



Reshaping Employee Experience through Artificial Intelligence: An Analytical Perspective Supported by Real-World Examples

Djedid Sabrina

Associate Professor, Badji Mokhtar University, Annaba (Algeria)

✉ sabrina.djedid@univ-annaba.dz

<https://orcid.org/0009-0008-9016-6165>

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Abstract: The professional world is undergoing a major transformation thanks to technological advancements, with artificial intelligence (AI) at the forefront. AI is an effective tool to enhance the employee experience, as it enables organizations to provide personalized and comprehensive support to employees, which boosts job satisfaction, productivity, and fosters long-term creativity and innovation. This analytical study, supported by real-world examples, aims to highlight the potential and innovative solutions that AI offers in reshaping the employee experience. By integrating AI technologies across various stages of the employee journey, organizations have benefited from several advantages, including personalized work environments, automation of routine tasks, improved recruitment processes, enhanced learning and development opportunities, supported interaction and communication, predictive analytics for employee retention, and performance evaluation. These benefits have helped organizations build a workforce ready for the future and create a more attractive work environment. As AI technologies continue to evolve, their role in shaping the future of work and ensuring employee well-being will undoubtedly become even more significant

Keywords: Artificial Intelligence, Employee Experience, Work Environment, Digital Platforms.

Jel Classification Codes : JelM12, JelM15, JelM54



إعادة تشكيل تجربة الموظف من خلال الذكاء الاصطناعي-رؤية تحليلية مدعمة بأمثلة واقعية

جديد صبرينة

أستاذ محاضر أ جامعة باجي مختار عنابة (الجزائر)

sabrina.djedid@univ-annaba.dz ✉

<https://orcid.org/0009-0008-9016-6165>

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ملخص: يشهد العالم المهني تحولا كبيرا بفضل التطورات التكنولوجية، ويأتي الذكاء الاصطناعي في مقدمة هذه التطورات. اذ يعد هذا الاخير أداة فعالة لتعزيز تجربة الموظف. حيث يمكن المنظمات من تقديم دعم مخصص وشامل للموظفين مما يعزز الرضا الوظيفي والإنتاجية ويدعم الابداع والابتكار على المدى الطويل. انطلاقا من هنا جاءت هذه الدراسة التحليلية المدعومة بأمثلة واقعية لتسليط الضوء على الإمكانيات والحلول المبتكرة التي يقدمها الذكاء الاصطناعي في إعادة تشكيل تجربة الموظف. فمن خلال دمج تقنياته في مختلف مراحل رحلة الموظف استقادت المنظمات من عدة مزايا منها: بيانات العمل المخصصة، أتمتة المهام الروتينية، تطوير عملية التوظيف، تحسين فرص التعلم والتطوير، دعم التفاعل والتواصل، التحليلات التنبؤية للاحتفاظ بالموظفين وتقييم الاداء. مما ساعدها على بناء قوة عاملة جاهزة للمستقبل وخلق بيئة عمل أكثر جاذبية. ومع تواصل تطور تقنيات الذكاء الاصطناعي فانه بلا شك دوره سوف يتزايد أهمية في تشكيل مستقبل العمل وضمان رفاهية الموظفين.

الكلمات المفتاحية: ذكاء اصطناعي، تجربة الموظف، بيئة العمل، منصات رقمية

تصنيف JEL: jelM12, jelM15, jelM54

11. INTRODUCTION

In recent years, especially after the COVID-19 crisis, the world has witnessed a rapid technological and digital transformation across many sectors. The field of Human Resource Management (HRM) has also experienced its share of these changes. HRM is no longer limited to traditional tasks such as recruitment and training; it has embraced modern practices and trends aimed at creating positive work environments, increasing productivity and employee satisfaction, and achieving sustainability goals. With the advent of digitization and the adoption of artificial intelligence (AI), new tools and technologies have emerged that have contributed to improving recruitment processes, developing competencies, and enhancing the employee experience. The latter has become a critical element in achieving institutional excellence, as organizations have recognized and acknowledge how positive work experiences can boost productivity and performance through employees who are more engaged in their work and feel valued and appreciated by their employer.

With technological advancements and the integration of Artificial Intelligence (AI) into Human Resource Management practices, particularly in the employee experience, a qualitative shift has occurred in how organizations interact with their employees and address their needs. Enhancing the employee experience depends no longer solely on providing a comfortable work environment or financial incentives; it now includes offering smart, innovative solutions that support personal interaction, boost productivity, and develop talent. Through AI applications introduced by major organizations like IBM and SAP, in the form of digital platforms aimed at automatically personalizing professional development plans, predicting job satisfaction levels, and offering data-driven recommendations to improve performance, organizations have become capable of creating work environments that foster creativity and commitment. Thus, it can be said that AI has become a strategic resource that significantly contributes to enhancing the employee experience, positively impacting the overall performance of the organization.

