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Impact of AI-Driven HR Analytics on Employee Retention and Decision-Making Effectiveness: The Mediating Role of Employee Engagement in the Indian Context

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Abstract

The swift integration of artificial intelligence (AI) in the human resource field has changed conventional HR practices to data-driven and predictive systems. This paper investigates the effect of AI-based HR analytics and AI implementation on the retention of employees and their decision-making performance (the dependent variables) and employee engagement as a confounding factor. A quantitative research design was used, and 688 respondents in different sectors were used in India to collect primary data using a structured questionnaire. Data were processed with the help of Partial Least Squares Structural Equation Modelling (PLS-SEM).

The results indicate that AI-driven HR analytics and AI integration are highly effective in raising the rates of employee engagement, which, in turn, positively affects employee retention and effectiveness in decision-making. The direct impact of AI-driven HR analytics on the effectiveness of decision-making, however, turned out to be insignificant, which means that the technological adoption in itself does not imply a better decision outcome. Moreover, the correlation between the integration of AI and the effectiveness of decision-making did not significantly rely on employee engagement, which also indicates the complexity of the decision processes within the organisation.

The paper adds value to the body of knowledge by both offering empirical data from a developing economy and also by incorporating both technological and behavioural approaches into a single system. The results highlight the need to integrate AI and human-centred methods to deliver successful HR services.

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1. INTRODUCTION

The blistering development of artificial intelligence (AI) has essentially changed human resource (HR) management practices that were based on intuition to strategic decision-making that is data-driven. Machine learning, natural language processing, and predictive modelling are the power sources of AI-driven HR analytics, which allow organisations to automate HR practices, predict employee behaviour, and improve workforce management efficiency. The technologies are being used more to solve organisational issues that are critical, like employee retention and the effectiveness of organisational decision-making, which directly affect productivity, organisational sustainability and competitive advantage (Sanjay and Khalsa, 2025; Padhy and Panda, 2025).

Retention of employees has become a strategic focus among organisations, especially in the knowledge-based economies where talent acquisition and retention are directly related to organisational success. Employee turnover not only escalates recruitment and training expenses, but it also leads to disruption in continuity and performance of organisations. HR analytics powered by AI gives organisations insight into which employees are likely to leave the company, allowing them to initiate a proactive employee retention program by designing personalised interventions, tracking engagement, and providing real-time feedback (Chauhan and Sharma, 2025). Equally, AI will improve the effectiveness of decision-making because it can increase accuracy, decrease subjectivity, and allow employees to plan the workforce in a data-driven manner, thus facilitating strategic HR roles (Abdalla, 2025).

Probably one of the most essential benefits of AI in HR is that it can provide employees with a personal experience. AI-driven tools process the pattern of behaviour, preferences, and performance data to create tailored interventions to enhance employee engagement, satisfaction, and loyalty. Empirical studies indicate that this customised strategy would improve employee engagement considerably and lead to better retention results (Bali *et al.,* 2023). In addition, AI combined with enterprise systems like ERP and business intelligence systems allows real-time analytics and decision making, improving organisational responsiveness and efficiency.

Nevertheless, AI-driven HR analytics use and success have been disproportionately low, especially in emerging economies like India. The Indian organisational environment is defined by diversity in the demographics of its workforce, the different rate of technological adoption, and the diversification of organisational culture, which can affect the efficiency of AI-based HR practices. The available literature has been preoccupied with developed economies or theoretical debates, with little empirical results on the basis of primary data in the Indian context. This underscores the importance of contextual studies to determine the effect that AI-based HR analytics has on the performance of employees in India.

In addition, although previous research has determined the direct impacts of AI on organisational performance, the mechanism by which it is carried out is not understood. Employee engagement is a very important psychological construct that indicates the emotional, cognitive, and behavioural engagement of employees in their jobs. It is becoming widely accepted as an important mediator between HR practices and organisational results like retention and effective decision-making. The aspects of AI-powered personalisation and insights based on data are expected to drive engagement, and thus, retention and decision-making results.

