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Role of Artificial Intelligence in Talent Management in Learning Organisation: An Empirical Study

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ABSTRACT
The way traditional human resource management (HRM) is carried out in domestic and international organizations is changing because of artificial intelligence (AI). AI applications have become widely used in human resources management, controlling personnel, influencing recruitment, accounting allocation of resources, and the process by which decisions are made. In the past ten years, HRM has been affected by AI through the automation of functions such as hiring, performance appraisal, and workforce planning. The research on AI in HRM is relatively fragmented and not systematic. In particular, there is a need for a thorough analysis of AI's role within multinational enterprises -for instance, enterprise-wide technology adoption varies by region. At present, AI plays a role in recruitment, because of the need for skilled employees to support economic growth, organizations constantly recruit, and recruitment functions are highly mobile. In particular, in the technology sector, companies use AI and machine learning (ML) tools to improve talent acquisition. Autonomous testing and self-learning algorithms figure into identifying, evaluating, and retaining candidates. The use of AI in HRM raises questions about efficiency, fairness, and decision-making. A sample of 219 people from learning organization were surveyed to know the factors that determines different Role of Artificial Intelligence in Talent Management in Learning Organisation and found that Talent acquisition and recruitment, Workforce Planning & Retention, Performance Management and Biasness are the factors showing role of AI in talent management.

Keywords: Artificial Intelligence in HRM, AI-Driven Talent Management, Machine Learning in HR, AI-Powered Recruitment, Predictive Analytics in HR.

Introduction

The Fourth Industrial Revolution (4IR) is pushing the emergence of all sorts of new technologies. These include virtual reality, speech recognition, and biometrics, for instance--just to mention the latest developments. In this age of technology transformation, the business operation model finds itself being transformed across all levels, both local and international Gonzalez et al., (2019).

AI's growing role in process automation is creating controversy about its impact on jobs. Nevertheless, research finds that despite these concerns, AI's role in streamlining human resource management processes pays off for businesses Pillai & Sivathanu, (2020). All kinds of enterprises, including multinational companies, have noticed that AI can improve employee commitment, satisfaction levels, and engagement. AI-based tools make it possible for HR to pass through its standard steps once it is created. This allows organizations to optimize recruitment and training, performance management, and workforce planning, all on an ongoing basis rather than only at the points when they would normally occur.

Malik et al., (2021) The COVID-19 pandemic has made the need for AI crucial because only with such technologies can businesses hope to remain competitive in today's fast-changing digital economy. As in past industrial revolutions, technological innovations have long propelled the development of major industries through the automation of routine tasks and extended operation capabilities. The impact of AI on industries is far beyond mere high finance. It extends to healthcare, manufacturing, retail chains, ownership rights in supply chains and commercial logistics, and governmental departments with budgets solely for public service provision. AI is a future asset that will vary depending on how people go about adopting it and the results it produces against what they have in mind.

Allal-Chérif et al., (2021) capitalizing on AI-driven analytical data marketing, AI significantly enhances marketing intelligence by working with a huge amount of data, identifying patterns that would otherwise not be apparent, and giving feedback. Unlike the old way of dealing with statistics, where a limited number might be taken up in a single survey report, for example. Plus, because AI learns continuously and improves over time, its predictive accuracy increases. This knowledge adds value to businesses by giving them a deeper insight into their customers, market dynamics, and internal operations.. Maity, (2019) ai is revolutionizing talent acquisition, worker training, and management in HRM. Automatic recruitment tools efficiently filter job seekers, saving time spent on hiring when a new hire is made and the extra effort it requires. AI-driven platforms recommend jobs that match an applicant's skills, experience, and job requirements. This reduces the administrative cost to HR people: they are more able to invest their time in strategic jobs like talent development planning and business strategy than they would if there were no system such as this available for them to use.

