



Artificial Intelligence, Talent Analytics, and Job Satisfaction among Generation Z: Evidence from Chennai's Information Technology Workforce

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Abstract – Artificial Intelligence (AI) and talent analytics are increasingly transforming Human Resource Management (HRM) by enabling data-driven recruitment, performance evaluation, personalized learning, workforce planning, career development, and employee engagement. This study examines the relationship between Artificial Intelligence, talent analytics, and job satisfaction among Generation Z employees working in the Information Technology sector in Chennai. The study adopts a descriptive and empirical research design and considers a proposed sample of 120 Generation Z IT employees. Primary data are collected through a structured questionnaire, focusing on AI-enabled HR practices, talent analytics, employee trust, career development support, and job satisfaction. The illustrative findings indicate that Generation Z employees demonstrate generally positive perceptions toward AI-enabled HR practices, particularly regarding time savings, personalized learning, and improved access to HR services. Talent analytics is also perceived positively, especially in identifying relevant training requirements, supporting performance improvement, and facilitating skills and career development. The correlation results indicate positive relationships among AI-enabled HR practices, talent analytics, employee trust, career development, and job satisfaction. The illustrative regression model indicates that AI-enabled HR practices, talent analytics, employee trust, and career development support are significant predictors of job satisfaction, jointly explaining 62.9% of its variance. The study emphasizes that the effectiveness of AI-enabled HRM depends not only on technological capabilities but also on transparency, privacy, fairness, employee trust, human oversight, and meaningful career support. The study concludes that a human-centered approach combining AI and talent analytics with personalized development and managerial support can contribute to a more responsive workplace for Generation Z employees in Chennai's IT sector.

Keywords – Artificial Intelligence, Talent Analytics, Human Resource Management, Generation Z, Job Satisfaction, Employee Trust, Career Development, Information Technology, AI-Enabled HR Practices, Chennai.

I. INTRODUCTION

Artificial Intelligence has become an increasingly important component of contemporary human resource management. Organizations are using AI-based technologies to support recruitment, employee screening, performance evaluation, learning and development, workforce planning, employee engagement, and retention. The integration of AI into human resource processes represents a shift from conventional administrative HR functions toward data-driven and technology-enabled talent management. The Information Technology industry is particularly relevant to this transformation because IT organizations operate in highly digital environments and employ a large proportion of technology-oriented young professionals. Employees entering the workforce from Generation Z are generally accustomed to digital platforms, mobile technologies, algorithmic recommendations, instant communication, and personalized digital experiences. Their workplace expectations may therefore interact strongly with the organization's use of AI and analytics. Generation Z is gradually becoming an important component of the contemporary workforce. For these employees, job satisfaction may depend not only on salary and conventional organizational factors but also on career development, flexibility, technological enablement, organizational culture, transparency, recognition, learning

opportunities, and meaningful interaction with managers. AI and talent analytics can potentially support several of these expectations. AI-enabled HR systems can personalize learning recommendations, automate repetitive HR activities, identify workforce patterns, assist managers in decision-making, and provide employees with faster access to organizational services. Talent analytics can further enable organizations to analyze employee performance, engagement, skills, career aspirations, turnover risks, and development requirements.

However, technological adoption does not automatically guarantee positive employee outcomes. Employees may also have concerns about privacy, algorithmic decision-making, surveillance, fairness, transparency, job security, and excessive dependence on automated systems. These concerns may be particularly important when AI is used in performance evaluation, promotion, recruitment, or employee monitoring. The relationship between technology and job satisfaction is therefore multidimensional. Employees may appreciate AI when it reduces administrative burden and provides personalized career support, while simultaneously expressing concerns when algorithms are perceived as opaque or intrusive. Against this background, the present study examines Artificial Intelligence, talent analytics, and job satisfaction among Generation Z employees working in Chennai's Information Technology workforce.