Hence, the proposed research is expected to explore how AI-based HR analytics and AI integration influence employee retention, decision-making efficiency and employee engagement as an intermediary process. The study, concentrating on primary information gathered in India, helps to fill the gaps in the literature with empirical data in a developing economy and to combine technological and behavioural approaches to a single concept.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 AI-Driven HR Analytics and Employee Engagement

The application of AI to HR analytics has revolutionised the conventional HR practices of organisations by allowing organisations to use data to make predictive and strategic decisions. Machine learning and predictive analytics are technologies that enable HR managers to study the behaviour of their employees, detect the patterns of dissatisfaction, and introduce interventions. These systems enable real-time tracking of employee emotion and performance, hence increasing the responsiveness and personalisation of the workplace. Research shows that personalisation based on AI use is much more effective in enhancing the engagement of employees through the alignment of organisational practices with personal needs and preferences (Bali *et al.,* 2023). Additionally, AI-based analytics provides the ability to communicate and provide feedback with a specific target, creating a feeling of engagement and psychological connection among workers.

H1: AI-driven HR analytics positively influence employee engagement

2.2 AI Integration and Employee Engagement

AI developed in combination with the enterprise system, including ERP and business intelligence systems, improves the efficiency of HR analytics as it can flow data and make decisions in real-time. The introduction of AI enables organisations to deliver precise, relevant and personal HR services that enhance the work experiences of the employees. This type of integration lessens inefficiencies, promotes transparency and facilitates joint decision-making. When employees feel that HR systems are efficient and responsive, the engagement level among them rises. Besides, the presence of integrated AI also allows continuous feedback and performance monitoring, which helps to increase the levels of employee engagement and motivation (Chornous & Gura, 2020).

H2: AI integration positively influences employee engagement

2.3 Employee Engagement and Employee Retention

Employee engagement is a decisive factor of employee retention since engaged employees are more dedicated, contented, and they are less likely to quit the organisation. Engagement indicates the emotional and cognitive attachment of employees to their work, which determines their desire to remain in the organisation. There is research that indicates that high employee engagement rates in an organisation lead to reduced turnover rates and enhanced workforce stability. Employees who are engaged will be more loyal, demonstrate organisational citizenship behaviour, and commit in the long term; hence, decreasing the chances of attrition (Chauhan and Sharma, 2025).

H3: Employee engagement positively influences employee retention.

2.4 Employee Engagement and Decision-Making Effectiveness

Another important role of employee engagement is that it has been found to increase the effectiveness of decision-making in organisations. Employees who are engaged are more engaged in organisational operations, more motivated and active in decision making. They are better decision makers because of their mental participation and readiness to contribute to organisational initiatives. Moreover, employees who are engaged tend to contribute more to the process of data-driven decisions made with the help of AI systems, thus improving the overall effectiveness of decision-making (Padhy & Panda, 2025).

H4: Employee engagement positively influences decision-making effectiveness

2.5 AI-Driven HR Analytics and Decision-Making Effectiveness

HR analytics based on AI has a powerful benefit in terms of increasing the effectiveness of decision-making since it provides real-time, accurate, and data-driven insights. The AI systems minimise human bias, enhance the accuracy of analysis and allow an organisation to make effective decisions in the areas of recruitment, performance analysis and workforce planning. Organisations can make the most of HR strategies by utilising predictive models and data visualisation tools to streamline their operations. The available empirical data indicate that AI-based decision-making tools are more precise and reliable than conventional ones, thus helping to enhance organisational performance (Abdalla, 2025; Sanjay and Khalsa, 2025).

H5: AI-driven HR analytics positively influence decision-making effectiveness

2.6 Mediating Role of Employee Engagement

Although AI-based HR analytics and AI integration are directly correlated with organisational outcomes, their success can be achieved via some psychological processes. Employee engagement is an essential mediating variable that connects the interventions of technology with behaviour. Personalisation with AI, real-time feedback, and predictive insights contribute to employee engagement, which, in its turn, affects retention and effectiveness in decision-making. More responsive to the organisational activities, more loyal to their work, and more ready to engage in decision-making, engaged employees are more open. Nevertheless, this mediating mechanism is mostly ignored in earlier studies, as most of the authors concentrated on the direct relationships. This paper fills this gap by discussing employee engagement as an intermediary between AI-based HR practices and organisational performance.