From this perspective, the present study aimed at answering the following question: *How can artificial intelligence play a pivotal role in reshaping the employee experience?*

To answer this question, the following sub-questions are raised:

1. *What are the reasons that have driven organizations to focus on improving the employee experience?*
2. *What are the essential requirements for improving the work environment?*
3. *What are the various AI applications and technologies that can contribute to enhancing and improving the employee experience?*

1.1. Study Importance:

The importance of this study stems from the significance of its variables. Studying the role of artificial intelligence in employee experience is crucial due to the impact

technology has in improving the work environment. AI can enhance efficiency by automating routine tasks, personalizing training, and analyzing employee data to predict their needs and satisfaction. This understanding helps organizations boost productivity levels, reduce job burnout, and achieve a better work-life balance.

1.2. Study Objectives:

This study aims to clarify the effective role of artificial intelligence in enhancing and improving human resource management practices, and how its applications can be used to reshape the employee experience. It seeks to highlight the opportunities AI provides in improving the employee experience. The study also focuses on presenting practical examples of AI applications across various stages of the employee experience, along with the experiences of some global companies in building a successful employee experience.

1.3. Study Methodology:

In order to achieve the objectives of this study and answer its questions, the researcher relied on the descriptive method by reviewing all the literature related to the topic of artificial intelligence and its uses in reshaping the employee experience. This was done through reliance on various secondary sources of information, such as articles, forums, and websites, to build a clear understanding of the topic and its different aspects.

1.4. Previous Studies:

The studies that have addressed this topic are very limited due to its newness. Some of these studies can be however mentioned below:

- **Study by Sobia Wassan, Kamal Gulati, et al. (2021), *"How Artificial Intelligence Transforms the Experience of Employees"*:**

This paper clarified the role and importance of artificial intelligence in relation to the functions of chatbots programs, which are automated but personalized conversations between software and human users. It also discussed how chatbots can be used in the workplace to assist in finding new jobs, addressing HR inquiries, as well as providing training and guidance through greater usage. The goal is to create more value for the company and manage career paths. This is achieved by :

- Testing different chatbots to learn artificial intelligence;
 - Developing a joint strategy for human resources, information technology, and multi-functional partners in digital transformation;
 - Understanding how deployment affects the technology roadmap;
 - Identifying new job tasks that will enable full use of AI in human resources;
- and
- Enhancing the HR team's understanding of AI in the workplace.

- **Study by Nimit J. Ganatra, Jainisha D. Pandya (2023), *"The Transformative Impact of Artificial Intelligence on HR Practices and Employee Experience: A Review"*:**

This research paper reviews the transformative role of artificial intelligence (AI) in human resource (HR) practices and its profound impact on employee experience. With

the rapid advancement of AI technologies, organizations are increasingly integrating AI-powered solutions into core HR functions, including recruitment, training, performance management, and enhancing employee engagement. The paper also discusses the impact of AI on employee experiences, focusing on job satisfaction, well-being, and work-life balance. The review addresses the benefits, challenges, and ethical considerations associated with integrating AI into HR practices, and ultimately provides future guidance and practical recommendations for organizations and HR professionals to navigate the evolving landscape of AI-powered workplaces.

- **Study by Sasi Kiran Parasa (2024), "Impact of AI on Employee Experience and Engagement":**

This paper explores the multifaceted impacts of artificial intelligence on critical aspects of human resource management, highlighting both the positive advancements and challenges associated with the implementation of AI technologies. The paper clarifies the benefits of using AI in employee experience, including: providing personalized work environments, automating routine tasks, enhancing learning and development opportunities, improving workplace communication, offering real-time feedback mechanisms, using predictive analytics for employee retention, and providing tools to help achieve a better work-life balance. These developments can significantly increase job satisfaction, productivity, and overall employee engagement.

This research paper addresses the topic of using artificial intelligence to reshape the employee experience, in a manner similar to previous studies in its analytical approach to the subject. However, it differs from them in that it reviews the uses of AI technologies across various stages of the employee journey within the organization, supporting this discussion with examples of AI applications developed by leading technology companies to assist organizations in digitizing their operations. It also discusses the experiences of some companies in improving the work environment.

1.5. Study Tools and Methods:

The researcher relied on the analytical method to study the topic, which focuses on breaking down the subject into its basic components, studying each element individually to understand the relationships between the parts, and then reassembling them to reach logical conclusions. This is done through systematic steps, starting with identifying the main idea to be analyzed, and then researching the references and literature related to the topic. Then, the topic is divided into key elements or themes, with each theme being studied individually and supported by real-world examples of global companies' experiences. Next, the themes are connected to each other to understand the complete picture, and finally, the analysis is integrated into a cohesive context to reach a clear conclusion.

2. Leveraging Artificial Intelligence to Enhance Employee Experience

2.1. The Concept of Employee Experience and Its Importance

In light of the digital transformation, that has reshaped some aspects of the human resources function within organizations, new practices such as Employee Experience have emerged. Organizations have focused on this to build an exceptional work

environment that helps retain employees and enhances their loyalty. Organizations are now striving to achieve employee happiness and well-being by improving their experience and strengthening their engagement with it.