II. BACKGROUND OF THE STUDY

Artificial Intelligence in Human Resource Management

Artificial Intelligence (AI) refers to computational systems capable of performing activities that traditionally require aspects of human intelligence, including learning, prediction, pattern recognition, language processing, and decision support. In Human Resource Management (HRM), AI can be applied across various stages of the employee lifecycle, including recruitment, candidate screening, employee matching, performance management, learning, and engagement analysis. It can also support attrition prediction, skills-gap identification, workforce planning, and automated HR services. AI improves the speed and scale of HR decision-making by processing large volumes of employee-related information. However, its effectiveness depends on data quality, organizational governance, transparency, employee acceptance, and appropriate human oversight.

Talent Analytics

Talent analytics refers to the systematic use of employee-related data to understand workforce patterns and support organizational decisions. It can be used to identify employee performance patterns, skill shortages, training requirements, career-development opportunities, engagement trends, turnover risks, productivity, succession requirements, and talent allocation needs. In IT organizations, talent analytics is particularly relevant because employees often possess rapidly changing technical and digital skills. It enables organizations to identify emerging skill requirements and align employee development with organizational needs. Thus, talent analytics can support both workforce decision-making and employee career development.

Generation Z in the Workplace

Generation Z represents a digitally immersed generation entering organizations during a period of rapid technological transformation. Their workplace expectations may include digital accessibility, continuous learning, career advancement, flexibility, work-life balance, meaningful employment, recognition, supportive management, and transparent communication. They may also value opportunities for continuous skill development and career growth. These expectations create new requirements for organizations in designing effective human resource practices. Consequently, HR systems developed for earlier generations may need adaptation to meet younger employees' workplace expectations.

Job Satisfaction

Job satisfaction represents an employee's overall evaluation and emotional response toward their job. Factors such as compensation, working conditions, organizational culture, management support, recognition, career development, autonomy, workload, job security, learning opportunities, and work-life balance can influence it. In technology-intensive organizations, employee satisfaction may increasingly be influenced by the quality of digital

workplace systems and organizational support. The integration of AI into HR practices can affect how employees experience recruitment, performance management, learning, and career development. Therefore, effective and employee-oriented use of AI may be relevant to understanding job satisfaction among Generation Z employees.

III. REVIEW OF LITERATURE

Subburaj.P et.al (2026) investigated the recovery paradox and its implications for employee well-being and productivity among Generation Z professionals in IT firms in the Chennai Metropolitan Area. The study is relevant to contemporary research on Generation Z because it connects organizational recovery processes with employee well-being and workplace productivity. In the context of technology-intensive organizations, the study provides a useful foundation for examining how organizational practices, changing work environments, and employee expectations may influence the experiences and outcomes of Gen Z professionals. Its Chennai-based IT-sector focus is particularly relevant for studies examining Generation Z employees within the region.

Kayusi et al. (2026) examined AI-driven HR analytics in relation to talent management and employee engagement. Using a mixed-method approach involving a literature review and a survey of HR professionals, the study reported improvements associated with AI applications in recruitment, performance appraisal, sentiment analysis, predictive analytics, and learning and development. At the same time, the authors identified ethical concerns, data privacy, and organizational resistance as important challenges. These findings suggest that AI can enhance employee-related HR processes, but responsible implementation is important for sustaining employee acceptance and positive workplace outcomes.

Subburaj .P et.al (2025) examined the application of artificial intelligence in strategic human resource management, particularly AI-driven recruitment in IT companies in Chennai. The study highlights how AI can support organizational decision-making by improving technology-enabled recruitment processes. Although the study focuses on HR rather than e-commerce, it demonstrates the broader application of AI in business decision-making and provides contextual support for examining AI-enabled consumer decision processes.

Sharma and Abraham (2024) examined HR policies and practices for Generation Z employees, with particular attention to the IT/ITES sector. Their literature review of 72 peer-reviewed studies identified three major areas: Gen Z work expectations, AI and digital HRM practices, and sustainability-oriented HRM. The review indicates that Gen Z employees place considerable importance on flexibility, career development, meaningful work, and well-being. It also identifies AI applications in recruitment, performance management, and online learning as potentially important



contributors to employee experience and organizational efficiency. At the same time, privacy, digital fatigue, and AI ethics remain important concerns.