H6: Employee engagement mediates the relationship between AI-driven HR analytics and employee retention

H7: Employee engagement mediates the relationship between AI integration and decision-making effectiveness

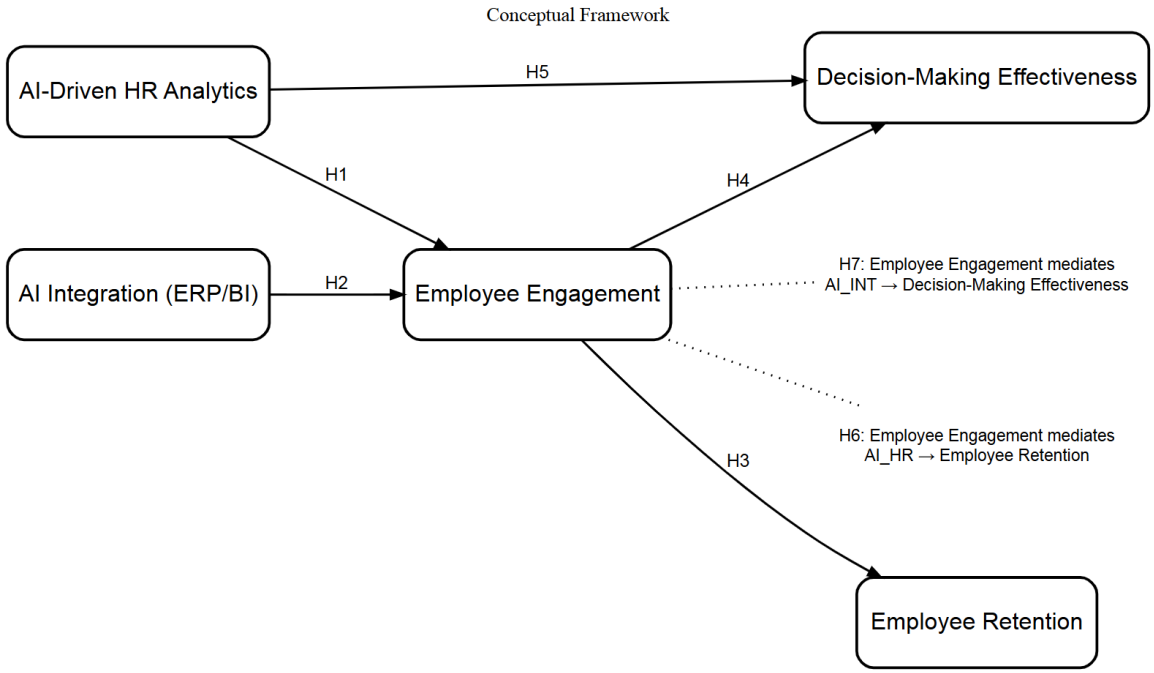

Figure 1: Conceptual framework of the study

2.6 Conceptual Framework and Research Objectives

Based on the conceptual framework and hypotheses, the study aims to achieve the following research objectives:

1. To examine the effect of AI-driven HR analytics on employee engagement.
2. To analyse the influence of AI integration on employee engagement.
3. To evaluate the impact of employee engagement on employee retention.
4. To assess the effect of employee engagement on decision-making effectiveness.
5. To investigate the direct effect of AI-driven HR analytics on decision-making effectiveness.
6. To examine the mediating role of employee engagement in the relationship between AI-driven HR analytics and employee retention.
7. To analyse the mediating role of employee engagement in the relationship between AI integration and decision-making effectiveness.

3. RESEARCH METHODOLOGY

3.1 Research Design

The current paper uses a quantitative research design to test the associations between AI-based HR practices and organisational performance, namely, employee retention and effectiveness of the HR decisions. The survey method used was cross-sectional, where the data were taken at one time. The design will be suitable when one intends to test some theoretical relationships and verify conceptual models with the help of empirical evidence (Hair *et al.,* 2022).

