing workplace friction and enabling employees to focus on value-adding activities. Advanced analytics allow HR teams to create tailored engagement strategies by predicting patterns such as burnout risks or employee dissatisfaction, enabling timely interventions. Furthermore, AI fosters a culture of recognition and feedback through systems that provide real-time performance evaluations and reward recommendations. Ethical considerations surrounding data privacy, trust, and transparency must be addressed. Employees may feel monitored or uncomfortable with AI tools that analyse behavioural data, emphasizing the importance of clear communication about how data is collected and used. Additionally, organizations must balance AI's efficiency with the human touch, crucial for authentic connections and emotional support in the

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workplace. When implemented thoughtfully, AI can empower engagement, driving higher productivity, satisfaction, and overall employee experience.

IMPACT OF ARTIFICIAL INTELLIGENCE (AI) ON UNDERSTANDING THE EMPLOYEE EXPERIENCE USING TALENT MANAGEMENT STRATEGIES

Artificial Intelligence (AI) is revolutionizing talent management within organizations to get more insights into the employee experience (EX) and design strategies that resonate with workforce needs. Employee Experience encompasses the totality of interactions employees have with their organization, from recruitment to exit, and AI has become a critical tool in understanding and optimizing these touchpoints. AI-driven systems analyse collected data from sources, such as engagement surveys, performance metrics, communication platforms, and social interactions, to view employee sentiment and behaviour comprehensively. By employing predictive analytics, organizations can identify patterns that signal dissatisfaction, disengagement, or the risk of attrition, allowing for proactive interventions to enhance retention and satisfaction. AI also personalizes the employee journey, tailoring onboarding processes, learning opportunities, and career development paths to individual preferences and aspirations, thus fostering a sense of value and inclusion.

In performance management, AI tools provide real-time feedback and actionable insights, helping employees align their efforts with organizational goals while feeling supported in their professional growth. AI-enabled chatbots and virtual assistants streamline HR interactions, reducing administrative burdens and ensuring employees receive timely support for their queries. Furthermore, AI enhances inclusivity by mitigating unconscious biases in decision-making processes, such as promotions or performance reviews, ensuring fair treatment and equal opportunities. However, the reliance on AI in Talent Management raises critical ethical concerns, including data privacy, transparency, and the potential for over-surveillance, which can impact trust and morale. Organizations must establish robust governance frameworks and openly communicate AI's role to foster trust and acceptance. When implemented thoughtfully, AI has the potential to transform Talent Management into a strategic lever for enhancing the Employee Experience, creating a workplace where employees feel empowered, engaged, and aligned with organizational objectives. This symbiotic relationship between AI and Talent Management highlights its transformative impact on shaping a positive and fulfilling employee journey.

RESEARCH METHODOLOGY

The study is based on exploratory and descriptive research to analyse the impact of Artificial Intelligence (AI) on Talent Management (TM) and its influence on enhancing the Employee Experience (EX). The methodology combines both secondary research and primary data collection. Secondary data was gathered through various literature reviews of scholarly articles, books, and industry reports, which helped develop a conceptual framework highlighting AI's role in recruitment, engagement, and retention.

Primary data was collected using an online questionnaire distributed via Google Forms. The survey targeted HR professionals across sectors such as IT, Media, Telecom, and Internet, and received responses from 50 participants. The questionnaire focused on key HR factors influenced by AI technologies. A Cronbach's Alpha test was conducted to ensure reliability, yielding a score of 0.850, confirming strong internal consistency.

The collected data were analysed using techniques such as t-tests and ANOVA to explore differences in perceptions across demographics such as age, gender, education, and designation. This approach provided theoretical insights and practical evidence on how AI transforms HR functions and employee experiences.

DATA ANALYSIS AND INTERPRETATION

The study identifies whether AI impacts talent management in various sectors such as IT, media, Internet, and Telcom, and seeks to understand respondents' perceptions of using AI in talent management practices. Hence, primary data was collected from 50 respondents using Google Forms. The data were analysed using tools such as percentages, mean, T-test, and one-way ANOVA test.

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CRONBACH'S ALPHA RELIABILITY STATISTICS

TABLE 1. Reliability Statistics
Source: Computed

Cronbach's Alpha	No. of Items
0.850	50

The primary data collected from respondents was analysed for reliability using SPSS. The Cronbach's Alpha value obtained was 0.850, indicating that the questionnaire demonstrated strong internal consistency and was considered reliable.

DEMOGRAPHICS

Categorizing the respondents' demographic profile is crucial as it provides a comprehensive overview and supports the analysis of how various demographic factors impact their perceptions of AI technologies in Talent Management.

