# A MODEL FOR AI-DRIVEN EMPLOYEE PERFORMANCE ENHANCEMENT

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# A Model for AI-Driven Employee Performance Enhancement

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***Abstract***— The transformation brought about by artificial intelligence (AI) has significantly altered the nature and pace of work. The AI incorporation in various sectors has significant impact on the employee performance and operational efficiency of organizations. This integration can result in improving the overall effectiveness of the employees, boost the productivity of the existing working systems, and produces outcomes that can accelerate the process of achievement of organizational goals and objectives. The adoption of these AI skills can have significant impact for the employees if supported by management, the employees have interest and acquire skills for adoption, and if proper infrastructure is developed for its integration. By analyzing current literature and empirical data, this paper offers insights into how organizations can utilize AI to improve employee performance while addressing challenges such as regulatory constraints and employee resistance. The paper also offers insights about various organizational factors that can facilitate in successful integration. The future researchers can delve deeper and explore different employee performance dimensions and its association with AI integration and adoption.

**Keywords—** Performance, AI, Transformation , Adoption, Efficiency.

## I. INTRODUCTION

### A. The Rise of AI

Over the last decade, one of the most significant advancements in technology has been artificial intelligence, enabled by breakthroughs in machine learning. According to [1] "Artificial intelligence (AI) is advancing at a phenomenal rate, and its applications have permeated our daily lives and changed the way humans learn". In the early stages, it was widely believed that AI would primarily automate simple, repetitive tasks involving basic decision-making. However, AI has advanced quickly in complexity, driven by more powerful computing and the accumulation of vast data sets [2,3]. A key area of AI, machine learning, known for its ability to process and analyze large volumes of data while improving over time, has revolutionized numerous industries, including education. Machine learning enables systems to learn to emulate behavior exhibited in datasets prepared by humans [4]. In that way, the system can perform and get progressively better at tasks in the same way as a human worker or group of workers [5]. The outbreak of the Covid-19 pandemic in 2020 accelerated the need for AI adoption to help deal with the resultant labor and supply chain disruptions. It is estimated that companies have been spending up to $110 billion annually on AI [6]. The results of AI implementation have largely been framed as a net positive. According to a study by Deloitte, AI adoption will accelerate world GDP growth by 15% by 2030 [7]. At the same time, AI is predicted to make over 75 million jobs redundant while creating over 130 million new ones [7].

### B. An Overview of AI and Task Performance

The AI revolution has profoundly transformed various global sectors. The emergence of artificial intelligence has brought about both favorable and unfavorable reactions from stakeholders, including employees, corporate leadership, and human resources personnel [5]. While initially perceived as a tool to replace human jobs, recent developments have shaped and framed AI as a means to increase productivity and efficiency. Artificial intelligence in the organizational setting takes automation to a level above traditional workflows, enabling smarter decision-making and enhanced operational processes [8]. Artificial intelligence in human resources offers numerous possibilities to enhance and personalize the employee experience. AI can tailor outreach and HR initiatives to individual preferences, improving talent engagement and retention. Key areas of impact include compensation recommendations, new hire networking, and reducing implicit bias [9]. However, HR leaders must balance AI's potential with ethical considerations, including bias risks. Many studies including [4,10,11] have found that there is a positive relationship between AI adoption and employee outcomes such as sustainable performance, motivation, engagement and retention. Overall new digital technologies bring opportunities to disseminate knowledge about sustainability and achieve sustainable development [12].

## II. AI'S IMPACT ON EMPLOYEE PERFORMANCE

### A. AI Skills - Employee Learning and Development

Companies are increasingly deploying AI tools to monitor and enhance employee skill acquisition and development. Performance reviews are a crucial aspect of employee skill development and are among the most important methods for monitoring employee performance [13]. Human-led performance reviews tend to be afflicted by bias and human errors. Through developments such as conversational AI and natural language processing, AI lends itself as a way to design more objective reviews [14]. According to a study conducted by [15], AI-powered performance review tools outperformed conventional systems in accuracy, recall rates and precision, indicating a high potency in reducing human limitations [8]. Some firms spend more than two million hours of human labor annually on performing manual performance reviews.

