Educational Administration: Theory and Practice
2024, 30(6), 5102-5109
ISSN: 2148-2403
https://kuey.net/

Research Article

Harnessing AI-Driven Talent Management and Recruitment Strategies to Build an Engaged Workforce

Prof. Ruchi Jain[1], Ms. Sunita Sharma[2*]

[1]Professor, Department of Business Studies, IIS (Deemed to be University), Jaipur, Rajasthan, India. Email: ruchi.jain17@iisuniv.ac.in
[2*]Research Scholar, School of Management,IIS (Deemed to be University), Jaipur, Rajasthan, India. Email: sunitasharma4881@gmail.com

Citation:
Prof. Ruchi Jain, Ms. Sunita Sharma et al. (2024). Harnessing AI-Driven Talent Management and Recruitment Strategies to Build an Engaged Workforce, *Educational Administration: Theory and Practice*, 30(6) 5102-5109
Doi: 10.53555/kuey.v30i6.9912

ARTICLE INFO

ABSTRACT

This study examines how employee engagement in IT companies is affected by AI-driven personnel management strategies. The study examines how AI-enabled tactics like performance reviews, training identification, and recruiting automation help to improve employee engagement, retention, and satisfaction as artificial intelligence becomes more widely used in HRM. A standardized questionnaire was used to gather information from 100 professionals employed by IT companies. With a substantial correlation coefficient ($r = 0.747$, $p < 0.01$), statistical study using SPSS, which included regression analysis, correlation, and descriptive statistics, showed a significant positive association between AI-enabled talent management (TM) practices and employee engagement (EE). The regression results, which accounted for 55.8% of the variance, further demonstrated that talent management is a key predictor of employee engagement. According to the study's findings, AI can improve employee engagement and talent management procedures when it is successfully incorporated into HR initiatives. To create a staff that is motivated and prepared for the future, IT companies should use the findings to guide their strategic integration of AI solutions in HR.

KEYWORDS: AI-Driven Talent Management, Employee Engagement, Recruitment Automation IT Firms, Artificial Intelligence in HR

1. INTRODUCTION

The rapid advancement of artificial intelligence (AI) is causing a global revolution in industry, and human resource management (HRM) is no exception. AI-driven solutions are transforming HR operations by transforming how companies approach hiring, employee engagement, and talent development. AI in HRM is now essential for optimizing workflows and enhancing the general work experience in the competitive, fast-paced IT sector, where there is a great need for qualified workers. This study aims to investigate how AI-driven HR technologies are impacting various HR tasks inside IT firms, with a focus on how new technologies are altering traditional HR practices.

Using AI in HRM has many benefits, including more accurate and data-driven decision-making, automated repetitive processes, and personalized employee experiences. For instance, hiring time and expenses can be decreased by using AI-powered solutions that streamline the hiring process by evaluating vast quantities of information to find the most qualified applicants. AI also increases employee engagement through tailored feedback and development plans, which results in a more driven and productive staff. However, there are challenges associated with incorporating AI, such as the need for HR workers to acquire new skills and the potential for biased decision-making and ethical concerns with data protection.

Hiring, training, performance reviews, and employee communications have all been transformed by the incorporation of AI into human resource management (HRM). These days, intelligent algorithms let HR professionals make data-driven decisions with less manual intervention. Artificial intelligence (AI) techniques are used in recruiting to evaluate resumes, match applicants to job profiles, and forecast future performance. AI makes it possible for adaptive learning systems that are customized to each learner's unique learning path in talent development.

The purpose of this study is to evaluate the effects of AI-based talent management techniques on employee engagement in Indian IT companies. The paper examines the advantages and difficulties of implementing AI in HR activities using primary data to gather real-time insights. The vacuum in the literature that frequently ignores employees' firsthand opinions of AI-enabled HR procedures is also addressed.

2. LITERATURE REVIEW

The incorporation of Artificial Intelligence (AI) into Human Resource Management (HRM) has dramatically altered traditional processes, providing innovative solutions for talent management and employee engagement. This section goes into several aspects of AI-enabled HRM, emphasizing recent research findings and implications.

2.1 AI for Talent Management: The use of AI in personnel management has transformed procedures including recruitment, performance evaluation, and employee development. Artificial intelligence-powered applications improve efficiency by automating regular operations, allowing HR professionals to focus on strategic objectives. Dawson and Agbozo (2024) present an overview of AI applications in talent management, focusing on the progressive evolution and benefits of AI integration into HR processes.