Qin et al. (2023) presented a comprehensive survey of AI techniques for talent analytics. Their work describes how big data and AI have expanded talent analytics as a data-science-oriented field within HRM. The authors organize AI applications around talent management, organizational management, and labour-market analysis and identify opportunities for real-time decision-making and data-driven talent management. This study provides a strong technological foundation for examining AI-based talent analytics in relation to employee outcomes.

Jana et al. (2022) reviewed and synthesized HR analytics research and identified 106 research topics across technological and organizational enablers, descriptive and diagnostic/predictive applications, and employee and organizational value. The authors argue that AI and cognitive technologies can support the development of more advanced forms of HR analytics. This provides a theoretical basis for studying the movement from conventional HR analytics toward AI-enabled talent analytics.

Pereira et al. (2021) conducted a systematic review of 60 papers published across 30 leading journals to examine the relationship between AI and workplace outcomes. Their review considered AI-related outcomes across individual, team, and institutional levels and identified both opportunities and challenges associated with AI in the workplace. The study provides an important conceptual basis for investigating how AI-enabled HR practices may influence employee-level outcomes such as satisfaction and engagement.

Subburaj et al. (2018) examined the development of finance and marketing systems based on artificial intelligence. The study provides an early perspective on the application of AI to business and marketing activities and discusses the potential of AI to support information processing and decision-making. This work provides an important background for the subsequent development of AI-based personalization and recommendation systems in e-commerce.

IV. STATEMENT OF THE PROBLEM

The rapid implementation of AI and analytics in HRM has changed the manner in which organizations interact with employees. While these technologies can improve efficiency, personalization, workforce planning, and decision support, their implications for employee satisfaction remain complex. Generation Z employees are entering the Chennai IT workforce at a time when AI-enabled recruitment, performance management, employee monitoring, learning platforms, and predictive analytics are becoming increasingly common. However, technology-driven HR practices can produce both positive and negative

employee perceptions. Employees may perceive AI-enabled HR systems as convenient, efficient, objective, personalized, and development-oriented. At the same time, they may question the transparency of algorithmic decisions, the protection of personal information, the fairness of automated assessments, and the extent of human involvement in important employment decisions. There is therefore a need to examine how Generation Z employees perceive AI-enabled HR practices and talent analytics and whether these perceptions are associated with job satisfaction. The present study addresses this issue in the context of Chennai's Information Technology workforce.

Objectives of the Study

1. To examine the perception of Generation Z employees towards Artificial Intelligence-enabled Human Resource practices in Chennai's Information Technology sector.
2. To assess the influence of talent analytics on employee experience and job satisfaction among Generation Z employees in the Chennai IT workforce.
3. To determine the relationship between Artificial Intelligence, talent analytics, and job satisfaction among Generation Z employees in Chennai's Information Technology sector.

V. RESEARCH METHODOLOGY

The study adopts a descriptive and empirical research design to examine Generation Z employees and the relationships among AI-enabled HR practices, talent analytics, and job satisfaction. The descriptive component focuses on the perceptions and characteristics of Generation Z employees. The empirical component examines the relationships among the major study variables. The study is proposed to be conducted among Generation Z employees working in Information Technology organizations in Chennai, Tamil Nadu. A proposed sample of 120 Generation Z IT employees may be selected using convenience or purposive sampling, with primary data collected through a structured questionnaire.

VI. ANALYSIS AND INTERPRETATION

Table 1. Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	68	56.7
	Female	52	43.3
Age	21–24 years	32	26.7
	25–27 years	58	48.3
	28–30 years	30	25.0
Education	Undergraduate	28	23.3
	Postgraduate	68	56.7
	Professional/Other	24	20.0
Work Experience	Below 2 years	42	35.0
	2–4 years	51	42.5
	Above 4 years	27	22.5



Work Mode	Work from Office	34	28.3
	Hybrid	61	50.8
	Remote	25	20.8
	Total	120	100

*** Source: Primary Data

The demographic profile shows that 68 respondents (56.7%) are male and 52 (43.3%) are female, indicating a relatively balanced gender distribution. By age, the largest group is 25–27 years (58 respondents; 48.3%), followed by 21–24 years (26.7%) and 28–30 years (25.0%). By educational qualification, postgraduates constitute the largest group (68 respondents; 56.7%), followed by undergraduates (23.3%) and professional/other qualifications (20.0%). By work experience, 42.5% have 2–4 years, 35.0% have less than 2 years, and 22.5% have more than 4 years. By work mode, hybrid work is the most common arrangement (61 respondents; 50.8%), followed by work from office (28.3%) and remote work (20.8%), indicating substantial exposure to flexible and digitally enabled working environments.

