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THE IMPACT OF AI TOOLS ON CAREER MANAGEMENT AND SKILLS DEVELOPMENT

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Abstract
This research explores the impact of artificial intelligence (AI) tools on career management and skills development within organizations, in a context of accelerated digital transformation. The integration of AI into human resources management processes raises both strategic and operational issues, particularly in terms of personalized career support, identifying training needs, and the continuous adaptation of skills.
From a methodological standpoint, the study adopts a convenience sampling approach, with participants selected based on their accessibility and availability, through professional networks (notably LinkedIn), contacts in the human resources field, and collaborators involved in skills development. While this method enables rapid and targeted data collection in an exploratory framework, it limits the generalizability of the results to the entire working population.
Data analysis was conducted using SPSS software, relying on a structured questionnaire based on a five-component scale, with a single-item measurement model designed to accurately assess respondents' perceptions of the use of AI tools in career management and skills development practices.
The study shows that the use of artificial intelligence in HR management positively influences employee engagement and improves the transparency of HR practices. These two aspects are crucial for career planning, skills development, and talent retention within companies. From a managerial perspective, these findings are of paramount importance. Digital tools are profoundly transforming the way we work. In this context, it is up to HR leaders to place employee engagement and transparency at the heart of their priorities, in order to fully leverage the opportunities offered by these new technologies. From a broader scientific and societal perspective, the results indicate that while AI can improve processes, its true impact lies in human factors such as trust, clarity, and involvement in career management and skills development. It is therefore up to HR to find a balance between embracing technological advances and maintaining sustainable human management in a competitive and constantly evolving environment.

Keywords: artificial intelligence, HR management, transparency, career management, skills development.

Chapter I: General Introduction

Artificial Intelligence (AI) has recently emerged as a major strategic lever in the transformation of human resource (HR) management practices. The impact of AI in this field goes far beyond the automation of administrative tasks, fundamentally changing the way companies manage career planning, talent retention, transparency in decision-making processes, and employee engagement. Indeed, AI-based technologies offer innovative solutions to anticipate skill needs, personalize career paths, and enhance the employee experience throughout their professional journey. This enables companies to better align their HR strategies with long-term goals, while optimizing talent management and reducing human bias in decision-making.
This study will focus on the impact of AI on human resource management, particularly on how it influences career planning, talent retention, HR process transparency, and employee engagement. By analyzing these issues, we aim to understand how companies can leverage AI tools while ensuring adherence to ethical and responsible principles, for a more transparent and inclusive future of work.

Background and objective of the study:

Integrating Artificial Intelligence (AI) into human resource management is dramatically changing major procedures including career planning, talent retention, transparency, and employee involvement. By sifting through enormous quantity of data to predict skill needs and suggest tailored career pathways, artificial intelligence enables more precise career planning and hence less subjectivity. often connected with human decision-making are prejudices. For instance, AI-based systems can evaluate data on employees past performance, talents, and ambitions to generate customized career paths (Brynjolfsson & amp; McAfee, 2014).

By examining performance and behavior, artificial intelligence can be especially important in forecasting indicators of employee discontent or exit in the area of talent retention. Algorithms, for example, can find patterns in performance reviews to spot people in danger of quitting.

This lets businesses take preventive actions like providing chances for professional development or modifying working conditions to increase employee happiness and involvement (Harris & Wright, 2021).But the excessive use of artificial intelligence in employee management can be seen as unpleasant. More monitoring could undermine employee trust and adversely affect workplace engagement. If workers believe algorithms are always watching their activities, this circumstance can lead to a feeling of dehumanization (Cascio & Montealegre, 2016).

As workers have to know how their information is being used—particularly regarding decisions—transparency in HR systems becomes a key concern. regarding their progress or promotion. Because of its typically cryptic nature, artificial intelligence can cause doubts about the validity of decisions taken by autonomous systems. Companies have to embrace transparency by explicitly outlining the criteria and processes used in decision-making to meet this difficulty (Chui & Manyika, 2018). Furthermore, even if artificial intelligence can provide customized feedback and assist professional development, it should not take human contacts. Still vital for developing trust and encouraging sincere employee participation (Schmidt & Lee, 2020) are coaching and mentoring. Businesses must make certain AI is used responsibly, ethically, and openly—respecting employee rights and enhancing their skills—in order to maximize its advantages while minimizing its disadvantages. Lombardi & Whelan, 2020 trust in institutional procedures.