TABLE 2. Demographics

Demographics	Frequency	Percentage
Age		
26-30 years	5	10
31-40 years	30	60
Above 40 years	15	30
Gender		
Male	33	66
Female	17	34
Educational Qualifications		
Bachelor's Degree	5	10
Master's Degree	45	90
Work Experience		
2-5 years	2	4
6-10 years	27	54
11-15 years	13	26
16-20 Years	8	16
Designation		
Recruiter	10	20
HR Business Partner	8	16
HR Lead	6	12
HR Operations Manager	5	10

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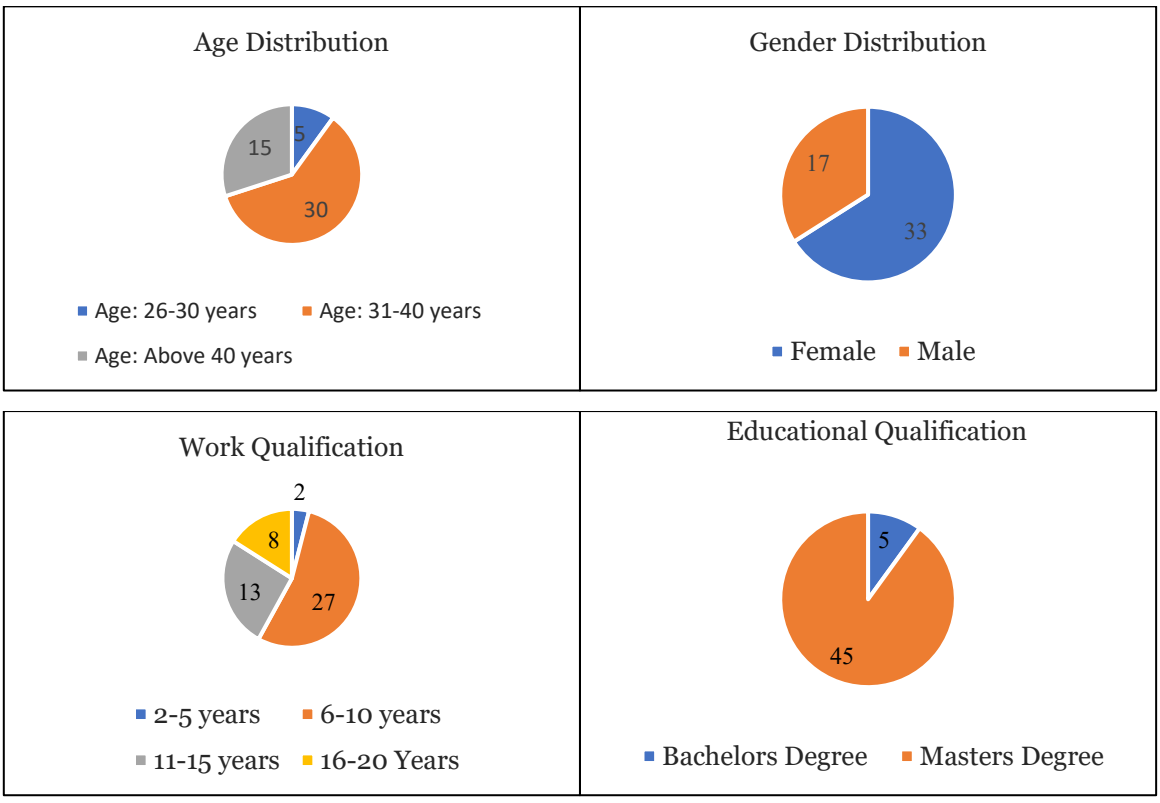
HR Manager	3	6
HR Total Rewards	3	6
Director	2	4
HR Transformation Manager	2	4
People & Culture Manager	1	2
HR & Admin Manager	1	2
Employer Branding	1	2
Internal Comms & Engagement	1	2
Regional Manager	1	2
HR Head	1	2
TA Lead	1	2
Talent Management & Employer Branding	1	2
Head Of Talent Acquisition	1	2
L&D Lead	1	2

GRAPH 1. Demographics



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The demographic profile of the study respondents highlights a diverse and experienced group of HR professionals. A majority (60%) fall within the age range of 31–40, followed by 30% above 40, indicating a mature and experienced respondent base. Gender representation includes 66% males and 34% females.

Regarding educational background, 90% of participants hold a Master's degree, reflecting a highly qualified sample. Regarding work experience, 54% of respondents have 6–10 years of experience, and 26% have 11–15 years, showcasing a workforce with substantial professional exposure.

Respondents' designations vary widely, with roles ranging from Recruiters and HR Managers to specialized functions such as Employer Branding, HR Transformation, and L&D Leads. The diversity in roles suggests comprehensive representation across HR sub-functions, adding depth and breadth to the research findings.

