



# Artificial Intelligence and its Influence on Workplace Inclusivity and Employee Engagement in the IT Sector

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<https://doi.org/10.55041/ijst.v2i4.419>

**Cite this Article:** Ahiwale, A. (2026). Artificial Intelligence and its Influence on Workplace Inclusivity and Employee Engagement in the IT Sector. International Journal of Science, Strategic Management and Technology, 02(04). <https://doi.org/10.55041/ijst.v2i4.419>

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## Abstract

Artificial Intelligence is fundamentally reshaping organizational frameworks, leading to profound shifts in workplace dynamics and the overall employee experience. This research investigates the specific role of AI in fostering workplace inclusivity and how these inclusive environments subsequently drive employee engagement within the IT industry. By synthesizing current literature and industry insights, the study evaluates how AI-powered tools—including intelligent recruitment systems, adaptive learning platforms, and bias-detection algorithms—can be leveraged to build more equitable work cultures.

The analysis further demonstrates that such inclusivity serves as a critical driver for higher motivation, organizational commitment, and active participation among staff. However, the study acknowledges that while AI can significantly reduce human prejudice and enhance accessibility, it also introduces challenges such as algorithmic bias, ethical complexities, and digital inequality. Ultimately, the paper suggests that when integrated with strategic ethical oversight, AI can act as a powerful catalyst for inclusive practices that maximize organizational outcomes and strengthen employee engagement.

**Keywords :** Artificial Intelligence ,Employee Engagement ,Workplace Inclusivity , IT Sector , Organizational Behaviour .

## Introduction

The rapid evolution of the digital landscape has positioned Artificial Intelligence (AI) as a cornerstone of modern organizational transformation. Within the IT sector, where innovation is the primary driver of competitive advantage, AI is no longer merely an experimental tool but a fundamental component of operational strategy. Traditionally, organizational processes relied heavily on manual oversight and subjective decision-making; however, the integration of AI-powered systems—ranging from machine learning algorithms to natural language processing—is fundamentally altering how firms manage their most valuable asset: their people. This shift is deeply influencing workplace dynamics, particularly in how organizations approach the critical pillars of inclusivity and employee engagement.

Workplace inclusivity has transitioned from a peripheral HR concern to a strategic necessity. It represents an environment where diversity is not just present but actively celebrated, ensuring that all employees, regardless of their background, feel a profound sense of belonging and psychological safety. In the fast-paced IT industry, fostering such



an environment is essential for retaining top talent and driving collective creativity. AI offers a unique technological intervention in this space; by deploying objective, data-driven tools such as bias-detection algorithms and blind recruitment platforms, organizations can actively work to dismantle the systemic prejudices that often permeate traditional hiring and promotion cycles.

Furthermore, the relationship between technology and the human experience is best exemplified through employee engagement. Engagement today transcends simple job satisfaction; it encompasses the emotional and intellectual commitment an employee has toward their organization's goals. AI enhances this connection by eliminating the "drudgery" of repetitive, administrative tasks, thereby allowing employees to dedicate their efforts to high-value, creative problem-solving. Through personalized learning platforms and real-time feedback mechanisms, AI provides a tailored professional journey that meets individual needs, which is a primary driver of modern workforce motivation.

However, the intersection of AI and human resources is not without its complexities. As organizations become increasingly reliant on automated systems, concerns regarding algorithmic transparency, data privacy, and the potential for "digital silos" have surfaced. If left unmonitored, AI has the potential to inadvertently reinforce existing inequalities rather than eliminate them. Therefore, it is imperative to explore the dual nature of AI as both a facilitator of progress and a source of ethical challenge. This study seeks to systematically examine the influence of AI on workplace inclusivity and its subsequent impact on employee engagement within the IT sector, providing a strategic roadmap for leveraging technology to achieve sustainable, human-centric growth.