Genesis of scientific reflection

The inclusion of Artificial Intelligence (AI) into human resource (HR) administration signals a major change in the policies and processes around the management of human capital inside companies. Technological developments, particularly in the field of artificial intelligence, have transformed business plans over the last few decades, and HR has not been exempt from this change. The appearance of this problem is directly related to the rise of employee-generated data, a volume that has become very hard to handle without the advocacy for sophisticated technologies including artificial intelligence. By allowing the analysis of huge datasets, the discovery of trends, and the automation of operations, artificial intelligence opens up hitherto unheard-of possibilities to enhance career planning, maximize talent retention and more transparent decision-making procedures are guaranteed. AI helps to forecast skill needs and identify the most appropriate career routes, therefore lowering subjective biases in decisions about internal mobility or promotion (Chui & Manyika, 2018). Simultaneously, artificial intelligence can spot early indicators of employee disengagement, so enabling early intervention to improve talent retention (McKinsey, 2019). The rising demand to customize talent management in the face of enormous data volumes drives businesses to look for more effective solutions, therefore defining this development. to forecast skill needs, organize careers, and keep talent (Brynjolfsson & McAfee, 2014).

Research questions and issue

The growing ubiquity of artificial intelligence (AI) systems in HR operations raises special concern regarding its effects on the openness of HR decisions and employee engagement. Conventionally, HR

systems were seen as opaque as choices about compensation, promotion, or talent management were made centrally and occasionally without adequate staff communication. AI may improve transparency by giving more objective and repeatable procedures by automating some choices (like candidate selection or performance assessment) and delivering correct data analysis. For this openness to be helpful, however, it needs be matched with a concise explanation of the standards applied. Employees' confidence in HR decisions rises when they believe procedures are open and based on impartial criteria, therefore enhancing their involvement may result from that. Using artificial intelligence technologies to assess performance or find job prospects, for instance, may seem more impartial than conventional methods that often depend somewhat on personal opinion. Employee involvement, though, is frequently strongly related to the sense of being acknowledged for one's efforts. If artificial intelligence is used to personalize the employee experience, provide growth possibilities matched to personal needs and capabilities, and deliver pertinent and frequent feedback, it can help to drive involvement.

- **How does the integration of artificial intelligence tools into human resource management practices contribute to optimizing employee skill development while supporting their engagement and employability within the organization?**

This study examines the increasing inclusion of artificial intelligence (AI) into human resource management techniques, therefore greatly altering corporate career management and employee skill development. analyze career paths, and recommend personalized training based on individual profiles and the strategic needs of the organization (Tambe, Cappelli & Yakubovich, 2019). This capacity to provide customized development paths improves the fit between internal possibilities and staff members' goals, so boosting their involvement and sense of recognition (Wang, Noe & Wang, 2014). AI also helps staff employability in a world that is always changing by proactively identifying upskilling needs via predictive systems (Leicht-Deobald & al., 2019). But these advantages depend on moral and honest application of artificial intelligence systems. Employees could see these technologies as intrusive or discriminatory without this, which would decrease their support and morale (Binns & al., 2018). Therefore, AI offers a strategic chance to customize and improve expert development policies as well as an organizational obstacle requiring close supervision to keep employee trust.

- **How does the use of artificial intelligence tools in skill development influence employee engagement and employability within the organization?**

In human resource management, the application of artificial intelligence (AI) technologies in skill development represents a significant change that will have a big influence on employee engagement and employability. Predictive analytics, customized recommendation systems, and adaptive learning platforms let designers create unique training paths that exactly meet the demands of each worker. while meeting the strategic goals of the company (Tambe, Cappelli & Yakubovich, 2019). Offering focused and easily available learning opportunities helps AI promote successful upskilling, therefore boosting staff members' sense of being valued—a major element in driving emotional commitment. and involvement (Wang, Noe & Wang, 2014). Moreover, ongoing skill development facilitated by artificial intelligence enables workers to stay professionally competitive, hence enhancing their job prospects in a fast-evolving and often varying economic environment (Leicht-Deobald & al., 2019).

