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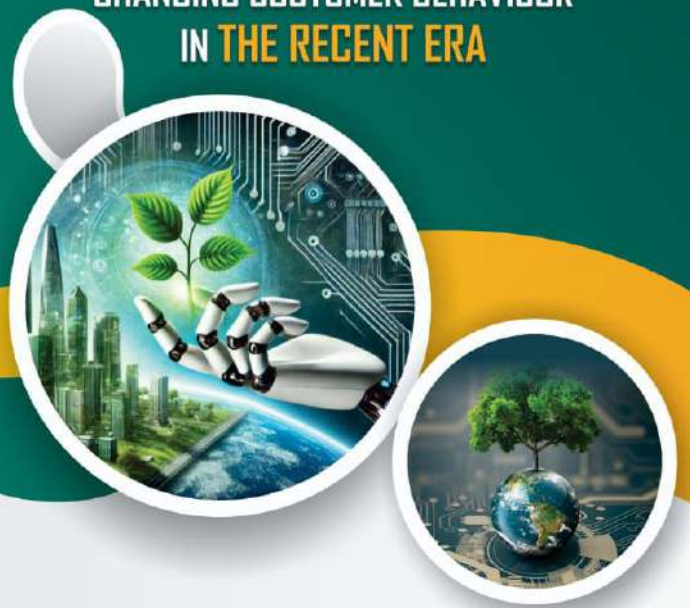
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AI - ENABLED MARKETING INNOVATION SUPPORTING SUSTAINABLE BUSINESS GROWTH AND CHANGING CUSTOMER BEHAVIOUR IN THE RECENT ERA

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Dr. P. Chellasamy | Dr. N. Ponsabariraj | Dr. S. Sridevi

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AND CHANGING CUSTOMER BEHAVIOUR IN THE RECENT ERA**

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AI-ENABLED TRANSFORMATION OF EMPLOYEE ENGAGEMENT STRATEGIES FOR SUSTAINABLE MARKETING PERFORMANCE

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Abstract

Artificial Intelligence is changing the way companies organize themselves and manage their staffing. Employee engagement is a crucial component to short- and long-term sustainable growth in today's rapidly changing, innovative, and agile marketing environments. This chapter outlines the ways AI is utilized in relation to employee engagement strategies in marketing organizations. The following examples of AI applications have been included: predictive analytics, sentiment analysis, intelligent automation, chatbots and personalized learning platforms. AI technology can enhance employee experience, provide real-time feedback, develop skills, and improve internal communications. By implementing AI into the HR and marketing systems, an organisation can make informed data-driven decisions, create personalised engagement programs for employees, and provide a transparent workplace. This chapter illustrates how employee engagement strategies utilizing AI can have a positive impact on employee motivation, productivity, creativity and retention – all of which can improve the overall marketing performance of an organisation. In addition, issues surrounding ethical considerations and human–AI collaboration are discussed. Based on the literature and empirical findings, the chapter proposes a conceptual framework linking AI adoption, employee engagement and sustainable marketing outputs, and demonstrates that AI-enhanced employee engagement strategies can lead to long-term organisational success.

Keywords: Employee Engagement, Marketing Innovation, Digital Transformation, Internal Communication Systems, Organizational Sustainability, Technology Adoption

Introduction

Today Artificial Intelligence (AI) is a game changer for businesses. AI has changed the way organisations function, compete, and provide value to customers. AI is increasingly used in the marketing division for data analysis on consumer behaviour, forecasting trends, automating campaigns and providing improved engagement between companies and consumers. AI's external effects on customers have been well researched but its internal impact, on employee engagement, has not been so well studied. As organisations move towards data-driven business models, it is important to understand the role AI plays in employee engagement. Employee engagement is how employees display their emotional connection and commitment to the organisation they work for. In marketing organisations, where creativity, collaboration, and ability to adapt are keys to success, engaged employees help drive productivity, innovation, and customer satisfaction. As such, keeping employees engaged long term is critical in order for marketing organisations to be able to maintain their competitive edge over their competitors.

Typical employee engagement practices, such as periodic employee engagement surveys and standardized training programs, are often not personalised, nor do they provide real-

time employee feedback. By using AI in employee engagement management, organisations can overcome these barriers through the use of AI-powered technologies such as workforce analytics and chatbots. These AI-powered technologies are able to anticipate employee needs, reduce employee burnout and provide increased job satisfaction by allowing for sentiment analysis, performance measurement, personalised training, and real-time communication/feedback with intelligent systems. This transformation of how marketing organisations approach employee engagement will mark a major change for marketing organisations in the future.