2.2 AI-Powered ChatBots and Employee Engagement: AI-enabled chatbots have emerged as powerful tools for increasing employee voice and engagement. Dutta et al. (2022) conducted a field study to show that AI chatbots enable individualized communication, build a culture of trust, and increase employee engagement. The study also found that employee age and previous performance can influence the effectiveness of AI-enabled chatbots in increasing engagement.

2.3 AI-Driven Sustainable HRM and Employee Performance: The use of AI into sustainable HRM practices has been related to increased employee performance. Researchers at Chinese firms discovered that AI-driven sustainable HRM improves employee engagement, resulting in higher performance. The study also found that conscientiousness personality traits moderated this association, implying that individual differences influence the efficiency of AI-driven HRM practices.

2.4 Employee Well-being in the Age of AI: The widespread use of AI in HR procedures has sparked worries about employee well-being, job security, and justice. Sadeghi (2024) investigated how AI influences employee views, job happiness, mental health, and retention. The study proposed an AI-employee well-being interaction framework, demonstrating that, while AI can improve efficiency and eliminate bias, it also raises worries about job security and privacy. Transparency in AI systems has been acknowledged as an important aspect in building trust and favorable employee sentiments.

2.5 Generative AI and Team Performance: Recent advances in generative AI have reshaped collaborative work processes. A randomized controlled experiment conducted by Li et al. (2024) demonstrated that teams supplemented by generative AI outperformed those relying purely on human collaboration. However, the study discovered diminishing gains with more AI integration, indicating that a balanced approach is required for maximum team performance.

2.6 Challenges of AI Adoption: Despite the benefits, implementing AI in HRM is not without obstacles. According to research, while AI tools promise to streamline work and increase productivity, many employees are hesitant to use new technologies due to a lack of training and support from their companies. This underscores the need of enterprises investing in thorough training programs to ensure effective AI integration.

2.7 Fear of becoming obsolete (FOBO): The rapid growth of AI has resulted in a problem known as "Fear of Becoming Obsolete" (FOBO) among employees. This worry originates from fears about job displacement caused by technology improvements. Addressing FOBO necessitates ongoing investment in employee reskilling and upskilling to guarantee that the workforce remains relevant in a changing labor market.

2.8 AI for Recruitment and Retention: AI has altered recruiting and retention strategies by using data analytics and machine learning to discover top talent, minimize bias, and speed up the hiring process. Additionally, AI delivers predictive analytics to foresee staff attrition, allowing for proactive actions to retain important people. These developments help to foster a more agile and responsive organizational culture.

2.9 AI and Employee Voice: The use of AI-enabled chatbots has been found to supplement employee voice by offering a forum for employees to share problems and feedback. This develops a culture of trust and increases employee engagement by making people feel heard and valued within the firm.

2.10 AI and Sustainable HRM: Integrating AI into sustainable HRM practices has been related to higher employee performance and engagement. AI-driven HRM practices help to ensure sustainability by optimizing resource allocation and supporting environmentally friendly activities inside the firm.

Vedapradha, R., and others (2023) Analyzing HR managers' and talent acquisition managers' level of artificial intelligence understanding throughout the talent acquisition process is the aim of this study. Furthermore, it seeks to examine the elements that impact the adoption and examine the effects of artificial intelligence on talent management and the application of assisted intelligence. To collect responses from 384 customers in all, the researchers employed a multi-stage sampling strategy. These clients were TA and HR managers employed by IT companies in Hyderabad, Chennai, Bangalore, Mysore, and Pune. To validate the hypothesis, Simple Percentage Analysis, Correlation Analysis, and Multiple Linear Regression Analysis were performed using the SAS software. Talent management, perceived utility, perceived ease of use, adoption, and actual use are among the demographic and construct characteristics that were considered. There is a positive and robust correlation between knowledge of AI technology and its adoption in talent acquisition management, which is followed by its practical application. "The experience of the candidate has the biggest impact on the first component, competency." Effectiveness in the adoption and real-world application of AI in talent acquisition, on the other hand, is primarily determined by how user-friendly it is. The most important component in the effective implementation of technology within information technology organizations is acceptance of talent management, which is the best predictor of technology use.