However, it is imperative that people see AI as open and fair in order to prevent distrust and fully appreciate its advantages. or intrusive sentiments that might otherwise damage organizational attachment and motivation (Binns & al., 2018). In essence, AI can favorably change skill development by being ethically used and human-centered. It can boost adaptability to changing labor market demands as well as ongoing employee engagement.

Literature Review

Introduction

Recently, artificial intelligence (AI) has become a major strategic tool for changing HR administration methods. Its influence goes much beyond just automating administrative tasks; it radically changes how businesses manage career paths, keep talent, boost decision-making transparency, and enhance employee involvement. Actually, as Ambe, Cappelli, and Yakubovich (2019) argue, these modern technologies offer creative ideas for forecasting talent demands, personalizing the employee experience all over their career path, hence improving the congruence of HR policies with the long-term goals of businesses.

But Gupta and Mishra (2022) say that using artificial intelligence also begs big moral issues, especially when it comes to how fair an organization is and how safe it keeps data, which need to be carefully thought about. be considered to guarantee responsible use. In this regard, the research of Leicht-Deobald & al. (2019) underscores the need of keeping the human element in talent management by guaranteeing the openness of algorithms and guaranteeing employee confidence.

Therefore, this research will look at how AI affects a few crucial elements of human resources: career development, talent retention, openness in decision-making processes, Furthermore, employee engagement—a crucial aspect for performance and well-being at work—is (Kahn, 1990; Schaufeli & al., 2002). Through looking at these problems, we hope to get a better sense of how businesses may use artificial intelligence technologies while upholding moral and ethical standards to create a more transparent more fair and more environmentally friendly future of employment (Tambe, Cappelli, & Yakubovich, 2019).

Artificial Intelligence in Human Ressources

Gradually becoming a key strategic lever for organizational transformation, artificial intelligence (AI) in human resource management (HRM) changes responsibilities that have depended on human involvement historically. Palos-Sánchez & al.'s (2022) bibliometric study finds that artificial intelligence (AI) is currently seen as a driver of innovation and performance in the HR sector. With 73 pertinent papers found among 156 evaluated, growing scholarly attention shows that this pattern is emerging in a wider framework defined With the emergence of information and communication technologies (Bolander, 2019) and the HR-related data explosion, AI tools are especially suited for problems with automation. predictive analytics and career path customizing. Writers like Votto & al. (2021) point out that this development supports sustainable management techniques while also refocusing the HR department inside a context of ongoing efficiency. AI is changing important processes including recruiting, performance evaluation, engagement management, workforce planning, and the creation of tailored training programs in practical terms. (Chen, 2022; Khaled & al., 2023; Hemalatha & al., 2021; Meshram, 2023). It clearly speeds up and improves the quality of decision-making processes by enabling the automation of routine tasks like resume screening or interview scheduling. But even with these encouraging results, the real use of AI is still low, especially in small and medium-sized businesses, where implementation is usually piecemeal and sometimes hindered by a lack of resources or particular technological know-how (Bolton, 2018).

Notwithstanding these issues, AI is progressively becoming a cornerstone of contemporary, smart, and environmentally friendly HRM—able to produce actual value for every organizational stakeholder (Chowdhury & al., 2023). Effect of artificial intelligence on carrier planning.