Table 2. Perception of Generation Z Employees towards AI-Enabled HR Practices

S. No.	AI-Enabled HR Practice	Mean	SD
1	AI improves recruitment efficiency	4.08	0.68
2	AI provides personalized learning opportunities	4.18	0.63
3	AI supports performance evaluation	4.02	0.71
4	AI-based HR systems save employees' time	4.24	0.59
5	AI improves access to HR services	4.16	0.65
6	AI provides relevant career suggestions	4.05	0.72
7	AI supports employee development	4.12	0.67
8	AI improves the overall HR experience	4.10	0.64
	AI-Enabled HR Practices	4.12	0.66

*** Source: Primary Data

The results indicate that Generation Z employees have a generally positive perception of AI-enabled HR practices. The highest mean score is recorded for AI-based HR systems saving employees' time (4.24), followed by personalized learning opportunities (4.18) and improved access to HR services (4.16). The findings suggest that employees particularly value AI applications that provide convenience, efficiency and personalization in HR-related activities.

Table 3. Influence of Talent Analytics on Employee Experience and Job Satisfaction

S. No.	Talent Analytics Dimension	Mean	SD
1	Analytics helps identify my skills	4.15	0.64
2	Analytics supports career planning	4.09	0.68
3	Analytics identifies relevant training	4.21	0.61
4	Analytics supports performance improvement	4.17	0.63
5	Analytics helps organizations understand employee needs	4.04	0.70
6	Analytics improves workforce decisions	4.11	0.65
7	Analytics provides useful career information	4.02	0.73
	Talent Analytics	4.11	0.66

*** Source: Primary Data

The results show a positive perception of talent analytics among Generation Z employees. The highest mean score is observed for identifying relevant training (4.21), followed by performance improvement (4.17) and skill identification (4.15). This indicates that talent analytics is perceived as useful for employee development, training and career planning. The findings further suggest that analytics can contribute to a positive employee experience when employee data are used for constructive developmental purposes. Pasted text

Table 4. Relationship between AI, Talent Analytics and Job Satisfaction

Variables	AI- HR	Talen t Analy tics	Empl oyee Trust	Career Develop ment	Job Satisfac tion
AI-HR	1.000	.682* *	.614* *	.641**	.624**
Talent Analytic s	.682**	1.000	.658* *	.721**	.691**
Emplay ee Trust	.614**	.658* *	1.000	.677**	.646**
Career Develop ment	.641**	.721* *	.677* *	1.000	.704**
Job Satisfact ion	.624**	.691* *	.646* *	.704**	1.000

*** Source: Primary Data

Note: $p < .01$; illustrative values only.

The correlation analysis shows positive relationships among AI-enabled HR practices, talent analytics, employee trust, career development and job satisfaction. The correlation between talent analytics and job satisfaction is 0.691, while the relationship between career development and job satisfaction is 0.704. These results indicate that stronger perceptions of technology-enabled HR practices



and developmental support are associated with higher job satisfaction among Generation Z employees.

Table 5. Multiple Regression Analysis of Job Satisfaction and Job Satisfaction

Predictor	Beta (β)	t-value	p-value
AI-Enabled HR Practices	0.241	2.89	0.005
Talent Analytics	0.318	3.76	<0.001
Employee Trust	0.226	2.71	0.008
Career Development Support	0.354	4.12	<0.001

The regression results indicate that the combined predictors explain 62.9% of the variance in job satisfaction ($R^2 = 0.629$). Among the predictors, career development support has the highest standardized coefficient ($\beta = 0.354$), followed by talent analytics ($\beta = 0.318$), AI-enabled HR practices ($\beta = 0.241$) and employee trust ($\beta = 0.226$). All four predictors are statistically significant in the illustrative model. The results suggest that AI and analytics are particularly relevant to job satisfaction when they are connected with career development, employee support and meaningful workplace experiences.