AI lends itself as a powerful tool for automating performance reviews by easing collection and increasing accuracy [16]. For example, if we take the case of machine learning, machine learning offers an appealing career while tackling challenges and benefiting both corporations and non-profit organizations through predictive analytics and improved decision-making [17]. In addition to that the Machine learning algorithms can help categorize, prioritize, and distribute relevant data to the right teams at the right time. The connection between AI and emotional intelligence is a new angle that researchers have been exploring with a view to complementing the two paradigms for better organizational results [11]. Therefore, Training and development programs should be designed with careful consideration for employee engagement, participation, and the effectiveness of training transfer [18]. The technical and adaptive skill level of employees is another independent variable that plays a key role in determining AI's effectiveness in boosting performance. Employees who have better programming, data processing and other relevant AI skills are able to comprehend the AI and can enhance innovation and productivity to a greater extent [14,19] On the other hand, a lack of preparedness or insufficient training can result in employees struggling to interact with AI systems, causing delays in AI adoption and diminishing its performance-enhancing potential [9]. Additionally, well-structured training programs can increase employee engagement with AI, reducing fears of job displacement and fostering a collaborative environment between employees and AI [20]. One of the other important developments that AI has made in the employee development is its contribution in the management of the well-being of the employees. With employee well-being being a major consideration for modern organizations, AI has permeated this crucial aspect of organizational culture. The tool affects outcomes in a number of intertwined ways. The introduction and implementation of AI tools ultimately presents a challenge for employees looking to adapt to new ways of task fulfillment and this may initially be a stressor and create an environment of mistrust [21, 22]. AI can be a valuable tool for monitoring and predicting employees' mental health, as numerous studies indicate that it can identify and track mental health risk factors while offering personalized recommendations and feedback to encourage individuals to adopt preventative behaviors; however, it is also crucial to consider the potential psychological effects of implementing AI in the workplace [21]. This step therefore needs proper navigation through employee training and continuous consultation. Another interesting aspect is that companies are actively incorporating AI-infused wellness tools into their wellness monitoring for more accurately measure employee stress and mental health [23]. These AI technologies incorporate emotion AI techniques such as face recognition, voice analysis and automated voice feedback to assess, communicate with and guide employees [13]. In effect, these emotion-based AI systems can monitor wellness indicators such as motivation, job satisfaction and engagement in a real-time and accurate manner [2]. In addition, they allow for personalized evaluation methodologies that give differential results for employees based on individual characteristics, job positions and career goals [13, 19]. AI is the reality of today and its incorporation and adoption in the working system has become undeniable, therefore organizations should take measures to incorporate these AI skills in order to enhance the various aspects of employee performance.

### *B. Additional Influencing Factors*

*1) Task Efficiency and Optimization*: Artificial intelligence is a multifaceted construct but researchers generally point to task automation as its most basic form of intervention. The incorporation of AI into the organizational framework mainly takes the form of automation across a wide range of organizational processes including communication, manufacturing and decision-making [8, 13]. Repeated business activities and tasks tend to be time-consuming, tedious and demotivating to employees. AI-driven robotic processes are capable of taking over such tasks, allowing humans to work on more complex and creative tasks [22]. This helps to increase employee productivity and that of the organization as a whole. AI is increasingly able to take on more of these complex tasks and this progression promises to increase the advantage that AI has over human-driven processes [10]. By definition, artificial intelligence is a dynamic tool that is capable of self-improvement based on previous outcomes and select inputs from humans. As such, AI acts as a platform for continuous improvement of processes within the company, thereby improving task efficiency and productivity.

*2) AI as a Collaboration Tool:* As companies strive for greater efficiency and innovation, AI-powered tools have emerged as invaluable assets for improving communication. AI tools, such as chatbots and virtual assistants, help streamline communication by responding to routine inquiries, scheduling meetings, and even translating conversations in real-time [7]. AI systems can process and organize vast amounts of information, making knowledge-sharing across an organization smoother. AI serves as a powerful collaboration tool in service industries, enabling businesses to streamline operations and enhance customer experiences [19]. For example, large hotels use AI to analyze historical data and adjust overbooking levels in real-time, optimizing reservation systems. Additionally, AI-powered chatbots and messaging systems improve service quality by automating tasks typically handled by employees, while robotic servers assist with self-service in restaurants [11]. AI also supports energy management in hotels and enhances guest interactions, as seen with Hilton's AI robot, Connie, which provides information to tourists and fosters better customer engagement [11]. As AI continues to evolve, its integration into various sectors not only enhances operational efficiency but also promotes innovation by enabling more seamless and effective collaboration between humans and machines.