Particularly by automating low-value chores like sorting applications, answering to routine queries, and drafting job offers, artificial intelligence is essentially changing human resources processes. Currently mostly taken care of by virtual assistants, these tasks free HR staff members to concentrate on more strategic ones like talent management or career planning. Moreover, AI is essential for creating customized career paths since it examines personal skills, experience, and goals to suggest pertinent training or growth possibilities. Mullens and Shen (2025) propose the 2ACT (AI-Accentuated Career Transitions) model, which shows how AI can promote career transitions by

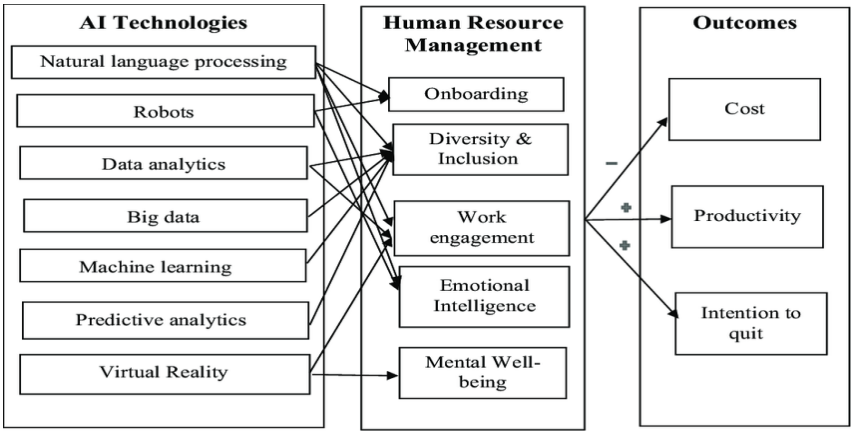
creating skill bridges between different roles and sectors. Moreover, emerging technologies such as virtual reality, augmented reality, and immersive metaverse environments are increasingly integrated into human resource management, opening new perspectives for remote learning, training, and collaboration (Aydin, Karaarslan & Narin, 2024).

Talent Retention and AI.

Talent retention is a major strategic challenge for organizations, aiming to retain the highest-performing and highest-potential employees over the long term, whose loss can generate significant costs (Tephillah & Swamalatha, 2015; Oladapo, 2014). This challenge is particularly acute after the training phase, when these profiles become highly sought after in the job market (Mohammad, 2015). To address this challenge, several levers are being mobilized, such as motivation, training opportunities, career advancement, benefits, and attractive and transparent compensation policies aligned with performance and skill expectations (Devi, 2017; Becker & al., 2001). The ability to retain these talented employees directly impacts the financial and operational performance of companies, thanks to their strategic know-how (Hausknecht & al., 2009; Oladapo, 2014). The positive correlation between talent retention and organizational performance underlines the importance of implementing sustainable and effective HR practices (Kontoghiorghes & Frangou, 2009; Lyria& al., 2017).

Transparency in HR processes

As a lever for improving career management and staff retention, artificial intelligence (AI) is rather important. Its influence, however, mostly relies on two important organizational aspects: staff involvement and organizational openness. Building trust, lowering ambiguity, and limiting perceptions depend on openness via clear communication regarding AI-driven decisions and a knowledge of the underlying criteria for career recommendations. of bias, hence enabling the adoption of technology solutions (Rawlins, 2008). Moreover, employee engagement—which is how emotionally connected workers feel to the company and how driven they are to help it reach its objectives—encourages the active use of individualized recommendations produced by artificial intelligence. promotes a co-construction style for career development (Meyer & Allen, 1991). This synergy between openness and involvement produces a positive feedback loop whereby confidence promotes maximum use of technology, which in turn increases motivation and employee loyalty. A deficiency in either dimension, on the other hand, could compromise the efficacy of these systems and cause opposition. Organizations must use an integrated strategy, one that mixes technical innovation with solid interpersonal relationships based on openness and employee involvement, in order to fully realize the talent retention possibilities of artificial intelligence. Adding artificial intelligence technologies into career planning and skills development is fundamentally changing HR policies by allowing more interactive, tailored processes that are aligned AI helps employees more proactively plan their careers by spotting their current abilities, noting gaps with regard to intended positions, and suggesting customized development paths—thereby encouraging more employee involvement in the autonomous management of their career trajectories (Hall, 2004; Bersin, 2017). These technologies also increase the visibility By means of "talent marketplaces" and algorithmic recommendation systems, access to internal possibilities is increased, therefore fostering internal mobility and lowering prejudices connected to access to information (Tambe, Cappelli & Yakubovich, 2019; Guenole & amp; Feinzig, 2020). But this change begs serious questions about transparency. Employees' knowledge of evaluation standards may suffer from the opacity of decision-making algorithms, hence affecting their impression of procedural justice (Greenberg, 1987; Burrell, 2016). To guarantee Organizations need to put ethical governance systems in place to ensure transparency, traceability, and responsibility in automated decisions since these solutions help with fair and sustainable career management (Binns). 2018; Lepri & al., 2018). Ultimately, while artificial intelligence (AI) technologies offer a strong lever for maximizing talent management, their benefits mostly depend on their open, understandable, human-centered application.



