
Integration of Artificial Intelligence in Management Talent for Improving Company Performance: Mediation Employee Engagement

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Abstract:

Revolution Industry be one of part most important in activities in the company . The number of tasks that are routine done a individual so that matter the can give impact inability a individual do task the because of reach limit maximum physique a human. Intelligence artificial intelligence (AI) provides A offer related with potential transformational For improvement as well as give offer For replace task man in field intellectual , social and also industry In researcher data collection involving 94 leaders company food and beverages in the district area Pasuruan with using primary data. Maintaining talented employees , Support Culture Organization , Reducing Workload Employee own influence direct and significant to Company performance , good in a way direct and also through Engagement mediator Employees . Next Engagement Mediator Employee play a role as connector between variable independent and dependent , which indicates that There is influence partial.

Keywords: Management talent, Artificial Intelligence, Employee Engagement, Company Performance.

1. Introduction

Acceleration Global activities in implementation intelligence artificial intelligence (AI) begins with existence Covid 19 Pandemic (Nayal et al., 2022). In revolution Industry Can be noticed that one of them part most important in activities in the company is the amount tasks that are routine done so that matter the can give impact inability a individual do task the because of reach limit maximum physique a man (Munir et al., 2022). Intelligence artificial intelligence (AI) provides A offer related with potential transformational For improvement as well as give offer For replace task man in field intellectual , social and also industry (Paschen et al., 2019). Technology intelligence artificial intelligence (AI) becomes own such an impact significant especially in activity finance , resources Power human , manufacturing , retail and public (Goel et al., 2022)sectors . Activities with adopt intelligence artificial intelligence (AI) has develop with the more development digitalization , many processes in company has shortened through digital media other than that's also some activity has switch to digital platforms (Dabbous et al., 2022). Develop activity management talent with intelligence artificial intelligence (AI), enhancing involvement employee with utilise intelligence artificial intelligence (AI), Integrating intelligence artificial intelligence (AI) with corporate strategy in effort reach

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performance company in a way maximum . Knowledge company related with management intelligence artificial that gives impact optimization management source Power man will give influence changes in the environment work and all field source Power man (Saxena & Kumar, 2020). The optimization process carried out with intelligence artificial can become A key For finish challenge source Power man Where source little power can give more results Lots (Kiron, 2017). Such a hope big to intelligence artificial also balanced with challenges faced by the company in integration technology to in internal company organization in side administration, operations and the strategies implemented (Di Francescomarino & Maggi, 2020). Intelligence Artificial Intelligence (AI) is considered very important in frame follow developments in the digital era. Walking with potential owned as form increase efficiency , productivity , quality decisions , personalization and innovation very much important For done . A companies that have desire as well as hope For can competitive in a constantly changing market Keep going changed become A must For consider adopt intelligence artificial intelligence (AI) (Ellingrud et al., 2023).

2. Theoretical Background

Artificial Intelligence: Artificial Intelligence (AI) in the industrial world has experience very rapid development besides it also becomes one of the very important element in the automation process , efficiency operational as well as taking decision data- based . Artificial Intelligence (AI) enables company For increase productivity with utilise *machine learning*, *big data* or other technologies in maximization performance company field manufacturing , logistics and services customer (Mikalef et al., 2019). Through system AI- based , company can reduce cost operational as well as increase quality product with various analysis predictive and process (Jarrahi, 2018) automation for example predictive maintenance application in company sector manufacturing that can minimize downtime by give estimation I feel machine before happen (Kusiak, 2018). Artificial intelligence (AI) capabilities in data processing is very possible For done optimization chain supply with prediction demand and planning inventory in real time (Özelkan et al., 2018). The combination various technology in Artificial Intelligence (AI) provides impact strengthening role digitalization in create superiority competitive in the era of industry 4.0 which is the other side also provides description that Artificial intelligence as booster main sustainable digital transformation .

Management Talents : Management talent in the industry has become A fundamental thing for company . Management talent become a key strategy For get superiority competitive in the middle increasingly global competition strict . The stages of the process in which includes the process of identification , development as well as retention employee with high competence in frame reach objective long term company (Collings et al., 2021). Management effective talent will contribute to the improvement productivity organization with ensure that company having the right people in the right positions (Thunnissen, 2016). Role of management talent the more important due to Because own skilled and committed employees is asset main thing that can push innovation and productivity (Meyers & Van Woerkom, 2014). Other

related activities with importance need organization in accept aspiration individual (Vaiman et al., 2012). Management talent will depend greatly on creation culture inclusive work , which provides attention to development personal and professional employee (Gallardo-Gallardo, 2018).