AGE-WISE PERCEPTION TOWARDS AI TECHNOLOGIES IN TALENT MANAGEMENT

TABLE 3. Age-wise Perception towards AI technologies in Talent Management using ANOVA Test

HR Factors	26-30 years	31-40 years	Above 40 years	F-value	p-value
Attitude towards using AI in Recruitment	4.2	4.27	4.67	4.183	0.021
Organizational Readiness for AI Integration	4.4	4.07	4	0.294	0.747
Effectiveness of AI in Recruitment	4.8	4.57	4.53	0.473	0.626
Cost-Efficiency and Advantages of Technology	4.2	4.43	4.33	0.376	0.689
Experience of using AI in Recruitment	4.6	4.43	4.67	0.36	0.7
Employee Experience with AI-Based Software	4.4	4.23	4.2	0.241	0.787
Adopting and continuing with AI-based software	4.8	4.5	4.53	0.648	0.528
Job Candidates' Perceptions of AI Tools in Recruitment	4.6	4.67	4.67	0.036	0.965
Challenges of AI in Recruitment	4.2	4.1	4.2	0.118	0.889
Perceptions of the Hybrid Work Model on Efficiency, Work-Life Balance, and Flexibility	4.6	4.67	4.6	0.093	0.911
Impact of Artificial intelligence on employee engagement and productivity	4.8	4.57	4.47	0.621	0.542
Challenges of AI in Employee Engagement	5	4.7	4.67	0.902	0.413
Employee Retention	4.6	4.57	4.67	0.197	0.821

The results indicate that overall perceptions across all age groups are consistently positive toward AI technologies in recruitment, engagement, and employee experience. The "Attitude towards using AI in Recruitment" differed across age groups ($p = 0.021$). No significant differences were observed for all other factors, including organizational readiness, effectiveness, cost-efficiency, hybrid work impact, and employee retention. HR professionals generally support the integration of AI into modern HR functions.

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GENDER WISE PERCEPTION TOWARDS AI TECHNOLOGIES IN TALENT MANAGEMENT

TABLE 4. Gender wise Perception towards AI technologies in Talent Management using ANOVA Test

HR Factors	Male	Female	t-value	p-value
Attitude towards using AI in Recruitment	4.35	4.39	-0.278	0.783
Organizational Readiness for AI Integration	3.88	4.18	-0.899	0.377
Effectiveness of AI in Recruitment	4.65	4.55	0.657	0.515
Cost-Efficiency and Advantages of Technology	4.35	4.39	-0.196	0.846
Experience of using AI in Recruitment	4.41	4.58	-0.579	0.567
Employee Experience with AI-Based Software	4.29	4.21	0.479	0.636
Adopting and continuing with AI-based software	4.41	4.61	-1.123	0.272
Job Candidates' Perceptions of AI Tools in Recruitment	4.47	4.76	-1.695	0.103
Challenges of AI in Recruitment	4.12	4.15	-0.162	0.873
Perceptions of the Hybrid Work Model on Efficiency, Work-Life Balance, and Flexibility	4.53	4.7	-0.975	0.339
Impact of Artificial intelligence on employee engagement and productivity	4.59	4.55	0.262	0.795
Challenges of AI in Employee Engagement	4.71	4.73	-0.131	0.897
Employee Retention	4.53	4.64	-0.708	0.484

The results indicate no significant difference in perception between male and female respondents (*all p-values > 0.05*). This suggests that gender does not differentiate how AI is perceived within Human Resource practices. Both male and female professionals demonstrated similarly positive attitudes toward using AI tools across recruitment, engagement, and retention processes.

PERCEPTION TOWARDS AI TECHNOLOGIES IN TALENT MANAGEMENT BASED ON EDUCATIONAL QUALIFICATION USING ANOVA

TABLE 5. Perception towards AI technologies in Talent Management based on Educational Qualification using ANOVA

HR Factors	Master's Degree	Bachelor's degree	F-value	p-value
Attitude towards using AI in Recruitment	4.38	4.4	0.009	0.925
Organizational Readiness for AI Integration	4.09	4	0.034	0.854
Effectiveness of AI in Recruitment	4.6	4.4	0.617	0.436
Cost-Efficiency and Advantages of Technology	4.4	4.2	0.491	0.487
Experience of using AI in Recruitment	4.51	4.6	0.044	0.834
Employee Experience with AI-Based Software	4.24	4.2	0.028	0.867

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Adopting and continuing with AI-based software	4.53	4.6	0.067	0.797
Job Candidates' Perceptions of AI Tools in Recruitment	4.67	4.6	0.073	0.789
Challenges of AI in Recruitment	4.11	4.4	0.762	0.387
Perceptions of the Hybrid Work Model on Efficiency, Work-Life Balance, and Flexibility	4.62	4.8	0.51	0.478
Impact of Artificial intelligence on employee engagement and productivity	4.56	4.6	0.026	0.872
Challenges of AI in Employee Engagement	4.73	4.6	0.32	0.574
Employee Retention	4.62	4.4	0.906	0.346

All p-values are more significant than 0.05, indicating no differences between the two education groups for any HR factor. Both groups agree on AI's effectiveness and potential in transforming HR functions.

