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## Applications of Artificial Intelligence in Talent Management and organizational behavior - An Exploratory Study at Al-Ma'moon University (2025)

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**Abstract:** This study tried to discover Artificial intelligence applications in capturing the talents of newly hired employees at Al-Mamoun Private University and studying their daily behavior within the organization by exploring the opinions of employees at Al-Mamoun Private University regarding the applications of artificial intelligence in two areas that we considered the most important in the field of human resources, namely talent management and organizational behavior. In fact, the research focused on understanding the views of these employees concerning whether they are convinced that artificial intelligence, through its various applications, can have positive effects on selecting talented individuals, paying attention to their skills before and after their recruitment and employment, and whether artificial intelligence has a positive impact on their organizational behavior through its different applications. It has been clear from the beginning that employees' responses to the questionnaire were clearly biased towards the importance of the positive role of artificial intelligence in capturing and developing their skills in various work areas. These initial spontaneous responses were confirmed by the analyses we conducted on the data obtained from the survey and data analysis using SPSS. However, what was striking was their outright rejection of the idea that artificial intelligence could have an important and positive role in supporting and effectively managing their organizational behavior, even though the statements included in the questionnaire were designed to measure this. Hence, the researcher emphasized the need to conduct further studies to understand the reasons for the trust in certain aspects of artificial intelligence and the lack thereof in other areas.

It's worth of mention that this study is using a methodology that includes surveys of staffs, by 39-item questionnaire form which is divided into 19-item measure of Artificial Intelligence, 10-Item measure Talent Management, and finally, 10-Item measure the Organizational behavior, furthermore, a random sample of 233 employees from the high and medium management was selected in addition to professors who are working at the studied university. The study's instrument was distributed in the main location in Baghdad where 150 questionnaires were recovered back and 139 of them were suitable for the analysis of the SPSS software in less than 6 months.

**Keywords:** Artificial Intelligence (AI), Talent Management (TM), Organizational behavior (OB).

## تطبيقات الذكاء الاصطناعي في إدارة المواهب والسلوك التنظيمي - دراسة استكشافية في جامعة المأمون (٢٠٢٥)

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**المستخلص:** حاولت هذه الدراسة اكتشاف تطبيقات الذكاء الاصطناعي في استقطاب مواهب الموظفين الجدد في جامعة المأمون الخاصة ودراسة سلوكهم اليومي داخل المؤسسة من خلال استكشاف آراء الموظفين في جامعة المأمون الخاصة بشأن تطبيقات الذكاء الاصطناعي في مجالين اعتبرنا أنهما الأهم في مجال الموارد البشرية وهما إدارة المواهب والسلوك التنظيمي. في الواقع، ركز البحث على فهم وجهات نظر هؤلاء الموظفين بشأن مدى اقتناعهم بأن الذكاء الاصطناعي، من خلال تطبيقاته المختلفة، يمكن أن يكون له تأثيرات إيجابية على اختيار الأفراد الموهوبين، والانتباه لمهاراتهم قبل وبعد توظيفهم، وما إذا كان للذكاء الاصطناعي تأثير إيجابي على سلوكهم التنظيمي من خلال تطبيقاته المختلفة.

كان واضحاً منذ البداية أن ردود الموظفين على الاستبيان كانت متحيزة بوضوح لصالح أهمية الدور الإيجابي للذكاء الاصطناعي في اكتساب وتطوير مهاراتهم في مختلف مجالات العمل. وقد أكد التحليل الذي أجريناه على البيانات المستخلصة من الاستبيان وتحليل البيانات باستخدام برنامج SPSS هذه الردود الأولية العفوية. ومع ذلك، كان اللافت رفضهم التام لفكرة أن الذكاء الاصطناعي يمكن أن يلعب دوراً مهماً وإيجابياً في دعم وإدارة سلوكهم التنظيمي بفعالية، على الرغم من أن العبارات الواردة في الاستبيان صممت لقياس ذلك. ومن هنا أكد الباحث على ضرورة إجراء المزيد من الدراسات لفهم أسباب الثقة في بعض جوانب الذكاء الاصطناعي وعدمها في جوانب أخرى.