Given the increasing role of Artificial Intelligence in modern organizations and its capacity to shape inclusivity and employee engagement, a systematic examination of these connections is vital. Consequently, this research is driven by the following objectives:

### **Objectives of the Study**

1. To examine the role of Artificial Intelligence in shaping workplace practices in the IT sector.
2. To analyse the influence of AI on promoting workplace inclusivity and diversity.
3. To study the impact of Artificial Intelligence on employee engagement levels in organizations.
4. To explore the relationship between workplace inclusivity and employee engagement.
5. To assess how AI-driven inclusivity initiatives contribute to improved employee engagement.
6. To identify challenges and ethical concerns associated with the use of AI in fostering inclusivity.

### **Methodology**

The present study is purely based on secondary data and adopts a descriptive and analytical research design to examine the influence of Artificial Intelligence on workplace inclusivity and employee engagement in the IT sector. The study relies entirely on previously published information, including research articles from peer-reviewed journals, books, industry reports, reputable websites, and credible news sources. A systematic review of literature has been conducted to gather relevant insights on the role of AI in shaping inclusive work environments and enhancing employee engagement.

The collected secondary data has been analysed using thematic and content analysis techniques to identify key patterns, relationships, and emerging trends related to Artificial Intelligence, inclusivity, and employee engagement. The study synthesizes findings from multiple sources to develop a comprehensive understanding of the subject. Since the research is limited to secondary data, the findings are dependent on the availability, accuracy, and relevance of existing literature, which may also pose certain limitations in terms of generalizability.



## Review of Literature

- **Furinto, A. et al. (2021)** in their research paper "Artificial Intelligence for Better Employee Engagement": This study emphasizes the capacity of Artificial Intelligence to boost employee involvement through the implementation of instant feedback loops, automated performance monitoring, and tailored communication strategies. By leveraging AI applications, firms can more accurately gauge staff morale and refine their managerial choices. The research ultimately determines that utilizing AI-powered engagement frameworks leads to a substantial increase in both workforce contentment and operational efficiency.
- **Garg, R. et al. (2021)** in their research paper "**AI-Based NLP Approach for Employee Engagement (i-Pulse Model)**": This study introduces a model utilizing Natural Language Processing (NLP) to evaluate employee sentiment by analyzing internal communication data. It illustrates that Artificial Intelligence is highly effective at identifying emotional trends and levels of involvement across a workforce. The research concludes that these AI-driven analytics enable organizations to identify and resolve employee concerns proactively before they escalate.
- **Anderson, A. et al. (2021)** in their research paper "Measuring Inclusivity in Human-AI Interaction": This work examines the integration of inclusivity within AI systems, stressing the fundamental requirement for algorithms that are both equitable and objective. The study illustrates how AI frameworks can inadvertently marginalize specific groups if the design process lacks sufficient oversight. Ultimately, the authors highlight the critical role of ethical AI standards in maintaining and fostering inclusive environments within the modern workplace.
- **Patil, S. R. et al. (2023)** in their research paper "AI in HR: Transforming Diversity, Equity and Inclusion in Workforce": This study investigates how Artificial Intelligence serves as a tool for advancing organizational diversity and inclusion. It outlines AI's potential to mitigate prejudices during recruitment, enhance workplace accessibility, and foster more equitable decision-making processes. Conversely, the authors caution against the risks of algorithmic bias and stress that human supervision remains vital during the deployment of AI systems.
- **Dixit, A. et al. (2024)** in their research paper "**The Impact of Artificial Intelligence on Digital Employee Engagement**": This research analyzes the influence of AI on digital engagement through the lenses of automation, sophisticated learning platforms, and improved communication channels. The findings indicate that while AI drives engagement by boosting individual efficiency and job contentment, an excessive dependency on these tools may inadvertently diminish essential human connection.
- **García-Navarro, C. (2024)** in their research paper "The Study of Engagement at Work from the Artificial Intelligence Perspective": This study explores the application of data analytics in predicting and quantifying levels of staff involvement. It underscores the significance of AI in spotting engagement patterns and refining human resource strategies. Ultimately, the research advocates for incorporating AI to achieve more effective and data-informed workforce management.
- **Harvard Business Review (2024)** in their article "Artificial Intelligence at Work: Enhancing Employee Engagement and Business Success": This article examines how modern firms utilize AI to elevate engagement by offering personalized professional experiences and automating monotonous duties. It points out that by increasing output and curbing burnout, AI contributes significantly to superior organizational health and performance.
- **Valtonen, A. (2025)** in their research paper "AI and Employee Wellbeing in the Workplace: An Empirical Study": This empirical analysis focuses on the link between AI integration and the overall health of employees. The results show that AI enhances engagement indirectly by streamlining tasks and lowering workloads, though it also notes that concerns regarding job stability and technological stress remain prevalent.
- **Quttainah, M. A. (2025)** in their research paper "AI-Savvy Leadership for Enhancing AI Utilization and Employee Engagement": This study highlights the critical influence of leadership in the successful adoption of organizational AI. It posits that leaders who are proficient with AI can significantly drive engagement and improve company results. The paper identifies targeted training and technological literacy as the primary drivers for this success.
- **McKinsey & Company (2025)** in their industry report "Superagency in the Workplace: Unlocking AI Potential": This report details the accelerating use of AI across industries and its subsequent effects on productivity and staff morale. It identifies specific hurdles, such as skill gaps and cultural resistance, and emphasizes that comprehensive upskilling is necessary for employees to fully realize the advantages offered by AI.