Literature View

Artificial Intelligence (AI) is thought to be a game-changer for many businesses today. According to Kaplan and Haenlein (2019) it can be defined as systems that can process data, learn from that data, change based on that data, and ultimately help achieve specific goals. Further to this Brynjolfsson and McAfee (2017) identified that one way AI is contributing to the productivity of modern organizations is through increased levels of administrative and operational efficiency using automation and analytics-generated insights to inform their decision-making processes. In terms of its contribution to marketing, Huang and Rust (2021) stated that the use of AI can help the company improve its ability to assess customer demand and preferences so that they can develop more effective marketing strategies, while at the same time providing the tools to automate significant operational processes across various departments salaried and non-salaried employee groups.

Employee engagement has long been a focal point of organizational research. Kahn (1990) identified employee engagement as the emotional, cognitive and physical energy that employees commit to their job roles, while Schaufeli et al. (2002) defined it as a positive state of mind characterized by dedication, absorption and vigor. Further reinforcing this association between employee engagement and organizational productivity and profitability, Harter et al. (2002) confirmed that employee engagement is positively correlated with productivity and profitability.

Recent research studies are now connecting the adoption of AI technology to the employee experience. Davenport and Ronanki (2018) reported that AI technology provides organizations with significant assistance in decision making and operational efficiency; Jarrahi (2018) further detailed the importance of effective collaboration between humans and AI. However, there are concerns related to AI such as: (a) Fear of job loss (Brougham & Haar, 2018); (b) Loss of a sense of autonomy (Raisch & Krakowski, 2021) which could negatively impact employee engagement levels.

There has been a lot of research done on the impacts of AI on marketing automation and customer engagement. However, few studies integrate AI adoption, employee engagement and marketing performance into one single study. This research analysis fills this gap by evaluating the extent that AI-powered engagement strategies can help produce long-term sustainable growth within the marketing area.

Research Gap

Some prior research looks at how people interact with one another through AI and automated marketing systems. However, few studies have directly assessed whether adopting AI solutions can increase or decrease levels of employee engagement in these types of marketing structures. While many studies indicate a direct positive correlation between the use of AI to establish employee engagement and to measure business performance and long-term growth, most studies view employee engagement and the development of human capital as two separate and disconnected disciplines, leaving little to no evidence or documentation with regard to how technology, including AI-enabled systems, affect employee engagement and organization performance in marketing. Therefore, this study will provide a holistic approach to identify and explain how AI-enabling employee engagement solutions impact marketing performance.

Problem Statement

As marketing companies utilize AI technology to promote outside customer satisfaction and retention by improving their performance, more and more, the focus is starting to shift to how AI can enhance the inner workings of the company (the employee). Employee engagement is critical to the success of marketing organizations that require innovation, creativity, and quick responses to changes in customer behavior. Many marketing organizations are implementing tools and technologies such as chatbots, automation systems, and analytic applications; however, we do not understand much about how these tools and technologies affect employees in terms of motivation, satisfaction, and overall experience at work. In many cases, employees will have fear, resistance to change, or uncertainty as a result of the introduction of AI in their work environment. Prior research has primarily focused on measuring how AI will improve a company's productivity and results for their customers, rather than looking at the ability of AI to change the way companies engage their employees. Therefore, there is a need to better understand how companies will develop AI-driven employee engagement strategies to improve employee performance, increase marketing effectiveness, and create business growth for the future. This chapter aims to address the lack of knowledge on how to use AI to develop and implement upgraded employee engagement strategies within the various forms of modern, marketing-based organizations.

Objectives

- To examine the impact of Artificial Intelligence adoption on employee engagement strategies in modern marketing organizations.
- To analyze the relationship between AI-driven engagement practices and employee performance, motivation, and productivity.
- To evaluate how AI-enabled employee engagement contributes to marketing performance and sustainable business growth.

Hypotheses

- H1: AI Adoption has a significant positive impact on Employee Engagement.
- H2: Employee Engagement has a significant positive impact on Marketing Performance.
- H3: Employee Engagement mediates the relationship between AI Adoption and Marketing Performance.

These hypotheses are tested using correlation and regression analysis to examine the proposed relationships.

