The Mediating Effect of Artificial Intelligence in Recruitment and Talent Management Practices on Organizational Performance

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Abstract. *Artificial intelligence has become a significant driver of change in human resource management, particularly in recruitment and talent management. AI-based tools are increasingly used for resume screening, candidate matching, personalized training, performance analytics, and retention management. Consequently, AI is viewed not only as a technological innovation but also as a strategic resource that can strengthen organizational effectiveness. This study examines how AI-driven recruitment and talent management practices influence organizational performance and identifies the mediating mechanisms through which this influence occurs. Special attention is given to employee engagement and perceived job security as key explanatory variables. The study is based on a secondary analytical approach using recent empirical studies, conceptual papers, and industry reports published mainly in 2024 and 2025. The analysis integrates insights from social capital theory, the resource-based view, and information processing theory. The findings show that AI-enabled recruitment and talent management positively affect organizational performance both directly and indirectly. Recruitment, performance management, and training initiatives demonstrate positive effects, while employee engagement emerges as a significant mediator. Perceived job security also plays an important mediating role. Organizations that implement advanced AI-driven talent systems report improvements in time-to-hire, cost-per-hire, retention, employee satisfaction, and overall performance. The results suggest that AI creates organizational value not only through efficiency gains but also through its influence on employee perceptions and workplace experience. Future research should apply longitudinal approaches and examine industry-specific and ethical dimensions of AI implementation in HRM.*

Keywords: *artificial intelligence, recruitment, talent management, organizational performance, employee engagement, job security, human resource management, mediation, AI-enabled HRM, performance management, employee retention, workforce analytics.*
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Introduction. Artificial intelligence has become one of the most influential drivers of change in contemporary human resource management. Its impact is particularly visible in recruitment and talent management, where algorithmic tools increasingly support resume screening, candidate matching, performance evaluation, training personalization, and employee retention. In this context, AI is no longer perceived only as a technical innovation but as a strategic instrument capable of reshaping organizational capability and performance.

The growing use of AI in HRM is associated with measurable improvements in efficiency and decision quality. Recent evidence suggests that organizations using AI-enabled HR solutions achieve greater speed in hiring, more accurate candidate-job matching, and more data-informed talent decisions (Rao & Kumar, 2025; Usman et al., 2025). At the same time, the implementation of AI raises broader organizational questions. It is not sufficient to know that AI improves efficiency. It is equally important to understand how these improvements are translated into stronger organizational performance and through which mediating mechanisms AI affects employee and firm-level outcomes.

This article addresses that problem by examining the mediating role of employee engagement and perceived job security in the relationship between AI-driven recruitment and talent management practices and organizational performance. The study is grounded in social capital theory, the resource-based view, and information processing theory. It argues that the organizational value of AI does not arise only from automation itself, but from the way AI changes information flows, employee perceptions, and the quality of managerial decision-making.

Literature Review. Social capital theory explains how AI-enhanced HR practices may strengthen organizational performance through better information exchange, improved relational fit, and stronger collaborative potential (Coleman, 1988; Putnam, 2000). In recruitment, AI can improve candidate-job alignment by identifying patterns that are not easily visible to human recruiters, thereby enhancing the quality of new hires and the relational resources embedded in the workforce (Chu & Srivastava, 2025; Qin et al., 2025).

The resource-based view emphasizes that sustainable performance depends on valuable, rare, and difficult-to-imitate resources. In this perspective, AI-enabled talent management systems can be regarded as strategic organizational assets that provide superior capability in attracting, developing, and retaining talent. Organizations that implement AI comprehensively are therefore more likely to achieve competitive advantage than those with fragmented or minimal adoption.

Information processing theory further clarifies why AI matters for HRM. Traditional HR processes rely on limited information sources and human judgment under bounded rationality. AI expands the organization's

ability to process real-time and large-scale data, improving the speed, consistency, and quality of talent-related decisions. This makes it possible to move from reactive HR practices toward predictive and strategic workforce management.

AI-driven recruitment includes several interrelated functions, such as automated resume screening, predictive candidate sourcing, skills-based matching, and AI-supported interview scheduling. These applications reduce administrative burden and improve the objectivity of selection processes (Rao & Kumar, 2025). In talent management, AI is increasingly used in performance management, personalized training, sentiment analysis, retention prediction, and compensation optimization. The integration of these applications allows organizations to treat talent management as a connected ecosystem rather than a set of isolated functions.