جدير بالذكر أن هذه الدراسة تستخدم منهجية تتضمن استبيانات للموظفين، من خلال استمارة تتكون من ٣٩ عنصراً تم تقسيمها إلى ١٩ عنصراً لقياس الذكاء الاصطناعي، وعشرة عناصر لقياس إدارة المواهب، وأخيراً عشرة عناصر لقياس السلوك التنظيمي. علاوة على ذلك، تم اختيار عينة عشوائية مكونة من ٢٣٣ موظفاً من الإدارة العليا والمتوسطة بالإضافة إلى الأساتذة العاملين في الجامعة محل الدراسة. تم توزيع أداة الدراسة في الموقع الرئيسي في بغداد حيث تم استرجاع ١٥٠ استبياناً، وكان ١٣٩ منها صالحاً لتحليل برنامج SPSS في أقل من ٦ أشهر.

**الكلمات المفتاحية:** الذكاء الاصطناعي (AI)، إدارة المواهب (TM)، السلوك التنظيمي (OB).

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### Introduction:

All companies all around the globe are concerned to what AI potentials can change in their deployment strategies especially the side of talent management and social behavior aspects. and it is obvious that AI is leading [1] the visionary illustration of the business and employment in both general and private sectors future. Furthermore, we find that the powers of computers to perform tasks that previously needed human intelligence is increasingly required, and thus that “there are alarming news reports of technology firms successfully performing complex cognitive tasks with a computer program. In this report, we refer to these capabilities as artificial intelligence”, [2] and as “AI-driven tools can analyze vast amounts of employee data to provide personalized learning pathways, identify skill gaps, and predict future workforce needs”. It is still a phenomenon how this will affect the hiring strategies in the future, anyway so many studies has emphasized the needs and encouraged researchers and practitioners across all relevant scientific disciplines [3] (e.g., computer sciences, applied statistics, human factors, I-O psychology) and organizational roles (e.g., human resource-es, line and staff managers, employees to continue investigating the vast, interrelated, and interesting applications and implications of AI/ML in talent assessment (e.g., recruiting, promotion, retention, diversity and inclusion)

## **Section one: Literature Review:**

### **1<sup>st</sup>: Artificial Intelligence:**

Artificial intelligence was defined as “one of the cornerstone technologies in the information era, and it plays a more important role in organizational management [4]. As the study [5] stated that “artificial intelligence in recruitment the chatbot is one of the AI applications that has been used for talent acquisition to automate 80% of the total of “Top of Funnel”- recruiting activities as it helps automate time consuming tasks such as sourcing, screening and messaging”, and that’s leading to the real fact that the mastery of digital technologies is becoming a criterion of performance for employers and a choosing criterion for applicants who gain the ability to invest these technologies to affect the results in their advantage [6].

While there are several researches emphasized and confirmed the positive relationship between artificial intelligence and talent management so many doubts were raising and evolving about The nature of the relation between AI and Organizational behavior and we find the study [7] was just wondering “ Assuming that AI and Machine Learning are based on rational models, are these methods the best tools for predicting human behavior?