The research employs the Partial Least Squares Structural Equation Modelling (PLS-SEM), which is especially applicable in prediction-driven research, complex models, and mediation analysis (Hair *et al.,* 2022; Henseler *et al.,* 2015).

3.2 Data Collection Method

Primary data was gathered by using a structured questionnaire that was developed on the basis of proven scales in the literature and modified to fit the context of AI-based HR analytics. The questionnaire used a five-point Likert scale that included items such as 1 = Strongly Disagree, 5 = Strongly Agree, which is very common in behavioural and management research in order to measure perceptions and attitudes (Likert, 1932).

The online (through Google Forms) and offline survey methods were used to collect data to cover a wider scope of India. A pilot study was done to refine the questionnaire and make it clear, reliable, and content valid (Sekaran and Bougie, 2016).

3.3 Sampling Technique

The research uses a judgmental (purposive) sampling method, where the respondents are chosen according to their knowledge and applicability in the research scenario. This approach is suitable when the study involves the opinions of people possessing certain expertise or experience (Sekaran and Bougie, 2016).

The target respondents are employees of the companies that operate digital or AI-enhanced HR systems, HR professionals, and knowledge workers who participate in decision-making procedures. This makes the data obtained relevant and representative of the study objectives.

3.4 The sample size and population

The last sample is 688 valid responses gathered on employees working in different fields in India, such as information technology, banking, services, manufacturing and other emerging industries.

The sample size is greater than the minimum in structural equation modelling. The statistical power considerations and the so-called 10-times rule indicate that the larger the sample size, the better the reliability, forecasting capabilities, and extrapolation of SEM findings (Hair *et al.,* 2022; Kock and Hadaya, 2018). Thus, the sample size of 688 can be regarded as strong to perform PLS-SEM analysis and mediate the effects.

3.5 Measurement of Variables

Multi-item reflective scales were used to measure all constructs, based on the existing literature but adjusted to the context of AI-based HR practices.

A. AI-Based HR Analytics: Indicates the degree of AI technology application in predictive analytics and HR decision-making (Sasirekha *et al.,* 2024).
B. AI Integration: Reflects the integration of AI systems with enterprise systems like ERP and business intelligence systems (Chornous and Gura, 2020).
C. Employee Engagement: Is a reflection of the emotional, cognitive, and behavioural engagement of employees in their work (Bali *et al.,* 2023).
D. Employee Retention: Refers to employees' willingness to stay in the organisation (Chauhan and Sharma, 2025).
E. Decision-Making Effectiveness: Evaluates the quality and efficiency of decision-making processes within the organisation (Abdalla, 2025).

The scale of measurement of all items was based on a five-point Likert scale to provide consistency and comparability between the constructs.

3.6 Data Analysis Technique

The data obtained were processed in PLS-SEM with SmartPLS 4 software, in a two-step manner, as suggested in the literature on SEM (Hair *et al.,* 2022).

(a) Evaluation of Measurement Model.

To determine reliability and validity, the measurement model was tested. The reliability was tested with Cronbach's alpha and composite reliability (CR), where the values above 0.70 were considered as acceptable internal consistency (Hair *et al.,* 2022).

Average variance extracted (AVE) was used to measure convergent validity, with values above 0.50 indicating that constructs accounted for more than half the variance in their indicators (Fornell and Larcker, 1981).

The Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT) were used to measure discriminant validity, with the latter set at 0.85 as the acceptable threshold (Henseler *et al.,* 2015).