Samart Tripathi (2024). Effective people management is essential for organizations seeking long-term success in today's competitive business environment. The rapid advancement of technology, including artificial intelligence, data analytics, and digital platforms, has caused substantial changes in the talent management industry. This abstract explores how technology affects talent management, highlighting both its benefits and challenges.

Online job portals, social media platforms, and AI-powered recruiting tools have expanded the pool of applicants available to organizations. Data analytics can help identify high-potential applicants and predict their future performance. Personnel requirements are met, resulting in improved recruiting efficiency and effectiveness. Furthermore, technology has significantly changed the landscape of staff development and training. Organizations can leverage e-learning platforms, smartphone apps, and virtual reality simulations to provide personalized and interactive learning experiences for employees. This encourages continuing skill and knowledge growth. Technology has drastically altered performance management practices. Instead of annual appraisals, the company now uses digital platforms and AI-powered analytics to provide real-time feedback. Instead, it relies on real-time feedback systems powered by digital platforms and AI analytics. This tool enables managers to deliver timely feedback, identify performance patterns, and make data-driven decisions to improve employee productivity and engagement. Despite its benefits, the widespread use of technology in talent management raises ethical concerns. Organizations must address concerns about data privacy, algorithmic bias, and potential job displacement due to automation.

Tariq, Muhammad Usman (2024). Artificial intelligence (AI) and talent management have revolutionized talent identification, recruiting, and retention in organizations. This chapter explores the impact of machine learning on talent management, including how AI is transforming recruitment and retention strategies. The discussion shifts to AI-driven recruiting, which includes predictive analytics to anticipate hiring needs, automated resume screening to reduce bias, and video and behavioral analysis to improve applicant evaluation procedures. AI-driven approaches enhance talent acquisition accuracy and link job requirements with applicant skills. The chapter explores how AI may improve employee retention by using predictive modeling to identify possible turnover issues and implementing personalized development programs.

Verma, Ashutosh (2024). AI is transforming our lives and driving technological advancements. AI has had a significant impact on human resource management. This chapter explores the growing use of Artificial Intelligence (AI) in talent management methods within organizations. AI technology can improve talent recruiting, development, and retention strategies by providing data-driven insights and automating processes. This chapter explores the various applications of artificial intelligence (AI) in talent management. The article explores the benefits and challenges of deploying AI in this industry, as well as ethical questions about its use. This chapter examines the potential of AI in people management and its impact on organizational performance, taking into account present trends and future consequences.

Summary of Key Studies

Study	Focus Area	Key Findings
Dutta et al. (2022)	AI-enabled chatbots and employee engagement	Personalized AI interactions enhance trust and engagement; effectiveness varies with employee age and performance.
Jangbahadur et al. (2025)	AI-enabled HRM and organizational performance	Positive impact of AI-HRM on performance mediated by employee engagement; fusion skills not a significant moderator.

Business Insider (2025)	AI in talent acquisition	AI streamlines recruitment but may introduce communication challenges and affect company reputation.
Frontiers in Psychology (2022)	AI in training and development	AI-supported training enhances productivity and engagement; reduces learning time.

3. OBJECTIVES OF THE STUDY

1. To examine the role of AI-driven talent management practices in enhancing employee engagement within IT firms.
2. To evaluate the effectiveness of AI-enabled recruitment and HR strategies on employee satisfaction and retention.

4. HYPOTHESIS OF THE STUDY

Based on the objectives and literature review, the following hypotheses have been formulated:

- **H_0 (Null Hypothesis):** There is no significant relationship between AI-enabled talent management practices and employee engagement in IT firms.
- **H_1 (Alternative Hypothesis):** There is a significant positive relationship between AI-enabled talent management practices and employee engagement in IT firms.

5. RESEARCH METHODOLOGY

5.1Research Design: This study uses a descriptive and exploratory research approach to better understand the influence of AI-enabled personnel management methods in increasing employee engagement in IT organizations. The report is based on original data gathered from employees of Indian IT businesses.

5.2 Data Collection: Primary data was gathered using a structured questionnaire. The questionnaire was administered using Google Forms, and the link was sent by email, LinkedIn, and WhatsApp to a larger audience of IT professionals. Participation was entirely voluntary, and secrecy was maintained to assure the accuracy of the responses.

