

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE



***AN ANALYSIS OF ARTIFICIAL INTELLIGENCE ON TALENT MANAGEMENT. IN
THE CASE OF AMTEC PRIVATE LIMITED***

REG NUMBER: B201459B

***A DISSERTATION/THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE BACHELOR OF COMMERCE IN HUMAN CAPITAL
MANAGEMENT AT BINDURA UNIVERSITY OF SCIENCE EDUCATION.***

7 JUNE 2024

PRELIMINARY PAGES

DEDICATION

This dissertation is dedicated to my family, whose unwavering support and encouragement have been my guiding light throughout this journey. To my parents, for their endless love and belief in my potential and my siblings, for their constant motivation and cheer. Also, to my friends and mentors, whose wisdom and guidance have been invaluable. This work is a testament to your faith in me.

THE ABSTRACT

This study examined the impact of artificial intelligence (AI) on talent management at Amtec Private Limited, focusing on three critical areas: task automation, e-training, and e-recruitment. By leveraging AI technologies, Amtec significantly enhanced its talent management strategies, driving efficiency and effectiveness across various human resource functions. The automation of repetitive and administrative tasks through AI streamlined Amtec's HR operations. Automated systems managed payroll, scheduling, and compliance, allowing HR professionals to focus on strategic activities. This shift not only increased operational efficiency but also improved accuracy in HR processes, reducing the likelihood of human error and freeing up valuable time for HR teams to engage in more complex, value-added tasks.

AI-driven e-training platforms at Amtec provided personalized learning experiences for employees. These platforms used machine learning algorithms to analyze individual learning styles and career trajectories, offering tailored training programs that enhanced skill development and career growth. The flexibility and accessibility of e-training ensured continuous professional development, aligning employee capabilities with the company's evolving needs and fostering a culture of lifelong learning. AI-powered e-recruitment systems revolutionized Amtec's hiring process. By automating candidate sourcing, screening, and selection, these systems significantly reduced time-to-hire and improved the quality of hires. Advanced algorithms matched candidates' skills and experiences with job requirements more accurately than traditional methods. Additionally, AI tools analyzed vast datasets to identify the best talent, enhance diversity, and mitigate biases in recruitment. The integration of artificial intelligence in these areas transformed talent management at Amtec, enabling the company to attract, develop, and retain top talent more effectively. The study highlighted that while AI offered numerous benefits, its implementation had to be carefully managed to address ethical considerations, ensure data privacy, and maintain human oversight to prevent biases and ensure fairness. In conclusion, the analysis of artificial intelligence's influence on talent management at Amtec Private Limited demonstrated the transformative potential of AI in optimizing HR practices. The findings provided valuable insights for other organizations seeking to leverage AI in their talent management strategies, emphasizing the importance of balancing technological advancements with ethical and human-centric considerations.

ACKNOWLEDGEMENTS

To God be the glory for his grace and mercy throughout the journey. The journey would have not been possible without the support of the following people: My supervisor for his support and word of encouragement throughout the journey, thank you for your patience, professionalism and guidance which have been instrumental in my academic journey. My friends, family and relatives, for their love and words of encouragement that kept me going throughout my academic journey.

Table Contents

PRELIMINARY PAGES.....	i
DEDICATION	i
THE ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
LIST OF TABLES.....	ix
LIST OF FIGURES.....	ix
CHAPTER 1	1
1.1 Introduction	1
1.2 Background of study	1
1.3 Problem Statement.....	3
1.3 Research Objective	4
1.3.1 Primary Research Objectives	4
1.3.2 First Secondary Research Objective.....	4
1.3.4 Third Research Objective	4
1.4 .0 Research Questions.....	4
1.4.1 Primary Research Question.....	4
1.4.2 First Secondary Research Question	4
1.4.3 Second Secondary Research Question.....	4
1.4.4 Third Research Question.....	4
1.5.0 Significance of the study	4
1.5.1 Significance to the body of knowledge significance	4
1.5.2 Significance to the Government:	5
1.5.3 Significance to the Researchers:	5
1.5.4 Significance to Amtec Private Limited:	5
1.6 Limitations of study.....	6
1.6.1Restriction on access of Information.	6
1.6.2 Credibility of Information.....	6
1.6.3 Political and Social Environment.....	6
1.6.4 Methodology.....	6
1.7 Delimitations of the study.....	6
1.7.1 Geographical delimitation.....	7
1.7.2 Participant delimitation	7
1.7.3 Data period delimitation.....	7
1.7.4 Literature review boundary.	7
1.8 Assumptions of study.....	7

1.8.1 Data accessibility	7
1.8.2 Artificial intelligence integration in Human Resource Management	7
1.8.3 Population sample	7
1.8.4 Questionnaire	8
1.9 Definition of key terms	8
1.9.1 Talent management.....	8
1.9.2 Artificial intelligence	8
1.9.3 Skill gap	8
1.9.4 Technology	8
1.10 Summary	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Brief Literature Review	9
2.1.1 Artificial intelligence	9
2.2.1 Talent management.....	10
2.2 Conceptual Framework of the study	10
2.2.1 Independent variable.....	10
2.2.2 Moderating variable.....	11
2.2.3 Dependent variable.....	11
2.3 Objective by objective Literature Review	11
2.3.1 Primary Research objective	11
2.3.2 First Secondary Research objective	11
2.3.3 Second Secondary Research Objective.....	12
2.3.4 Third Research Objective	13
2.4 Theoretical framework	13
2.4.1 The Resource-Based View theory by Birger Werner felt in 1984.	13
2.4.2 The Social Exchange Theory, it was introduced by George Homans in 1958.	14
2.4.3 The Cognitive Ability and Skills-Based Theories.....	14
2.5 Empirical Review	15
2.5.1 Artificial Intelligence in Human Resource Management: Challenges and Opportunities by Marler and Fisher (2013).	15
2.5.2 Artificial Intelligence and the Future of Work Human-AI Symbiosis in Talent Management by Stroh Meier (2022)	16
2.5.3 Artificial Intelligence and Human Resource Management: Implications for Professional and Research Development," Mika Kerttula and Katariina Karhu (2018)	16

2.5.4 Artificial Intelligence and Talent Management: Current Trends and Future Directions by Cappelli and Keller (2014)	16
2.5.5 Exploring the Impact of Artificial Intelligence on Human Resource Management and Talent Acquisition by Dhar and Balakrishnan (2023)	16
2.5.6 The Impact of Artificial Intelligence on Human Resource Management: An Exploratory Study by Bondarouk et al. (2019)	17
2.5.7 Artificial Intelligence for Human Resources Management in Africa: Opportunities and Challenges by Ayensu et al (2021).	17
2.5.8 The Role of Artificial Intelligence in Talent Management in Sub-Saharan Africa by Adu and Okafor (2019)	17
2.5.9 Artificial Intelligence and Talent Management: An Exploratory Study in South Africa by Kieft (2020).....	18
2.5.10 The Potential Impact of Artificial Intelligence on Human Resource Management in Zimbabwe by Mupapuri and Gumbo (2022).....	18
2.5.11 Artificial Intelligence and the Future of Work in Zimbabwe by Muzvidziwa and Masocha (2020)	18
2.6 Summary	19
CHAPTER 3	19
RESEARCH METHODOLOGY	19
3.0 Introduction	19
3.1 Research Philosophy	20
3.2 Research strategy.....	20
3.3 Research Design	20
3.4 Study population.....	20
3.5 Sample size.....	21
3.6 Sampling Technique	21
3.7 Research instrument.....	21
3.8 Data Collection	21
3.9 Data analysis	22
3.9.1 Identified relevant data sources,	22
3.9.2 Data cleaning and preparation,	22
3.9.3 Defining variables and metrics,.....	22
3.9.4 Descriptive analysis.....	23
3.9.5 Inferential analysis,	23
3.9.6 Data interpretation,	23
3.7 Ethical Considerations.....	23
3.7.1 Informed Consent,	23
3.7.2 Privacy and Confidentiality,	24

3.7.3 Data Usage and Transparency,	24
3.7.4 Professional Conduct,	24
3.8 Validity	24
3.8.1 Content validity	24
3.8.2 Construct validity	25
3.8.3 Internal validity,	25
3.8.4 External validity.....	25
3.9 Reliability.....	25
3.9.1 The Test-retest reliability	25
3.9.2 Inter-reliability	26
3.9.3 Internal consistency reliability	26
3.10 Summary	26
CHAPTER 4	27
PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION	27
4.1 Introduction	27
4.2 Response rate on questionnaire	28
4.3 Question reliability and validity	28
4.3.1 Reliability.....	29
4.3.2 Validity	29
4.4 The demographic information of the research participants.....	29
4.4.1 Respondents' ages	29
4.4.2 Highest level of education	30
4.4.3 Length of employee service at Amtec Private Limited	32
4.5 Findings	33
4.5.1 Do you know about artificial intelligence?	33
4.5.2 Do you know about talent management?	34
4.5.3 Primary Objective.....	34
4.5.4 First secondary objective	36
4.5.5 Second secondary objectives.....	38
4.5.6 Third primary objective.....	40
4.6 Summary	41
CHAPTER FIVE	42
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	42
5.1 Introduction	42
5.2 Summary of findings	42
5.2.1 The impact of artificial intelligence on talent	42

5.2.2 The influence of automation of tasks on talent management	43
5.2.3 The effectiveness of e-training on talent management	43
5.2.4 The influence of e-recruitment on talent management.....	43
5.2 Conclusion	44
5.3 Recommendations	44
5.4 Suggestions for further study	45
REFERENCE LIST	45
APPENDIX SECTION	50
Questionnaire	50
Turnate in report.....	57
Approval letter	Error! Bookmark not defined.

LIST OF TABLES

Table 1: Response rate on the questionnaire.....	27
--	----

LIST OF FIGURES

Figure 1: Respondents ages.....	29
Figure 2: highest level of education.....	30
Figure 3: Length of employee service at Amtec Private Limited.....	31

Figure 4: Knowledge on Artificial intelligence.....	32
Figure 5: Knowledge on talent management.....	33
Figure 6: Impact of artificial intelligence on talent management.....	34
Figure 7: The automation of tasks on talent management.....	36
Figure 8: Effects of e-training on talent management on talent management.....	38
Figure 9: The impact of e-recruitment on talent management.....	40

CHAPTER 1

1.1 Introduction

Utilizing artificial intelligence in talent management is being researched many scholars of this era. This dissertation has explored the influence of artificial intelligence on talent management practices within Amtec Private Limited in Zimbabwe. Amtec Private Limited specializes in servicing Nissan and Mazda vehicles, retailing Mazda and Nissan motor parts. The study is an analysis of artificial intelligence on talent management. A Case of Amtec Private Limited. This chapter covered; background of study, problem statement of, research objectives, research questions, significance of study, limitations of study, delimitation of the study literature review, methodology and findings analysis.

1.2 Background of study

Employees with specialized knowledge and skills, and the skill gap, fostered this research as many companies were facing a shortage of skilled workers, making it a challenge for organizations to attract the right candidates. This investigation assessed the impact of Artificial Intelligence on Talent management and how skill gap played a role in this study at Amtec Private Limited through a funnel approach starting from the global approach, regional approach, national approach, and the Amtec Private Limited

Globally, countries like the United States experienced a significant skill gap in talent management, particularly in the technology sector. The rapid advancement of AI technologies created a demand for skilled professionals who could effectively implement and manage AI-powered talent management systems. The United Kingdom also faced challenges in bridging the skill gap in talent management, especially in industries such as finance and healthcare. Vrontis et al. (2022) noted that the adoption of AI technologies required individuals with specialized skills and the shortage of such professionals could hinder the effective implementation of AI-powered talent management practices.

Moreover, Germany, known for its manufacturing industry, was affected by the skill gap in talent management due to the increased use of AI automation in manufacturing processes. The need for workers with advanced technological skills to operate and manage AI systems became crucial for the country's industrial competitiveness. According to Ras et al. (2017), the recent

waves of technological change driven by the development of artificial intelligence has resulted in wide spread of anxiety of job loss and increased inequality

Furthermore, China, being a global leader in AI research and development, also faced challenges in addressing the skill gap in talent management. Xie et al. (2021) argued that the rapid growth of AI technologies in various industries created a demand for skilled professionals who could effectively utilize AI tools and platforms for talent management purposes.