The literature also shows that AI affects organizational performance through multiple dimensions, including operational efficiency, employee outcomes, strategic capability, and financial results. However, the strongest theoretical contribution of recent studies lies in showing that AI does not influence performance only directly. It also does so indirectly by affecting employee engagement, trust, job security, and organizational culture.

Aims. This study is designed to examine how artificial intelligence in recruitment and talent management contributes to organizational performance and to clarify the mechanisms through which this contribution occurs. In particular, it focuses on the direct effect of AI-driven recruitment and talent management practices on organizational outcomes, as well as on the mediating pathways that explain this relationship. Special attention is given to the role of employee engagement as a mediator of the AI-performance link and to the influence of perceived job security in shaping this process.

The study also aims to identify the organizational conditions that enhance the effectiveness of AI in human resource management. Overall, the main objective is to synthesize recent empirical evidence into an integrated explanatory model showing how AI-enabled HR practices create organizational value.

Methodology. This article uses a secondary analytical approach based on recent empirical studies, conceptual papers, and industry evidence published primarily in 2024 and 2025. The research design is integrative and interpretive. Instead of generating primary survey data, the article systematizes existing evidence and reconstructs the pathways through which AI-driven recruitment and talent management affect organizational performance.

The proposed framework assumes a direct relationship between AI-enabled HR practices and organizational performance, as well as indirect effects through employee engagement and perceived job security. It also recognizes the moderating importance of technology readiness,

organizational culture, and implementation quality.

Results. The evidence reviewed in this study indicates that AI-enabled recruitment and talent management have a statistically significant and practically meaningful effect on organizational performance. These effects are visible not only in direct efficiency indicators, but also in broader talent outcomes such as engagement, retention, and performance quality.

To make the empirical evidence more readable, the numerical results from the original manuscript are reformatted below into tables, each accompanied by a short interpretive discussion.

Before presenting the first table, it is important to note that recruitment is the most visible point of AI application in HRM. The recruitment stage provides the clearest measurable evidence of AI effectiveness because improvements in screening, sourcing, and scheduling can be directly translated into time and cost indicators.

Table 1. AI impact on recruitment process metrics

AI application	Accuracy/Efficiency metric	Improvement over traditional	Source
Resume screening	92-95% accuracy	+20-25%	Rao & Kumar (2025)
Interview scheduling	97% automation rate	60% time reduction	Rao & Kumar (2025)
Skills assessment	98% accuracy	+23-28%	Rao & Kumar (2025)
Candidate sourcing	85% candidate quality improvement	70% reduction in sourcing time	Industry synthesis
Overall time-to-hire	85% reduction	From 42 days to 6 days	IQTalent (2025)
Cost-per-hire	30-40% reduction	From $4,500 to $2,700-3,150	IQTalent (2025)

Source: compiled by the author based on Rao and Kumar (2025) and IQTalent (2025)

After Table 1, it becomes evident that AI changes the economics of recruitment in a substantial way. The strongest effects are observed in time-to-hire and cost-per-hire, which suggests that AI delivers immediate operational value. At the same time, the gains in screening accuracy and candidate quality indicate that AI contributes not only to speed, but also to the strategic quality of talent acquisition.

The recruitment evidence, however, represents only one part of the broader picture. To understand how AI contributes to organizational performance more fully, it is necessary to examine its role in talent management outcomes such as training, performance management, engagement, retention, and employee effectiveness.

After Table 2, the pattern becomes clearer. AI has positive effects across multiple HRM functions, but the strongest coefficient in the table is associated with training and development. This implies that AI contributes particularly strongly when it supports employee growth and capability building. In addition, the engagement pathway is statistically significant, which confirms that AI affects organizational outcomes not only through process optimization but also through changes in employee experience.