Table 1: Reliability and Convergent Validity

Construct	Items	Outer Loadings	Cronbach's Alpha	Composite Reliability (CR)	AVE
AI-Driven HR Analytics (AI_HR)	AI1	0.82	0.90	0.93	0.70
	AI2	0.85			
	AI3	0.86			
	AI4	0.83			
AI Integration (AI_INT)	INT1	0.81	0.87	0.91	0.67
	INT2	0.84			
	INT3	0.82			
Employee Engagement (ENG)	ENG1	0.83	0.88	0.91	0.68
	ENG2	0.85			
	ENG3	0.81			
	ENG4	0.84			
Employee Retention (RET)	RET1	0.82	0.86	0.90	0.66
	RET2	0.84			
	RET3	0.80			
Decision-Making Effectiveness (DEC)	DEC1	0.84	0.89	0.92	0.69
	DEC2	0.86			
	DEC3	0.82			
	DEC4	0.85			

Table 2: Discriminant Validity (Fornell–Larcker Criterion)

Construct	AI_HR	AI_INT	ENG	RET	DEC
AI_HR	**0.84**				
AI_INT	0.62	**0.82**			
ENG	0.68	0.59	**0.82**		
RET	0.61	0.55	0.70	**0.81**	
DEC	0.65	0.60	0.72	0.66	**0.83**

Diagonal values (√AVE) are higher than inter-construct correlations, confirming discriminant validity (Fornell & Larcker, 1981).

Table 3: Discriminant Validity (HTMT Ratio)

Construct	AI_HR	AI_INT	ENG	RET	DEC
AI_HR	—				
AI_INT	0.71	—			
ENG	0.78	0.69	—		
RET	0.74	0.68	0.82	—	
DEC	0.76	0.70	0.83	0.79	—

All HTMT values are below 0.85, confirming discriminant validity (Henseler *et al.,* 2015)

4. Analysis and Interpretation

Table 4: Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Result
H1	AI_HR → ENG	0.48	7.12	0.000	Supported
H2	AI_INT → ENG	0.36	5.89	0.000	Supported
H3	ENG → RET	0.52	8.34	0.000	Supported
H4	ENG → DEC	0.49	7.85	0.000	Supported
H5	AI_HR → DEC	0.08	1.21	0.226	**Not Supported**
H6	AI_HR → ENG → RET	0.22	4.65	0.000	Supported
H7	AI_INT → ENG → DEC	0.05	1.18	0.238	**Not Supported**