Regional countries which addressing the skill gap in talent management required investment in education and training programs that focused on developing the necessary skills to effectively leverage AI technologies. Additionally, collaboration between governments, organizations, and educational institutions was essential to ensure a steady supply of skilled professionals in the field of talent management. African countries were also affected by the skill gap in talent management. South Africa, as one of the most developed economies in Africa, experienced a significant skill gap in talent management. One of the issues raised by the study is that the public sector was unable to retain important personnel due to inadequate talent management techniques. Neeta (2017) stated that South African industries, such as mining, finance, and technology, required skilled professionals who could effectively manage talent and leverage AI technologies to drive productivity and innovation.

More so, Nigeria, the largest economy in Africa, also faced challenges in bridging the skill gap in talent management. The country's industries, including oil and gas, telecommunications, and banking, required skilled professionals who could effectively manage talent and utilize AI-powered systems to improve organizational performance. Oseghale et al. (2021) argued that the adoption of strong talent management methods was necessary to address one of many obstacles related to recruitment, development and retention of talent in sub-Saharan Africa. Furthermore, Kenya, known for its thriving technology sector, was also affected by the skill gap in talent management. Kheira (2021) stated that the country's industries, such as fintech and e-commerce, required skilled professionals who could effectively manage talent and leverage AI technologies to drive growth and competitiveness.

Zimbabwe also faced a skill gap in artificial Intelligence and there was a need for reskilling and upskilling programs, to ensure that employees had the necessary skills to work alongside Artificial Intelligence technologies. The industry 4.0 technologies are being implemented in the Zimbabwean mining industry was still in its infancy and there was limited investment in

human capital. This required investment in training programs that focused on Artificial Intelligence, for example, data analysis, machine learning, and programming. (Mpofu and Namashakwe,2023)

Amtec Private Limited was impacted by a skill gap, this was because of limited innovation and technological advancements. These skill gaps have hindered the ability of motor industries companies to innovate and adopt new technologies. The lack of employees who possessed the skills to understand and utilize emerging technologies such as electric vehicles or advanced diagnostic tools have led the organization to lag in terms of technological advancement and competitiveness.

1.3 Problem Statement

Amtec Private Limited faced challenges related to talent management which affected its operations and hindered its ability to achieve sustainable growth in the highly competitive motor industry sector. The company grappled with key issues which were employee retention, hiring and choosing, developing skills and training and succession planning. According to Peter Cappeli (2014), the challenges of open labor markets including retention issues and the overall difficulty of managing uncertainty, new models for relocating employees within the same organization and strategic jobs for talent management investment properly yielded the highest returns on investment were the focal points of contemporary talent. The traditional methods of talent management, such as manual resume screening and in-person interviews, had become increasingly time-consuming and inefficient as the number of job applicants increased. Shanks et al. (2019) noted that artificial intelligence led managers to more thoughtful and collaborative decisions because it took on routine tasks like planning scheduling and optimization which allowed managers to focus on strategic and more creative functions through skills that machines did not possess such as intuition, ethical reasoning, and making judgments. Hence, to solve the problem of employee retention, recruitment and selection, and skill and training development, Amtec Private Limited could use artificial intelligence.

1.3 Research Objective

1.3.1 Primary Research Objectives

To analyze the impact of artificial intelligence on talent management.

1.3.2 First Secondary Research Objective

To establish the influence of automation of tasks in talent management.

1.3.3 Second Secondary Research Objective

To investigate the effectiveness of e-trainings on talent management.

1.3.4 Third Research Objective

To assess the impact of e-recruitment on talent management.

1.4 .0 Research Questions

1.4.1 Primary Research Question

What is the impact of artificial intelligence on talent management?

1.4.2 First Secondary Research Question

What is the influence of automation of tasks on talent management?

1.4.3 Second Secondary Research Question

What are the effects of e-training on talent management?

1.4.4 Third Research Question

What is the impact of e-recruitment on talent management?

1.5.0 Significance of the study

1.5.1 Significance to the body of knowledge significance

The study was important to the existing body of knowledge because they could attain knowledge on Artificial Intelligence and its impact on talent management. The body of knowledge could further build upon this research to further explore the implications of Artificial Intelligence, by fostering innovation and technology which would provide current

culture trends of artificial intelligence integration in talent management. This would assist the body of knowledge in informing their efforts to support and incentivize the adoption of artificial intelligence.

1.5.2 Significance to the Government:

The research assisted the government in enhancing public awareness and understanding. The research helped the government to better understand the implications of AI in talent management, enabling them to educate and guide organizations, employees, and the public on the responsible use of this technology. Moreover, the study also helped the government in informing policy and regulatory frameworks. This was because research findings contributed to the development of policies, guidelines, and regulations governing the utilization of artificial intelligence in talent management, ensuring the protection of workers' rights and the promotion of ethical practices.

1.5.3 Significance to the Researchers:

The research contributed to a large body of literature on the intersection of AI and human capital management, particularly in the area of talent management. More so, it also helped in developing new theoretical frameworks, that is the findings may have led to the formulation of new conceptual models or the refinement of existing ones, which could guide future research in this domain. It also helped the researchers in identifying research gaps and future directions, they could uncover unexplored areas or emerging trends, paving the way for further investigations on the evolving role of AI in talent management.

1.5.4 Significance to Amtec Private Limited:

The research was important to Amtec Private as it could make informed decisions on organizational strategy by providing valuable insights to Amtec Private Limited on the potential benefits, challenges, and best practices in leveraging AI for talent management. The study was important to the government as they could be able to enforce employment Code of Conduct and Labor Act that ensured fairness, transparency, and accountability in artificial powered talent management. The research also helped Amtec Private Limited in improving talent management practices, identifying ways to enhance the efficiency, effectiveness, and fairness of their talent acquisition, development, and retention processes through the integration of Artificial Intelligence.

1.6 Limitations of study

1.6.1 Restriction on access of Information.

One limitation was the availability and accessibility of relevant information. Research on artificial intelligence and talent management required access to confidential information, which may not have been readily available to researchers. This limitation could restrict the depth and breadth of the study and impact the conclusions drawn.

1.6.2 Credibility of Information.

Another limitation of the study was the credibility and reliability of the information used in the study. This was because Artificial Intelligence is a rapidly evolving field, and there may have been a lack of established standards. The credibility of the data sources, algorithms, and methodologies used in AI-based talent management systems may have been questionable, which could affect the validity of the research findings.

1.6.3 Political and Social Environment

The political and social environment was another limitation of the study. This was because the impact of artificial intelligence on talent management was not solely a technological matter but was also influenced by political, social, and cultural factors. It was important to note that the government was responsible for making regulations and policies related to privacy, bias in AI algorithms, or ethical considerations may have affected the implementation and adoption of AI in talent management practices.

1.6.4 Methodology

Methodology may also have been a limitation of the study. This was because the choice of methodology could introduce limitations as well. The complexity and interdisciplinary nature of the topic may have required a combination of qualitative and quantitative methods, and integrating different approaches could have been challenging.

1.7 Delimitations of the study

1.7.1 Geographical delimitation.

The study centered on a specific organization, which was Amtec Private Limited, rather than attempting to cover the global impact of AI on talent management. This could have been due to variations in AI adoption, cultural factors, or legal and regulatory differences across different regions

1.7.2 Participant delimitation

. More so, there was participant delimitation. The study demarcated the participants to specific groups relevant to talent management, such as HR professionals, executives, or employees. Focusing on specific participant groups allowed for a more targeted analysis of their experiences and perspectives.

1.7.3 Data period delimitation.

The study may have specified a particular time for data collection and analysis. Delimiting the data period helped in providing a glimpse of the impact during that specific timeframe. Furthermore, there was boundary delimitation this was because the study may have set boundaries on the literature to be included. For example, it may have focused on peer-reviewed academic articles published within a specific timeframe or limit the review to specific journals or conferences. This delimitation helped ensure a comprehensive yet manageable literature review.

1.7.4 Literature review boundary.

The study has established a scope of the research and defined boundaries within which could be explored in the topic. This was because it focused on the relevant topic under study. For instance, this study only looked at Amtec Private Limited only and specifically on talent management among other HR functions. It also delimited the investigation by establishing the inclusion and exclusion of the sources of the information that could be used.

1.8 Assumptions of study

1.8.1 Data accessibility

It assumed that the data concerning the effects of artificial intelligence would be obtained from sources like surveys and companies' data

1.8.2 Artificial intelligence integration in Human Resource Management

The company had implemented the use of artificial intelligence within their human resources department.

1.8.3 Population sample

The researcher assumed that the population sample would exhibit the views of others.

1.8.4 Questionnaire

The researcher assumed that all questionnaires would be responded to in time

1.9 Definition of key terms

1.9.1 Talent management

Armstrong (1997), defined talent management is a method focused on acquiring, developing, managing and motivating an organisations key personnel, while fostering their commitment to the organisational goals.

1.9.2 Artificial intelligence

According to Grewal (2014), Artificial intelligence is the mechanical imitation of gathering and processing universal knowledge and intelligence then distributing it as an actionable insight to those who qualify.

1.9.3 Skill gap

Handley et al. (2019), defined skill gap as the distance between the position requirements and skills currently possessed by the person in that position required for a particular job or task and skills possessed by an individual or a group of individuals

1.9.4 Technology

Barbour (1993), defined technology as the application of organized to practical tasks by ordered systems of people.

1.10 Summary

The chapter outlined the background statement. problem statement, research objective, significance of the study, limitation of the study, delimitation of the study and definitions of key terms in the study. The next chapter which is chapter two reviewed the impact of artificial intelligence on talent management literature, setting this study in its wide context.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter covered, conceptual frame work, objective by objective literature review, theocratical frame work and empirical review, concerning how other researchers have written on the impact of artificial intelligence on talent management. The chapter delivered critical literature review, discussed the use of artificial in talent by use of the funnel approach and theories that are linked to the research respectively.

2.1 Brief Literature Review

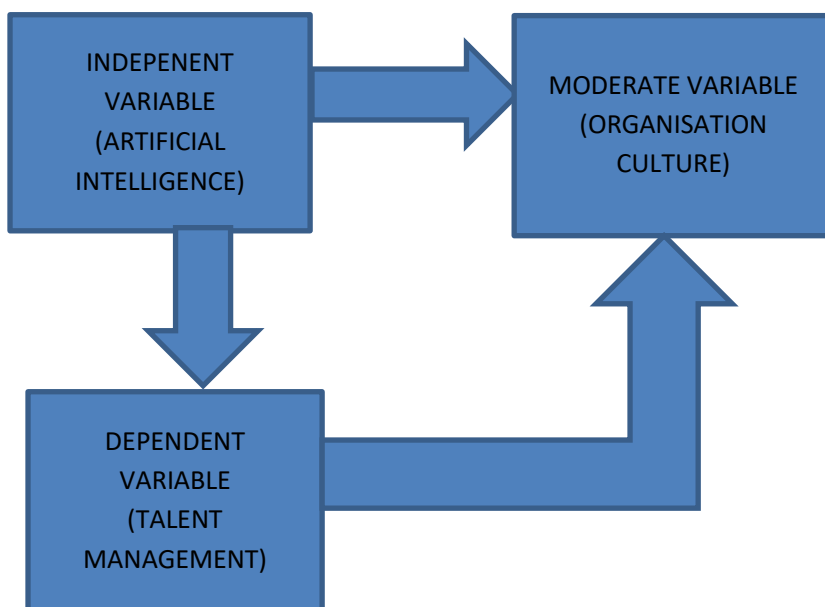
2.1.1 Artificial intelligence

According to Grewal (2014), Artificial intelligence is the mechanical imitation of gathering and processing universal knowledge and intelligence then distributing it as an actionable insight to those who qualify. Artificial intelligence involved the development of algorithms and models that enable computers to analyse and interpret complex data, learn from past experiences, make decisions, and solve problems.

2.2.1 Talent management

Armstrong (1997), defined talent management as a method focused on acquiring, developing, managing and motivating an organisations key personnel, while fostering their commitment to the organisational goals encompasses various activities such as recruitment, performance management, training and development, succession planning, and employee engagement. The main aim of talent management is to guarantee that a company has appropriate individuals with the necessary experience in suitable roles to meet its goal efficiently.

2.2 Conceptual Framework of the study



2.2.1 Independent variable

The independent variable in this study was the implementation of artificial intelligence in talent management processes. This involved the use of AI-powered tools, algorithms, or software to

automate or enhance different talent management activities such as recruitment, performance evaluation, career development, or employee engagement.

2.2.2 Moderating variable

The moderating variable, in this case, was organizational culture. The prevailing values, beliefs, and norms within Amtec Private Limited may have influenced the relationship between AI implementation and talent management outcomes.