Table 2. Empirical effect sizes of AI-driven HR practices on organizational outcomes

Talent management function	AI effect size (β)	p-value	Practical outcome	Sample
AI-based recruitment	0.116	0.007	Direct performance impact	340 IT professionals
Performance management	0.180	< 0.001	Enhanced objective assessment	340 IT professionals
Training and development	0.204	< 0.001	Personalized learning pathways	340 IT professionals
Employee engagement mediation	0.136	0.002	Significant indirect effect	340 IT professionals
Staff retention improvement	–	–	51% improvement	Multi-organization study
Employee performance improvement	–	–	27% improvement	Multi-organization study
Employee satisfaction improvement	–	–	24% improvement	Multi-organization study

Source: compiled by the author based on Usman et al. (2025) and Edstellar (2024)

The next group of findings focuses on the mediation model itself. These results are central to the argument of the article because they explain how AI-generated improvements are translated into organizational performance.

In readable form, the mediation results indicate the following:

- AI-driven HR practices significantly predict organizational performance, with a total effect of $c = 0.387$, $p < 0.001$;
- Employee engagement mediates the relationship through an indirect effect of 0.136, $p = 0.002$, accounting for 35.1% of the total effect;
- Perceived job security mediates the relationship through an indirect effect of 0.133, $p = 0.003$, accounting for 34.4% of the total effect;
- Together, these mediators explain approximately 69.5% of the total effect of AI on organizational performance.

These results show that the effect of AI is predominantly indirect. In other words, AI creates organizational value not merely because it automates tasks, but because it affects how employees feel, engage, and interpret the implications of technological change.

The following table presents another important dimension of the results, namely the accuracy of AI-supported performance management models. This is relevant because performance management is one of the core areas in which AI shifts HRM from periodic evaluation toward continuous analytics.

Table 3. AI performance management system accuracy metrics

Performance metric	Genetic Algorithm	CNN	Hybrid CNN + GA
Infrastructure readiness	91%	94%	95%
Training and development accuracy	93%	92%	96%
Feedback mechanism precision	94%	95%	97%
Workflow design optimization	93%	94%	98%

Source: compiled by the author based on Rao and Kumar (2025)

After Table 3, it can be concluded that hybrid models produce the highest accuracy across all categories presented. This suggests that AI effectiveness in talent management is not determined solely by adoption, but also by the sophistication of the analytical architecture used. The superiority of the hybrid model also supports the broader argument that more advanced AI integration can strengthen HR decision quality.

The table 4 compares organizations with advanced AI implementation to those with limited or no AI. This comparison is useful because it translates effect sizes into organizationally meaningful benchmarks.

Table 4. Comparative performance of advanced AI implementation versus limited or no AI

Metric	Advanced AI implementation	Limited/No AI	Improvement
Time-to-hire	6 days	42 days	85% reduction
Cost-per-hire	$2,700-3,150	$4,500	30-40% reduction
Offer acceptance rate	89%	74%	+15%
New hire performance	4.2/5.0	3.4/5.0	+24%
Employee retention	94%	78%	+51%
Employee engagement score	4.1/5.0	2.9/5.0	+41%
Employee satisfaction	4.3/5.0	3.2/5.0	+24%
Training ROI	2.8x	1.6x	+75%
Revenue per employee	$487,000	$382,000	+27%
Profit margin improvement	+3.2%	+0.8%	+300% relative

Source: *compiled by the author based on Rao and Kumar (2025), Edstellar (2024), and IQTalent (2025)*

After Table 4, the practical significance of AI becomes unmistakable. Organizations with advanced AI implementation outperform those with limited or no AI not only in HR process indicators, but also in broader economic and performance measures. The difference in retention, engagement, and revenue per employee demonstrates that AI-enabled HRM can become a strategic organizational capability rather than a narrow administrative innovation.

The final table 5 in the Results section concerns the financial logic of implementation. Since organizations often hesitate to adopt AI because of perceived costs, a cost-benefit perspective is necessary to show the economic viability of investment.

After Table 5, it becomes clear that AI adoption in talent management is economically defensible under the assumptions presented in the source studies. Even when implementation, integration, and training costs are included, the projected benefits exceed the costs substantially, and the payback period remains short. This strengthens the argument that AI in HRM should be seen not as an experimental tool, but as an investment with measurable strategic returns.

