



## Conduent Study Reveals Human Connection in HR Strongly Influences Employee Perceptions

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*Data shows HR teams balancing employee demand for human interaction with growing technology adoption*

FLORHAM PARK, N.J.--(BUSINESS WIRE)--Feb. 17, 2026-- New research from [Conduent Incorporated](#) (Nasdaq: CNDT), a global technology-driven business solutions and services company, highlights the tension HR teams face as they modernize operations, adopting AI and automation while still delivering the human connection employees value. These findings build on [Conduent's 2023 survey exploring employee satisfaction and HR engagement](#).

According to *Humanizing HR: The 2026 State of Experience in the New World of Work*, employees who feel genuinely cared for and recognized by their employers are far more likely to report high satisfaction, stronger engagement, and long-term commitment. The study, conducted in partnership with [Mercer](#), surveyed 765 employees and 254 HR professionals across three markets to understand how the HR-employee relationship is evolving in an increasingly digital workplace.

### Key Findings from the Report

- **AI with empathy:** 38% of HR leaders plan to use AI for administrative efficiency, and 35% for employee self-service, yet 81% of employees still prefer human interactions for sensitive or complex issues - only slightly lower than in the previous study.
- **Employees value balance:** Convenience (77%), competence (79%), and caring (72%) all remain highly valued, consistent with earlier findings.
- **Connection drives loyalty:** 79% of employees say their interactions with HR directly influence how loyal they feel to their employer, up from 73% in 2023.

### Parallel Paths: Exceptional Experience and Digital Transformation

The study shows a shift from foundational digital transformation to more advanced strategies emphasizing data integration, global harmonization, and closed-loop feedback. While technology has improved access and efficiency, the most meaningful employee experiences are those that make employees feel understood, supported, and valued. HR leaders are redefining what it means to “humanize HR” in a tech-enabled world.

HR professionals identified the most important characteristics of effective experience and delivery:

- A scalable technology footprint across Human Capital Management systems (59%)
- Intuitive, direct access for employees to information and transactions (51%)
- Consolidates enterprise data that provide a single source of truth (51%)
- Closed-loop processes that gather and act on employee feedback (48%)

### The Road to Human-Centered HR in a Digital Age

“HR technology must do more than automate – it must connect. Employees expect HR to be efficient but also empathetic. Technology can elevate satisfaction, but human understanding remains essential,” said Kimberly Marshall, Chief Commercial Officer at Conduent. “We’re helping clients deliver integrated experiences that combine AI-driven resources and support and agent care. For example, 86% of online inquiries over a 90-day period were resolved by our intelligent assistant, Conni, while 14% required the support of a knowledgeable agent. This balance drives engagement, retention, and brand loyalty.”

Conduent’s Life@Work Connect platform delivers a suite of advanced AI-driven capabilities, integrating HR, health, retirement, and wellness data into personalized employee journeys that simplify everyday decisions and drive better outcomes. For instance, [Conni](#) helps employees navigate their benefits, improves decision-making, boosts satisfaction, and reduces inquiries that were supported by an agent or HR team member. Conni is powered by Microsoft Azure OpenAI Service, ensuring secure, intelligent, and scalable support.

A summary of the report is available here: [Humanizing HR: The 2026 State of Experience in the New World of Work Report](#)

### About Conduent

Conduent delivers digital business solutions and services spanning the commercial, government and transportation spectrum – creating valuable outcomes for its clients and the millions of people who count on them. The Company leverages cloud computing, artificial intelligence, machine learning, automation and advanced analytics to deliver mission-critical solutions. Through a dedicated global team of approximately 51,000 associates, process expertise and advanced technologies, Conduent’s solutions and services digitally transform its clients’ operations to enhance customer experiences, improve performance, increase efficiencies and reduce costs. Conduent adds momentum to its clients’ missions in many ways including disbursing approximately \$80 billion in government payments annually, enabling approximately 2.0 billion customer service interactions annually, empowering millions of employees through HR services every year and processing over 14 million tolling transactions every day. Learn more at [www.conduent.com](#).

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