2.2.3 Dependent variable

The dependent variable which was talent management represented the outcomes of the AI implementation on talent management, factors such as recruitment efficiency, performance evaluation training personalization employee productivity, job satisfaction, employee turnover, and quality of hires.

2.3 Objective by objective Literature Review

2.3.1 Primary Research objective

To analyse the impact of artificial intelligence on talent management

The objective emphasized on the influence of artificial intelligence on talent management. artificial intelligence has several advantages on talent management which include improved recruitment, enhanced candidate matching, automation of HR administrative tasks, personalised employee development, predictive analysis and enhanced employee data. According to Matthews et al. (2021) stated that artificial intelligence enhanced human resources and talent management processes such as recruitment, onboarding and succession planning. More so, Davenport and Miller (2020), noted that artificial intelligence could be used to augment human capabilities in HR such as using predictive analysis to identify high potential employees. In addition, Davenport (2018), argued that artificial intelligence improved decision making in talent management. Williams and Katherine noted that, artificial intelligence help identifying and eliminating bias in talent management. Furthermore, Dhar and Balakrishnan (2024) explored that AI-based tools, such as chatbots, resume screening algorithms, and predictive analytics, enhances the recruitment processes.

2.3.2 First Secondary Research objective

To establish the influence of automation of tasks in talent management.

This objective explained, how the automation of tasks in talent management had been a growing trend in recent years, driven by advancements in technology and the need for organizations to streamline their HR processes. According to Chamorro-Premuzic et al. (2016) states that one key area was the automation of recruitment and selection processes. Isson and Harriott (2016) noted that the use of applicant tracking systems, AI-powered resume screening, and automated interview scheduling could significantly improve the efficiency and consistency of the hiring process. Automated tools could help organizations identify the most qualified candidates more quickly, reducing the time and resources required for manual review.

Guerra (2019) proposed that and enhancing data driven approaches in artificial intelligence transformed the HR department by automating routine tasks, improving employee experience. More so, automated systems could provide real-time data on employee performance. Cappelli & Tavis (2018), stated that the automation of performance management tasks, such as goal setting, feedback, and appraisals, had been shown to enhance the accuracy and timeliness of these processes enabling more frequent and personalized feedback, and reducing the administrative burden on managers.

In addition, there was also the automation of learning and development. According to Noe (2020), learning and development such as e-learning platforms and virtual training programs, had also been found to improve the accessibility and effectiveness of talent development initiatives. This had assisted employees to access training materials and resources at their convenience, and organizations could track and analyze the impact of these programs more effectively. More over according to Bennet (2022), AI and automation enables organizations to automate repetitive tasks, reduce human error, streamline human resources development and increases overall productivity.

2.3.3 Second Secondary Research Objective

To investigate the effectiveness of e-trainings on talent management.

Naveed (2020), notes that e-training can improve the accessibility and engagement of employees in learning and development activities. This can be done by providing on-demand access to training materials and resources, e-training allows employees to learn at their own pace and convenience, which can lead to higher levels of participation and completion rates. Furthermore, e-training can enhance the effectiveness of learning outcomes. Salas et al., (2022) notes that, when compared to traditional classroom-based training, e-training can leverage interactive multimedia, simulations. Sitzmann et al., (2006), also elaborated that personalized

feedback assists to improve knowledge retention and skill acquisition through e-training platforms enables more targeted and data-driven interventions. Most young people prefer online training as compared to aging people as they perceive it to be more flexible and cost efficiency. Adu and Okafor (2021), artificial intelligence enhanced talent acquisition and development processes and explored the challenges and opportunities specific to the African context.

2.3.4 Third Research Objective

To assess the impact of e-recruitment on talent management

. The adoption of e-recruitment, or the use of digital technologies in the recruitment and selection process, had become a widespread practice in talent management. Isson and Harriott (2016), suggested that applicant tracking systems, online job postings, and automated screening tools could significantly streamline the recruitment process. Chamorro-Premuzic et al. (2016), also explained that reducing the time and resources required to identify and evaluate candidates was necessary in recruitment. This was because e-recruitment could enhance the reach and diversity of the candidate pool, as organizations could tap into a wider network of potential applicants through online platforms and social media. Kieft (2020), stated, that artificial addressed talent scarcity by automating candidate sourcing and screening processes, allowing organizations to identify suitable candidates more efficiently

2.4 Theoretical framework

2.4.1 The Resource-Based View theory by Birger Werner felt in 1984.

The Resource-based view proposed that an organization's competitive advantage lay in its unique and valuable resources. In the context of talent management and AI, this theory underscored the importance of identifying and leveraging human resources as a source of competitive advantage. In the resource-based view, AI technologies played a significant role in talent acquisition by helping organizations identify and attract exceptional talent. Candidate sourcing algorithms powered by AI analyzed large volume of data gathered from different

sources, such as job boards, social media platforms, and professional networks. These algorithms quickly identified potential candidates with specific skills, qualifications, and experiences that aligned with the organization's needs. By automating the candidate sourcing process, AI enabled talent acquisition teams to save time and effort while accessing a wider pool of potential candidates. In addition to talent acquisition, AI enhanced talent development and retention efforts. Personalized learning platforms driven by AI provided tailored training and development programs to employees. These platforms used algorithms to analyze employees' skills, competencies, and learning preferences, allowing them to receive targeted learning opportunities. AI recommended relevant courses, resources, and learning pathways, enabling employees to acquire new skills and enhance their performance. This personalized approach to learning enhanced employees' capabilities and increased their engagement and satisfaction.

2.4.2 The Social Exchange Theory, it was introduced by George Homans in 1958.

The Social Exchange Theory focused on the reciprocal relationships between individuals and organizations. In the context of talent management and AI, this theory highlighted the importance of creating positive exchange relationships between employees and the organization. AI technologies could enhance talent management practices by facilitating personalized experiences for employees. For example, AI-powered career development platforms could assess employees' skills, interests, and career aspirations to provide tailored development plans. These platforms could recommend relevant training programs, projects, or mentorship opportunities that aligned with employees' individual goals. By offering personalized development opportunities, organizations demonstrated their investment in employees' growth and created a positive exchange relationship. This, in turn, could lead to higher levels of engagement, job satisfaction, and commitment from employees.

2.4.3 The Cognitive Ability and Skills-Based Theories

Cognitive Ability and Skills-Based Theories emphasized the significance of cognitive abilities and skills in predicting job performance and success. In the context of talent management and AI, these theories highlighted the role of AI technologies in assessing and identifying candidates with the desired competencies. AI-powered screening processes, online assessments, and simulations assisted organizations in evaluating candidates' cognitive abilities and skills more accurately. Cognitive ability tests administered through AI platforms could

measure candidates' problem-solving, critical thinking, and decision-making skills. These tests provided objective and standardized assessments, enabling organizations to identify candidates with the cognitive abilities required for specific roles. More so, skills-based assessments powered by AI also evaluated candidates' proficiencies in specific areas. Simulations or virtual reality-based assessments measured candidates' technical skills, situational judgment, and task performance in a realistic and immersive environment. By leveraging AI technologies in talent acquisition, organizations would be more effectively identify candidates who possessed the desired competencies, leading to better hiring decisions and improved talent management outcomes.

2.5 Empirical Review

2.5.1 Artificial Intelligence in Human Resource Management: Challenges and Opportunities by Marler and Fisher (2013).

This study provided an overview of AI applications in human resource management, including acquisition of talent, performance management, and employee development. For example, it discussed how AI could be used in talent acquisition by automating resume screening processes, analyzing candidate data, and identifying top candidates based on predefined criteria. It also explored how AI supported performance management by analyzing employee performance data and providing real-time feedback or suggestions for improvement. Additionally, the study highlighted how AI could facilitate employee development by personalizing learning experiences based on individual strengths and weaknesses. It explored that, most of the young people were interested in the use of artificial intelligence. This was supported by PwC's in the book Human Revolution report (2018), this report figured out, that younger generations, such as Gen Z and Millennials, are generally more comfortable with using AI and automation in HR and talent management processes. They are also more likely to see AI as a tool that can help them succeed in their careers.

2.5.2 Artificial Intelligence and the Future of Work Human-AI Symbiosis in Talent Management by Stroh Meier (2022)

This study explored the potential for human-AI collaboration in talent management. It discussed the concept of symbiotic intelligence, where AI systems and human workers complemented each other's strengths. For example, AI assisted in talent acquisition by automating repetitive tasks, such as reviewing resumes, and permitting human resource professionals to concentrate on tasks at a more elevated level instance relationship building and candidate assessment. It also examined the implications of AI for talent development and retention, emphasizing the importance of designing AI systems that enhanced human capabilities rather than replacing them.

2.5.3 Artificial Intelligence and Human Resource Management: Implications for Professional and Research Development," Mika Kerttula and Katariina Karhu (2018)

Kerttula and Karhu argued that the impact of artificial intelligence on human resources would depend on the type of work that employees perform and their qualifications. Grubb (2019), also argues that the impact of artificial intelligence would vary depending on qualifications of employees. They suggest that jobs involving analytical and technical skills are more likely to be affected by automation, while jobs that require interpersonal skills and emotional intelligence are less likely to be automated.

2.5.4 Artificial Intelligence and Talent Management: Current Trends and Future Directions by Cappelli and Keller (2014)

This study examined the current trends and future directions of AI in talent management. It discussed how AI technologies, such as machine learning, predictive analytics, and natural language processing, could be leveraged to enhance various talent management practices. For example, AI analyzed large volumes of data to identify patterns and predict future talent needs, enabling organizations to make more informed decisions about recruitment, succession planning, and talent development. The study also highlighted the potential of AI in improving employee engagement and satisfaction through personalized recommendations and career development opportunities.

2.5.5 Exploring the Impact of Artificial Intelligence on Human Resource Management and Talent Acquisition by Dhar and Balakrishnan (2023)

This study investigated the impact of AI on human resource management and talent acquisition. It explored how AI-based tools, such as chatbots, resume screening algorithms, and predictive analytics, enhanced recruitment processes. That is, chatbots could interact with candidates, answer common questions, and provided initial screening, saving time for both candidates and recruiters. The study also discussed the implications of AI for talent management, which included the need for upskilling HR professionals to effectively leverage AI tools and the ethical considerations surrounding the use of artificial intelligence in decision-making.

2.5.6 The Impact of Artificial Intelligence on Human Resource Management: An Exploratory Study by Bondarouk et al. (2019)

This study explored the impact of AI on different facets of human resource management such as talent acquisition of human resource management, including talent acquisition, performance management, and learning and development. It investigated the challenges and opportunities related with AI adoption in these areas. He figured out that AI enhanced talent acquisition by identifying suitable candidates, assessing their fit with organizational culture, and reducing biases in the selection process. It also discussed how AI could facilitate continuous performance management through real-time feedback and personalized development plans. Additionally, the study explored the potential of AI in supporting learning and development initiatives by recommending relevant training programs and delivering personalized learning experiences.

2.5.7 Artificial Intelligence for Human Resources Management in Africa: Opportunities and Challenges by Ayensu et al (2021).

This study explored the opportunities and challenges of implementing AI in human resources management in Africa. It discussed the potential benefits of artificial intelligence adoption in talent acquisition, training, and performance management specific to the African context. That is AI assisted to overcome geographical barriers by enabling remote talent acquisition and virtual collaboration. It also addressed concerns related to data privacy and ethical considerations, emphasizing the importance of developing appropriate frameworks and regulations to ensure responsible AI use.

2.5.8 The Role of Artificial Intelligence in Talent Management in Sub-Saharan Africa by Adu and Okafor (2019)

This study examined the role of AI in talent management practices in Sub-Saharan Africa. It investigated how AI technologies could enhance talent acquisition and development processes

and explored the challenges and opportunities specific to the African context. That is, AI helped to address talent shortages by identifying potential candidates from untapped talent pools and facilitating skill development through personalized learning experiences. The study also highlighted the importance of considering cultural and contextual factors when implementing AI in talent management practices.

2.5.9 Artificial Intelligence and Talent Management: An Exploratory Study in South Africa by Kieft (2020)

This study focused on the application of AI in talent management in South Africa. It explored the potential impact of AI on talent acquisition, employee development, and performance management while considering the unique challenges and opportunities present in the South African context. AI addressed talent scarcity by automating candidate sourcing and screening processes, allowing organizations to identify suitable candidates more efficiently. The study also emphasized the need for data privacy regulations and ethical guidelines to ensure responsible AI use in talent management practices in South Africa.