In his research *"Employee Experience: The New Approach to Human Resource Management"* (Plaskoff, 2017, p. 137), the author discusses the need to redefine the relationship between the organization and its employees, especially with the existence of a multi-generational workforce working together in one place. Four generations can work side by side—the Traditionalists, Baby Boomers, Generation X, and Millennials—and each of them has expectations of the workplace shaped by their own history. These expectations blend with various interactions between the organization and its employees to ultimately form the employee experience. This experience is defined as all the perceptions an employee has of their relationship with the organization they work for, which result from all encounters at touchpoints throughout the employee journey. The organization must understand and empathize with its employees, whether individually or as groups.

In contrast, (Essex, 2023, p. 3) in his guide on how to build an effective employee experience strategy, suggests that employee experience refers to the worker's perceptions of their journey through all touchpoints within the organization, from the days of being recruited for the job to their exit from the organization and even beyond. The physical workspace, culture, and technology are the three main components of employee experience. Some experts believe that the components of employee experience are divided into social, physical, and professional aspects, but all of them represent the elements with which employees interact and that have the greatest impact on how they feel about their jobs, colleagues, and the organization.

The (Gallup, 2018) defines employee experience as the journey an employee takes with the organization. It includes all the interactions the employee has before, during, and after their period of employment. These interactions shape employees' perceptions of the organization and directly affect their performance and the employer brand. According to a report by (Gartner, 2022), employee experience refers to how employees absorb and interpret their interactions with and within their organizations, as well as the contexts that influence those interactions.

In light of digital transformation and artificial intelligence, employee experience has become digital (Digital Employee Experience), which refers to the set of interactions that take place between the employee and their company through digital tools and technologies. It includes all activities that contribute to improving productivity, communication, and engagement in the workplace using technology. The goal of this experience is to provide an easy-to-use, integrated, and stimulating digital work environment that meets the needs of employees, enhances their satisfaction, and helps achieve the organization's objectives (An Najah, 2021)

Based on all of the above, it can be said that employee experience represents all the expectations and perceptions that an employee builds around the various interactions

that occur between them and the organization throughout their career journey, using all the technological tools provided by the organization.

The importance of employee experience increased during the COVID-19 pandemic, as it redefined the future of work and highlighted the role of employee experience during crises. Research on employee experience conducted by (Emmett, Schrah, Schrimper, & Wood, 2020) indicates that individuals with a positive employee experience are 16 times more engaged than those with a negative employee experience and are more likely to stay with the organization. Employee experience directly affects employee satisfaction, productivity, and loyalty to the organization. Employees who have a positive work experience are more motivated and less prone to absenteeism or burnout. For this reason, improving employee experience enhances the company's ability to retain talent and contributes to achieving its goals more effectively (Qsalary, 2024), (SAP, 2023), (Omer, 2023) and (Essex, 2023, p. 7)

The importance of employee experience can be summarized in the following points:

- ✓ **Increased productivity and performance:** When employees feel valued and supported in the workplace, their productivity and performance increase significantly.
- ✓ **Enhanced engagement and commitment:** A positive experience makes employees more engaged with their work, leading to better customer service and increased organizational loyalty. Organizations that prioritize employee experience are considered the best places to work and the most attractive to talent.
- ✓ **Improved employee retention:** Organizations that care about employee experience achieve higher retention rates, reducing long-term recruitment and training costs.
- ✓ **Enhanced innovation and work culture:** A positive work environment allows employees to feel safe to express their ideas and share innovations, fostering a strong and effective organizational culture.

2.2. Key Factors for Improving Employee Experience.

Improving employee experience is a comprehensive process aimed at enhancing the employee's journey within the organization, from the recruitment to the retirement. To achieve this, there are essential requirements that are mentioned below with illustrative examples from the experiences of successful companies.

a .Designing Exceptional Workspaces.

The design of workspaces is no longer merely about arranging furniture, such as desks, chairs, and other items typical of traditional workspaces. It has become about how to create an environment that fosters creativity, collaboration, and employee well-being. Modern organizations have moved towards designing work environments that include flexible workspaces, smart technology, integration of nature elements, and open office layouts. Since approximately 30% of an employee's day is spent at work, how would their life be if the workspace were uncomfortable? Therefore, organizations today are focused on redesigning the employee life journey at work by placing more emphasis on creating comfortable workspaces that aim to create happy

moments in their professional history. All employees want to spend their workdays in inspiring environments, where beautifully designed workspaces suitable for the nature of the work help them feel more creative, engaged, and connected to the organization they work for (Omer, 2023).