### **2<sup>nd</sup>: Artificial Intelligence and Talent Management:**

**Most of studies relevant to AI predicted that** Practitioners will take advantages of the intelligent application of talent management to quickly and professionally understand talent management and master the application of talent management in management practice, improve the level of good team, and maximize the value of management [8], and that Human talent and artificial intelligence have been closely linked, having a great influence on the performance and productivity of today’s organizations. Hence, As Artificial Intelligence (AI) technologies continue to advance, organizations have the opportunity to leverage data-driven insights and automation to optimize their talent acquisition. Furthermore, “AI applied to assessing and selecting talent offers some exciting promises for making hiring decisions less costly and more accurate for organizations while also being less burdensome and (potentially) fairer for job seekers. surrounding AI-based tools. [9]

The recruitment approaches were reshaped through AI-driven tools (machine learning algorithms), reducing human biases and enhancing hiring process efficiency.[10] Moreover there is a significant fact that Artificial intelligence (AI) and machine learning (ML) have seen widespread adoption by organizations aiming to identify and hire high-quality job applicants.[11] as a result AI can streamline recruitment processes, making it easier for qualified candidates to be identified and hired quickly.[12] and finally, The era of artificial intelligence (AI) offers transformative opportunities to revamp the HR framework.[13].

### **3<sup>rd</sup>: Artificial Intelligence and Organizational behavior:**

Comprehending human behavior has been vital for businesses, for as long as businesses exist.[14] and digital technologies make it potential to reach out to individuals who are unknown but are ready to apply to change jobs.[15] And for sure, there is need to spread more awareness about uses of AI in investing behavior.[16] and no doubt that having a holistic perspective on talent management, redirects the focus on the importance of practical applications, resolving organizational debates to effectively and efficient workforce management, aligning with strategic and financial objectives, and employee well-being. [17] But it is worthy of mentioning that it is no longer about selecting talents but rather capturing them and ensuring their loyalty which is crucial for social businesses’ stability and long-term vision.[18]

### **4<sup>th</sup>: Research aims**

This study aimed to discover the impact of the Artificial Intelligence on the Talent Management and Organizational Behavior in addition to study the relationship between TO and OB and performance

in Al-Ma'moon University (2025). This study considers the Artificial Intelligence as independent variable, and applied it in Al-Ma'moon University (2025), in the purpose of to test the impact of Artificial Intelligence on both TM and OB. Finally discovering the impact of the AI in Al-Ma'moon University (2025) on the OB.

### 5<sup>th</sup>: Research problem

This study is one of few in Iraq as it is clear there is no enough concerns about the AI has received less attention in the Educational field, in addition to employees' actual perception of the AI using and the reasons behind their high agreement or disagreement to use it in employment, talent acquisition and choosing the staff, and managing their behavior. Artificial Intelligence techniques and strategies are terms which the management in educational sector in Iraq are completely ignored, Hence, This research is trying to answer the following questions:

Does Artificial Intelligence Applications in Al-Ma'moon University (2025) affect the talent management and organizational behavior from the staffs' perspective? And what type of effect is it?

. Hence, we mentioned the Artificial Intelligence as the Independent variable in this research.

### 6<sup>th</sup>: Research Importance:

Artificial Intelligence is a great tool to reach out to every person who desires to be employed according to the talents he or she might have and it is an essential knowledge and admiration that requires special process to be successful and fruitful. So, this study gains its importance mainly from the following:

1- Theoretically: The study environment is new for the application of the Artificial Intelligence and its impact on the Talent Management and Organizational behavior especially in their Iraqi Universities.

As for the practical aspect:

2- The current research documents and measures the Artificial Intelligence applied in Al-Ma'moon University (2025).

3- It measures the degree to which Artificial Intelligence in Al-Ma'moon University (2025) related to the Talent Management and Organizational behavior from its staff's perspective.

### 7<sup>th</sup>: Research Hypothesis

This research is built to answer a set of questions which are:

1- Is there any significant relationship between the AI applications and the talent management in Al-Ma'moon University (2025) in the staffs' perspective?

2- Is there any significant relationship between AI applications and the organizational behavior in Al-Ma'moon University (2025) in the staffs' perspective?

**hence the main hypotheses are:**

H01: There is no significant relationship between the AI applications and TALENT MANAGEMENT in **Al-Ma'moon University**.

H02: There is no significant relationship between the AI applications and the ORGANIZATIONAL BEHAVIOR in **Al-Ma'moon University**.