2.5.10 The Potential Impact of Artificial Intelligence on Human Resource Management in Zimbabwe by Mupapuri and Gumbo (2022)

This study explored the potential impact of AI on human resource management practices in Zimbabwe. It discussed the challenges and opportunities presented by AI adoption in talent acquisition, employee development, and performance management within the Zimbabwean context. He stated that, AI assisted in talent acquisition by automating candidate screening processes and analyzing large volumes of data to identify top candidates. It also examined the implications of AI for employee development, such as personalized learning experiences and skill gap analysis.

2.5.11 Artificial Intelligence and the Future of Work in Zimbabwe by Muzvidziwa and Masocha (2020)

This study investigated the implications of AI on the future of work in Zimbabwe. While it may not have focused solely on talent management, it provided insights into how AI advancements may have impacted the workforce, including talent acquisition and development practices. For instance, AI automated repetitive tasks and augment human decision-making processes, leading to changes in job roles and skill requirements. The study highlighted the

importance of preparing the workforce for the integration of AI technologies and addressing potential challenges related to job displacement and skills mismatch.

2.6 Summary

Chapter two of the research focused on comprehensive literature review, theoretical framework, an objective by objective literature review, theoretical underpinning and empirical review related to the impact of artificial intelligence on talent management. The chapter established a conceptual framework, that defined key terms and concepts, which created a foundation to for understanding the subsequent review. The theoretical framework linked the relevant theories that are aligned with the impact on artificial intelligence on talent. Finally, the empirical review synthesized previous research findings, thus offering critical analysis of existing data.

.

.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter analyse the method used by the researcher and why the researcher opted for the research method. The chapter outlined the research philosophy, the research design, research strategy, population of the study, data collection, data analysis, ethical considerations, validity and reliability.it described the research philosophy, the setting, participant of the study tools used for data collection.

3.1 Research Philosophy

The chosen research philosophy for this study is positivism, which aligns with the goal to objectively analyze and evaluate the application of artificial intelligence (AI) in talent management practices across various contexts. Positivism is selected because it emphasizes reliance on observable, empirical evidence and the application of scientific methods. This approach is particularly suitable for the study as it seeks to establish clear, verifiable patterns and relationships within the data, which can include surveys, interviews, or quantitative analyses. By adopting positivism, the research utilizes a deductive methodology, beginning with existing theories or frameworks on AI and talent management. This allows for the formulation of specific hypotheses that are then rigorously tested against the gathered data. Such a structured approach ensures that the findings are grounded in factual evidence, enhancing the reliability and validity of the conclusion.

3.2 Research strategy

The researcher adopted a quantitative research strategy, utilizing surveys or questionnaires, to gather numerical data from a broad participant base. According to Power (1969), a quantitative study can detect small effects, which can still be identified and proven to be statically significant. This method enabled the statistical analysis of responses, helping to reveal patterns and trends regarding the integration of artificial intelligence in talent management practices. For instance, by surveying a diverse group of HR professionals and employees across various organizations, the researcher was able to obtain a robust dataset. This quantitative approach offered a systematic and empirical foundation for understanding the prevalence and types of AI applications in the field.

3.3 Research Design

The research design encompassed several factors that were essential in guiding the investigation. The primary element was the research question, which clearly defined the objective of the study: to evaluate the impact of artificial intelligence on talent management. This objective steered the selection of appropriate research methodologies and data collection techniques.

3.4 Study population

The researcher focused on a group of 90 employees from various departments within Amtec Private Limited. These included human resource department, finance department, information technology department, service department and new vehicle sales department.

3.5 Sample size

The researcher selected 30 participants, which constituted of approximately a third of the target population which was 90 employees. According to Saunders (2003), a target population which had around 30 percent of the target population in the sample would be likely to provide accurate representation of the entire population.

3.6 Sampling Technique

The researcher used stratified sampling to choose and administer questionnaires. The researcher first defined objectives on how artificial intelligence technologies were implemented in talent management processes at Amtec Private limited selected and their effects. The researcher then identified the criteria for participant selection, were based on the research objective, which included the human resource department and the employees who were affected by artificial intelligence driven changes. The researcher then divided the population into sub-groups and selected random sample from each stratum, individuals who could provide valuable insights into the impact of artificial intelligence within the organization were selected. The selected individuals were approached, informed about the purpose of the study and their consent to respond to the questionnaires.

3.7 Research instrument

The researcher collected data through questionnaires. Questionnaires have been distributed to the selected sample of employees and HR professionals to gather quantitative data on their perceptions, attitudes, and experiences with AI in talent management. These surveys have included questions about the use of AI tools and technologies, perceived benefits and overall satisfaction with AI in talent management. The data collected through surveys have been analyzed using appropriate statistical techniques for quantitative data and thematic analysis for qualitative data. The findings from this study have provided insights into the impact of AI on talent management within Amtec Private Limited and contributed to the broader understanding of how AI was shaping HR practices in organizations.

3.8 Data Collection

The researcher collected data through questionnaires. Questionnaires have been distributed to the selected sample of thirty employees and human resources specialists to compile

quantifiable information on their opinions and experiences in talent management. the survey had questions about artificial intelligence tools and technologies and perceived benefits of artificial intelligence in talent management. The data collected through questionnaire have been analysed utilising suitable statical methods for quantitative data.

3.9 Data analysis

Several steps were followed in data analysis which included, defining the research objectives, articulating the specific research objectives related to talent management and AI adoption in Amtec Private Limited. This included examining the effect of AI on recruitment, employee performance evaluation, training and development, employee engagement, or other talent management aspects. Cochran (1977), stated that reporting of statistical data analyses should be completely sufficiently complete to permit the checking and interpretation of the analysis.

3.9.1 Identified relevant data sources,

The researcher has included employee records, performance evaluations, training data, survey responses, HR databases, or any other relevant sources within Amtec Private Limited. The researcher ensured that the data was accurate, complete, and representative of the target population.

3.9.2 Data cleaning and preparation,

Conway (2020), stated that cleaning data involves identifying and correcting raw data that often contain errors, inconsistency and missing values which can lead to inaccurate results if nor addressed. The researcher performed data cleaning, by removing duplicates, correcting errors, handling missing values, and formatting the data appropriately. The researcher prepared the data for analysis by structuring it into suitable formats, such as spreadsheets or database, and also considered anonymizing the data to ensure privacy and compliance with data protection regulations.

3.9.3 Defining variables and metrics,

The researcher identified the variables of interest for the analysis, such as AI adoption levels, talent management practices, and relevant outcome measures. This was done by developing appropriate metrics to quantify and measure these variables. For example, AI adoption levels have been categorized as low, medium, or high, and talent management outcomes have been measured using performance ratings, employee satisfaction scores, or retention rates.

3.9.4 Descriptive analysis

The researcher conducted a descriptive analysis to summarize the data and gain initial insights. This was done by calculating basic statistics such as means, medians, standard deviations, and frequencies to describe the distribution of variables. Visualize the data using charts or graphs to facilitate understanding.

3.9.5 Inferential analysis,

Bowers (2003), argued that inferential analysis was essential for making predictions and drawing conclusions about population based on data collected from samples. He elaborated that inferential techniques such as regression provided valuable insights into the relationship between variables and helped researchers to make informed decisions. The researcher performed inferential analyses in which the relationships between AI adoption and talent management outcomes was examined. This involved statistical techniques like regression analysis and correlation analysis. For example, regression analysis has helped determine if there was a significant relationship between AI adoption and employee performance ratings.

3.9.6 Data interpretation,

Tukey (1962), stated that data interpretation was crucial for identifying patterns and relationships in the data and generating insights that could inform decision making. The researcher has interpreted the findings of the data analysis to draw meaningful conclusions. This was done by assessing the statistical significance and practical significance of the results. Consider the limitations of the study and potential confounding factors that may have influenced.

3.7 Ethical Considerations

3.7.1 Informed Consent,

The researcher obtained informed consent from participants involved in the study. Seidam (2013), stated that informed consent is the participant's right to be protected against vulnerability. The researcher explained the purpose, procedures, potential risks, and benefits of participating to the participants involved. This was done to ensure that participants understood their rights, including the ability to withdraw from the research at any time without penalty.

3.7.2 Privacy and Confidentiality,

Allen (2012), argued that the ethical principle of confidentiality goes beyond legal requirement and involve broader commitment to protect the privacy of employees. This was done by safeguarding the privacy and confidentiality of participants' data. Protect personal and sensitive information by anonymizing or disidentifying data whenever possible. The Reacher stored and handled data securely to prevent unauthorized access or breaches and complied with relevant data protection regulations, such as GDPR or HIPAA, depending on the jurisdiction.

3.7.3 Data Usage and Transparency,

Lupia and Elman (2014), stated that researchers aimed to ethically assist in evaluating their evidence based-knowledge through enhancing their evidence analysis have an ethical obligation to facilitate the evaluation of their evidence-based knowledge by making their evidence analysis and design. The researcher clearly communicated to participants how their data would be used, analyzed, and reported and was transparent about the objectives of the study, the methods employed, and any potential implications of the findings. The researcher had explicit permission to use and publish data and ensured that it was done in a manner that respects participant privacy and confidentiality.

3.7.4 Professional Conduct,

The researcher adhered to professional standards and codes of conduct relevant to the field of research. The study has been conducted with integrity, honesty, and respect for participants and stakeholders.

3.8 Validity

When assessing the validity and reliability of data in a study on the impact of artificial intelligence on talent management in the case of Amtec Private Limited, the study would consider the following points content validity, construct validity, internal validity and external validity

3.8.1 Content validity

Harris et al (2016), proposed that content validity referred to the extent to which a measure comprehensively samples the domain it purports to measure including its range, content and depth The researcher ensured that the data collection methods and instruments used in the study

effectively capture the relevant aspects of AI adoption and talent management in Amtec Private Limited.

3.8.2 Construct validity

Cronbach and Meehl (1955), stated that construct validity refers to how well a measure or instrument captured a concept or construct it's supposed to measure. which assess whether the variables and measures used in the study accurately represent the intended construct

3.8.3 Internal validity,

The researcher addressed potential confounding factors and sources of bias that may influence the observed relationships between AI adoption and talent management outcomes. The researcher ensured that the study design allowed for causal inferences and minimized alternative explanations for the findings. This was done by considering and controlling factors that would have affected talent management outcomes, such as organizational culture or industry-specific condition

3.8.4 External validity

Campbell and Stanely (1963), noted that referred to how much the study findings were generalised. The researcher recognized the limitations of generalizing the study findings to other organizations or contexts. The extent to which the findings can be generalized beyond Amtec Private Limited depended on the representativeness of the sample, the similarity of the talent management practices, and the applicability of the AI adoption context.

3.9 Reliability

Reliability referred to the extent to which a measurement tool produced consistent results over time or across different raters. By assessing reliability, researcher determined if their findings were reliable and could be generalized to a larger population.

3.9.1 The Test-retest reliability

The researcher assessed the stability of the data by collecting data at multiple time points. This helped to determine whether the results were consistent over time. Test-retest reliability was assessed collecting data at Amtec Private limited. In this method, the same participants were measured using the same questionnaire. The scores obtained from both measurements were then compared using statistical techniques such as correlation analysist. A high correlation indicated good test-retest reliability, suggesting that the results were consistent over time.

3.9.2 Inter-reliability

The researcher used inter-reliability, as individuals were involved in data collection or assessment, established clear guidelines, and ensured agreement among rates to minimize subjectivity and increase consistency. The researcher assessed the consistency of ratings or judgments made by different raters. This was done by establishing inter-rater reliability, clear guidelines and criteria for rating were provided to all raters involved in the study.

3.9.3 Internal consistency reliability

Binford (2017), defined internal consistency reliability as the extent to which items within a measure are related to each other. This component was used as multiple items or measures were employed within a study to assess a particular construct. The researcher examined the degree of consistency among these items or measures. The researcher aimed to ensure that all the items in a measure were assessing the same underlying construct consistency.

3.10 Summary

In this chapter of research methodology for quantitative philosophy investigated the impact of Artificial intelligence on talent management. It detailed the research design data collection methods population of the study, validity and reliability and research strategy, research philosophy, data analysis and ethical considerations were all discussed in the research methodology chapter.