There are many companies that have made a difference in the design of workplaces and have been keen on providing luxury for their employees, with Google being one of the most notable examples. Below are some of the things the company has made:

Google : Limitless Luxury (youm7, 2014)

- **Innovative and Comfortable Designs:** Google's offices feature unconventional designs, including open spaces, comfortable colors, and recreational areas such as game rooms, swimming pools, rooms for families, and group spaces to watch football matches. Employees also use scooters to move around the company. Through these designs, Google aims to create an environment that fosters creativity and collaboration among employees;
- **Recreational and Health Facilities:** Google provides a variety of facilities for its employees, such as gyms, relaxation areas, and restaurants offering three free meals. The company also offers services like haircuts and massages within its offices;
- **Green and Natural Spaces:** Google integrates natural elements into its office designs, such as green spaces and open areas, to enhance mental well-being and increase productivity;
- **Encouraging Physical Activities:** Google encourages its employees to exercise by providing indoor sports courts for soccer and skating, as well as bike paths, which contribute to overall health and morale.

b. Creating a Strong Organizational Culture.

Organizational culture is a powerful force that can either elevate or hinder an organization's success. A culture that promotes trust, collaboration, and innovation leads to higher levels of employee engagement, productivity, and overall performance. Leaders who actively instill and manage their organizational culture are those who can drive change, foster loyalty, and propel long-term success. By understanding and strategically shaping their culture, organizations can create a thriving work environment that supports both individual and collective goals, ensuring that the workplace remains a space where employees are motivated, engaged, and empowered to contribute their best (Barajas, 2024, p. 2). In times of rapid change, employees today expect a dose of empowerment and opportunities to contribute creatively to the organization's goals and ongoing development (Panneerselvam & Balaranam, 2022, p. 4).

Building a positive organizational culture is fundamental to creating a good work environment. This culture must consider listening to the employee's voice to accurately identify their needs and achieve their satisfaction, making all employees feel a sense of belonging and appreciation. It should also enhance communication between employees and management (MintHR, 2023), create mutual respect and

collaboration among individuals, encourage innovative ideas, and recognize achievements. Adopting policies such as flexible working hours and work-life balance demonstrates the organization's commitment to employee comfort. Furthermore, promoting social interaction opportunities and recreational activities will create a positive and motivating work environment, making employees more loyal and productive, which in turn positively impacts the company's overall performance, growth, and development (Qsalary, 2024).

Among the best and strongest companies in terms of culture is **Apple**. The company focuses on using distinctive methods to instill its culture in its employees through a series of actions, such as emphasizing ethical values and compliance with laws. Below are some key aspects of Apple's policies in dealing with its employees and how it enhances the work environment: (blogyami, 2022) (DASH HIRE, 2023) (culturemonkey, 2024) (blog.empuls, 2024)

- **Professional Conduct Policy:** Apple is committed to conducting its business with integrity and honesty, fully complying with all applicable laws and regulations. This policy applies to all business decisions throughout the company. Employees are required to adhere to both the spirit and the letter of the professional conduct policy and report any potential violations through the appropriate channels.
- **Culture of Collaboration and Creativity:** Apple focuses on hiring employees who possess a spirit of collaboration, creativity, and curiosity. These skills are essential in fostering innovation and finding new solutions to problems. The company believes that sharing ideas among employees strengthens its effectiveness and contributes to the development of innovative products. Apple is a company that encourages employee empowerment. Employees are granted autonomy and ownership over their projects, which makes them feel purposeful and valued within the organization. This promotes individual growth and development, allowing employees to take pride in the work they do. The company is also committed to fostering innovation. It regularly hosts events like hackathons or design challenges that enable employees to think creatively and come up with innovative ideas. Employees are encouraged to share their opinions on new products or services, boosting morale by making them feel appreciated.
- **A Work Environment that Fosters Productivity and Innovation:** Apple's headquarters, Apple Park, is designed to enhance innovation and collaboration, featuring open spaces for interaction and facilities like fitness centers. The company also offers comprehensive benefits, including health insurance, retirement plans (401K), education support, childcare facilities, and paid time off. Additionally, Apple provides recreational activities, gifts, and team-based rewards. The goal is to create an ideal environment that supports the mental and physical well-being of employees, encouraging them to work with a spirit of teamwork.
- **Motivation and Investment in Employee Development:** Apple relies on various motivational strategies, ranging from competitive salaries to rewards and recognitions. Incentives such as free products for employees or performance-based

bonuses are offered. In 2015, Apple announced the granting of free stock to all of its employees, known as restricted stock units, with initial grants ranging from \$1,000 to \$2,000. This initiative aims to motivate employees and increase their attachment to the company, reflecting Apple's commitment to appreciating its employees' contributions and enhancing job satisfaction. Additionally, Apple provides continuous development and learning programs to help employees enhance their skills, as the company believes in the importance of employee growth and offering opportunities for career advancement.