Sivathanu & Pillai, (2020) ai also enriches the work experience through intelligent HR solutions by enhancing employee learning capacity and career trajectory. Smart training platforms personalize learning for employees' strengths and areas needing improvement. They suggest employee training programs, track progress on those programs in real time, and offer feedback so that staff can acquire the skills they need for career advancement. By automating time-consuming HR tasks, AI allows companies to put resources to efficient use and thereby enhance productivity overall. AI-powered workplace automation also produces a better employee experience. Chatbots

and virtual assistants give immediate answers to HR questions, cutting out the need for workers to take up time from HR departments. With help from AI-enabled analytics, organizations can see what their workforce looks like and predict things like employee turnover and job satisfaction. This information allows companies to take proactive action in order to increase work participation side-effects (such as keeping employees).

Bhalla et al., (2018) ai Integration in HRM offers various advantages, but there are still challenges. Ethical questions, for instance, are an issue: how to prevent bias in AI algorithms running wild? Data confidentiality and transparency of decision-making processes are also problems that must be addressed if we want human resources practices to be fair. A governance framework will have to be imposed to regulate the use of AI, which conforms to ethical standards and labor laws. In addition, companies will need to offer education courses on AI literacy tailored for HR people so that they acquire the ability in their jobs to apply processes effectively driven by AI. AI's role in HRM will evolve as organizations adopt it more broadly, which will influence employment models, workforce structures, job roles, and the strategies at companies with administration such innovation capability. Automation eliminates repetitive tasks for the convenience and good of employees everywhere. Decision-making becomes first-rate with AI and employers, while it means a more enjoyable existence for employees. AI has emerged as a trump card embodying the most advanced tool plus means of ensuring human resources can produce their fullest potential quality.

To unleash AI's full potential, businesses need to strategically integrate AI-driven solutions in order to create a dynamic and efficient environment with both automated processes and human experience. It has been widely recognized that the future features a strong Artificial Intelligence component. Rachmad, (2022) in future research, attention should be paid to AI's impact on HRM over the long run. In addition to examining its effect on job roles, future research will also look at what implications developing AI has for staff motivation and the skills needed among employees in manufacturing personnel not already part of management--A target group changing organization knowledge. Researchers should work with AI as the carefully structured research object.

This approach will yield insights into its effectiveness, where the challenges lie, and how to integrate it into HRM practices best. By studying the evolving role of AI in HRM, organizations can devise strategies to capture its benefits and, at the same time, mitigate operationally or ethically risky aspects. Artificial intelligence is now integrated into HRM, which applies it to remodeling traditional practices, increasing efficiency, and giving birth to innovative solutions. As companies continue to introduce AI, understanding its impact and managing its challenges will be indispensable for creating sustainable yet effective HR strategies.

Literature review

Recruiters used to have to wade through piles of CVs, write job descriptions, and hold down repetitive face-to-face meetings in order to find a suitable candidate for hire on their team. It improves recruitment by automating the key processes needed to make hiring more efficient. Using algorithms, AI seeks out candidates by examining job boards, professional networks, corporate databases, and the like, finding people whose qualifications meet the particular roles required.

It saves time spent on manual searches and broadens the talent pool. With algorithms, AI also screens and scrutinizes interviewees, thus helping businesses make more informed hiring decisions. By examining past company performance, job type, and interface, it can even target certain features of the workplace of potential recruits. Looking at what constitutes success in current employees, AI predicts which candidates are best for particular roles. This enables organizations to pick people who are right for the work and long-term objectives, at the same time matching it all with equally effective top performers to achieve internal prestige. Bias in recruitment can be addressed by AI-based tools that focus on objective criteria.

Wiblen & Marler, (2021) unconscious bias frequently influences traditional recruiting methods, where elements outside the scope of necessary skills or experience shape decisions. AI evaluates candidates based on the strength of their qualifications, competencies, and job-related measures, which guarantees a more equitable selection process. Standardizing screening, removing human subjectivity, and increasing the range of people eligible for selection promote diversity. Apart from recruiting, AI also supports learning and development by tailoring training programs to meet individual requirements. By analyzing performance data, industry trends, and career paths, it can identify areas of skill shortage. With this information, AI makes recommendations for courses, certifications, and development plans that are consistent with employees' roles and longer-term prospects.