### 8<sup>th</sup>: Study Tool:

We measured the aforementioned study variables through a questionnaire in which the respondents' answers are graded on a five-point Likert scale [19] as follows:

**Table (1):** Gradation of answers on a five-point Likert scale

<b>Terribly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>disagree</b>	<b>Terribly disagree</b>
5	4	3	2	1

**Likert scale**

### Al-Ma'moon University (2025):

Al-Ma'moon University is a private Iraqi university was Founded on 23/4/1990 /its location is Housing, 14 Ramadan Street, Baghdad. It has so many employees as the number of instructors with PhDs and Master's degrees is approximately 300, and the number of staffs, including administrative and technical personnel, is approximately 50. The university includes around thirty academic specialties, including engineering, medicine, management, and law, as well as several main departments such as accounting, media, design, and the English language.

### Methodology and method of study:

The descriptive approach was adopted by extrapolating from the literature, research, studies and websites 'articles on the subject of Artificial Intelligence, performance, and TO and OB, and Statistical methods were adopted to measure correlations between the variables of the study and the hypothesis testing, so The research relies on the descriptive and analytical approach in describing the studied phenomenon through data collection and analysis. We applied the statistical survey method, where we distributed a questionnaire to measure the studied variables. Then the questionnaires were transcribed and the data were processed for analysis and the necessary statistical tests were conducted like linear regression tests using the SPSS program.

### Limitations of this study:

According to the aims of this study, we focused on many main and sub- variables  
We focused on: AI and its applications in business related to the private educational sector especially private universities. integration of these technologies into existing systems  
TM: Talent acquisition and Recruitment and Candidate Screening  
OB: Organizational behavior in the educational field.  
This study covers the second part of the year 2025 with the field study, and it focusing on one private university so it can't be generalized on all types of institutions working in Iraq even at the same industry. Moreover, taking in consideration the administrative and the educational staff didn't cover all the workers, teachers, or professors in this study.

### Population, Sampling and Statistical tests using SPSS:

A random sample was taken from the employees of the Al-Ma'moon University (2025) mentioned above. Hence a questionnaire was distributed to the educational committee. The sample population was (158) individuals, while the number of the surveyed population was reached (233) individuals, of whom (150) responded, and the researcher discovered the existence of (139) valid questionnaires with complete answers, so they were included for statistical analysis using SPSS software.

### Honesty and consistency:

#### Reliability

The results of the questionnaire were entered after being recoded into the SPSS program and analyzed according to the Alfa Cronbach coefficient to find out if the coefficient value is acceptable to the interlocutor (which means that the questionnaire performs what is required of it), the paragraphs of the questionnaire must be with internal consistency with values equal to or greater than 0.6 (Sekaran: 2006) [20], and Table (2) shows:

**Table (2): Scale (ALL VARIABLES):**

<b>Reliability Statistics (AI applications)</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>.959</b>	.960	9
<b>Reliability Statistics (Talent Management)</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>.837</b>	.842	11



Reliability Statistics (Organizational behavior)		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.492	.488	10

**Source:** Prepared by the researcher based on the results of the statistical study with SPSS V.25

It is shown from Table (2) that the stability coefficient scale for the questionnaire was acceptable, Alpha Cronbach is high for each variable and acceptable as the values of Alpha Cronbach for the AI applications as it is approximately 96%.

### Tools of data collecting

A - The theoretical sources: represented by the data and information available and from Literature sources that dealt with the subject.

B - The practical side: the questionnaire was designed in a way that serves the objectives of the study and its hypotheses and included (39) Statements (items) benefiting from previous studies, and we distributed items on three main variables which are Artificial Intelligence, the Talent Management, and the Organizational Behavior and then weighed these phrases to suit them by the degrees of the Likert pentagram scale which was in Table No. (1).