Employee Engagement: Employee engagement is element the key that can influence productivity , loyalty and innovation employees . Engagement high employee make organization always increase performance as well as Power competition through improvement motivation , commitment , and sense of belonging to company (Saks, 2019). Employee engagement becomes factor important that can strengthen culture Work positive and helpful in retention employee performing tall (Albrecht et al., 2015). Effective leadership as well as existence support organization will can give support to creation involvement employee with build trust as well as provide opportunity in development career (Stead et al., 2021). Management organizations that focus on employee engagement will own trend For can increase innovation as well as greater effectiveness tall especially in management competitive organization (Rastogi, 2013). The importance of create supportive environment welfare employee is one of the main strategies in increase involvement employee in a way sustainable,

Company performance: Management an industry of course prioritize performance capable company show will A mark For face competition and market changes . Good company performance will reflected from ability company in reach objective financial and non -financial through management source effective and innovative power (Harrison & Wicks, 2013). The right business strategy factors as well as innovation products and efficiency operations that will be own impact to improvement performance company . The role of (Sukhov et al., 2018)corporate governance is more Good in manage risk and compliance will contribute to stability and success long term company (Kang et al., 2016). Adaptation to technology and digital transformation have become booster main For increase efficiency in create mark plus customer (Verhoef et al., 2021). A combination of innovation - oriented strategies and management source optimal power is key main in reach competitive and sustainable performance in the modern industrial era.

3. Methodology

In study This use approach study with use method systematic and objective quantitative in testing theory and using numerical data . In researcher data collection involving 94 leaders company food and beverages in the district area Pasuruan with using primary data.

4. Empirical Findings/Result

A. Demographic Data

Activity study This use approach study with method systematic and objective quantitative in testing theory and using numerical data (14). In researcher data

collection involving 94 division leaders and manager or director of the company food and beverages in the Regency area Pasuruan . Here is demographic data respondents.

Table 1. Respondent Data Position

| Position | Amount | % |
|------------------|---------------|----------|
| Manager Planning | 5 | 5.3 |
| Personnel | 32 | 34.0 |
| HR Manager | 49 | 52.1 |
| Manager | 5 | 5.3 |
| Director | 3 | 3.2 |

Based on table 1 respondent data position obtained that 49 people occupied position HRD manager , then a total of 32 people occupy position as personnel, then 5 people occupy as manager planning and also managers and finally 3 people occupy position as director .

Table 2. Length of Service

| Length of work | Amount | % |
|-----------------------|---------------|----------|
| < 2 Years | 6 | 6.4 |
| 2-4 Years | 12 | 12.8 |
| 5-7 Years | 35 | 37.2 |
| 8-10 Years | 30 | 31.9 |
| > 10 Years | 11 | 11.7 |

Based on table 2 length of service explained that worker with a working period of 5–7 years consists of from 35 people ago worker with a working period of 8-10 years consists of from the next 30 people worker with 2-4 years of work experience consists of from the next 12 people workers who work more from 10 years as many as 11 years and the last worker with length of service not enough from 2 years consists of from 6 people.

Table 3. Last Education

| Length of work | Amount | % |
|-----------------------|---------------|----------|
| High School | 7 | 7.4 |
| Bachelor | 68 | 72.3 |
| Master | 19 | 20.2 |

Based on table 3 explained that 68 workers with education final bachelor furthermore followed by 19 people worker with education last master and last 7 people with education School Senior High School (SLTA).

Table 4. Criteria Results Outer Model Measurement

| Variables | Cronbach's Alpha | Composite Reliability | AVE |
|--|-------------------------|------------------------------|------------|
| Acquiring and Maintaining talented employees | 0.699 | 0.800 | 0.504 |

| | | | |
|------------------------------|-------|-------|-------|
| Support Culture Organization | 0.906 | 0.926 | 0.614 |
| Reducing Workload Employee | 0.833 | 0.889 | 0.668 |
| Involvement Employee | 0.901 | 0.925 | 0.676 |
| Company performance | 0.893 | 0.913 | 0.517 |

Based on The test results in table 4 are explained that every variable reach mark *Cronbach's Alpha* > 0.6 where matter the explain that variables that have mark *Cronbach's Alpha* > 0.6 is considered reliable . Besides that , value *Composite reliability* for every variable has own value > 0.7 then matter the explain that existing variables in category reliability high . Lastly , the value *Average Variance Extracted* (AVE) explains has own value >0.5, so that Can explained that all variable has fulfil good validity .