Research Methodology

In order to find out if Artificial Intelligence (AI) is changing employee engagement strategies in marketing companies, this research uses both a descriptive and an analytical research design. The descriptive design looks at how much AI is being used by marketing companies and how employees are currently being engaged, while the analytical design looks at whether there is a relationship between the use of AI, employee engagement, and marketing results. The research consists of both primary and secondary data. Primary data was collected through a structured questionnaire that was distributed to employees in three types of digital marketing businesses, which include digital marketing companies, advertising agencies, and corporate marketing departments. Secondary data was collected from books, journals, and industry research in order to validate the theoretical framework used in the study. Of the questionnaires distributed (250), 230 responses were valid and were used to conduct the analysis. Responses to all questions were measured using a five-point Likert scale (from “strongly disagree” to “strongly agree”), and were asked about AI adoption, emotional, cognitive, and behavioral engagement, employee performance, and marketing outcomes. When conducting the analysis, Cronbach’s Alpha will be used to assess reliability, a correlation analysis will be used to assess the relationships between variables, and multiple regression will be used to evaluate the impact of AI-based engagement strategies on employee performance and marketing performance.

Table 1: Demographic Profile of the Respondents

Gender	Frequency	Percentage (%)
Male	128	55.7
Female	102	44.3
Total	230	100
Age Group	Frequency	Percentage (%)
Below 25 years	48	20.9
26-35 years	96	41.7
36-45 years	62	27.0
Above 45 years	24	10.4
Total	230	100
Experience	Frequency	Percentage (%)

Below 3 years	52	22.6
3-7 years	88	38.3
8-12 years	54	23.5
Above 12 years	36	15.6
Total	230	100

In regards to the demographic analysis, according to the respondents, the majority of them were male (55.7%). The highest number of participants reported their age as being in the range of 26-35 years (41.7%), thus indicating that the sample is comprised largely of the young professional marketer. Regarding their experience level, 38.3% of the respondents reported having 3-7 years of work experience, showing that they had moderate professional exposure to AI driven marketing settings.

Table 2: Reliability Statistics (Cronbach's Alpha)

Variables	No. of Items	Cronbach's Alpha
AI Adoption	6	0.84
Employee Engagement	9	0.88
Marketing Performance	5	0.81
Overall Instrument	20	0.90

Variables from the study yielded an overall Cronbach alpha value above 0.70, indicating good reliability of each scale used in the study. The overall reliability score from the scale was also 0.90, indicating that the overall questionnaire is very reliable for conducting statistics.

Table 3: Descriptive Statistics

Variables	Mean	Standard Deviation
AI Adoption	3.98	0.65
Employee Engagement	4.05	0.60
Marketing Performance	4.10	0.58

The average response values were all more than 3.5, showing that the majority of respondents agree that AI tools are being used with regularity and that they have a positive impact on both engagement and marketing performance. The respondents did not have widely varying responses as indicated by their lower standard deviation.

Table 4: Correlation Matrix

Variables	AI Adoption	Employee Engagement	Marketing Performance
AI Adoption	1	0.62**	0.58**

Employee Engagement	0.62**	1	0.71**
Marketing Performance	0.58**	0.71**	1

Note: $p < 0.01$ (Significant at 1% level)

There is an association between implementing AI in the workplace and employee engagement. As companies adopt more AI, employees are engaged at a higher rate. On the flip side, employees who are highly engaged also perform better within the marketing function. Both of these correlations are statistically significant and have been supported by research findings showing their relevance.

Table 5: Regression Results (Dependent Variable: Marketing Performance)

Independent Variable	Beta (β)	t-value	Significance (p-value)
AI Adoption	0.29	3.85	0.000
Employee Engagement	0.52	6.40	0.000

$R^2 = 0.58$

The regression analysis reveals that both AI adoption (with $\beta = 29\%$) and employee engagement have a significant positive relationship with Marketing Performance ($p < 0.01$). More specifically, employee engagement has a greater impact than AI adoption on Marketing Performance. The coefficient of determination ($R^2 = 0.58$) indicates that AI adoption and employee engagement account for 58% of the variance in Marketing Performance. In short, different facets of AI-driven employee engagement strategies contribute to improved marketing outcomes.

The results of the statistical analysis provide evidence that AI Adoption has a positive effect on employee engagement and engaged employees have a significant positive effect on Marketing Performance. These results support the conceptual model that states AI-driven employee engagement strategies are instrumental to increasing employee motivation, productivity, and sustainable business growth in today's marketing organizations.