It allows organizations to invest in targeted training, bringing up the skills level of everyone in the workforce at once. Organizations that use AI in recruitment and training create greater inclusivity, more motivated employees, and respond to the ever-changing demands of the industry. The new type of sorting system adopts a resume into counts for anything, but the position's requirement is a negative move and starts tracking. It counts skills, experience, and qualifications, ensuring that those without these credentials will not even get through. This is absolutely prohibited. They have in no way become aware of the functions and quality of people; a manager complained in an authoritative voice about his chaotic mass database of resumes. This is what just such a wasteful hiring process looks like from the inside. Ogbeibu et al., (2022) capitalizing on it, nearby RFID tags warn all companies that their people can run. By automating these tasks, AI allows recruiters to focus on interviewing, assessing cultural fit, and then making the hiring decision. It also helps organizations to fill positions more quickly, avoiding delays in sourcing and engaging candidates. AI delivers superior workforce training at competitive prices with targeted learning, personal coaching in real-time, and forecasting future skill needs.

It enables employees to develop their skills expeditiously and keeps organizations abreast of the times in changing industries. AI-powered adaptive learning platforms modify the content of training programs in real-time as employees show progress or decline. Abdeldayem & Aldulaimi, (2020) ai systems that track the learning habits of individual employees, identify their strong and weak areas for improvement, and then suitably revise course materials accordingly. Employees are presented with relevant text at the proper level of difficulty; this means they maintain their learning—without wasted repetition. It also allows organizations to offer focused education tailored to individual requirements as well as to the business as a whole. Artificial intelligence also serves as a medium for coaching and mentoring. It does this by means of simulated advisors that give real-time information.

Jaiswal et al., (2023) such systems check out employee performance, provide hints and guidance on improvement, and help learners through hard tasks. It ensures employees get assistance immediately, polishing their skills and putting what they learn into practice. AI-powered coaching shortens learning cycles and ensures that when somebody needs help, it comes to them on time instead of having to wait around for scheduled mentoring sessions. Skill upgrading and retraining are essentials for staying in step with what the market needs. The employment situation changes through such methods as predicting which skills will be necessary in the future by examining trends in job markets and then drawing on business needs and new technologies.

If there is some relevant program available for training workers with areas of competence or working in another role into which they can move, SOSM makes recommendations. Rane et al., (2024) ai empowers organizations to train people efficiently, reduce skill gaps, and deal with industry change. AI-driven learning lies in the individualized opportunities for development and real-time coaching that you give to employees, as well as conveyor belt training.

This approach makes the workforce better prepared and enables businesses to keep up with changes in technology. AI improves human resources management in four ways: it tracks performance, predicts turnover, forecasts talent requirements, and analyses employee engagement. This enables organizations to make scientifically based decisions about human resource strategies. Errors can be corrected before they cause lasting harm.

AI automates performance management by keeping up with each employee's progress in real time. It collects data from work outputs, project milestones, and key performance indicators to evaluate productivity. Managers get insight that highlights strengths and areas for improvement, allowing them to offer advice as early as possible. AI-driven performance tracking means appraisals are objective and based on clear criteria – not hearsay. AI also forecasts employee churn based on an analysis of workforce patterns.

Rachmad, (2019) it looks at absenteeism patterns, job satisfaction, and work enjoyment to assess what impacts turnover risk really has. By noticing early symptoms, organizations can take proactive countermeasures to improve retention. This can make HR teams address concerns before employees decide to look elsewhere and cut recruitment costs while maintaining workforce stability. AI supports strategic workforce planning by predicting talent needs. It analyzes business growth, market trends, and internal data from the workforce to ascertain future skill requirements. This enables organizations to devise hiring, reskilling, and replacement strategies in an effective approach. By linking workforce planning with business strategies, companies make sure you possess the right talent at just the right time. AI helps raise employee engagement levels.