Table 5. Inner Model Results

| Variable | Coefficient (B) | P |
|---|-----------------|--------|
| Maintain talented employees → Company performance | 0.192 | 0.026 |
| Support Culture Organization → Company performance | 0.300 | 0.001 |
| Reducing Workload Employee → Company performance | 0.374 | <0.001 |
| Maintain talented employees → Involvement Employee | 0.465 | <0.001 |
| Support Culture Organization → Involvement Employee | 0.289 | 0.002 |
| Reducing Workload Employee → Involvement Employee | 0.243 | 0.007 |
| Involvement Employee → Company performance | 0.164 | 0.049 |
| Maintain talented employees → Involvement Employee → Company performance | 0.176 | 0.014 |
| Support Culture Organization → Involvement Employee → Company performance | 0.148 | 0.025 |
| Reducing Workload Employee → Involvement Employee → Company performance | 0.140 | 0.029 |

B. Connection Direct

Based on table 5 above, the results show that maintaining talented employees has a positive effect on company performance because it has value coefficient 0.192 with a significant value of $0.026 < 0.05$. Then Supports Culture Organization has a positive

effect on company performance because it has value coefficient 0.300 with significant value $0.001 < 0.05$. Next Reducing Workload Employee has a positive effect on company performance because it has a coefficient value of 0.374 with significant value $0.001 < 0.05$.

C. Connection Against Mediator (Z)

Based on table 5 above, it shows that maintaining talented employees has a positive and strong influence on Involvement Employees Because it has a coefficient value of 0.465 with a significant value of $0.001 < 0.05$. then Supports Culture Organization has a positive effect on Involvement Employees because they have values Coefficient 0.289 with significant value $0.002 < 0.05$. Next Reducing Workload Employee has a positive effect on Involvement Employees because they have a coefficient value of 0.243 with significant value $0.007 < 0.05$.

D. Mediator (Z) Relationship to Dependent (Y)

Based on table 5 above, the results show that involvement Employee has a positive effect on company performance because it has a coefficient value of 0.164 with significant value $0.049 < 0.05$.

E. Influence Through Mediator (Z)

Based on table 5 above, it shows that involvement Employees are able to mediate the influence of Maintaining talented employees to company performance because it has value Coefficient 0.176 with a significant value of $0.014 < 0.05$. Then the involvement Employees are able to mediate the influence of Support Culture Organization to company performance because it has n value Coefficient 0.148 with a significant value of $0.025 < 0.05$. Next, Involvement Employees are able to mediate the influence of Reducing Workload Employee to company performance because it has a coefficient value of 0.140 with significant value $0.029 < 0.05$.