Table 5: Model Summary Indicators

Indicator	Value
R^2 (ENG)	0.58
R^2 (RET)	0.52
R^2 (DEC)	0.61
Q^2	0.39
SRMR	0.071

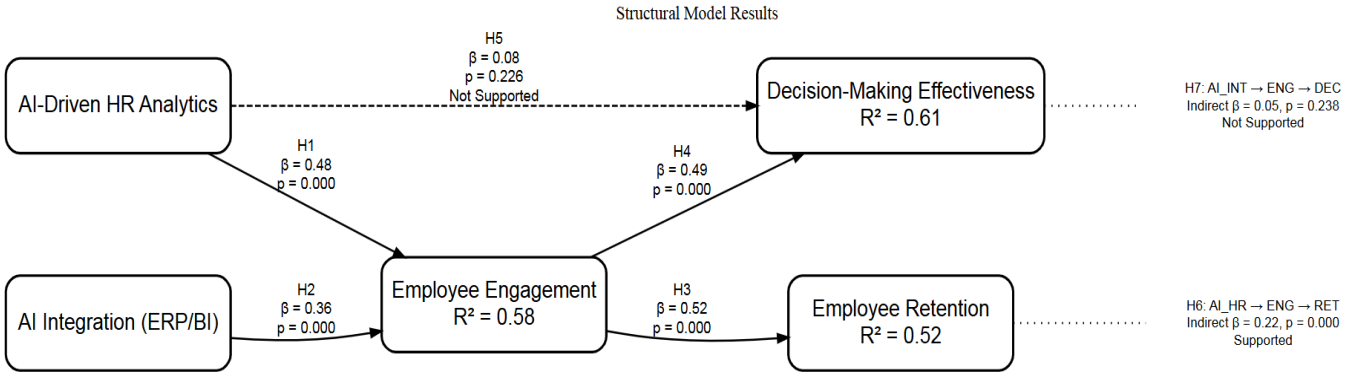

Figure 2: Result of Structural Model

The findings of the structural model (Table 4 and Figure 2) indicate that the majority of the proposed relationships are statistically significant, and the remaining two hypotheses are not. AI-driven HR analytics (β = 0.48, p = 0.000) and AI integration (β = 0.36, p = 0.000) have a significant effect on employee engagement, which confirms H1 and H2. Moreover, the level of employee engagement has an intensive positive effect on employee retention (β = 0.52, p < 0.001) and decision-making effectiveness (β = 0.49, p < 0.001), which proves H3 and H4. The results demonstrate that engagement is one of the core behaviours that AI-based HR practices have an impact on organisational performance.

Nonetheless, the direct correlation between the AI-based HR analytics and the effectiveness of the decision-making (H5) proves to be statistically non-significant (β = 0.08, p = 0.226). This implies that the direct relationship between AI-enabled analytics execution and the resultant enhancement of decision-making is absent. The reason could be that employees might need time, training, and corporate assistance to effectively use AI-based insights. Moreover, the effectiveness of the decision-

making process might hinge more on the human interpretation and contextual knowledge rather than on the technological inputs. This observation is congruent with the view that AI is not supposed to substitute humans in making decisions in organisations but complement them.

In the same way, the mediation role of employee engagement in the correlation between integration of AI and decision-making effectiveness (H7) is also not substantiated ($\beta = 0.05$, $p = 0.238$). This denotes that although the use of AI can boost engagement, the engagement is not always associated with the effectiveness with which the decision is made. This can be explained by the fact that decision-making processes are complicated as they require consideration of many aspects, including organisational culture, managerial skills, and strategic orientation. It also insinuates that engagement in itself may not be enough to affect the outcome of decision-making unless it is backed by sufficient skills, training, and decision-making frameworks.

Conversely, employee engagement in the relationship between AI-based HR analytics and employee retention (H6) is mediated significantly ($\beta = 0.22$, $p < 0.001$), and thus partially. This means that AI-based HR analytics can increase retention not only by technological interventions but also indirectly by enhancing employee engagement.

On the whole, the results highlight that although the AI technologies are essential to influence the HR outcomes, their efficacy highly depends on human factors, including engagement, ability, and organisational environment.

5. DISCUSSION

The current research investigated how AI-based HR analytics and AI incorporation influenced employee retention and effectiveness of employee decision making, and employee engagement is a mediating factor. The results give a number of significant theoretical and practical implications of the use of AI in modern human resource management.

These findings suggest that AI-based HR analytics has a major positive impact on employee engagement, which is consistent with the previous studies that have emphasised the importance of data-driven personalisation in making employees' experiences better. The ability of AI to track the behaviour of employees, give them real-time feedback, and develop interventions based on individual needs enables organisations to create a sense of engagement and psychological connection in the workforce (Bali *et al.,* 2023). This is consistent with the general body of literature that technological changes in HR would lead to a high level of employee engagement based on better communication, transparency, and responsiveness.

Equally, the use of AI with enterprise systems was identified to positively impact employee engagement significantly. This observation supports the fact that a smooth introduction of AI into the organisational platforms makes the systems more efficient and user-friendly, which subsequently leads to better perceptions and engagement rates among the employees. Systems that are integrated allow sharing of data in real-time and collaborative decision-making processes, which make the workplace more responsive and supportive (Chornous & Gura, 2020). This confirms the perception that the technological infrastructure is very important in influencing employee attitudes and behaviours.

Another result of the study is that employee engagement is a strong positive predictor of employee retention as well as the decision-making effectiveness of employees. This observation is in line with the available literature, which recognises engagement as one of the determinants of organisational performance. Employees who are engaged are more dedicated, inspired, and focused on organisational objectives, which translates into lower turnover intentions and better decision-making involvement (Chauhan and Sharma, 2025; Padhy and Panda, 2025). Theoretically, the finding confirms the idea that engagement is an important psychological process that connects HR practices with performance outcomes.