- **Promoting Diversity and Inclusion:** Apple strives to create a diverse and inclusive work environment where all employees are valued and respected, regardless of their backgrounds. Diversity is considered a fundamental part of the company's culture and contributes to fostering innovation and creativity. Apple believes that a diverse group of people can create a product that appeals to a broad range of customers. Under the motto "Diverse teams make innovation possible," Apple also states, "We work hard to include a wider range of perspectives." In 2018, more than half of the company's new hires in the United States came from groups historically underrepresented in the tech industry, including women, Black employees, Latinos, Native Americans, Native Hawaiians, and Pacific Islanders.

c. Supporting Technological and Digital Infrastructure

Technology is the broad category of tools used by employees in their jobs. In an office environment, these tools can be entirely digital. Technology that is difficult to use can deteriorate the employee experience and reduce productivity, while user-friendly and modern tools can empower employees (Essex, 2023, p. 6). Technology can be a powerful tool to enhance the employee experience by aiding communication and collaboration, simplifying processes, automating repetitive tasks, and providing employees with the information they need to perform their jobs more effectively (Omar, 2023). With the introduction of artificial intelligence in human resources management, the employee experience has been enhanced by many applications that help organizations improve their digital and technological infrastructure, such as Microsoft Teams, Slack, Google Workspace, and Zoom, which are used for communication and conducting meetings. Other applications and platforms will be mentioned in the following section.

Deloitte is one of the best and first companies to give significant importance to its technological and digital infrastructure to enhance the employee experience, as evidenced by its headquarters in Amsterdam, housed in **The Edge building**. This is considered the smartest office space on the planet today. This can be illustrated through the following points (argaam, 2017) (McKinsey, 2023):

- **Flexible and Customized Work Environment:** The building does not have dedicated offices for employees; instead, workspaces are allocated daily based on the employee's needs. Employees can use a smart app to choose the best workspace for their tasks, whether it is a quiet desk, a meeting room, or a collaborative space.

This approach has enhanced the sense of flexibility and autonomy among employees.

- **Ensuring Comfort and Balance:** The building provides a comfortable environment with smart lighting that adjusts to natural light and air temperature that is tailored to employees' preferences. Smart systems ensure the quality of indoor air, creating a healthier work environment.
- **Increasing Efficiency and Productivity:** Advanced technologies, such as sensors distributed throughout the building, reduce the time spent searching for desks or meeting rooms. The building offers smart booking systems and open spaces that encourage collaboration between teams.
- **Ease of Access and Communication:** The Deloitte app, connected to the building, allows employees to book desks, organize meetings, and even locate colleagues with ease. Additional features like smart parking, which recognizes the car and directs it to the appropriate spot, save employees valuable time.
- **Enhancing Sustainability:** The **Edge** building uses energy efficiently, fostering a sense of social responsibility among employees and strengthening their connection to the company's values. Recycling technologies and the use of natural resources increase employees' sense of working in an environmentally responsible setting.

Reports from Deloitte indicate that employees feel more satisfied and productive thanks to the environment designed to meet their needs in the era of digitization and artificial intelligence.

3. Artificial Intelligence Reshaping the Employee Experience

Artificial intelligence has revolutionized workplace environments and has become a significant challenge for many organizations striving to enhance their employees' experience by creating a positive and engaging work environment. AI now plays an active role in every stage of the employee journey within the organization. This role can be highlighted through the following elements:

3.1. Integrating Artificial Intelligence into the Employee Experience to Improve All Stages of Their Journey

The employee journey refers to the path that focuses on all the interactive points and experiences an employee goes through within the organization. It encompasses all social, behavioral, and psychological aspects during the employee's interactions with the organization. These stages can be outlined as follows (Reddy, 2024) (Al-Eryani, 2024), (botpress, 2024) (Gulati, Wassan, & all, 2021, pp. 7130-7131) (Ganatra & Pandya, 2023, p. 107)

a. Attraction and Recruitment: Creating a First Impression Using AI with Automated Evaluation

The process begins when a candidate is attracted to a job advertisement within the organization. This stage is crucial because most job seekers gather information about the organization and its work culture. It is essential to consider factors such as the attractiveness of job postings, the duration of the recruitment process, the effectiveness and transparency of interviews, and the acceptance rate. AI plays a significant role in

this stage through platforms such as LinkedIn Talent Insights, which analyzes skills and offers personalized recommendations for candidates, and HireVue, which identifies desirable patterns in potential candidates. Additionally, chatbots like **Botpress**, **MeBeBot**, and **Botsify** provide instant answers to applicants' inquiries and serve other purposes.

Regarding the recruitment stage, it involves the selection process through reviewing resumes, conducting interviews, and assessing competencies. AI tools that support and enhance this process include platforms like Pymetrics and Textio, which analyze resumes and identify the most suitable candidates based on job requirements. Programs like Emotion AI and **HireVue** use machine learning to analyze body language and tone of voice during smart video interviews, while platforms such as **SHL** analyze results from psychological and technical tests.

b. Onboarding and Preparation: Shaping the Employee Experience from Day One

After officially accepting the offer, the employee lifecycle begins. New employees are formally introduced and become acquainted with the organization's culture, work, processes, and technologies. During this stage, it is essential to build trust and ensure that they fully transition into the expectations of their new role. A good onboarding experience helps new employees quickly increase their productivity. However, it is important to ensure that the goals of new employees align with the organization's objectives, develop a solid plan for integrating them into the company culture, and ensure they can collaborate and work innovatively within their teams.