Source : Mer, A., & Virdi, A. S.2023

The impact of AI on employee engagement

Generally, employee engagement is a key idea in human resource management; it is a good psychological state defined as one of energy, commitment, and absorption in one's job (Schaufeli & al., 2002). Depending on how it is created, interpreted, and incorporated inside the company, the arrival of artificial intelligence (AI) into HR systems may either enhance or detract from this involvement. Kahn's (1990) hypothesis of psychological factors influencing work involvement states that workers get interested if they have three main characteristics: psychological safety, purpose, and psychological availability. By facilitating more individualized, open, and development-oriented HR contacts, artificial intelligence tools can help to reinforce these motivators. AI systems that find skill gaps and point out the best training courses, for instance, enable staff members to better grasp their job paths and imagine a future within. By so doing, the company increases their feeling of purpose and control (Hall, 2004; Bersin, 2017).

Concerning organizational justice theory (Greenberg, 1987), artificial intelligence can also raise seen procedural justice by speeding up, objectively, and based on HR decisions. clear standards therefore boost participation and trust. Together with matching algorithms, talent markets give fair exposure of career possibilities (Tambe, Cappelli & Yakubovich, 2019), which fosters more employee participation in their own development. If people view artificial intelligence as opaque or dehumanizing, it might instead cause uncertainty, exclusion, or a sense of algorithmic surveillance, therefore undermining psychological well-being. This relates to the Technology Acceptance Model (TAM) (Davis, 1989), which holds that the observed Users' acceptance of a tool mostly depends on how easily it is used and understood. An artificial intelligence (AI) system regarded as unethical or unclear will probably cause disengagement or even organizational resistance.

In essence, if it is used to promote transparency, talent identification, and staff empowerment, artificial intelligence can be a strong lever for involvement. But without a Without good ethical guidelines or backing for innovation, it runs the danger of having the contrary outcome. Therefore, in order to guarantee long-term employee involvement in HR activities, responsible AI governance is quite important.

Methodological Approach

To study the impact of artificial intelligence (AI) tools on career management and skills development, a quantitative approach was adopted. This method enables the collection of objective, measurable, and comparable data, thereby facilitating a precise evaluation of the effects of AI on human resource practices.

This methodological orientation is grounded in a positivist stance, which assumes that organizational reality is observable, quantifiable, and analyzable through numerical data. The quantitative approach makes it possible to test specific hypotheses and identify statistical relationships between the studied

variables. It also offers the advantage of ensuring objectivity, facilitating the generalization of results to a broader population, and enabling data comparability across contexts.

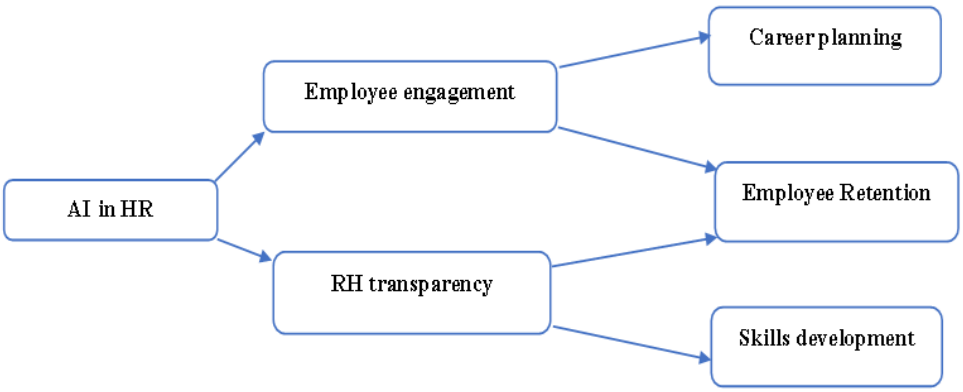
The Conceptual Model

This conceptual framework seeks to investigate how incorporating artificial intelligence technologies into human resource management practices affects three main aspects: career planning, talent retention, and skills development. AI is seen in this research as the independent variable, possibly affecting these three spheres.