PERCEPTION TOWARDS AI TECHNOLOGIES IN TALENT MANAGEMENT BASED ON DESIGNATION

TABLE 6. Perception towards AI technologies in Talent Management based on Designation

HR Factors	**F-value**	**p-value**
Attitude towards using AI in Recruitment	1.116	0.377
Organizational Readiness for AI Integration	0.566	0.778
Effectiveness of AI in Recruitment	0.647	0.714
Cost-Efficiency and Advantages of Technology	0.457	0.858
Experience of using AI in Recruitment	0.477	0.844
Employee Experience with AI-Based Software	3.045	0.014
Adopting and continuing with AI-based software	1.971	0.09
Job Candidates' Perceptions of AI Tools in Recruitment	1.279	0.292
Challenges of AI in Recruitment	1.023	0.434
Perceptions of the Hybrid Work Model on Efficiency, Work-Life Balance, and Flexibility	1.131	0.369
Impact of Artificial intelligence on employee engagement and productivity	0.816	0.581
Challenges of AI in Employee Engagement	1.547	0.187
Employee Retention	0.835	0.567

Overall designations show consistently high agreement across all HR factors. Few operational roles, like Recruiters, also show strong support. There are slight variations in areas like "Organizational Readiness" or "Cost-Efficiency," where specific designations are more cautious.

While most HR factors show no significant variation across designations, 'Employee Experience with AI-Based Software' does differ significantly ($p = 0.014$), suggesting varying levels of exposure and usage among roles.

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The results indicate that almost all of the respondents perceive AI as essential to Talent Management. All participants agreed or Strongly Agreed that AI will play a significant role in Talent Management. It also suggests that organizations are already embracing or are open to integrating AI tools to enhance employee experience, efficiency, and strategic decision-making within HR functions.

SCOPE OF FUTURE WORK

While this study provides valuable insights into the role of AI in Talent Management and its influence on Employee Experience, future research can expand in several directions. Broader industry participation beyond IT and telecom, along with larger sample sizes, can enhance generalizability. Comparative analysis between traditional and AI-driven HR practices, as well as investigations into digital readiness among HR professionals, will further strengthen practical understanding. Additionally, integrating AI with emerging technologies and exploring cross-cultural contexts can provide a global perspective.

FINDINGS AND CONCLUSION

Integrating Artificial Intelligence into Talent Management represents a paradigm shift in how organizations attract, engage, and retain their workforce while enhancing the overall Employee Experience. The role of AI in Talent Management has expanded beyond automation and operational efficiency to become a critical part of strategic decision-making and personalized workforce solutions. AI has revolutionized recruitment by optimizing candidate sourcing, streamlining selection processes, and reducing human biases, ensuring organizations can effectively identify and onboard the best talent. In employee engagement, AI brings a culture of continuous feedback, personalized development, and proactive well-being initiatives, driving higher satisfaction and productivity. With AI, huge amounts of data are being analysed in real-time, allowing organizations to understand employee needs, predict behaviours, and create tailored interventions, enabling a more responsive and inclusive approach to workforce management.

The findings of the study indicate that Artificial Intelligence significantly and positively impacts Talent Management functions, particularly in enhancing the Employee Experience through improved recruitment, engagement, and retention practices. The questionnaire was highly reliable, boasting a Cronbach's Alpha score of 0.850. The demographic analysis revealed that most respondents were mid-career HR professionals holding Master's degrees and possessing extensive experience across various HR roles. Statistical analysis utilizing ANOVA and t-tests showed no significant differences in AI perception based on gender or educational qualifications; however, one HR factor, "Attitude towards using AI in Recruitment," exhibited a significant difference across age groups, with professionals over 40 years presenting a more favourable view. Likewise, most HR factors remained consistent across roles, except for "Employee Experience with AI-Based Software," which demonstrated slight variation. All 50 respondents unanimously agreed that AI plays a crucial role in modern Talent Management. These results confirm that HR professionals broadly support integrating AI technologies, recognizing their potential to enhance efficiency, personalize employee engagement, and inform strategic workforce decisions. The study concludes that while AI offers transformative capabilities for HR, its successful implementation requires careful consideration of ethical concerns, data transparency, and the maintenance of a human-centered approach. When leveraged thoughtfully, AI can foster an adaptive, inclusive, and engaging work environment that aligns with organizational goals and enhances employee satisfaction.

CONFLICT OF INTEREST

The authors declare that they have no conflict of interest.

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