Table 5. Typical cost-benefit analysis of AI-driven talent management implementation

Cost/Benefit component	Year 1	Years 2-3 annual
AI platform licensing	150,000-250,000	150,000-250,000
Implementation/integration	75,000-125,000	–
Training and change management	50,000-100,000	15,000-25,000
Total cost	**275,000-475,000**	**165,000-275,000**
Recruiting cost savings	450,000-600,000	450,000-600,000
Retention value	375,000-525,000	375,000-525,000
Training efficiency gains	150,000-200,000	150,000-200,000
Productivity gains	280,000-350,000	280,000-350,000
Total benefits	**1,255,000-1,675,000**	**1,255,000-1,675,000**
Net benefit (ROI)	**780,000-1,200,000**	**980,000-1,410,000**
Payback period	**3-5 months**	–

Source: compiled by the author based on Rao and Kumar (2025), Edstellar (2024), and IQTalent (2025)

At this point in the article, the appendix should be explicitly integrated into the main text. A suitable sentence is the following:

The operational indicators proposed for monitoring AI-enabled recruitment, development, engagement, retention, and organizational outcomes are summarized in Table 6, which provides a structured KPI framework for practical implementation and evaluation.

Table 6. Key Performance Indicators for AI-Driven Talent Management

Dimension	KPI	Target / Measurement
Recruitment	Time-to-hire	< 10 days
	Cost-per-hire	< 3,000
	Offer acceptance rate	> 85%
	Quality of hire	Performance rating at 6 months > 4.0/5.0
	Diversity metrics	Representation across demographics
Development	Training completion rates	> 90%
	Skill development velocity	Competency improvements
	Internal promotion rates	> 30%
	Succession readiness	Critical positions filled internally > 50%
	Training ROI	Business metric improvements per training investment
Engagement and retention	Employee engagement score	> 4.0/5.0
	Voluntary turnover rate	< 12%
	Retention of high performers	> 95%
	Employee Net Promoter Score	> 50
	Perceived job security index	> 4.0/5.0
Organizational performance	Revenue per employee	Trend improvement
	Profit margin	Trend improvement
	Customer satisfaction	Correlation with employee engagement
	Innovation metrics	Patents, new products launched
	Market share in talent competition	Trend improvement

Source: compiled by the authors

As shown in Table 6, the KPI system covers both process efficiency indicators and strategic outcome measures, allowing organizations to evaluate AI implementation in HRM in a comprehensive and balanced manner.

Discussion. The results confirm that AI-driven recruitment and talent management practices improve organizational performance through both direct and indirect pathways. However, the central contribution of the study is the demonstration that the indirect mechanisms are more substantial than the direct effect itself. Employee engagement and perceived job security together explain most of the AI-performance relationship, which means that the effectiveness of AI depends heavily on employee perceptions and organizational context.

This finding has important implications. First, it suggests that organizations should not evaluate AI only through efficiency indicators such as screening speed or cost reduction. These indicators are important, but they do not capture the deeper processes that make AI strategically valuable. Engagement, trust, and security perceptions are equally important because they determine whether AI is accepted, internalized, and translated into higher performance.

Second, the evidence suggests that AI is most effective when implemented as an augmentation tool rather than a replacement technology. Where AI is accompanied by transparency, communication, and developmental support, employees are more likely to perceive it as enabling rather than threatening. This creates the conditions under which job security becomes a positive mediator rather than a source of anxiety.

Third, the comparison between advanced AI organizations and low-AI organizations demonstrates that the benefits of AI are systemic. They extend beyond recruitment into retention, engagement, productivity, and even profit margin. This supports the argument that AI-driven talent management should be understood as a broad organizational capability rather than a narrow HR innovation.

Conclusions. Artificial intelligence has emerged as a transformative force in human resource management, especially in recruitment and talent management. The evidence synthesized in this article demonstrates that AI has a significant positive influence on organizational performance. Yet the article also shows that the strongest effects are not purely direct. Instead, most of the value created by AI is mediated through employee engagement and perceived job security.

The results indicate that organizations gain the greatest advantage from AI when they combine technological capability with strong communication, ethical implementation, and human-centered management. AI improves speed, accuracy, and efficiency, but its broader strategic value depends on whether employees experience it as supportive, fair, and compatible with their long-term role in the organization.

In practical terms, organizations implementing comprehensive AI-driven talent management systems achieve substantial improvements in time-to-hire, cost-per-hire, retention, employee satisfaction, and performance. These findings support the view that AI-enabled HRM is not simply a process innovation, but a strategic capability that contributes to competitive advantage.

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