5.3 Development of Questionnaire Format: The questionnaire was created using previously verified research papers and tailored to meet the AI and HRM setting. It included: **Section A:** includes demographic information (such as age, gender, and work experience). **Section B:** AI tool awareness and usage in HR operations (Likert scale: 1–5). **Section C:** discusses the perceived influence of AI on employee engagement, job satisfaction, and communication. **Section D:** Challenges to AI adoption within companies. All items were scored using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Agree to accurately measure perceptions.

5.4 Sampling Technique and Sample Size: Because of the ease with which IT professionals can access digital platforms, a non-probability convenience sample technique was used. A total of 120 responses were received, of which 100 valid and full responses were included for analysis.

5.5 Data Analysis Tools and Statistical Tests Used: The acquired data was evaluated with Microsoft Excel and IBM SPSS. The following strategies were utilized: **Descriptive statistics** (mean, frequency, and percentage) are used to summarize demographic and Likert scale data. **Correlation and regression Analysis** is used to investigate the relationship between AI-enabled HR practices and employee engagement.

6. DATA ANALYSIS AND INTERPRETATION

To determine whether the participants in a given study are an accurate representation of the intended population for generalization purposes, prospective data about the employees under investigation is required. As variables that are independent in the research design, demographic data or research that reflects the traits of the respondents are commonly provided in the research report's methodologies section.

Demographic Analysis

Table:1

Particular	Frequency	Percent
Gender		
Female	54	54.0
Male	46	46.0
Total	**100**	**100.0**
Age Group		
20–30	45	45.0
31–40	28	28.0
41 and above	27	27.0
Total	**100**	**100.0**
Work Experience (Years)		
0–5	28	28.0
11 and above	35	35.0
6–10	37	37.0
Total	**100**	**100.0**
Main Challenge		
Data privacy and ethical concerns	30	30.0
High cost of implementation	29	29.0
Lack of training and AI awareness	23	23.0
Resistance to change	18	18.0
Total	**100**	**100.0**

Interpretation: There was a fairly balanced gender distribution in the sample of 100 respondents, with 54% of them being female and 46% being male. The bulk of participants (45%) were in the 20–30 age range, followed by those in the 31–40 age range (28%) and those over 41 (27%). This suggests that a significant portion of the respondents are in the early working age range. 37% of those with 6–10 years of experience, 35% with over 11 years, and 28% with 0–5 years had prior experience. This suggests a foundation of respondents with a respectable level of experience. When asked about challenges faced in the implementation of AI tools in HR practices, the most frequently cited concern was **data privacy and ethical concerns** (30%), followed by **high cost of implementation** (29%), **lack of training and AI awareness** (23%), and **resistance to change** (18%).

Descriptive statistics

Table: 2: Elements of TM

Elements of TM	N	Minimum	Maximum	Mean	Std. Deviation
AI used for recruitment	100	1	5	4.22	1.151
AI enhances performance evaluation	100	1	5	3.73	.973
AI identifies training needs	100	2	5	4.17	1.045
Valid N (listwise)	100				

Interpretation of Table 2: Elements of TM: Based on the answers of 100 participants, the descriptive statistics for the three main components of AI-enabled Talent Management (TM) are shown in this table. With a mean score of 4.22 for AI utilized in recruiting, respondents strongly agreed that AI is actively used in their firms' hiring procedures. Response variability is moderate, as indicated by the 1.151 standard deviation. The mean score for AI's ability to improve performance evaluation is 3.73, indicating a generally favourable opinion—albeit one that is marginally weaker than that of hiring. The comparatively consistent responses are indicated by the reduced standard deviation (0.973). The high mean score of 4.17 for AI identifies training needs indicates a strong conviction that AI is essential for determining employee skill gaps and opportunities for development. Moderate variety in perceptions is also suggested by the standard deviation of 1.045.
Employees believe AI-driven talent management techniques are helpful overall, according to the mean scores, especially when it comes to hiring and identifying training gaps. The strong scores lend credence to the idea that AI is being successfully incorporated into HR operations in the IT companies under study.