CHAPTER 4

PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter seeks to present the results on the research on an analysis of artificial intelligence on talent management in the case of Amtec private limited. This chapter provided comprehensive data, analysed data which showed how s Artificial intelligence influences talent management. through the use of a research instrument which is a questionnaire. The discussion aimed at providing a detailed understanding of the following objectives that is to analyse the impact of talent management, to establish the influence of automation of tasks in talent management ,to investigate the effectiveness of e-training on talent management and to assess the impact of e-recruitment on talent management artificial intelligence in automation of tasks,

e-recruitment and e-training. The researcher fully explored in this chapter presenting data, analysing data, interpreting data and discussion of the findings to provide accurate results.

4.2 Response rate on questionnaire

Table 1: Response rate on the questionnaire

INSTRUMENT	TARGETED NUMBER	ACTUAL	SUCCESS RATE
QUESTIONER	30	30	100%

Total of 30 questionnaires were distributed to the HR department and employees and out of these 100% (30) were successfully completed and returned. Hence out of the targeted the total response rate was 100%.

According to Bryman (2003), when the sample rate is higher than 50% its findings can be generalised on the whole population. This proves that the sample was a representative of the population

4.3 Question reliability and validity

The purpose of this study is to assess the reliability and validity of the research questions used in the study titled "The Impact of Artificial Intelligence on Talent Management." The study aimed to explore the effects of artificial intelligence on various aspects of talent management, including recruitment, training, and retention

4.3.1 Reliability

During the study, efforts were made to ensure the reliability of the research questions to maintain consistency and stability in measurement. Test-retest reliability was done, the questionnaire instrument was administered to the same group of participants at different time points to assess test-retest reliability. Consistent responses were obtained regarding the impact of artificial intelligence on talent management, indicating a reliable measurement instrument. Consistent responses across multiple items measuring the same construct demonstrated internal reliability.

4.3.2 Validity

Validity was crucial to ensure that the study accurately measured the intended constructs aligned with the theoretical framework and research objectives. Content validity, was covered by the research questions the research questions covered various dimensions of talent management impacted by artificial intelligence, ensuring comprehensive coverage of relevant aspects. Questions effectively captured theoretical constructs such as the impact of AI on talent acquisition, development, and retention, aligning with the study's theoretical framework.

4.4 The demographic information of the research participants

This section of the questionnaire covered respondents' gender, age, level of education, department and length of service. While this information was not the main focus of the study, this personal information was used to provide context of the study's findings and develop recommendation for the impact of artificial intelligence artificial intelligence

.

4.4.1 Respondents' ages

Respondents' ages when they complete the questionnaires

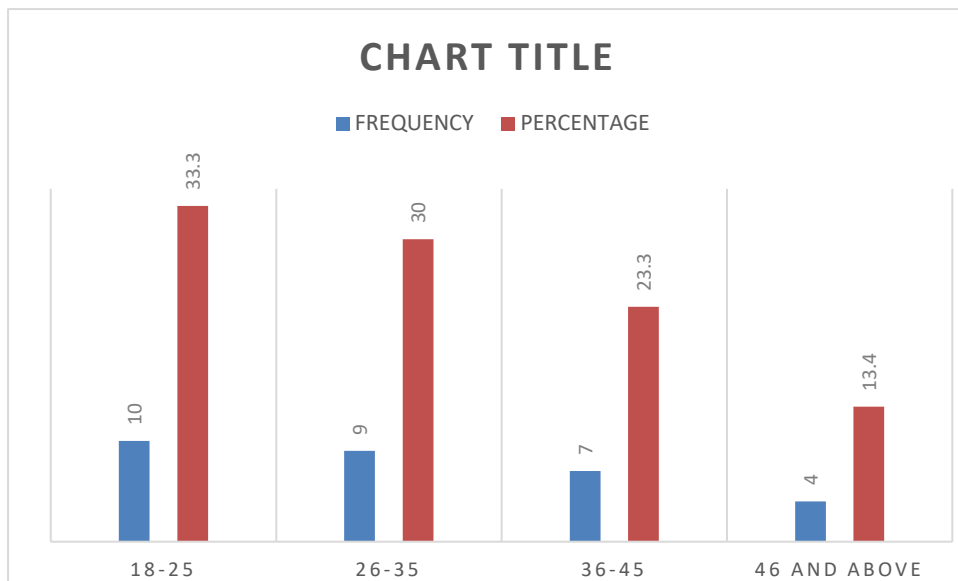


Figure 1: Respondents ages

The respondents ranged from the age of 18 – 46 and above with the majority 18 -25 (33.3%), followed 26-35 (30%), 18-35 (23.3%) and the 46 and above which had (13.4%) As reflected in the table young people from the age of 18-25 were found to using Artificial intelligence in talent management

As shown in table 4.2.1 The respondents ranged from the age of 18 – 46 and above with the majority 18 -25 (33.3%), followed 26-35 (30%), 18-35 (23.3%) and the 46 and above which had (13.4%) As reflected in the table young people from the age of 18-25 were found to using Artificial intelligence in talent management. Thomunddson (2023), stated that the youngest technology professionals in the age range of 18-25 were the most receptive to new artificial intelligence tools, with weekly adoption rate of about 75 percent , this also concurs with PwC's (2018), who stated that in their research of Human revolution, the younger generation such as gen z and millenniums were generally comfortable with using artificial intelligence in human resources management and talent management.

4.4.2 Highest level of education

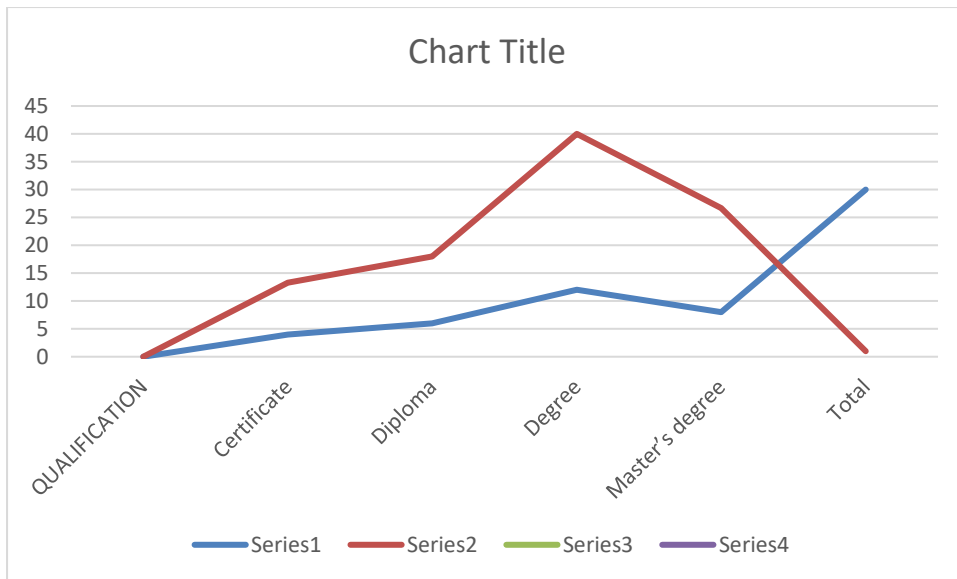


Figure 2: highest level of education

The respondent's qualification ranged from certificates to master's degree. As illustrated in the chart 4 employees had certificates which was 13.3%, 6 employees had a diploma which was 18%, 12 employees had a degree which was 40% and 8 people had a master's degree which was 26.7%. As reflected in the chart 4.2.2 the highest number among them all were those with degrees which was 40%

This agrees with what was noted by Grubb (2019), that the impact of artificial intelligence would vary depending on the qualification of employees this is because among employees who answered the questionnaires employees with degrees were more interested to answer the questionnaire on the impact of artificial intelligence as compared to those with diplomas and certificates. Respondents answered the questionnaires given to them. In explaining the result, it can be stated that, the greatest number of employees who strongly agreed were 15 (50%) of the population study agreed that artificial intelligence had a positive impact on talent management was that it improved recruitment efficiency and the least number of 9 (30%) employees agreed that artificial intelligence enhanced employee engagement. More so, 14 (46.7%) employees were neutral on artificial intelligence promoting employee engagement. This was maybe because they were not sure if artificial intelligence enhanced talent management

4.4.3 Length of employee service at Amtec Private Limited

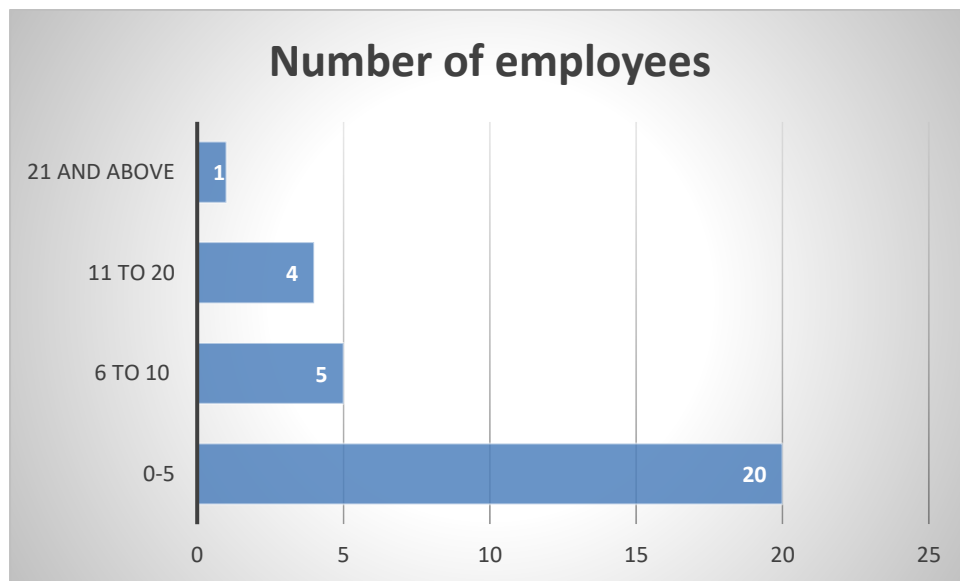


Figure 3: Length of employee service at Amtec Private Limited

Employees length of service at Amtec Private limited was as following those with 5 years and below were 20, those with 10 years and below were 5 and those with 20 years, below were 4 and those from 21 years of service and above was 1. Respondents with 11 years and above were fewer than those who had 5 years and below, this might be because longer serving employees might have more experience with traditional talent management processes, which could make them either more resistant of artificial intelligence integration, depending on their adaptability and openness to new technology. Employees with 5 years and below would have responded to the questionnaire because, newer employees might be comfortable with technological changes including artificial intelligence, given their potentially recent exposure to modern tools and trends in the job market.

4.5 Findings

4.5.1 Do you know about artificial intelligence?

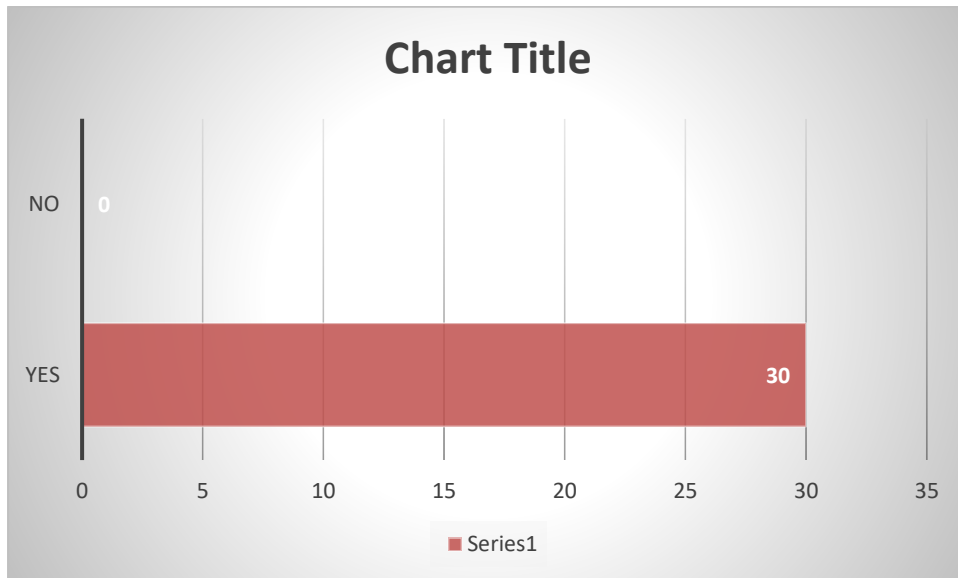


Figure 4: Knowledge on Artificial intelligence

The chart title above showed that all employee knew what artificial intelligence is and were able to explain it in their own words. This clearly indicated that respondents had a clear understanding of the terms used, reduced the risk of mis interpretation or confusion about what was being asked. The responses could also be compared more reliably since they were based on a shared understanding of the key words, allowing for more meaningful analysis and conclusion.