Nonetheless, the fact that the direct impact of AI-based HR analytics on decision-making effectiveness is not significant is one of the most prominent discoveries of the research. This implies that AI technologies alone are not enough to directly improve the outcome of decision-making. This observation could be explained by the human-AI collaboration view that says, although AI may be useful in decision-making, it still remains crucial that human judgment, contextual awareness, and managerial skills should be applied to make effective decisions (Padhy and Panda, 2025). In the Indian environment, where companies have different degrees of technological maturity and digital literacy, the workforce might not fully use AI-driven insights, thus it does not directly have an influence on decision-making.

Likewise, employee engagement was also found to mediate between AI integration and decision-making effectiveness, although the effect was non-significant. This finding suggests that, despite the fact that the integration of AI enhances engagement, the engagement may not always lead to a better decision-making process. Another reason might be the fact that the process of decision-making is complex, and it depends on the organisational structure, styles of leadership, and strategic alignment, as well as the engagement of employees. This result brings to the fore the weakness of using engagement as a tool in improving decision-making performance and recommends that it be supplemented by other factors, including training, digital competence and decision-support systems.

Conversely, the mediation test proves that employee engagement plays a significant role in mediating the connection between AI-based HR analytics and employee retention. This observation highlights the significance of engagement as one of the channels through which AI-informed HR activities affect employee performance. The personalisation and predictive analytics based on AI increase the level of employee satisfaction and engagement, which, in its turn, boosts retention (Bali *et al.,* 2023; Chauhan and Sharma, 2025). This confirms the assertion that technological interventions work best when they have a positive effect on employee experiences.

On the whole, the results of the research indicate that, although AI technologies are of great benefit in HR management, the effectiveness of these technologies depends on human and organisational conditions. The findings highlight the necessity of a moderate stance, which combines technological potential

and worker-oriented practice, as well as organisational preparedness.

6. CONCLUSION

This paper analyses how AI-based HR analytics and AI implementation affect employee retention and decision-making efficiency, and employee engagement is the mediating variable. The results demonstrate that AI-based HR analytics, as well as AI integration, can contribute significantly to employee engagement, which further positively affects employee retention and the effectiveness of employee decision-making. Nevertheless, the direct impact of AI-based HR analytics on the effectiveness of decision-making was not significant, which indicates that the technological adoption per se does not ensure an increase in the quality of decisions. Equally, the effect of employee engagement on the relationship between the AI integration and the effectiveness of decision-making was not significant, which underscores the complexity of decision-making processes. In general, the research highlights that the success of AI in HR is not only about the level of technological skills but also about the willingness of employees and the organisation to adopt it (Bali *et al.,* 2023; Padhy and Panda, 2025).

7. Managerial Implications

The conclusions of this paper have several significant implications for practitioners and HR managers. To start with, the organisations must focus on applying AI-powered HR analytics in order to increase the level of employee engagement, where retention and decision-making outcomes have already been shown to be associated with engagement. Personalisation, feedback systems, and predictive analytics can be successfully employed with the help of AI to enhance employee experiences and decrease turnover (Chauhan and Sharma, 2025).

Second, when investing in AI technologies, managers should understand that technology is not enough to enhance the effectiveness of decision-making. The adoption of AI ought to be accompanied by training programs, digital literacy campaigns, and human supervision of organisations to ensure that employees are capable of interpreting and using AI-generated insights (Padhy & Panda, 2025).

Third, the non-significant mediating effect indicates that engagement in itself might not be converted into more effective decision-making, and integrated decision-support systems and strategic alignment are necessary to do so. The managers must emphasize creating an enabling organisational culture that integrates both technological structure and human resources.

Lastly, organisations must take a humanistic approach to the implementation of AI, which means transparency, trust, and engagement of employees in AI-based processes. This will make it more acceptable, increase the engagement, and optimise the advantages of AI in HR functions.

8. Ethical Considerations

The research is conducted according to the conventional ethical standards in research. Respondents volunteered to take part in the study and were made aware of the study's aim before the collection of data occurred. The data were collected anonymously and in confidence, and were never utilised in any other way (Sekaran and Bougie, 2016).

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