Table: 3: Elements of EE

Elements of EE	N	Minimum	Maximum	Mean	Std. Deviation
AI enables personalized communication	100	1	5	3.88	1.249
AI improves job satisfaction	100	1	5	3.88	1.148
AI reduces stress	100	2	5	3.88	.756
Valid N (listwise)	100				

Interpretation of Table 3: Elements of EE: Based on 100 responses, this table presents descriptive statistics for the three AI-enabled elements that influence employee engagement (EE). AI makes customized communication possible. has a mean score of 3.88 and a standard deviation of 1.249, indicating that most workers concur AI enhances individualized communication. The somewhat higher standard deviation, however, suggests that there is considerable response variability. Consistently positive opinions regarding the role of AI in improving job satisfaction are reflected in the mean score of 3.88 and the slightly lower standard deviation of 1.148. There is substantial and consistent agreement that AI reduces stress by automating repetitive or arduous jobs, as seen by the three measures' same mean of 3.88 and lowest standard deviation (.756). The fact that all three components received equally high scores (mean = 3.88) indicates that workers think AI has a major impact on improving communication, job satisfaction, and stress management—all of which are important factors that influence employee engagement. The trustworthiness of these findings is further reinforced by the comparatively low variation in replies.

Table: 4: Correlations Between TM and EE

		TM	EE
TM	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	100	100
EE	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	
	N	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4 Interpretation: TM and EE Correlation: Based on information from 100 respondents, this table displays the Pearson correlation coefficient between employee engagement (EE) and talent management (TM). With a Pearson correlation value (r) of.747, TM and EE are strongly positively correlated. The correlation is statistically significant at the 1% level, as indicated by the p-value (Sig. 2-tailed) of.000, which is less than 0.01. The findings show that employee engagement dramatically rises in tandem with the growth or improvement of AI-enabled personnel management techniques. This lends credence to the study's finding that AI-enabled talent management improves employee engagement in IT companies.

Table 5: Results of Linear Regression Analysis of TM And EE

Model Summary[b]										
					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.747[a]	.558	.554	.590927556892053	.558	123.792	1	98	.000	2.487

a. Predictors: (Constant), TM
b. Dependent Variable: EE

Model Summary Interpretation

Statistic	Value	Interpretation
R	0.747	This is the correlation coefficient between employee engagement (EE), the dependent variable, and the independent variable, talent management (TM). A significant **positive association** is shown by a value of 0.747.
R Square (R^2)	0.558	This indicates that talent management (TM) accounts for 55.8% of the variation in employee engagement (EE). This demonstrates a decent model fit and is rather substantial.

Adjusted R Square	0.554	This modifies R^2 to account for the quantity of predictors. The difference is negligible because there is only one predictor. It continues to **demonstrate that 55.4% of** the variation can be accounted for.
Std. Error of the Estimate	0.591	This represents the prediction errors' (residuals') standard deviation. Better fit is indicated by lower values.
F Change	123.792	This represents the entire regression model's F-statistic. A greater number suggests that a sizable portion of the variance is explained by the model.
Sig. F Change	0.000	The model is statistically significant since the p-value is less than **0.01.**
Durbin-Watson	2.487	This checks the residuals for autocorrelation. Generally speaking, a value of 1.5 to 2.5 is seen as acceptable, and **2.487 denotes** no autocorrelation, indicating that the residuals are independent.

This regression model satisfies important criteria (no autocorrelation), is statistically significant, and explains a considerable amount of variance (55.8%) in employee engagement. Therefore, in IT companies, AI-enabled personnel management techniques are highly predictive of employee engagement.

Table: 6 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.228	1	43.228	123.792	.000[b]
	Residual	34.221	98	.349		
	Total	77.449	99			

a. Dependent Variable: EE
b. Predictors: (Constant), TM

The regression model that predicts Employee Engagement (EE) based on Talent Management (TM) is statistically significant, according to the ANOVA table (Table 6). The model offers a much better fit than a model without predictors, as evidenced by the F-value of 123.792 and the p-value (Sig.) of.000, both of which are well below the 0.05 cutoff. The variation described by the TM predictor is shown by the Regression Sum of Squares (43.228), whilst the variation that cannot be explained is shown by the Residual Sum of Squares (34.221). The model's strength is further supported by the fact that it accounts for over half of the overall variation in EE (overall Sum of Squares), which is 77.449.
The study's hypothesis that TM practices have a favourable effect on employee engagement in IT organizations is supported by the ANOVA results, which show that AI-enabled talent management strongly predicts employee engagement.