Mining sentiment data from staff surveys, e-mails, and other interactions identifies factors driving staff motivation and satisfaction to help organizations improve the work environment. If managers understand staff concerns, they can take action to redress these grievances promptly. The result is that engagement rises, creating a more productive atmosphere. AI enables organizations to automate key HR processes so they can monitor performance, lower turnover risks, optimize workforce planning, and improve staff engagement. It lets companies make data-driven decisions in support of the continued stability and growth of their workforces.

AI makes workforce management more up-to-date by improving succession planning, providing clear career tracks, monitoring employees ' feelings, automating HR tasks, and enhancing workplace support.

It helps organizations evolve a skilled, supported, and dedicated workforce. AI eases succession planning in two ways. One is to judge employee potential and leadership readiness; by examining performance data, work history, and skill development trends, you can find out who is best suited for management positions. Organizations use this information to engineer growth programs focused on the specific needs of those future managers, ensuring a strong supply line for tomorrow. In this way, they lessen leadership voids and back long-term business stability.

AI also makes individual growth plans for professional development possible. It will assess your skills, training demands, and the needs of the industry to offer suitable opportunities. By matching career development with organizational and business needs, enterprises can help businesses and employees grow in harmony. Employees get a clear career path and access to programs that match their aspirations and fit with the company's direction. AI monitors employee sentiment and engagement surveys as a measure of health. It monitors interaction in the office, feedback from workers, and indicators such as pressure points to protect against and prevent harm. Organizations can use this information to improve working environments, listen to employees' sufferings, and push for assistance plans. This method helps us maintain a healthy, motivated team in our workforce.

AI can reduce HR paper-pushing by handling routine work such as payroll processing and benefits administration for employees. It ensures accuracy, minimizes errors, and frees up HR staff to consider strategic initiatives more than they are doing routine tasks. When you automate repetitive procedures, organizations become more effective while abiding by regulations and cutting costs. AI is reinventing the onboarding experience using interactive modules and real-time support. It guides the newly hired employees through company policies, role expectations, and training programs. AI-powered chatbots answer questions, provide resources, and track progress during onboarding. This structured approach helps newcomers blend in smoothly and become more productive earlier. By automating HR procedures as well as providing data-driven insights, AI helps organizations enhance leadership planning, employee wellness, administrative efficiency, and career development.

It creates a work environment where employees receive the support they require in order that they can grow and perform effectively. AI assists with skills training, workforce trends, and employee performance by promoting inward movement. Continuous education is fostered through data-driven insights. This enables the organization to manage human capital much better than before. Based on employees' skills and interests, AI suggests position openings for internal transfer. It gathers job experience, competency trends, and career hankerings at D video as a whole data and turns it into programmatic platform selections from which employees may be offered internal transfers that are applicable.

In this way, organizations retain talent at home instead of feeding it out to other units. Similarly, employees are afforded an opportunity for internal career growth. Those old skills packages can enable longer life spans with this sort of approach, too. It makes difficult transitions so much easier

for workers moving into less demanding administrative posts and the like.Both there is a ready market and a high demand for fresh Challenges. Employees continue to make career progress while still working full-time. AI interprets personnel data to spot trends, inefficiencies, and training needs. It assesses productivity, motivation levels, and educational insufficiency, providing managers with more information than ever before on how to form policy and work properties. By detecting patterns, AI helps firms streamline the division of labor, optimize business processes, and raise operational efficiency.

This insight, in turn, is poured back into the human resources team to develop strategies in accordance with company goals and grassroots response. AI improves learning retention through optimized training methods. Employee systematization of learning materials can be managed in a more detailed way. AI observes how people study. It enables management to provide training material influence over selecting from different fixed forms for content that are more clearly useful in turning actual work efficiently into class with less repetition over time. AI also detects places where workers fail and gives them further backing to retain knowledge.It monitors that employees get training in a fashion that furthers retention and application.At the same time, they need fresh opportunities for learning new things.