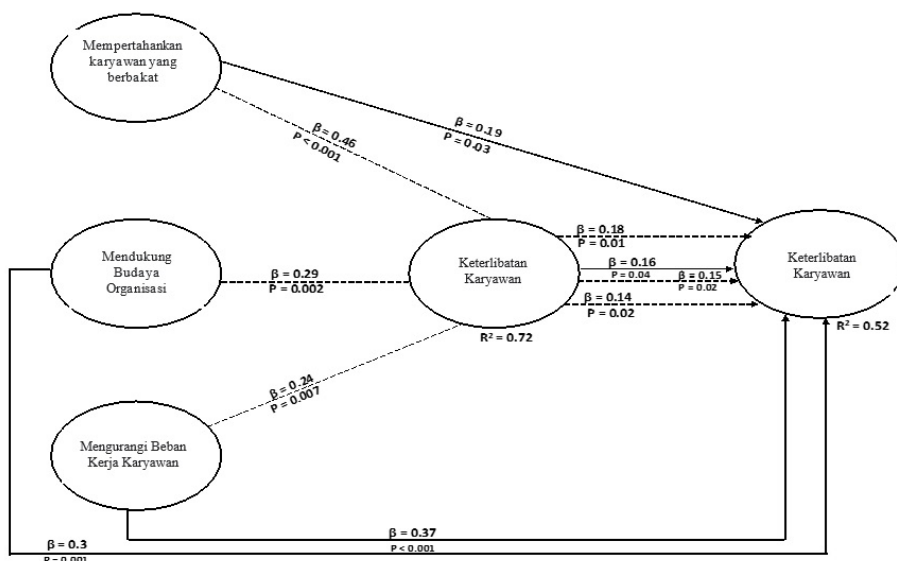


Figure 1. Framework Conceptual results

The analysis reveals several significant relationships between various organizational factors and company performance. First, maintaining talented employees has a positive and significant effect on company performance, as indicated by a coefficient of 0.192 and a significance level of 0.026 ($p < 0.05$). This implies that efforts to retain skilled employees directly enhance performance. Similarly, organizational culture support shows a significant positive impact on company performance, with a coefficient of 0.300 and a significance level of 0.001, suggesting that a supportive culture directly contributes to better performance. Additionally, reducing employee workload positively influences company performance, demonstrated by a coefficient of 0.374 and a significance level of 0.001, indicating that lessening workload has a substantial effect. Employee involvement also shows a positive and significant relationship with company performance, with a coefficient of 0.164 and a significance level of 0.049, highlighting its direct positive effect. Furthermore, employee involvement acts as a mediating factor in several key relationships. For instance, it mediates the influence of retaining talented employees on company performance, with a coefficient of 0.176 and significance of 0.014. Similarly, employee involvement mediates the impact of organizational culture support on performance, with a coefficient of 0.148 and significance of 0.025. Lastly, it also mediates the relationship between reducing workload and company performance, with a coefficient of 0.140 and significance of 0.029. This shows that employee involvement strengthens the positive effects of these factors on overall company performance.

5. Discussion

The results of this study demonstrate that various organizational practices positively and significantly impact company performance, aligning with prior research on effective human resource and organizational management strategies. The positive influence of maintaining talented employees on performance (significance level 0.026) emphasizes the role of strategic human resource practices. Retaining skilled employees has been highlighted by Collings et al. (2021), who argue that talent management, especially amid challenges like COVID-19, is critical for sustaining organizational resilience and performance.

Furthermore, the influence of supportive organizational culture (significance level 0.001) aligns with Harrison and Wicks (2013), who assert that values-driven cultures foster stakeholder satisfaction and contribute to a stronger performance outcome. This finding underscores the importance of cultivating an inclusive culture to leverage employee potential and ensure alignment with organizational objectives, which Gallardo-Gallardo (2018) describes as essential to maximizing the strategic impact of talent.

The significant impact of reducing employee workload on performance (significance level 0.001) reflects the importance of managing job demands to enhance productivity, a point discussed by Saks (2019), who identifies manageable workloads as a driver of employee engagement and overall organizational effectiveness. This highlights the need for companies to ensure that employees are not overburdened, thus allowing them to maintain high performance.

Employee involvement, with a positive direct effect on performance (significance level 0.049), also emerged as a crucial factor, acting as a mediating variable that enhances the effects of other practices, such as talent retention, cultural support, and workload management, on company performance. This finding is consistent with Rastogi (2013), who emphasizes that engaged employees contribute significantly to organizational success through behaviors that promote a positive work environment. In line with Saks (2019), employee engagement not only boosts immediate productivity but also facilitates sustainable improvements across the organization.

Moreover, employee involvement as a mediator between talent retention, cultural support, and workload reduction, further demonstrates how an engaged workforce amplifies the impact of these practices on performance. Verhoef et al. (2021) highlight that engagement-driven initiatives foster a collaborative environment, contributing to digital transformation and organizational agility. This finding suggests that focusing on employee involvement can enhance the effectiveness of talent and culture initiatives, thereby driving higher levels of organizational performance.

6. Conclusions

Improvement involvement employees and performance company involving development and implementation of management models integrated talents with intelligence artificial intelligence (AI) (Bag et al., 2021). Efforts the done in frame overcome various challenge in source Power man or others including in retention employee talented , training and development as well as improvement culture organization and leadership (Yigitcanlar et al., 2020). Intelligence artificial intelligence (AI) that has role important in operational namely support taking decision more business precise and efficient Because with maximization intelligence artificial intelligence (AI) can give deep insight about preference market trends , industry benchmarks that ultimately can increase performance business (Wijayati et al., 2022).

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