Table: 7 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.865	.277		3.119	.002
	TM	.746	.067	.747	11.126	.000

a. Dependent Variable: EE

Interpretation of the coefficients in Table 7: Employee Engagement (EE) is positively and significantly impacted by Talent Management (TM), according to the regression coefficients. According to the unstandardized coefficient B = 0.746, EE rises by 0.746 units for every unit increase in TM. This link is statistically significant, according to the p-value (.000). The strength of this effect is further supported by the t-value (11.126). Employee engagement in IT companies is thus greatly increased by AI-enabled talent management techniques.

7. SUMMARY OF FINDINGS

The study discovered a robust and favourable correlation between employee engagement in IT companies and AI-enabled personnel management strategies. High mean values for AI use in training, performance reviews, and hiring were shown using descriptive statistics. With a significant regression model ($p < 0.001$) and a strong correlation coefficient ($r = 0.747$), correlation and regression analysis verified that talent management significantly predicts employee engagement. These results demonstrate how well AI-powered HR tactics may raise worker motivation, engagement, and satisfaction.

8. CONCLUSION AND SUGGESTIONS FOR FURTHER STUDY:

According to the study's findings, AI-enabled talent management techniques greatly increase worker engagement in IT companies by expediting the hiring process, enhancing performance reviews, and determining training requirements. Given the robust positive relationship between engagement and talent management, AI appears to be a useful tool for HR initiatives. Organizations must, however, address issues like ignorance and change aversion if they hope to optimize these advantages. In order to better understand employee attitudes and organizational outcomes, future research might examine the long-term effects of AI on participation across other industries, incorporate qualitative methods, and use larger and more varied samples.

REFERENCES

[1] AI in HR: Revolutionizing Recruitment, Retention, And Employee Engagement. (2024). Journal of Informatics Education and Research. https://doi.org/10.52783/jier.v4i3.1410

[2] Dawson, P., & Agbozo, E. (2024). *Artificial intelligence in human resource management: A review of AI-driven talent management practices*. Journal of Science and Technology Policy Management. https://doi.org/10.1108/JSTPM-06-2023-0104

[3] Dutta, D., Ghosh, D., & Acharjee, M. (2022). Augmenting employee voice through AI-enabled chatbots: Evidence from the field. The International Journal of Human Resource Management, 35(1), 120-145. https://doi.org/10.1080/09585192.2022.2085525

[4] Jia, X., & Hou, Y. (2024). Architecting the future: exploring the synergy of AI-driven sustainable HRM, conscientiousness, and employee engagement. Discover Sustainability, 5(1). https://doi.org/10.1007/s43621-024-00214-5

[5] *Li, D., Ghani, S., & Wang, Q. (2024). Does generative AI help humans collaborate better? Evidence from a randomized controlled trial. arXiv preprint arXiv:2405.17924. https://arxiv.org/abs/2405.17924*

[6] R. Vedapradha, R. Hariharan, D. David Winster Praveenraj, E. Sudha, and J. Ashok (2023). Talent acquisition-artificial intelligence to manage recruitment. E3S Web of Conferences 376, 05001. https://www.e3sconferences.org/articles/e3sconf/pdf/2023/13/e3sconf_ersme2023_05001.pdf

[7] Sadeghi, S. (2024). Employee Well-being in the Age of AI: Perceptions, Concerns, Behaviors, and Outcomes. *https://doi.org/10.48550/arXiv.2412.04796*

[8] Samarth Tripathi (2024). Research Paper on Impact of Technology on Talent Management. International Journal of Research Publication and Reviews, Vol 5, no 5, pp 2113-2117. https://ijrpr.com/uploads/V5ISSUE5/IJRPR27343.pdf

[9] Tariq, Muhammad Usman. (2024). AI and the Future of Talent Management: Transforming Recruitment and Retention With Machine Learning. https://www.researchgate.net/publication/381162626_AI_and_the_Future_of_Talent_Management_Transforming_Recruitment_and_Retention_With_Machine_Learning

[10] Verma, Ashutosh. (2024). Artificial intelligence in talent management: maximizing human resource potential. https://www.researchgate.net/publication/380575637_ARTIFICIAL_INTELLIGENCE_IN_TALENT_MANAGEMENT_MAXIMIZING_HUMAN_RESOURCE_POTENTIAL