4.5.2 Do you know about talent management?

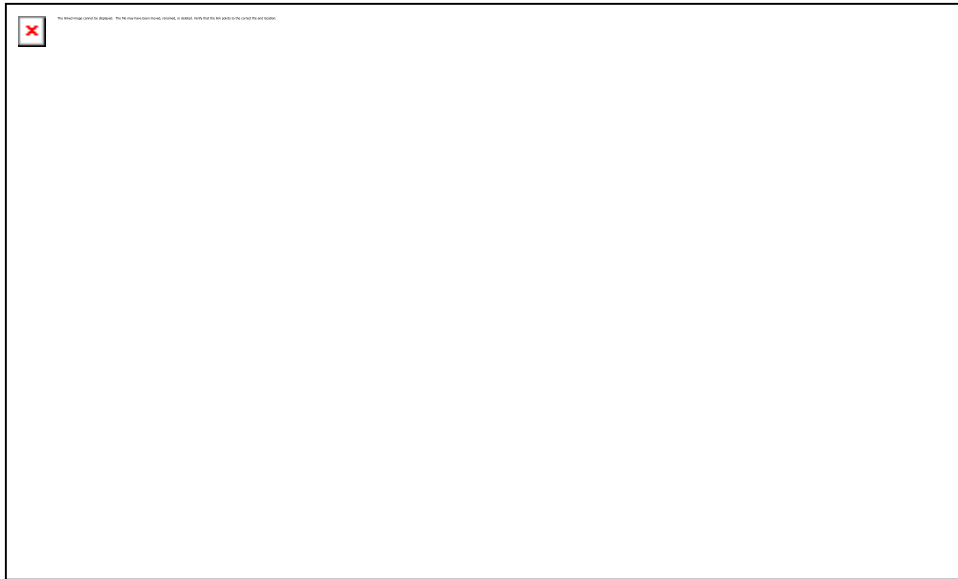


Figure 5: Knowledge on talent management

As shown in the box and whisker graph above all respondent knew what talent management was and were able to explain it in their own words. This meant that respondents that the responses were more likely to be accurate and relevant to the questions posed as everyone had a consistent understanding of the key concepts. This would also lead to reduced bias due to differing interpretations of terms was minimised, leading to more objective and trust worthy results

4.5.3 Primary Objective

The impact of artificial intelligence

What is the impact of artificial intelligence on talent management?

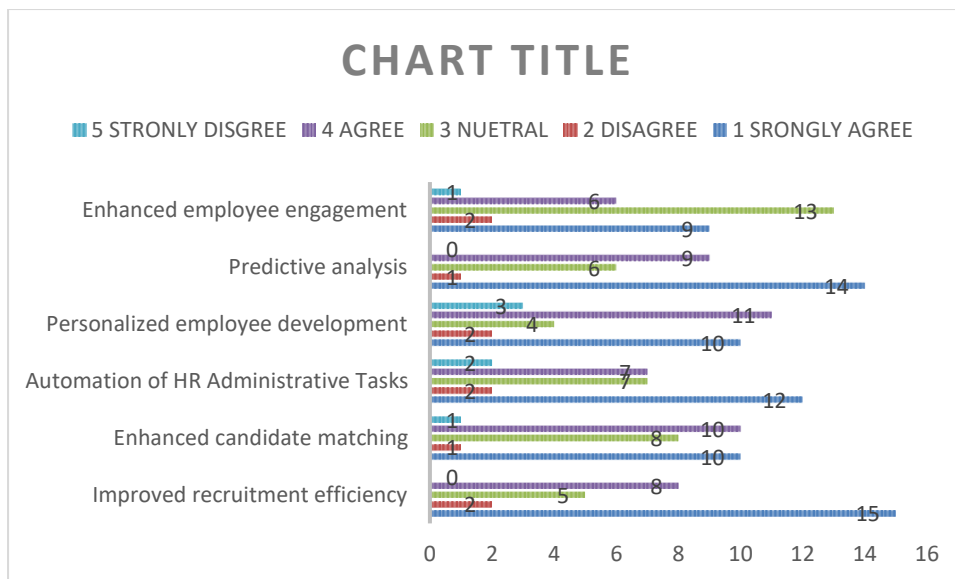


Figure 6: Impact of artificial intelligence on talent management

Respondents have completed the questionnaires provided to them. In the explanation of the findings, it can be said that the majority of employees who strongly agreed were 15 individuals (50%) from the total study population agreeing that artificial intelligence positively impacted talent management by improving recruitment efficiency. On the other hand, the least number of employees, 9 individuals (30%), agreed that artificial intelligence enhanced employee engagement. Furthermore, 14 employees (46.7%) were neutral with regards to artificial intelligence promoting employee engagement.

Perhaps this was because they were uncertain whether artificial intelligence truly enhanced talent management. The highest number of employees who agreed that artificial intelligence had a positive impact on talent management specifically highlighted improved recruitment efficiency, as human beings can sometimes exhibit bias, whereas artificial intelligence can help mitigate this issue. As illustrated in the chart, the majority of individuals who disagreed with the idea of enhancing employee engagement with artificial intelligence may have viewed AI as a hygiene factor, in line with Herzberg's two-factor theory, rather than a motivator.

The concept of improved recruitment processes aligns with the findings of Dhar and Balakrishnan (2020), who discovered that AI-based tools, such as chatbots, resume screening algorithms, and predictive analytics, enhance recruitment processes.

4.5.4 First secondary objective

The influence of artificial intelligence on automation of tasks

What is the influence of artificial intelligence on automation of tasks?

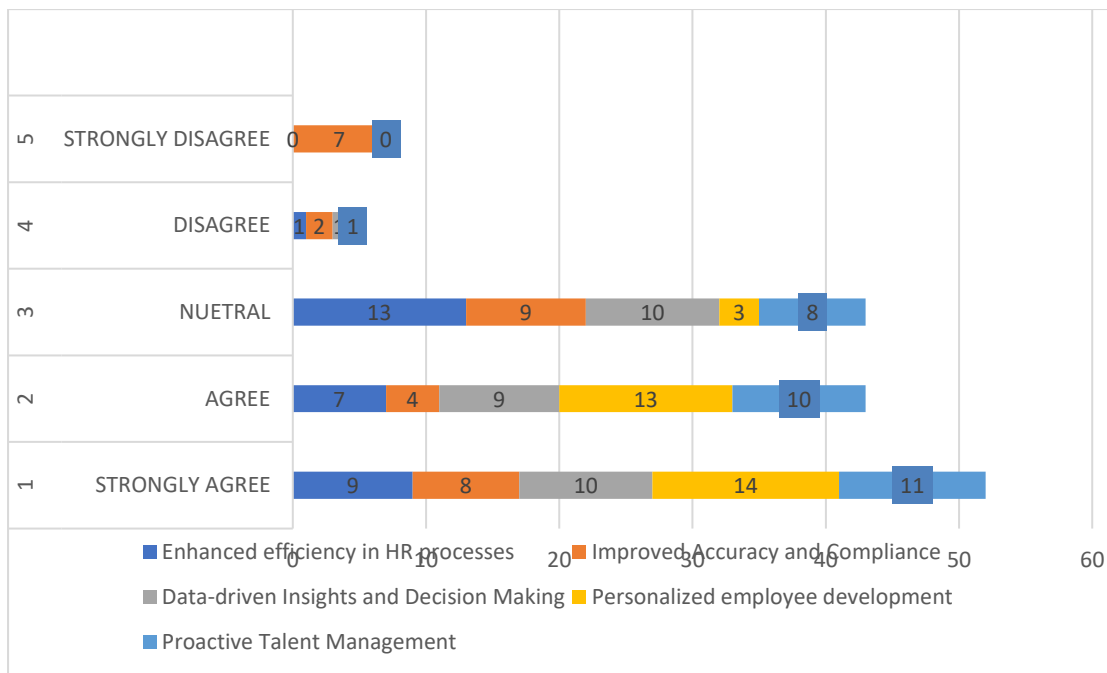


Figure 7: The automation of tasks on talent management

The data presented in the bar chart above illustrates the opinions of survey respondents regarding the automation of tasks in talent management. As depicted in the chart, employees held varying perspectives on this topic. The majority of respondents (14 out of the total population, accounting for 46.7%) strongly agreed that artificial intelligence's impact on task automation was linked to personalized employee development, with no one disagreeing with this notion. Conversely, the largest portion of the study population (7 individuals, making up 23.3%) strongly disagreed that AI's influence on task automation led to improved accuracy and compliance.

Many employees were inclined to strongly support the idea that task automation in talent management is beneficial for individual employee development, likely because they are motivated by personal growth. On the other hand, a significant number of employees were against the notion that AI's role in task automation led to enhanced accuracy and compliance, possibly due to concerns about potential misuse of AI in HR practices.

The highest number of individuals who agreed on the concept of personalized employee development aligns with a study conducted by Marler and Fisher (2013), which highlighted how AI can enhance employee development through personalized learning experiences tailored to individual strengths and weaknesses. This finding is consistent with the social exchange theory, which posits that AI can improve talent management through personalized employee experiences. Conversely, those who disagreed with the idea of improved accuracy and

compliance are supported by research from Matthews et al. (2010), which warned about the risks associated with AI, including algorithmic bias and negative reactions from employees towards automated HR tasks

4.5.5 Second secondary objectives

Effects of e-training on talent management on talent management

What is the effects e-training on talent management?

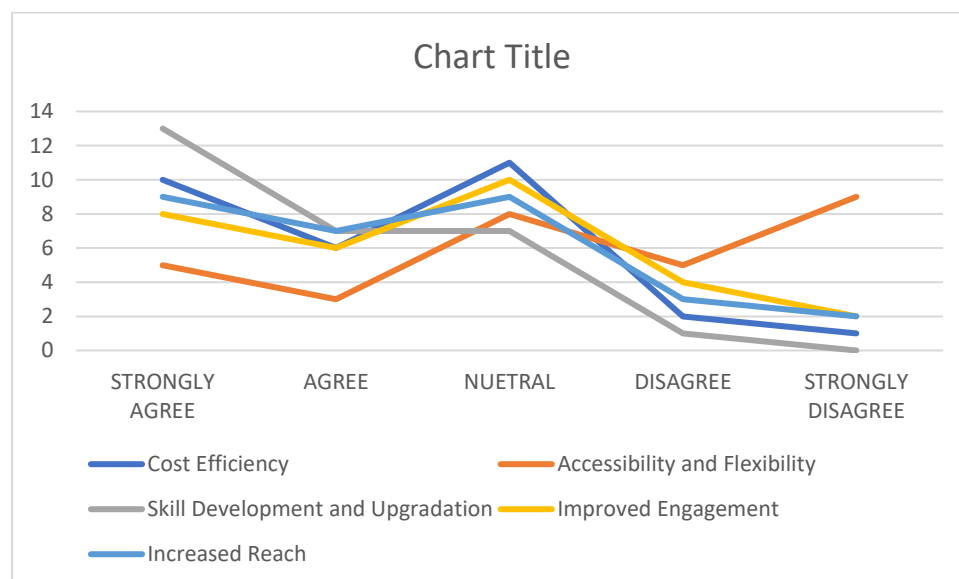


Figure 8: Effects of e-training on talent management on talent management

The respondents provided answers regarding the impact of e-training on talent management as indicated in the chart title above. The majority of employees, constituting 43.3% of the study population, strongly agreed that e-training had a positive impact on skill development and upgrading. On the other hand, 30% of the employees disagreed that e-training contributed to

accessibility and flexibility. Furthermore, 36.7% of employees remained neutral on the cost efficiency aspect of talent management.

One possible reason for the strong agreement on skill development and upgrading could be the main objective of e-training, which is to enhance employees' skills. This aligns with the study's problem statement regarding skill gaps, which artificial intelligence aims to address through skill development. The employees who disagreed on the aspect of accessibility and flexibility may have experienced network challenges during e-training sessions. Those who were neutral on cost efficiency may have lacked sufficient data to determine its actual cost-effectiveness.