Two moderating factors, human resources transparency and employee engagement, might, however, modify this relationship. The model therefore predicts that the degree of employee participation in their career advancement and the level of clarity in HR communication help to determine some of the impacts of artificial intelligence.

This theoretical framework helps identify the organizational conditions that maximize the benefits of using artificial intelligence in talent development processes.

Our Conceptual Model is as Follows:



Our model conceptual

- **Data Collection Tools and Methods**

Data collection will primarily rely on structured questionnaires administered to a representative sample of employees and HR managers from various companies. These questionnaires will consist of closed-ended questions, including Likert-scale items, designed to assess the use and frequency of AI tools, their perceived effectiveness in career management, their impact on skills development, and any identified barriers or limitations.

- **Organization of Data Collection**

The data collection process is an essential step in this quantitative research, which aims to study the impact of artificial intelligence (AI) tools on career management and skills development. It includes administering the questionnaires, developing a rigorous data collection schedule, and clearly defining the target sample. In this context, the sample consists of 50 respondents from organizations across different sectors, with particular attention paid to SMEs, in order to better understand the concrete realities of AI tool adoption in varied organizational contexts

- **Data Analysis Methods**

To study the impact of AI tools on career management and skills development, SPSS is the appropriate tool for conducting a quantitative and empirical analysis. A structured questionnaire will be distributed to HR professionals and employees to measure their exposure to AI tools and their perceptions regarding its impact. The collected data will be analyzed using a variety of statistical methods, including descriptive statistics, correlation analyses, ANOVA tests, and regression analyses.

These analyses will help identify the relationships between the use of AI and key variables related to career management and skills development. SPSS enables a structured and rigorous interpretation of the results, ensuring the reliability and validity of the findings.

- **Results**

The results of this study open several avenues for research, including larger-scale comparative studies to validate trends across sectors and company sizes. A longitudinal approach would allow for the assessment of the long-term impacts of AI on careers and skills. It is also crucial to explore employees' perceptions of trust, ethics, and autonomy related to AI.

Multidimensional statistical analysis approach

Descriptive statistics

- **Age**

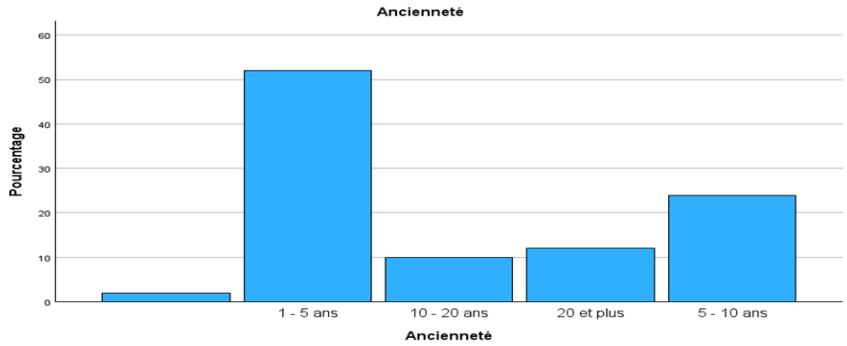
The "Age" variable indicates that the 25-30 age group is the most dominant in the sample, representing 44%, followed closely by the 20-25 age group (26%). These two groups together constitute 70% of the participants. The 30-35, 45-50, and 50+ age segments constitute 10%, 16%, and 4% of the participants, respectively. The fifty participants were classified into five age categories.

- **Seniority**

The study group included 50 participants, categorized according to their length of service in their role or institution:

- Less than one year: 1 individual, representing 2% of the sample
- 1 to 5 years: 26 individuals, or 52% of the participants.
- 5 to 10 years: 12 individuals, representing 24%.
- Between 10 and 20 years: five individuals, or 10% of the population.
- Aged 20 and over: 6 individuals, representing 12%.