*3) Data-Driven Decision Making:* Decision-making at the organizational level is a complex undertaking dependent on myriad metrics and points of reference. Conventional decision-making models suffer from limitations such as latency, bias and human error [24]. In a highly competitive and dynamic environment that characterizes the modern world economy, quick decision-making is crucial. AI-based models have the capacity to automate data collection, analysis and reporting, creating a smooth operational structure where decisions are made in real-time and accurately [5]. In an extensive study involving 242 managers from various industries, it was found that a company-wide decision-making model based on artificial neural networks increases operational efficiency, results in more useful insights, and improves decision accuracy [24, 25]. Another related study by [24] found that a full human-to-AI delegation of decision making has the potential to achieve better results in decision accuracy than a fully human or hybrid model. This suggests that AI in future will take on more nuanced decision-making tasks that are currently the preserve of human decision makers.

## III. FACTORS INFLUENCE AI'S IMPACT ON EMPLOYEE PERFORMANCE

### A. Management Support

Management support is a crucial independent variable in the successful implementation of AI systems, directly influencing the technology's ability to enhance performance. Effective AI integration requires substantial investment in infrastructure, employee training, and process alignment, which hinges on management's financial backing and strategic commitment to AI adoption [19, 20]. Strong support accelerates AI's implementation and allows for the fine-tuning of AI tools to meet organizational goals, ultimately improving performance outcomes [25] Conversely, insufficient management focus or inadequate resource allocation can cause delays and resistance to AI integration, limiting the technology's potential to optimize performance[8, 13]The extent of management involvement plays a vital role in whether AI can truly enhance employee productivity and organizational performance. Therefore, the policies set by the top management can either hinder the adoption and implementation of AI or can result in enhancing in the productivity as policies and regulations serve as intermediate variables that shape AI's impact on performance. Regulatory frameworks such as the General Data Protection Regulation (GDPR) set standards for data protection and ethical AI use, which directly affect how AI systems operate within organizations [26]. While adherence to these regulations helps mitigate risks such as data breaches and ethical concerns, they can also restrict AI's potential if overly rigid, limiting innovation and its ability to enhance performance [2]. For example, privacy concerns around AI data handling require strict compliance, which may slow down adoption but ensures responsible use of AI in improving employee productivity [27, 28].

### B. AI Integration and Quality

The quality of AI systems and how seamlessly they are integrated into existing workflows are intermediate variables that significantly influence performance outcomes. High-quality AI systems that adapt to unexpected data patterns or disruptions, such as the COVID-19 pandemic, can enhance employee performance by providing reliable, actionable insights [27]. However, poorly integrated or opaque AI systems can lead to mistrust and inefficiencies, as employees struggle to interpret AI-driven decisions [24]. Ensuring that AI systems are transparent, user-friendly, and capable of human-AI collaboration is essential for maximizing performance gains [25]. The data availability and data quality are two important factors that influence the AI and ultimately the employee performance related to usage of AI. The AI systems rely on accurate and precise data in order to produce valuable insights to make informed decisions. Incomplete, inconsistent, or biased data input into AI models may yield erroneous outputs, hence constraining AI's efficacy in enhancing performance [10]. Moreover, insufficient access to relevant data can prevent AI from being fully utilized, reducing its potential to optimize business processes or employee productivity [22]. On the other hand, organizations that invest in data governance, cleansing, and access control can ensure their AI systems perform optimally, leading to more precise decision-making and better performance outcomes [16]. It is also advisable for the educational system, especially higher education, to connect more closely with the newest developments in AI and AI-based applications [29]. This will improve AI literacy and competencies among graduates, allowing them to adapt to the swift integration of AI across diverse industries and the changing demands of AI-centric workplaces and economies.

### C. Employee Attitudes

Employee attitudes play a key role in the adoption to use AI. Numerous factors affect employee attitudes towards technology, encompassing aspects linked to the new technology, the employee, the human-machine interface, and more domains. In addition to the overall significance of employee attitudes, not-invented-here attitudes are recognized as negative perceptions on the adoption of technology from external origins [30]. The AI initiatives of many organizations have concentrated on enhancing efficiency through the substitution of human labor with modern technology [31]. The replacement of human labor constitutes only a small fraction of potential competitive advantages, as the combined use of human intellect and AI is expected to yield greater long-term benefits than simply labor substitution [32]. Based on the Technology acceptance model, perceived usefulness, perceived ease of use and the attitude towards the use play a major role in the employee adoption of the new technology [33]. The increasing significance of IA attitudes in practice may hinder the effective management of employee attitudes, as appropriate interventions will be heavily contingent upon the specific scenario and setting [31]. However, with the increasing competitive relevance of AI, interactions with AI that are not conducted in a professional manner may have major adverse effects on the performance of both the company and its