### Data collection method:

Section (1) which contained Two Demographic Factors that included a set of Items related to personal information like Gender, years of job experience, whereas section 2 consisted of 39 statements 19 of them measure the X1 variable, and 20 measure the Y1-Y2 variables.

But before this the researcher distributed the statements of the questionnaire as follows in the column (3):

**Table (3):** Descriptive Statistics

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	N. of statements of the second part of questionnaire	N of Statements of the second part of questionnaire
Artificial Intelligence	139	2	5	4.03	.952	19	1-19
Talent Management	139	2	5	3.73	.748	10	20-39
Organizational Behavior	139	2	5	3.28	.476	10	30-39
Valid N (listwise)	139					39	1-39

**Source:** Prepared by the researcher based on the results of the statistical study

as we can see from this table (3), as the means of each dependent and independent variables are close to the grade 4 in Likert scale, most of respondents agree with the survey statements related to the Artificial Intelligence and TO and OB. That means the Al-Ma'moon University (2025) staffs believe in Artificial Intelligence as a main factor to attract talented people.

**Table (4):** Frequencies and Percentages of Personal Information

Frequency Tables (GENDER- age- Job experience- educational status)					
GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	87	62.6	62.6	62.6
	Female	52	37.4	37.4	100.0
	Total	139	100.0	100.0	

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than twenty-five years	2	1.4	1.4	1.4
	twenty-five to thirty years	33	23.7	23.7	25.2
	thirty to thirty-five years	34	24.5	24.5	49.6
	thirty-five to fourty	33	23.7	23.7	73.4
	more than fourty	37	26.6	26.6	100.0
	Total	139	100.0	100.0	
		Job experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 years	10	7.2	7.2	7.2
	two years to four years	55	39.6	39.6	46.8
	four years to six years	36	25.9	25.9	72.7
	six years t eight years	22	15.8	15.8	88.5
	more than eight	16	11.5	11.5	100.0
	Total	139	100.0	100.0	
		educational status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	institute	10	7.2	7.2	7.2
	university	29	20.9	20.9	28.1
	Masters	45	32.4	32.4	60.4
	PhD	55	39.6	39.6	100.0
	Total	139	100.0	100.0	

Source: Prepared by the researcher based on the results of the statistical study

From Table (4), we can see:

- **Gender:** The percentage of males is **62.6%**, which is higher than the percentage of females**37.4%**. **55% of the surveyed individuals were professors from various specializations and 55% of them are four years of experience or even less.**

### Hypothesis testing:

To test the hypotheses, we used the LINEAR regression analysis test.

### Testing the first hypothesis:

H01: There is no significant relationship between the Artificial Intelligence and the TO in Al-Ma'moon University (2025).

To test it, we used the simple Pearson correlation test, and the following table (5) shows the Pearson correlation coefficient.

### Regression for H01:

**Table (5):** Results of multiple regression analysis of the relationship between Artificial Intelligence and the TO and OB.

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Artificial Intelligence <sup>b</sup>	.	Enter
a. Dependent Variable: Talent Management			
b. All requested variables entered.			

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.579 <sup>a</sup>	.335	.331	.612		
a. Predictors: (Constant), Artificial Intelligence						
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.894	1	25.894	69.145	.000 <sup>b</sup>
	Residual	51.306	137	.374		
	Total	77.201	138			
a. Dependent Variable: Talent Management						
b. Predictors: (Constant), Artificial Intelligence						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.896	.226		8.376	.000
	Artificial Intelligence	.455	.055	.579	8.315	.000
a. Dependent Variable: Talent Management						