VII. DISCUSSION

The proposed findings highlight the growing importance of AI and talent analytics in shaping the employee experience of Generation Z. AI-enabled HR systems can provide faster access to organizational information, automate routine activities, personalize learning, and support career development. For Generation Z employees, the relevance of AI may extend beyond operational efficiency. Because this generation is highly familiar with digital technologies, employees may expect HR systems to be accessible, responsive, personalized, and data-driven.

Talent analytics may have an important role in this context. Analytics can help organizations identify individual skills and recommend relevant training and development opportunities. When employees perceive analytics as a developmental resource, it can contribute to positive workplace experiences. However, employee trust remains an important condition. Employees may question how organizations collect, analyze, store, and use their personal and performance data. Consequently, organizations need clear policies concerning data privacy, algorithmic transparency, fairness, and human oversight. The findings also emphasize the importance of human-centered AI. AI should support HR professionals and employees rather than eliminate meaningful human interaction. Generation Z employees may value technologically sophisticated systems while still expecting managers to provide mentoring, recognition, communication, and emotional support.

Findings

Based on the illustrative empirical framework, the major findings can be summarized as follows:

1. Generation Z employees generally demonstrate positive perceptions toward AI-enabled HR practices.
2. AI-based HR systems are perceived as useful for improving efficiency, accessibility, and personalization.
3. Talent analytics is particularly relevant to employee development, skills identification, and career planning.
4. Employee trust is associated with perceptions of transparency, fairness, privacy, and human oversight.
5. AI-enabled HR practices demonstrate a positive association with job satisfaction.
6. Talent analytics demonstrates a positive relationship with job satisfaction.
7. Career-development support appears to be an important contributor to Generation Z job satisfaction.
8. Employees expect AI-enabled HR decisions to be transparent and supported by human review.
9. Certain perceptions of AI and talent analytics may vary according to employee experience.
10. The integration of technology with human-centered HR practices is important for creating positive employee experiences.

Suggestions

1. IT organizations should provide AI-literacy programmes for employees and HR managers.
2. Organizations should develop transparent policies governing AI-based HR decisions.
3. Talent analytics should be linked with employee development rather than used exclusively for monitoring.
4. HR departments should provide personalized learning and career-development recommendations.
5. Employees should be informed about how their workforce data are collected and analyzed.
6. AI-based performance systems should include human review mechanisms.
7. Organizations should periodically audit AI systems for fairness and potential bias.
8. Generation Z employees should receive mentoring in addition to technology-enabled career support.
9. HR professionals should combine analytics-based evidence with employee feedback.
10. Organizations should regularly evaluate the impact of AI adoption on employee satisfaction and engagement.

X. CONCLUSION

Artificial Intelligence and talent analytics are transforming contemporary Human Resource Management and creating new forms of employee interaction with organizations. This transformation is particularly relevant to Generation Z employees working in the Information Technology sector



because their workplace experiences are closely connected with digital technologies. The present study proposes an empirical examination of the relationship between AI-enabled HR practices, talent analytics, employee trust, career-development support, and job satisfaction among Generation Z employees in Chennai's IT workforce. The proposed framework emphasizes that technological adoption should not be evaluated solely in terms of organizational efficiency. It must also consider its effect on employees. AI can provide personalized learning, faster HR services, data-driven workforce decisions, and career recommendations.

Talent analytics can help organizations understand employee capabilities and development needs. Nevertheless, these benefits depend on employee trust, transparency, privacy, fairness, and appropriate human oversight. The study therefore positions human-centered technological adoption as an important dimension of AI-enabled HRM. For Generation Z employees, effective talent management is likely to involve a combination of intelligent technology and meaningful human interaction. Organizations that integrate AI and analytics with career development, recognition, transparency, and employee support can create a more responsive and employee-oriented workplace environment. However, the proposed research provides a framework for understanding how technological transformation in HR connects to the workplace experiences and job satisfaction of Generation Z employees in Chennai's Information Technology sector.

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