Drawing from the literature review and the theoretical frameworks surrounding Artificial Intelligence, workplace inclusivity, and employee engagement, this study puts forward the following propositions:

1. Artificial Intelligence positively influences workplace inclusivity by reducing human biases and promoting fair decision-making processes.
2. The use of AI-driven tools enhances employee engagement by improving communication, personalization, and work efficiency.
3. Workplace inclusivity acts as a mediating factor in strengthening the relationship between Artificial Intelligence and employee engagement.
4. Ethical challenges and algorithmic biases in Artificial Intelligence may negatively impact inclusivity and, consequently, employee engagement.

## Findings and Discussion

The analysis of secondary data demonstrates that Artificial Intelligence is becoming a cornerstone of IT organizational practices, profoundly impacting both inclusivity and employee engagement. By utilizing tools like automated recruitment, performance analytics, and personalized learning, firms can reduce human prejudice and cultivate more equitable workplace cultures. The findings suggest that AI-driven systems provide the transparency and objectivity necessary to bolster diversity and inclusion initiatives effectively.

Moreover, the data indicates a positive correlation between AI and employee engagement. By streamlining communication and automating routine tasks, AI allows the workforce to prioritize more meaningful, value-oriented projects. Real-time feedback and tailored digital experiences further elevate motivation and job satisfaction. However, the study identifies that these benefits are contingent upon addressing risks like algorithmic bias and ethical lapses through rigorous system design and monitoring.

Ultimately, workplace inclusivity functions as a vital link between AI implementation and heightened engagement. When AI-supported environments foster psychological safety and a sense of belonging, they lead to stronger employee commitment and productivity. The research concludes that for AI to drive sustainable engagement, it must be integrated within an ethical framework that prioritizes human oversight.

## Conclusion

This study concludes that Artificial Intelligence is a pivotal factor in advancing workplace inclusivity and boosting employee engagement within the IT industry. By mitigating human prejudice and supporting data-informed decisions, AI technologies provide a robust framework for building more equitable and transparent organizational cultures. Simultaneously, AI drives engagement by streamlining workflows, enabling personalized employee experiences, and facilitating better communication.

Nevertheless, the successful adoption of AI hinges on addressing critical ethical issues, such as algorithmic fairness, data security, and transparency. To avoid adverse outcomes, organizations must commit to responsible AI governance and consistent oversight. Ultimately, the research underscores that an inclusive culture is indispensable, as it amplifies the benefits of AI on employee morale. When deployed with strategic and ethical foresight, AI serves as a transformative asset for fostering inclusivity and sustainable organizational success.



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