AI discerns places where workers have difficulty and then gives them additional props to solidify what they have learned. AI-powered platforms create continuous learning environments, delivering targeted content to employees according to their individual needs. The platform checks the level of a participant's skills, suggests related courses, and offers instant access to learning. This gives employees training designed for their career paths and industrial conditions, building a climate where learning is part of work. So, the firm is also assured that its workforce will remain as it should be in preparation for the booming industry and various new types of jobs emerging. When AI is adopted in workforce development, organizations can provide a setting where career growth, strategic planning, effective learning, and constant competence improvement all take place hand in hand.Employees receive a series of opportunities for structured career growth, learning that is relevant to business, and insight into their performance indicators.

Objective

To explore the factors that determines different Role of Artificial Intelligence in Talent Management in Learning Organisation.

Methodology

A sample of 219 people from learning organization were surveyed to know the factors that determines different Role of Artificial Intelligence in Talent Management in Learning Organisation. This study is based on a survey conducted using a structured questionnaire. The primary data was collected using a “random sampling method,” and “Factor Analysis” was employed to derive the results.

Findings

The table below presents the general details of the respondents where male contributes 63.5% to total study survey population and rest 36.5% are female. 30.6% are below 28 years of age, 41.6% are 28-36 years, and rest 27.8% are above 36 years. 32.9% are graduate and below, 28.8% are post graduate and above, and rest 38.4% are having professional degrees.

"Table 1 Demographic details"

"Variable"	"Respondents"	"Percentage"
Gender		
Male	139	63.5
Female	80	36.5
Total	**219**	**100**
Age		
Below 28 yrs	67	30.6
28-36 yrs	91	41.6
Above 36 yrs	61	27.8
Total	**219**	**100**
Education		
Graduate and below	72	32.9
Post graduate and above	63	28.8
Professional Degree	84	38.4
Total	**219**	**100**

"Table 2 KMO and Bartlett's Test"

"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		.846
"Bartlett's Test of Sphericity"	"Approx. Chi-Square"	3319.914
	"df"	105
	"Sig."	.000

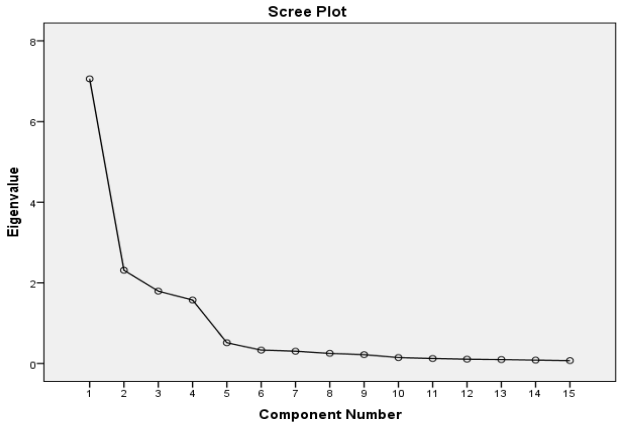
KMO value in table 2 is 0.846 and the "Barlett's Test of Sphericity" is significant.

"Table 3 Total Variance Explained"

"Component"	"Initial Eigen values"			"Rotation Sums of Squared Loadings"		
	"Total"	"% of Variance"	"Cumulative %"	"Total"	"% of Variance"	"Cumulative %"
1	7.058	47.051	47.051	3.499	23.325	23.325
2	2.314	15.424	62.475	3.384	22.559	45.884
3	1.795	11.965	74.441	3.262	21.745	67.629
4	1.574	10.493	84.933	2.596	17.305	84.933
5	.515	3.432	88.365			
6	.332	2.211	90.577			
7	.305	2.035	92.611			
8	.252	1.680	94.292			
9	.220	1.468	95.759			
10	.148	.986	96.746			
11	.125	.832	97.578			
12	.108	.721	98.299			
13	.098	.655	98.953			
14	.085	.567	99.520			

15	.072	.480	100.000			

"Principal component analysis" shows 15 variables from 4 Factors. The factors explained the variance of 23.325%, 22.559%, 21.745% and 17.305% respectively. The total variance explained is 84.933%.



