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The Impact of Job Performance, Job Satisfaction, Skills Development and AI adoption on Employee Commitment

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This study examines the factors that influence employee commitment in modern workplaces, particularly in an era where artificial intelligence (AI) is increasingly integrated into organizational operations. The researchers investigate how four key factors job performance, job satisfaction, skills development, and AI adoption affect employees' commitment to their organizations. The research was motivated by growing concerns about declining employee engagement worldwide and the challenges organizations face in maintaining a committed workforce amid rapid technological change.

The authors highlight that employee commitment has become a major concern for organizations because low commitment often results in higher turnover rates, lower productivity, and weaker organizational performance. Global reports show declining engagement levels among workers, with only a small proportion of employees feeling genuinely connected to their jobs. At the same time, organizations are investing heavily in AI technologies without always providing sufficient support, training, or preparation for employees. This mismatch between technological advancement and workforce readiness may create uncertainty, anxiety, and disengagement among employees.

The study focuses on Malaysia, where similar concerns have emerged. Reports indicate that many Malaysian employees feel disconnected from their organizations' missions and experience uncertainty due to technological transformation. These conditions make it important to understand which workplace factors strengthen employee commitment and help organizations retain talented workers.

Employee commitment is defined as the psychological attachment employees have toward their organization. Committed employees identify with organizational goals, are willing to contribute extra effort, and are more likely to remain with the organization over the long term. Because employee commitment influences retention, productivity, and organizational success, understanding its drivers is critical for modern human resource management.

The second factor is job satisfaction. Job satisfaction reflects employees' feelings and attitudes toward their work, including aspects such as job responsibilities, supervision, rewards, and work conditions. Employees who are satisfied with their jobs generally display more positive attitudes, greater motivation, and stronger emotional attachment to their employers. Numerous studies have found job satisfaction to be one of the strongest predictors of organizational commitment.

The third factor is skills development. Skills development involves opportunities for employees to learn new knowledge, improve competencies, and prepare for future career advancement. Organizations that invest in training and employee development demonstrate a commitment to their workforce, which can encourage employees to reciprocate with greater loyalty and dedication. Skills development is particularly important in rapidly changing work environments where continuous learning is necessary to remain competitive.

The final factor is AI adoption. AI adoption refers to the integration and use of artificial intelligence technologies within workplace operations. These technologies include machine learning systems, robotics, data analytics tools, and large language models. The study argues that when AI is implemented effectively, it can increase productivity, improve decision-making, and reduce routine workload. Employees who perceive AI as useful and supportive may feel more empowered and engaged, which could strengthen their commitment to the organization.

Based on these concepts, the researchers developed four hypotheses. They proposed that job performance, job satisfaction, skills development, and AI adoption would each have a positive relationship with employee commitment.

To test these hypotheses, the researchers adopted a quantitative research design using a survey questionnaire distributed through Google Forms. The questionnaire used a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." Data were

collected from 200 employees and working professionals across various sectors in Malaysia, including finance, education, information technology, manufacturing, telecommunications, and retail. Statistical analysis was conducted using SPSS software.

The demographic profile of the respondents revealed several notable characteristics. Most respondents were female (63%), while males accounted for 37%. The majority were between 25 and 34 years old, followed by employees under the age of 25. Most respondents held bachelor's degrees and were in the early stages of their careers, with less than three years of work experience. Most participants worked full-time and earned between RM2,000 and RM4,999 per month. A large majority worked in traditional on-site office environments, while a smaller proportion followed hybrid or remote work arrangements.

Before testing the hypotheses, the researchers evaluated the reliability of the measurement scales. Reliability analysis using Cronbach's Alpha showed strong internal consistency across all variables. Employee commitment recorded the highest reliability score, while job performance, job satisfaction, skills development, and AI adoption also achieved reliability levels considered acceptable for academic research. These results indicated that the survey instrument was suitable for further statistical analysis.

The main analysis was conducted using multiple regression techniques. The results showed that all four independent variables significantly influenced employee commitment. Among the variables studied, job satisfaction emerged as the strongest predictor of employee commitment. This suggests that employees who are satisfied with their jobs are more likely to feel loyal, emotionally attached, and committed to their organizations.

Skills development was identified as the second most influential factor. Employees who receive opportunities for learning, training, and professional growth tend to develop stronger commitment because they view such investments as evidence that the organization values their future. Training opportunities also help employees remain competitive in changing workplaces, increasing both confidence and loyalty.

Job performance was found to be the third strongest predictor. Employees who perform well often experience a greater sense of achievement, recognition, and contribution to organizational success. These positive experiences strengthen their emotional connection to the organization and encourage them to remain committed.

Although AI adoption had the smallest effect among the four variables, it still demonstrated a statistically significant positive relationship with employee commitment. Employees generally viewed AI positively when it improved efficiency, reduced

workload, and supported decision-making. The findings suggest that AI does not necessarily reduce commitment; instead, when implemented responsibly and accompanied by employee support, AI can contribute to stronger organizational attachment.

The regression model explained approximately 48.7% of the variation in employee commitment. This means that nearly half of employee commitment levels could be accounted for by the four factors examined in the study, while the remaining variation was likely influenced by other variables not included in the model.

Additional analyses reinforced these findings. Pearson correlation analysis showed positive relationships between all four independent variables and employee commitment. Job satisfaction displayed the strongest correlation, followed closely by skills development and job performance. AI adoption also showed a meaningful positive relationship, though its strength was somewhat lower compared to the other factors.

The discussion section linked these findings to previous research. The positive relationship between job performance and commitment was attributed to employees' sense of accomplishment and recognition. Employees who perform effectively often develop stronger feelings of responsibility and ownership toward the organization.

The strong influence of job satisfaction was consistent with earlier studies showing that satisfied employees are more likely to remain loyal and committed. When organizations meet employees' expectations and create positive working conditions, employees are more willing to invest themselves emotionally in the organization.

The importance of skills development was explained through social exchange theory. Employees often interpret training and development opportunities as organizational support. As a result, they reciprocate by demonstrating stronger commitment and reduced intentions to leave. Development opportunities also provide employees with confidence that their careers can grow within the organization.

The findings regarding AI adoption suggest that technology can enhance commitment when employees view it as a tool that supports rather than replaces them. AI-supported autonomy, where technology enables employees to work more efficiently and independently, appears to strengthen employees' emotional attachment to their organizations.

The study concludes that all four factors—job performance, job satisfaction, skills development, and AI adoption—play significant roles in fostering employee commitment. Among them, job satisfaction is the most influential factor, followed by skills development, job performance, and AI adoption. The findings suggest that organizations should focus not only on employee performance and satisfaction but also on continuous learning opportunities and thoughtful AI implementation.

The researchers acknowledge several limitations. The study did not compare different industries, relied on self-reported survey data, and used a cross-sectional design that captured responses at only one point in time. Furthermore, other potentially important factors such as leadership style, compensation, work-life balance, and organizational communication were not examined. Future studies are encouraged to explore these variables, conduct industry-specific comparisons, and adopt longitudinal designs to better understand how employee commitment evolves over time.

Overall, the study demonstrates that employee commitment in the digital era is shaped by a combination of traditional human resource factors and modern technological influences. Organizations that create satisfying work environments, invest in employee development, recognize strong performance, and implement AI responsibly are more likely to build a committed and stable workforce.