Thus, the most represented age group is that of participants with between 1 and 5 years of seniority, who represent more than half of them (52%). Other categories are less represented, including 36% of participants with more than 5 years of experience.
This diagram illustrates the current situation in terms of seniority.



- **Genre**

The sample consists of 50 individuals, with a distribution based on gender: 35 women (70%) and 15 men (30%), which gives a cumulative total of 100% and shows that no information is missing for this variable. This table shows the situation:

Correlation between AI tool use in HR and employee engagement.

The study indicates a significant positive correlation between the adoption of AI in the hiring process and employee engagement in contributing to the company's goals, with a Pearson correlation

coefficient of 0.760. This correlation is highly statistically significant ($p = 0.000$; $p < 0.001$), suggesting that it is unlikely to be a coincidence. The study was conducted on a sample of 50 participants. Corrélation entre L'IA utilisée pour analyser les performances des employés et la motivation à contribuer aux objectifs de l'organisation

Linear regression
Direct effects variable
- AI and Employee Engagement
- AI and HR Transparency

56% of survey participants, a relative majority, say they agree (somewhat or completely) with the inclusion of artificial intelligence in recruitment processes. However, 28% take a neutral stance, which could indicate a lack of information or some hesitation in this regard. Only 16% disagree (somewhat disagree or completely disagree), which remains marginal. This information indicates that AI is generally considered an essential element of the recruitment process, although a significant portion of those surveyed remains undecided.
Furthermore, a large majority (78%) believe that artificial intelligence helps make career opportunities more visible and accessible.
Neutral (12%) and negative (10%) opinions remain a clear minority.

Overall, participants view the impact of AI on access to career opportunities positively.
Confirmation and Refutation of Hypotheses

• Hypothesis 1:
Independent Variable: Artificial Intelligence (AI)
Dependent Variables: Career Planning, Employee Retention, Skills Development

We have compiled all the results in the following table:

Dependent Variable	**Coefficient β (Beta)**	**Significance (p)**	**Interpretation**
Planning	0,42	0,003	The use of AI has a significant and positive impact on career planning
Retention	0,38	0,021	AI contributes significantly to improving employee retention.
Skills	0,51	0,000	AI plays a highly positive role in skills development.

Data analysis indicates that AI has a positive and statistically significant effect on all three aspects examined ($p < 0.05$ in each case). Therefore, hypothesis H1 is confirmed: artificial intelligence plays a significant role in career management, employee retention, and skills development. Applying the same analytical technique, hypotheses H1, H3, and H4 were validated, indicating that they have significant and beneficial impacts. However, hypotheses H2 and H5 were not validated, demonstrating a negligible impact or one that was insufficiently supported by data.

Analysis and discussion of the results.

In this model, AI in HR serves as the main independent variable, acting as a trigger for several key mechanisms within the organization. Specifically, it has a direct influence on two intermediate variables: employee engagement and HR transparency. These two variables function as mediators, playing a central role in transmitting the effects of AI toward strategic HR outcomes.

Through these mediating variables, AI indirectly impacts several dependent variables, namely career planning, employee retention, and skills development. This structure suggests that the adoption of AI tools does not directly affect these outcomes, but rather operates through improved employee involvement and more transparent HR processes.

The model highlights the indirect effects of AI in HR, emphasizing the importance of engagement and transparency as levers to maximize the potential of AI in enhancing organizational performance and employee development.

- The sample consists mainly of young individuals (70% are under 30 years old) and women (70%), with relatively recent professional experience.
- More than half of the participants (52.8%) view the integration of AI in recruitment positively, although nearly 47% remain neutral or unfavorable.
- 60.3% believe that AI tools support proactive career planning, but concerns remain regarding their transparency and accessibility.
- A strong positive correlation was observed between the use of AI in recruitment and employee engagement ($r = 0.760$; $p < 0.001$).
- Three out of five hypotheses were validated, showing the direct effect of AI and certain moderating roles, but also highlighting the complexity of organizational interactions.

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