From SPSS

As it can be seen from the table (5) the R value is (.579<sup>a</sup>) medium and means that the relationship between the Artificial Intelligence and the Talent Management tends to be strong, and as it can be seen the value of the Adjusted R Square amounted to .331, so approximately 33% of the changes in the Talent Management of the studied employees in **Al-Ma'moon University (2025)** is due to changes in the using of the applications of Artificial Intelligence. sig=.000 in Anova part and in the coefficients, which is less than the level of morality 0.05, which confirms the rejection of H01, and therefore **there is a significant** relationship between the Artificial Intelligence in **Al-Ma'moon University(2025)** and the Talent Management in which the dependent variable, furthermore we got benefit from the coefficients To measure the degree of the effect of the Artificial Intelligence in general on the Talent Management in **Al-Ma'moon University (2025)** The value of the test index t is positive and significant at the level of significance 0.05, which confirms the impact is greater when the level of Artificial Intelligence of **Al-Ma'moon University (2025)**'s employees is high, while the relationship can be illustrated by the equation (  $Y = 1.896 + 0.455X$  )

**Testing the Second Main hypothesis:**

H02: There is no significant relationship between the Artificial Intelligence and the Organizational Behavior in Al-Ma'moon University (2025).

**Table (6):** Results of multiple regression analysis of the relationship between Artificial Intelligence and the Performance.

Variables Entered/Removed <sup>a</sup>				
Model	Variables Entered	Variables Removed	Method	
1	Artificial Intelligence	.	Enter	
a. Dependent Variable: Organizational Behavior				
b. All requested variables entered.				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.006 <sup>a</sup>	.000	-.007	.478
a. Predictors: (Constant), Artificial Intelligence				



ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.001	1	.001	.005	.945 <sup>b</sup>
	Residual	31.257	137	.228		
	Total	31.258	138			
a. Dependent Variable: Organizational Behavior						
b. Predictors: (Constant), Artificial Intelligence						
Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.297	.177		18.659	.000
	Artificial Intelligence	-.003	.043	-.006	-.069	.945
a. Dependent Variable: Organizational Behavior						

#### From SPSS

From the table (6) the R value is (.006a) very low and means that the relationship between the Artificial Intelligence and the Organizational Behavior is very weak and we can say approximately not exist and not significantly important as it can be seen from the value of the Adjusted R Square amounted to 0.000, so nothing of the changes in the Performance of the endowment employees in Al-Ma'moon University (2025) is due to changes in the Artificial Intelligence and sig=.945b in Anova part and in the coefficients, which is bigger than the level of morality 0.05, which confirms the acceptance of H02, and therefore, **There is no significant relationship** between the Artificial Intelligence and the Organizational Behavior in the studied environment.

#### Conclusions and recommendations:

The primary aim of this study was to explore the opinions of employees at Al-Mamoun Private University regarding the applications of artificial intelligence, and understanding the views of these employees. According to the results the statistical analysis of the data from the study tool (questionnaire), and based on testing the hypotheses that we have built, we brief our results as following:

1. The study found that approximately 7% of the respondents were males and 90% of the respondents have 1-10 years of job experience.
2. The application of Artificial Intelligence in the Al-Ma'moon University (2025) affects the practices of the TM positively.

**Al-Ma'moon University (2025)** staffs believe in Artificial Intelligence as a main factor to boost their performance, but they think that their Artificial Intelligences level is not contributing to their job organizational behavior. The results we reached indicate that the employees at Al-Mamoun Private University believe that artificial intelligence, through its applications related to talent discovery and management, has a positive impact on identifying unique talents that constitute good human capital for the university. They are also convinced that the application of artificial intelligence not only helps in selecting talents but also assists those talents in continuing and growing. But the thing that was clear even before we started distributing the questionnaires to the employees, that is, during the exploratory interviews, it became evident that the employees do not trust that artificial intelligence is necessary for managing their organizational behavior and monitoring their daily performance. This is a surprising result for the researchers and requires further research.

## Future research and Suggestions:

This research has many limitations and It is necessary in future research to take the reasons of dissatisfaction separately to study the relationship with the Organizational behavior.

We didn't take in consideration the external environment which completely affect the studied relationship, so we hope to cover this in further studies.

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