AI has helped organizations perform well in this stage with tools like **Talmundo**, which offers customized onboarding programs using AI, and platforms like **EdCast** that provide training courses tailored to the needs of new employees. Additionally, chatbots like **Docebo** are used to answer questions from new employees, making their transition smoother.

c. Engagement and Commitment: Enhancing Engagement Using Collaborative Platforms

New employees settle in and prepare for their work, but what happens next? This is the time for the organization to use the right methods to build a positive experience, with a focus on engagement and commitment. Engagement will keep employees motivated, support their performance, and encourage them to go the extra mile. This stage requires the organization to ensure it provides the best working conditions. Therefore, it must ensure that: the workplace is safe and supportive, resources and technologies are suitable for working efficiently, and the work is exciting and motivating.

Among the best AI technologies to enhance this stage are:

- **Workplace by Facebook:** This collaborative platform provides tools for communication and collaboration within organizations. It allows the creation of groups for discussions, file sharing, and promotes internal communication while strengthening team relationships;

- **Slack:** A communication platform focused on instant messaging and real-time collaboration between teams within organizations. It allows the creation of conversation channels, work sharing, and integration with other work tools, facilitating quick communication and effective project management; and
- **Spoke:** An AI-driven system used to manage internal help desks within organizations. It relies on machine learning to provide immediate and accurate answers to employees' inquiries regarding frequently asked questions and basic technical support

d. Development: Investing in AI to Develop Skills

This is the most continuous part of the employee lifecycle throughout their tenure with the organization. This stage involves providing opportunities for training, professional development, and continuous learning. Every employee evolves at different paces and in different skills. Here, the organization must help them progress, grow, and support their career aspirations while enhancing their skills.

Some of the most prominent AI applications in this stage include:

- **Coursera AI:** Offers personalized learning paths based on the employee's needs, allowing them to acquire relevant skills tailored to their professional development;
- **Skillsoft Percipio:** Uses AI to analyze skills and provide training recommendations, ensuring that employees receive the right development opportunities at the right time; and
- **Degreed:** An educational platform designed to offer a comprehensive learning experience for employees within organizations. It helps them acquire new knowledge and develop themselves through diverse educational content from both internal and external sources.

e. Retention: Support Using Predictive Analytics

This stage focuses on strengthening the sense of satisfaction and belonging to the organization by offering rewards and motivating employees. It is the time to ensure that: the organization provides appropriate incentives and learning opportunities, productivity levels align with predefined performance indicators, there are retention programs in place with rewards and recognition, and employees feel appreciated and have a sense of responsibility.

To enhance this stage, organizations rely on several AI-powered applications, including:

- **CultureAmp:** A platform that analyzes employee satisfaction and provides recommendations for improving the employee experience;
- **PredictiveHR:** An AI-driven tool that predicts the likelihood of an employee leaving the organization and provides preventive measures to address potential retention risks;
- **Fond:** A platform that suggests personalized reward programs based on performance data, helping to incentivize employees accordingly; and

- **TinyPulse:** A survey platform used to measure employee satisfaction and engagement within the organization. It collects regular feedback from employees, analyzes it, and uses the insights to improve the work environment and boost productivity.

f. Exit or Departure: Managing the Employee Exit Process with AI Assistance

Employees may leave the organization either voluntarily or involuntarily, and it is essential for organizations to manage this phase effectively. Conducting an exit survey can help understand the reasons behind an employee's decision to leave the organization. AI can significantly assist in managing this stage by facilitating certain processes, such as exit interviews.

For example, **Qualtrics** offers analysis of the reasons an employee is leaving and suggests suitable improvements based on the data collected. It is used to gather feedback, analyze it, and use the insights for strategic decision-making.

Another platform, **Guru**, ensures that the knowledge acquired by the departing employee is transferred to the current team, helping maintain continuity.

Additionally, tools like **BambooHR** track the exit procedures, ensuring all entitlements are provided and managing post-departure processes. This approach helps organizations maintain a smooth exit process while gaining insights that can improve employee retention strategies.