Adu and Okafor (2019) also emphasized the benefits of artificial intelligence in talent acquisition and development, particularly in the African context. They highlighted how AI can help identify potential candidates and enhance skill development through personalized learning. This corresponds with the Resource-Based View theory, which states that Artificial Intelligence, enhanced talent development by offering tailored training programs driven by AI technology.

4.5.6 Third primary objective

The impact of e-recruitment on talent management

What is the impact of e -recruitment on talent management?

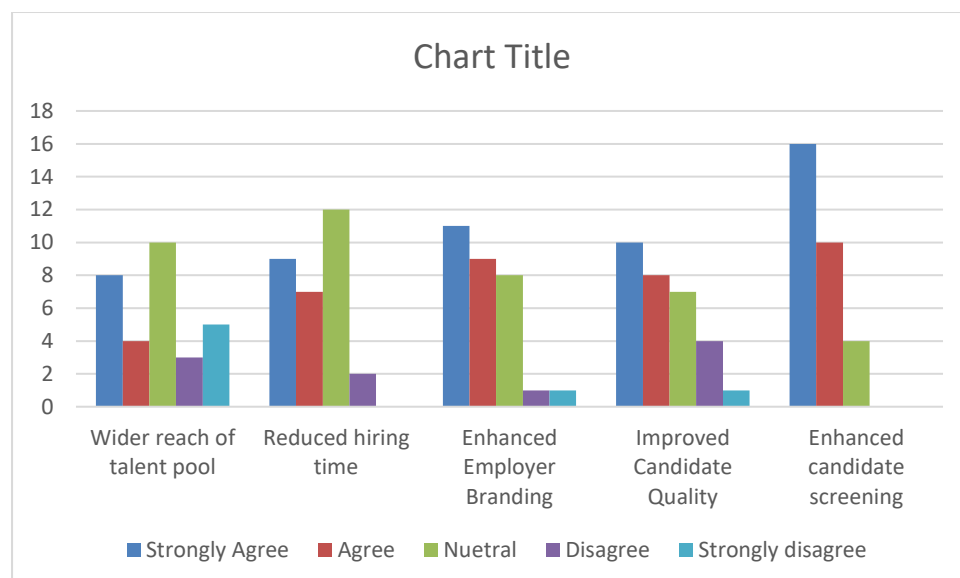


Figure 9: The impact of e-recruitment on talent management

The title of the chart clearly illustrates how Amtec Private Limited responded to the question regarding the influence of e-recruitment on talent management. Based on the chart, employees were asked to express their agreement or disagreement on various aspects of e-recruitment. The majority of employees strongly agreed that e-recruitment had a positive impact on talent management by improving candidate screening, with 16 employees (53.3%) holding this view. Conversely, a significant number of employees strongly disagreed that e-recruitment expanded the talent pool, with 5 employees (16.7%) in this category. Additionally, 40% of employees remained neutral on the issue of whether e-recruitment reduced hiring time.

Many employees who strongly supported the notion that e-recruitment improved candidate screening likely did so because artificial intelligence software is utilized to screen resumes online. On the other hand, those who strongly disagreed that e-recruitment widened the talent pool may have faced limitations accessing e-recruitment platforms like LinkedIn and Glassdoor, preventing them from submitting their resumes. Employees who were neutral on the impact of e-recruitment on hiring time were uncertain about whether it actually reduced recruitment time.

The substantial number of employees who strongly agreed that e-recruitment enhanced candidate screening aligns with Kieft (2020), who emphasized that artificial intelligence addresses talent shortages by automating candidate sourcing and screening processes, enabling organizations to identify suitable candidates more efficiently. This perspective is in line with cognitive ability and skills-based theories, as AI-powered screening processes help organizations more accurately assess candidates' cognitive abilities and skills

.

4.6 Summary

This chapter addressed the objectives of the dissertation, focused on analyzing the impact of artificial intelligence on talent management, explored the effects of task automation on talent management, evaluated the effectiveness of e-training on talent management, and assessed the impact of e-recruitment on talent management. These objectives were discussed based on the findings from the research instrument, a questionnaire.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter aimed to present final conclusions and recommendations on the findings which were discussed in the previous chapter, the researcher gave summary of the research findings, overall conclusion of the study, recommendations for areas for further research. The main focus of the study was to analyze the impact of artificial intelligence in the case of Amtec Private limited. The finding of the study was finding answers to the research questions which were what is the impact of artificial intelligence e on talent management, what is the influence of tasks on talent management, what is the effectiveness if e-training on talent management and what is the impact of e-recruitment on talent management. the chapter will end with a chapter summary

5.2 Summary of findings

This study focused on the analysis of artificial intelligence in the case of Amtec private limited and the findings are discussed as shown below.

5.2.1 The impact of artificial intelligence on talent

The study found that, the findings exposed that s the largest number of employees who agreed were 15(50%)on that the impact of artificial intelligence on artificial intelligence was improved recruitment efficiency the results tally with Dhar and Balakrishnan (2020)findings that artificial intelligence tools like chatbots ,resume screen algorithms and predictive analysis enhanced recruitment processes and also concurs with the social exchange theory which states that artificial intelligence enhanced on talent management practices by facilitating personalized experiences for employee. More so 30% of employees who disagreed on that the impact of artificial intelligence on artificial intelligence was enhanced employee engagement might have been attributed to Herzberg two factor theory where artificial intelligence was seen as a hygiene factor not a motivator, because human beings can be biased sometime, hence artificial intelligence can solve the problem of human bias

5.2.2 The influence of automation of tasks on talent management

The study findings exposed that, the majority of respondents (46.7%) strongly agreed that artificial intelligence influence on automation of tasks led to personalized employee development with no respondents disagreeing. This high agreement aligns with Marler and Fisher (2013) who noted that artificial intelligence role in tailoring learning experiences was based on individuals' strengths and weaknesses and social exchange theory which highlights artificial intelligence's the enhancement of personalized employee experiences. More so on the influence of automation of tasks the researcher figured out that, on the issue of accuracy and compliance 23.3% of the respondents strongly agreed that artificial intelligence improved accuracy and compliance in automation of tasks. The skepticism would have stem from concerns about artificial intelligence potential use in human resources management as highlighted by Mathews et al (2010) who discussed risks like bias in artificial intelligence algorithms and negative employee reactions to automated human resources processes

5.2.3 The effectiveness of e-training on talent management

The study reviewed that, 43,3% of employees strongly agreed that e-training significantly contributed to skill development and upgradation, this agrees with Adu and Akofor (2019) stated that artificial intelligence improved talent acquisition and development in Africa identified talent and offered personalized learning experiences. This tally Resource-Based View theory which stated that artificial intelligence enhanced talent development by use of personalized learning platforms driven by artificial intelligence provided tailored training and development programs to employees. More so that 30% of the employees who strongly disagreed that e-training improved accessibility and flexibility, possibly because e-training would sometimes be affected by network challenges. In addition, 36.7% were neutral on whether e-training was cost efficient, this might be due to concerns about data costs.

5.2.4 The influence of e-recruitment on talent management

The findings reviewed that the largest number of employees who strongly agreed that e-recruitment had an impact on enhanced candidate screening e-recruitment were 53,3% on talent management on the variable of enhanced candidate screening concurs with Keift (2020) he stated that artificial intelligence addressed talent scarcity by automating candidate sourcing and screening processed allowing organizations to identify suitable candidates more efficiently. This also tally with the cognitive ability and skills-based theories, AI-powered screening processes, which assisted organizations in evaluating candidates' cognitive abilities

and skills more accurately. This would have been due to artificial efficiency in resume screening. More so 16.7% strongly disagreed that e-recruitment have an influence of wider reach would have stem from experienced employees limited access to recruitment platforms such as linked in and glass door. In addition, 40% of employees were neutral about whether e-recruitment reduced hiring time indicated uncertainty

5.2 Conclusion

The problem statement of skill gap was the key issue in this research on the impact of artificial intelligence in the case of Amtec private limited by the objectives presented above ,which many respondents failed to know or agree to certain variables of the study due to lack of skill or knowledge on the impact of artificial intelligence in the case of Amtec private limited. Another limitation of the study was the credibility and reliability of the information used in the study. This was because Artificial Intelligence is a rapidly evolving field, and there may have been a lack of established standards. The study's limitations were partly due to the methodology chosen, which also presented its own restrictions. The intricacy and inter disciplinary aspect of the subject might have necessitated a mix of quantitative methods making it difficult to integrate the various approaches. However, the researcher tried by all means to present, analyze, interpret and discuss data.

5.3 Recommendations

I recommend the human resource professionals to use metrics in measuring improvements in recruitment efficiency, employee performance, retention rates and employee satisfaction and to analyze cost savings and return of investment associated with artificial intelligence tools in human resources are mostly motivated by personal development.

I also suggest that human resources professionals to evaluate training and upskilling programs designed to help employees adapt to automation of tasks and to also asses effectiveness of automation on employee roles, job satisfaction and job displacement.

I also recommend organizations practice continuous learning to all employees on the influence of artificial intelligence on talent management so that they will have a competitive advantage over other companies and also use metrics such as knowledge retention, skill application and job performance for evaluation'

I suggest that organizations evaluate different e-recruitment plat forms based on user friendly, integration capabilities and effectiveness in sourcing candidates and

5.4 Suggestions for further study

The study is not conclusive and still new in the organization sectors, hence there is need for further researches to be done. It is mostly affecting developing countries such as Zimbabwe where the study is being conducted and where Artificial intelligence is still new. More so there is need to investigate how automation is reshaping job roles and responsibilities within human resource department and the broader organizations. In addition, there is need for longitudinal studies in order to understand the sustained impact of artificial intelligence on various aspects of talent management such as employee retention and career progression. Furthermore there is need for investigation on blended learning models that combines e-training methods with traditional methods. Finally, there is also need for the research on how e-recruitment platforms affect the candidate experience and its influence on employer branding.

REFERENCE LIST

- Adepoju, O.O. and Aigbavboa, C.O., 2021. *Assessing knowledge and skills gap for construction 4.0 in a developing economy*. Journal of Public Affairs, 21(3), p.e2264
- Cappelli, P. and Keller, J.R., 2014. *Talent management: Conceptual approaches and practical challenges*. Annu. Rev. Organ. Psychol. Organ. Behav., 1(1), pp.305-331.
- Asher, E., Dvir, S., Seidman, D.S., Greenberg-Dotan, S., Kedem, A., Sheizaf, B. and Reuveni, H., 2013. *Defensive medicine among obstetricians and gynecologists in tertiary hospitals*. PLoS One, 8(3), p.e57108.
- Allen, C., 2012. *Trans-Indigenous: Methodologies for global Native literary studies*. University of Minnesota Press.

Baporikar, N., 2017. Global perspective on talent management: The South African experience. *In Effective talent management strategies for organizational success* (pp. 283-300). IGI Global

Barbour, I.G. and Barbour, I.G., 1993. *Ethics in an Age of Technology*. Campbell, D.T. and Riecken, H.W., 1968. *Quasi-experimental design*. *International encyclopedia of the social sciences*, 5(3), pp.259-263.

Binford, S.R., 2017. *Variability and change in the Near Eastern Mousterian of Levallois facies*. *In Archeology in Cultural Systems* (pp. 49-58). Routledge. Cook, K.S., Cheshire, C., Rice, E.R. and Nakagawa, S., 2013. *Social exchange theory*. *Handbook of social psychology*, pp.61-88

. Bowers, J. and Drake, K.W., 2005. EDA for HLM: *Visualization when probabilistic inference fails*. *Political Analysis*, 13(4), pp.301-326.

Chauhan, R.S., Bhagat-Conway, M.W., Capasso da Silva, D., Salon, D., Shamshiripour, A., Rahimi, E., Khoeini, S., Mohammadian, A., Derrible, S. and Pendyala, R., 2021. *A database of travel-related behaviors and attitudes before, during, and after COVID-19 in the United States*. *Scientific Data*, 8(1), p.245.

Chamorro-Premuzic, Tomas, Frida Polli, and Ben Dattner. 2019. *Building ethical AI for talent management*. Harvard Business Review, November 21. [Google Scholar]

Chang, Hsia-Ching. 2010. A new perspective on Twitter hashtag use: *Diffusion of innovation theory*. *Proceedings of the American Society for Information Science and Technology* 47: 1–4.