"Table 4 Rotated Component Matrix"

"S. No."	"Statements"	"Factor Loading"	"Factor Reliability"
	Talent acquisition and recruitment		**.946**
1	AI saves time spent on manual search of candidates	.895	
2	Helps to broadens the talent pool	.885	
3	Chatbots and virtual assistants give immediate answers to employee queries	.876	
4	Automatic recruitment tools efficiently filter job seekers	.875	
	Workforce Planning & Retention		**.936**
5	AI accelerates the work force planning	.903	
6	Allow HR department to invest their time in talent development planning and business strategy	.863	
7	AI helps to enhance retention strategies	.859	
8	AI improves learning retention through optimized training methods	.856	
	Performance Management		**.928**
9	AI helps in assessing employee performance	.881	
10	AI allows automation of functions such as hiring, and performance appraisal	.869	
11	Analyse performance data and recommend courses, certifications, and development plans	.839	
12	Check employee performance and provide hints and guidance on improvement	.804	
	Biasness		**.913**
13	Bias in recruitment can be addressed by AI-based tools that focus on objective criteria	.908	

14	AI in talent management guarantees more equitable selection process	.893	
15	AI governance frameworks ensure that HR practices are open and fair	.874	

Table 4 shows factors that determines different Role of Artificial Intelligence in Talent Management in Learning Organisation. Factor "Talent acquisition and recruitment" includes the variables like AI saves time spent on manual search of candidates, Helps to broadens the talent pool, Chatbots and virtual assistants give immediate answers to employee queries and Automatic recruitment tools efficiently filter job seekers. Factor "Workforce Planning & Retention" includes the variables like AI accelerates the work force planning, Allow HR department to invest their time in talent development planning and business strategy, AI helps to enhance retention strategies and AI improves learning retention through optimized training methods. Factor "Performance Management" includes the variables like AI helps in assessing employee performance, AI allows automation of functions such as hiring, and performance appraisal, Analyse performance data and recommend courses, certifications, and development plans and Check employee performance and provide hints and guidance on improvement. Factor "Biasness" includes the variables like Bias in recruitment can be addressed by AI-based tools that focus on objective criteria, AI in talent management guarantees more equitable selection process and AI governance frameworks ensure that HR practices are open and fair.

"Table 5 Reliability Statistics"

"Cronbach's Alpha"	"N of Items"
.917	15

Total reliability is 0.917 for 4 constructs including fifteen variables related to different role of AI in talent management.

Conclusion

AI is transforming HRM; at the same time, automation in recruitment and training, such as artificial intelligence, has accelerated workforce planning. Now, organizations turn to AI-driven tools for HR activities that were once hand-managed: hiring, matching candidates with job roles, and assessing employee performance. This move cuts down on manual work and improves decision-making by supplying insights from data-driven corporate management. AI's ability to analyze workforce trends helps enterprises predict talent needs, enhance retention strategies, and optimize resource allocation. However, challenges remain on how to tackle algorithmic bias, data privacy, and the ethical implications for HR policymaking. As more and more companies embrace AI, governance frameworks will be essential to ensure that HR practices are open and fair. Continuous learning and AI literacy will become critical for HR professionals to incorporate these technologies effectively. AI's future in HRM depends on how organizations strike a balance between automation and human judgment, whereby advanced technology complements, rather than replaces, strategic workforce management. By using AI responsibly, firms can construct HR systems that are efficient, inclusive, and adaptable.

The study aims to explore the factors that determines different Role of Artificial Intelligence in Talent Management in Learning Organisation and found that Talent acquisition and recruitment,

Workforce Planning & Retention, Performance Management and Biasness are the factors showing role of AI in talent management.

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