Findings

- AI adoption in marketing organizations is moderate to high, especially in analytics, automation, and performance monitoring systems.
- AI adoption shows a strong positive correlation with employee engagement ($r = 0.62$, $p < 0.01$), while employee engagement strongly correlates with marketing performance ($r = 0.71$, $p < 0.01$).
- Regression analysis confirms that AI adoption ($\beta = 0.29$, $p < 0.01$) and employee engagement ($\beta = 0.52$, $p < 0.01$) significantly enhance marketing performance. Employee engagement has a stronger influence, acting as a key driver.

- The combined effects of AI adoption and employee engagement explain 58% of the variation in marketing performance ($R^2 = 0.58$).
- Employee engagement mediates the relationship between AI adoption and marketing performance.
- Overall, AI-enabled engagement strategies positively impact employee motivation, productivity, and marketing effectiveness, establishing engagement as a strategic link between technology adoption and organizational performance.

Suggestions

- Integrate AI into employee engagement strategies beyond operational automation to strengthen workforce involvement.
- Use AI-driven analytics and real-time feedback systems to monitor and improve engagement continuously.
- Implement AI-based personalized training programs to enhance employee competence, confidence, and adaptability.
- Establish transparent AI governance policies to address ethics, data privacy, and employee trust.
- Encourage leadership involvement in digital transformation initiatives to foster a supportive and innovation-oriented culture.

Limitations of the Study

There are a few limitations to this research. It's limited to certain companies in the marketing sector and the data is dependent on answers from individuals surveyed, which can create some bias. The research was also done using a cross-sectional approach, so we cannot draw any long-term conclusions. Also, since the study was only done in one region, we cannot say whether it applies to other marketing companies in different areas or places around the world.

Scope for Further Research

The research presented in this paper provides many opportunities for further researching the relationship between Artificial Intelligence (AI) and employees' engagement levels in marketing-related organisations. Future research may expand upon this study by traditional means through increasing sample size and including multiple additional sectors (e.g., banking, manufacturing, IT, health care) so that we may learn how AI has impacted employees' engagement levels throughout sectors and across different sized organisations (e.g., small, medium, large).

It may be valuable to conduct longitudinal studies to develop an understanding of how the adoption of AI will impact employee engagement, productivity, and overall sustainability over time with the ever-changing advancement of technology as well as how employee engagement levels change over time as technology continues to develop. Further research may examine other variables contributing to employee engagement, such as

organisational culture, leadership styles, employee wellbeing, job satisfaction and innovation performance, to determine how such variables mediate or moderate the AI – employee engagement relationship. Qualitative types of research (e.g., interviews, case studies) can also provide insight into how employees view AI, what challenges employees experience related to AI implementation and their experiences with AI. Lastly, future research may investigate issues related to ethics, data privacy and psychological impacts (employee monitoring) to promote responsible and sustainable AI implementation.

Practical Implications

- AI adoption alone does not create value; it must be aligned with human capital development and employee engagement.
- Organizations combining AI with engagement strategies can cultivate adaptive, data-driven, and innovation-focused work cultures.
- Balancing automation with employee empowerment enhances internal capabilities, motivation, productivity, and creativity, thereby sustaining competitive advantage in dynamic marketing environments.

Conclusion

This research demonstrates that AI has the ability to change the way that companies operate and offer employee engagement programs. AI has been used for consumer research and marketing automation, but this study shows that there are positive effects of AI on the internal organization as well. The main finding of this research is that if you increase employee engagement through the use of AI, then you will also improve the marketing performance, which further leads to long-term business growth. As a link between 2 organizational functions (technology innovation and organization success), employee engagement facilitates motivation, creativity, productivity, and adaptability when implemented through organizational strategy as part of an AI-based employee engagement initiative.

In order to fully realize the potential benefits of AI, organizations will need ethical governance practices regarding how they use AI; they will need to communicate with employees about how AI will be used; and they will need to develop a balanced method of using AI to enhance human-to-human collaboration instead of using AI to replace humans. To summarize, AI should be viewed as a method of enabling employees to become empowered in their work and to assist in creating sustainable organizations. Organizations that implement AI with a focus on human-centered management are more likely to achieve an ongoing competitive edge in a rapidly changing digital economy. Additionally, this research adds to the theories of employee engagement and technology adoption by demonstrating that engagement is a mediator between AI and marketing success, which indicates that successful integrations of technological innovation require the need for aligning technology with developing a sustainable organization.

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