Charlwood, Andy, and Nigel Guenole. 2022. *Can HR adapt to the paradoxes of artificial intelligence?* *Human Resource Management Journal* 32: 729–42. Chamorro-Premuzic, T., Winsborough, D., Sherman, R.A. and Hogan, R., 2016. *New talent signals: Shiny new objects or a brave new world?* *Industrial and Organizational Psychology*, 9(3), pp.621-640

Chen, Hong, Ling Li, and Yong Chen. 2021. *Explore success factors that impact artificial intelligence adoption on telecom industry in China*. *Journal of Management Analytics* 8: 36–68.

Chowdhury, Soumyadeb, Prasanta Dey, Sian Joel-Edgar, Sudeshna Bhattacharya, Oscar Rodriguez-Espindola, Amelie Abadie, and Linh Truong. 2022. *Unlocking the value of artificial*

intelligence in human resource management through AI capability framework. Human Resource Management Review 33: 100899.

Davenport, T.H. and Miller, S.M., 2022. *Working with AI: real stories of human-machine collaboration. MIT Press.*

Davenport, T.H. and Ronanki, R., 2018. *Artificial intelligence for the real world. Harvard business review*, 96(1), pp.108-116.

Davis, Fred D. 1989. *Perceived usefulness, perceived ease of use, and user acceptance of information technology. MIS Quarterly* 13: 319–40.

Depietro, Rocco, Edith Wiarda, and Mitchell Fleischer. 1990. The context for change: Organization, technology and environment. *The Processes of Technological Innovation* 199: 151–75.

De Graaff, A.M., Cuijpers, P., McDaid, D., Park, A., Woodward, A., Bryant, R.A., Fuhr, D.C., Kieft, B., Minkenberg, E. and Sijbrandij, M., 2020. *Peer-provided Problem Management Plus (PM+) for adult Syrian refugees: a pilot randomized controlled trial on effectiveness and cost-effectiveness. Epidemiology and Psychiatric Sciences*, 29, p.e162.

Donda, K., Agyemang, C.O., Adjetey, N.A., Agyekum, A., Princewill, N., Ayensu, M., Bray, L., Yagnik, P.J., Bhatt, P. and Dapaah-Siakwan, F., 2021. *Tracheostomy trends in preterm infants with bronchopulmonary dysplasia in the United States: 2008–2017. Pediatric pulmonology*, 56(5), pp.1008-1017.

Echendu, A.J. and Okafor, P.C.C., 2021. *Smart city technology: a potential solution to Africa's growing population and rapid urbanization? Development Studies Research*, 8(1), pp.82-93.

Fahd, Kiran, Shah J. Miah, Khandakar Ahmed, Sitalakshmi Venkatraman, and Yuan Miao. 2021. *Integrating design science research and design-based research frameworks for developing education support systems. Education and Information Technologies* 26: 4027–48.

Grewal, D.S., 2014. *A critical conceptual analysis of definitions of artificial intelligence as applicable to computer engineering. IOSR Journal of Computer Engineering*, 16(2), pp.9-13

J.A. and Kelly, J.P., 2018. *Performance Management Systems: How Companies are Rethinking People Development*

Kheira, T., 2021. *Financial technology prospects in the Middle East and Africa*. *Journal of Economic Growth*, 4(3), pp.14

Lockett, A., Thompson, S. and Morgenstern, U., 2009. *The development of the resource-based view of the firm: A critical appraisal*. *International journal of management reviews*, 11(1), pp.9-28.

Khoreva, V., Vaiman, V., Bondarouk, T. and Salojärvi, S., 2019, July. *Exploring the influence of digitalization on global talent management*. In *Academy of management proceedings* (Vol. 2019, No. 1, p. 10238). Briarcliff Manor, NY 10510: Academy of Management.

Kotrlík, J.W.K.J.W. and Higgins, C.C.H.C.C., 2001. *Organizational research: Determining appropriate sample size in survey research*. *Information technology, learning, and performance journal*, 19(1), p.43.

Lockett, A., Thompson, S. and Morgenstern, U., 2009. *The development of the resource-based view of the firm: A critical appraisal*. *International journal of management reviews*, 11(1), pp.9-

Lupia, A. and Elman, C., 2014. *Openness in political science: Data access and research transparency: Introduction*. *PS: Political Science & Politics*, 47(1), pp.19-42..

Matthews, G., Hancock, P.A., Lin, J., Panganiban, A.R., Reinerman-Jones, L.E., Szalma, J.L. and Wohleber, R.W., 2021. *Evolution and revolution: Personality research for the coming world of robots, artificial intelligence, and autonomous systems*. *Personality and individual differences*, 169, p.109969.

Mpofu, Q. and Nemashakwe, P., 2023. *The role of leadership in adopting the Fourth industrial era technologies in developing economies*. *The Fountain: Journal of Interdisciplinary Studies*, 7(1), pp.41-58

Ras, E., Wild, F., Stahl, C. and Baudet, A., 2017, June. *Bridging the skills gap of workers in Industry 4.0 by human performance augmentation tools: Challenges and roadmap*. In *Proceedings of the 10th international conference on Pervasive technologies related to assistive environments* (pp. 428-432).

Muparuri, L. and Gumbo, V., 2022. *On logit and artificial neural networks in corporate distress modelling for Zimbabwe listed corporates*. *Sustainability Analytics and Modeling*, 2, p.100006

Naveed, Q.N., Qureshi, M.R.N., Tairan, N., Mohammad, A., Shaikh, A., Alsayed, A.O., Shah, A. and Alotaibi, F.M., 2020. *Evaluating critical success factors in implementing E-learning system using multi-criteria decision-making*. *Plos one*, 15(5), p.e0231465.

Pardo-Guerra, Juan Pablo. *Automating finance: infrastructures, engineers, and the making of electronic markets*. Cambridge University Press, 2019.

Ross, A.J., Handley, E.D. and Toth, S.L., 2023. *An integrated review of social information processing as a mechanism in the association between maltreatment and depression among youth of color*. *Child abuse & neglect*, 135, p.105956.

Salas-Pilco, S.Z., Yang, Y. and Zhang, Z., 2022. *Student engagement in online learning in Latin American higher education during the COVID-19 pandemic: A systematic review*. *British Journal of Educational Technology*, 53(3), pp.593-619. Marler, J.H. and Fisher, S.L., 2013. *An evidence-based review of e-HRM and strategic human resource management*. *Human resource management review*, 23(1), pp.18-36.

Shank, D.B., Graves, C., Gott, A., Gamez, P. and Rodriguez, S., 2019. Feeling our way to machine minds: *People's emotions when perceiving mind in artificial intelligence*. *Computers in Human Behavior*, 98, pp.256-266.

Strohmeier, S., 2022. *Artificial intelligence in human resources-an introduction*. In *Handbook of Research on Artificial Intelligence in Human Resource Management* (pp. 1-22). Edward Elgar Publishing

Teslovich, T.M., Musunuru, K., Smith, A.V., Edmondson, A.C., Stylianou, I.M., Koseki, M., Pirruccello, J.P., Ripatti, S., Chasman, D.I., Willer, C.J. and Johansen, C.T., 2010. *Biological, clinical and population relevance of 95 loci for blood lipids*. *Nature*, 466(7307), pp.707-713.

Vinod, D.N. and Prabakaran, S.R.S., 2023. *COVID-19-the role of artificial intelligence, machine learning, and deep learning: a newfangled*. *Archives of Computational Methods in Engineering*, 30(4), pp.2667-2682.

Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A. and Trichina, E., 2022. *Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review*. *The international journal of human resource management*, 33(6), pp.1237-1266. West

Westen, D. and Rosenthal, R., 2005. *Improving construct validity: Cronbach, Meehl, and Neurath's ship: Comment*.

Xie, X. and Wang, H., 2021. *How to bridge the gap between innovation niches and exploratory and exploitative innovations in open innovation ecosystems*. *Journal of Business Research*, 124, pp.299-311

APPENDIX SECTION

Questionnaire

QUESTIONNAIRE

Introduction

Greetings! My name is **Ashleen Chanetsa I** am a student at Bindura University of Science Education perusing a Bachelor Degree in Human Capital Management. In partial fulfilment of my Degree program, I am carrying out a research project on the topic: -

An analysis of artificial intelligence on talent management. A Case of AmtecPrivate Limited

This is an academic research project and I promise to treat your responses with all the confidentiality they deserve. I kindly request you to respond to the questions in this questionnaire by either ticking on the appropriate answer or giving a comment on the answer spaces provided. Do not write your name on any part of the questionnaire.

No names or information about any individual will be published.

INSTRUCTIONS

1. Answer all questions truthfully and honestly.
2. Where boxes are provided, please indicate your answer by putting an  in the box which corresponds to the answer you want to give.
3. In other questions, please write your answers along the dotted lines or space provided.
4. Do not indicate any of your personal details on this questionnaire.

Thank you in advance.

SECTION A

BACKGROUND INFORMATION

This section is asking for your background information. Please indicate your answer by ☐ in the appropriate box or 

Demographic information

A1. Please indicate your gender.

Male	
Female	

A2. Please indicate your age group.

18-25	
26-35	
36-45	
46 and above	

A.3 Please indicate your organization you work for

Amtec Private Limited	
Other	

A4 Please indicate the department you are attached to

Human Capital Management	
Information Technology	
Administration	
Accounting	
Other	

A.5 Please indicate your length of in(years) service in your organization.

0-5	
6-10	
11-20	
21 and above	

A6. Please indicate your highest level of education.

Certificate	
Diploma	
Degree	
Master's Degree	
Other	

Section B

Q2.Do you know about Artificial Intelligence?

YES	NO
------------	-----------

If answer is yes, explain your understanding

.....

Q3. Do you know about talent management?

YES	NO
------------	-----------

If answer is yes, explain your understanding

.....

Q4. What is the impact of artificial intelligence on talent management?

KEY

	Facts about the impact of artificial intelligence on talent management	1	2	3	4	5
C1	Improved recruitment efficiency					
C2	Enhanced candidate matching					
C3	Automation of HR Administrative Tasks:					
C4	Personalised employee development					
C5	Predictive analysis					
C6	Enhanced employee engagement					
1=Strongly Agree		2=Disagree		3=Neutral		4=Agree
						5=Strongly Agree

Section C

Q5. What is the influence of automation of tasks in talent management?

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below.

KEY

1=Strongly Agree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
-------------------------	-------------------	------------------	----------------	-------------------------

	Facts about the influence of automation of tasks in talent management	1	2	3	4	5
C1	Enhanced Efficiency in HR Processes					
C2	Improved Accuracy and Compliance					
C3	Data-driven Insights and Decision Making					
C4	Personalized Employee Experiences:					
C5	Proactive Talent Management					

Section D

Q6. What are the effects of e-training on talent management?

Please indicate the extent to which you agree or disagree with statements listed on the 5-point scale below.

KEY

1=Strongly Agree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
-------------------------	-------------------	------------------	----------------	-------------------------

	Facts about the effects of e-training on talent management	1	2	3	4	5
D1	Cost Efficiency					
D2	Accessibility and Flexibility					
D3	Skill Development and Upgradation					
D4	Improved Engagement					
D5	Increased Reach					

SECTION E

Q4. What is the impact of e-recruitment on talent management?

Please indicate your answer by ticking in the appropriate box and by explaining yourself.

Indicate how much you agree with the facts on a scale 1 to 5

KEY

1=Strongly Disagree	2=Disagree	3= Neutral	4= Agree	5=Strongly Agree
----------------------------	-------------------	-------------------	-----------------	-------------------------

	Facts about the impact of e-recruitment on talent management	1	2	3	4	5
E1	Wider Reach of talent					
E2	Reduced hiring time					
E3	Enhanced Employer Branding					
D4	Improved Candidate Quality					

E5	Cost efficiency					
-----------	-----------------	--	--	--	--	--

Thank you so much for your cooperation and commitment.

Ashleen_dessertation_ FINALE.docx

ORIGINALITY REPORT

12%

SIMILARITY INDEX

8%

INTERNET SOURCES

5%

PUBLICATIONS

4%

STUDENT PAPERS

PRIMARY SOURCES

1	Mazen Fawaz Massoud, Bassel Maaliky, Abir Fawal, Allam Mawllawi, Fadlallah Yahkni. "chapter 11 Transforming Human Resources With AI", IGI Global, 2024 Publication	1%
2	Submitted to University of Ulster Student Paper	1%
3	www.researchgate.net Internet Source	1%
4	Mohand Tuffaha. "Adoption Factors of Artificial intelligence in Human Resource Management", Universitat Politecnica de Valencia, 2022 Publication	<1%
5	Submitted to The Hong Kong Polytechnic University Student Paper	<1%
6	Babeş-Bolyai University Publication	<1%