3.2. The Role of Digital Platforms in Supporting the Employee Journey:

Many global companies have developed platforms to help organizations perform their activities, improve employee task performance, and enhance their experience, thus building a positive work environment. These platforms offer comprehensive and integrated solutions using artificial intelligence that simplify many tasks. We will focus on two platforms, one global and one Arab, which have played a significant role in supporting many organizations. These are: **SAP SuccessFactors** (Offered by the German company SAP), and **Menaitech** (Provided by the Jordanian company Menaitech). Both platforms are crucial in providing efficient and intelligent solutions to improve employee experience and contribute to a positive work culture within organizations.

a SAP SuccessFactors:

SAP SuccessFactors is an integrated cloud-based platform for human capital management (HCM). It offers comprehensive solutions for managing human resources. The platform enhances employee experience and increases the efficiency of administrative processes through a suite of specialized interfaces. According to SAP, their HR solution is currently used by over 12,000 companies in more than 200 countries. In recent years, SAP has focused on human experience management, emphasizing the importance of employee experience in a fast-paced and digital work environment (ibm, 2023) (guru, 2024); and (sap, 2021).

Some of the key processes and solutions provided by **SAP SuccessFactors** include:

- **Recruitment Management:** Facilitating talent acquisition processes, selecting suitable candidates, and scheduling interviews. Organizations use the SAP SuccessFactors Recruiting system to attract, identify, and hire talent. The applicant tracking system integrates with other data flows, allowing managers to track both the short-term and long-term impacts of recruitment efforts. Additionally, the onboarding program simplifies the process of bringing in new employees and provides dashboards, customized training, along with integrated electronic forms;
- **Compensation Management:** The compensation platform helps managers build and organize compensation programs, automate and simplify employee rewards, and design and implement fair and motivating compensation strategies;
- **Centralized Payroll System for Employees:** The cloud-based payroll management system automates the payroll process and provides advanced analytics, reducing errors and ensuring timely handling of financial operations;
- **Learning Management:** Providing training and development programs to enhance employee skills. Organizations use the AI-powered learning management system from SuccessFactors to create customized engagement scenarios and highlight employee development opportunities;
- **Performance and Goal Management:** Tracking and evaluating performance, setting goals, and expectations. The performance and goals tools provide advanced analytics to measure team productivity, offer continuous feedback, and improve employee performance;
- **Predictive HR Planning:** SuccessFactors offers advanced HR analytics to provide accurate and timely insights, allowing managers to quickly answer workforce-related questions and uncover HR trends. This helps in identifying and developing future competencies. Using planning tools, organizations can identify qualified internal candidates for promotion;
- **Employee Engagement and Involvement:** It enhances employee engagement through feedback and surveys, which contributes to increased job satisfaction and talent retention.

b. Menaitech Platform:

Menaitech is a company specializing in developing Human Capital Management solutions, founded in 2003 in Jordan. The company offers a comprehensive suite of products designed to meet the HR needs of organizations across the Middle East and North Africa region. It serves over 3,500 clients, with more than 2 million users across 19 countries. In 2013, Menaitech launched the first Arabic cloud-based platform. Below is a detailed overview of some of its main products (menaitech, 2024):

®**Curio:** A comprehensive Human Resources and Talent Management system aimed at improving employee experience and developing their skills. It includes a specialized talent management system, from talent acquisition to onboarding, assessment, development, career path design, and succession planning. Curio helps in enhancing the employee experience;

®**MenaPAY**: An integrated payroll management system ensuring the accuracy of financial processes and compliance with local laws. It is an automated solution designed to provide accurate financial readings in real-time with minimal cost, effort, and time;

®**MenaME**: A self-service system that enables employees and managers to easily access their information and manage requests. It tracks HR processes and performance development, with real-time cloud-based interaction;

®**MenaME-Plus**: A self-service application that facilitates effective communication between employees and managers via mobile devices;

®**MenaTA**: A work time and attendance management system that helps track working hours and ensures compliance with company policies;

®**MenaBI**: A system for analyzing employee data, providing reports and dashboards to support decision-making;

®**Mena360**: A 360-degree feedback platform that simplifies the performance evaluation and continuous development process. It analyzes and improves productivity and efficiency through a comprehensive employee and manager evaluation system; and

®**MenaSME**: HR management services specifically designed for small and medium enterprises, providing integrated cloud solutions.

Indeed, such platforms and others contribute to transforming HR functions from traditional activities to strategic operations that rely on technology. By improving efficiency, increasing transparency, and enhancing the employee experience, these platforms help in building an integrated and advanced work environment that supports the achievement of organizational goals

4. Results:

The integration of artificial intelligence (AI) technologies with the employee experience significantly improves many human resources management practices. This enhances organizational performance and improves its brand as an employer that offers the best employee experience. This can be summarized in the following points (Parasa, 2024, pp. 12-13) :

- **Customized Work Environment:** AI systems can analyze vast amounts of data to tailor the work environment for individual employees. For example, AI-powered tools can recommend tasks, resources, or learning opportunities specifically designed to align with the employee's strengths and professional goals. This personalization can lead to higher job satisfaction and increased productivity;
- **Automation of Routine Tasks:** AI technologies automate repetitive and routine tasks, giving employees the opportunity to focus on strategic and more creative activities. This allows employees to allocate their time to work that adds more value to the organization and contributes to their personal growth;
- **Enhanced Learning and Development:** AI-powered platforms can provide customized training programs and development paths. By analyzing the employee's current skills and career aspirations, these platforms can recommend specific

courses or training modules, facilitating continuous learning and professional development. This targeted approach to skill enhancement leads to higher engagement levels and a more efficient workforce; and

- **Improved Workplace Communication:** AI tools such as chatbots and virtual assistants improve communication within the workplace. They provide instant responses to queries, facilitate access to information, and streamline communication channels. This efficiency can reduce frustration and enhance the overall employee experience by creating a more responsive and connected work environment.

5. Conclusion:

Based on all the information presented, the key results and recommendations can be concluded as follows:

- ✓ Employee experience has become a key priority for organizations today. It significantly and directly impacts their success and sustainability. By building a positive employee experience, organizations can ensure increased employee productivity, retain talent and competencies, strengthen a sense of belonging and commitment, and enhance the organization's reputation, and support creativity and innovation. As a result, organizations achieve high levels of performance ;
- ✓ Many organizations have focused on creating a positive employee experience by providing various elements that help achieve this, such as a corporate culture built on respect, participation, and appreciation of efforts and accomplishments. This has been embodied by Apple in reality through the strength of its culture, which has been deeply ingrained in the minds and hearts of its employees. Additionally, creating a physical environment and workplaces that bring psychological comfort before physical comfort, by prioritizing employee well-being, both financially, health-wise, and emotionally, has been exemplified by Google, which offers limitless well-being support to its employees. Similarly, supporting the employee experience with modern technological tools that improve the work process and reduce the pressures that can affect productivity is another area where companies like Deloitte excel, with the creation of "The Edge" building, considered the smartest building on earth. Companies like Google, Apple, and Deloitte invest heavily in the employee experience by offering flexible work environments, innovative development programs, and comprehensive employee support, which has led to high job satisfaction and talent retention;
- ✓ Artificial intelligence, with its various applications and uses, has played a key role in reshaping the employee experience. By improving daily processes, enhancing efficiency, and increasing job satisfaction levels, its roles have manifested at different stages of the employee journey as follows:
 - **Improving the recruitment process:** AI analyzes resumes quickly and identifies the best candidates based on their skills and experience, saving time and effort for the HR team;
 - **Learning and development:** AI provides personalized learning solutions for

employees based on their individual needs and job level;

- **Internal communication and enhancing interaction:** AI-powered interactive chatbots respond to employee inquiries promptly, improving their experience and providing 24/7 support;
 - **Performance management:** AI can monitor employee performance and analyze data to offer precise feedback and recommendations for performance improvement;
 - **Enhancing job satisfaction:** By analyzing employee feedback, AI can identify areas that need improvement in the work environment; and
 - **Automating routine processes:** AI has helped reduce administrative burdens on employees by automating routine tasks, such as scheduling or processing requests.
- ✓ Digital platforms developed by top technology companies have also contributed to providing integrated digital solutions. These platforms have made it easier for organizations and employees to complete tasks and activities with ease, especially HR activities (such as payroll and compensation management, self-service, work time management, future resource planning, automation of routine tasks, performance evaluation, etc.).

Based on the results obtained, several suggestions can be made, the most important of which are:

- Every organization aiming to continue in the current business environment must keep up with the changes occurring within it, especially in the field of human resources management. This field is responsible for managing its most valuable asset, human capital. Organizations must continuously invest in, develop, and enhance this capital by adopting modern practices that have emerged with digital transformation and the artificial intelligence revolution;
- Properly managing the employee journey within the organization, from recruitment to their exit, should be considered a strategic approach that needs to be executed effectively in order to provide an exceptional and distinctive work experience. This involves focusing on factors that contribute to the employee's happiness and well-being, such as improving financial, mental, and physical health through a comfortable work environment. Organizations should also learn from the experiences of global companies like Google, Apple, and Deloitte;
- To improve the employee experience using AI, organizations need a strategic plan that addresses current challenges and leverages innovative technologies to achieve good results in terms of productivity and employee satisfaction. The employee experience should be considered a strategic goal, to be formulated and executed properly. The integration of well-considered AI can help achieve this goal;
- Each organization should analyze its current work environment and identify areas for improvement. It should determine which processes can be enhanced

through AI, such as training and recruitment. Selecting the appropriate technological tools and solutions for the organization's needs is crucial;

- Encourage employees to adopt new technologies, contribute to their development, and reward initiatives aimed at improving the work experience using AI; and
- Partner with technology providers to design solutions tailored to the organization's needs. Organize workshops to clarify how AI tools can be used and track their impact and results on the employee experience through periodic surveys.

In conclusion, it can be said that artificial intelligence has significantly and tangibly contributed to shaping the employee experience in a new and innovative way. It has achieved good results in terms of time, effort, and cost management, enhanced employee productivity and job satisfaction, and improved the reputation of organizations.

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