employees [34]. AI-driven technology for Human Resource Management is now prevalent in digitized work environments, enhancing employee productivity and efficiency [35]. Employees possess both positive and negative perspectives regarding this AI-driven HRM technology [36]. Employee attitudes towards AI are an intermediate variable that can either facilitate or hinder AI's success in improving performance. Employees believe that AI-driven HR technology enables faster decision-making and improves work performance. However, they face challenges in consistently adopting this technology in the workplace and experience uncertainty related to its implementation. Additionally, the introduction of AI technology has led to feelings of demotivation among employees [35]. Positive attitudes toward AI, created through clear communication and training, can ease adoption and boost performance by encouraging employees to view AI as a tool that enhances their roles rather than threatening them [5, 23]. However, skepticism or fear of job displacement can create resistance to AI adoption, reducing its effectiveness and slowing the performance improvements it is designed to achieve [23]. Organizations must therefore actively manage employee perceptions through education and support to minimize resistance and maximize AI's potential for performance enhancement [7].

*D. Infrastructure and Technological Readiness*

The organizations are continuously adopting new technologies such as ERP [37], Cloud Computing [38], and AI applications [1] to enhance efficiency and remain competitive in a rapidly evolving landscape. AI Readiness refers to an organization's capacity to adopt and implement AI systems [39]. The latest developments in artificial intelligence (AI) are transforming business by redefining basic organizational concepts, ushering in a new era. In the future decades, AI will have a major impact, and enterprises must adapt to stay ahead. AI preparedness is critical for enterprises to benefit from AI adoption. As with any shift, employee perceptions can hamper or help corporate AI readiness, making leaders vital [40]. The state of an organization's infrastructure and technological readiness is a critical independent variable influencing AI's ability to enhance performance. Robust infrastructure including high-performance computing, cloud capabilities, and secure networks, is necessary to support AI's data processing and model execution [22]. A multitude of theoretical frameworks has been developed to comprehend the adoption of new technology, encompassing both human and organizational situations. Individual behavioral theories, such the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB), are frequently utilized to forecast intention and actual behavior in individuals [41]. The AI systems may suffer from various issues like limited scalability, slow processing or may develop cybersecurity issues if proper technological foundation is not laid, thus affecting the overall performance [10, 15]. On the contrary, organizations that have developed AI systems can produce desirable results [15]. Moreover, higher AI readiness ratings are linked to positive outcomes for the employment of highly educated individuals. Conversely, a lack of AI literacy can hinder job security and lead to workforce displacement. Implementing policies that promote AI literacy can help workers adapt to the evolving landscape, thereby facilitating a smoother transition to an AI-driven environment [42]. Identified government and senior management support, along with employee attitudes and behaviors, as the three primary determinants facilitating organizational readiness for AI adoption [41]. As pointed out in the literature and model, technology readiness includes three key aspects: data availability, infrastructure, and the compatibility of AI with existing processes and procedures. It refers to the necessary technological infrastructure and specialized resources [43]. The primary elements of AI preparation comprise:

- infrastructure and processes,
- technology, and
- AI literacy, which encompasses specialized AI skills, capabilities, and knowledge [39].

Mainly the AI preparedness framework can be assessed at multiple levels: organizational, industrial, and governmental [44, 45, 46]. Oxford University [44, 47] has created an AI Readiness Index with three pillars:

- Government Pillar, which encompasses the strategic vision for the development and governance of AI, underpinned by suitable regulation and consideration of ethical risks.
- Technology Pillar, which reflects the scale and sophistication of the AI tools offered by the nation's technology sector, in conjunction with the country's innovation capacity and a robust level of human capital possessing requisite AI skills and literacy.
- The Data and Infrastructure Pillar encompasses the accessibility of high-quality data and the requisite infrastructure to facilitate AI adoption.

Therefore, the organizations aiming to adopt AI should consider these technical and people-oriented approaches in order for their employees to perform effectively.

*E. Model*

Figure 1. model for AI-driven employee performance enhancement.

*F. Hypothesis*

H1: Management support has a positive impact on employee performance.

H2: Management support has a positive influence on attitude of employees.

H3: Employee Attitude has appositive impact on the performance of the employees.

H4: Employee AI skills have a positive relationship with employee performance.

H5: Employee AI skills positively influence the attitude of the employees.

H6: System Integration positively influences the employee performance.

H7: Infrastructure readiness positively influences the employee performance.

H8: Employee attitude has a positive mediating effect between management support and employee performance.

H9: Employee attitude has a positive mediating effect between AI skills and employee performance.

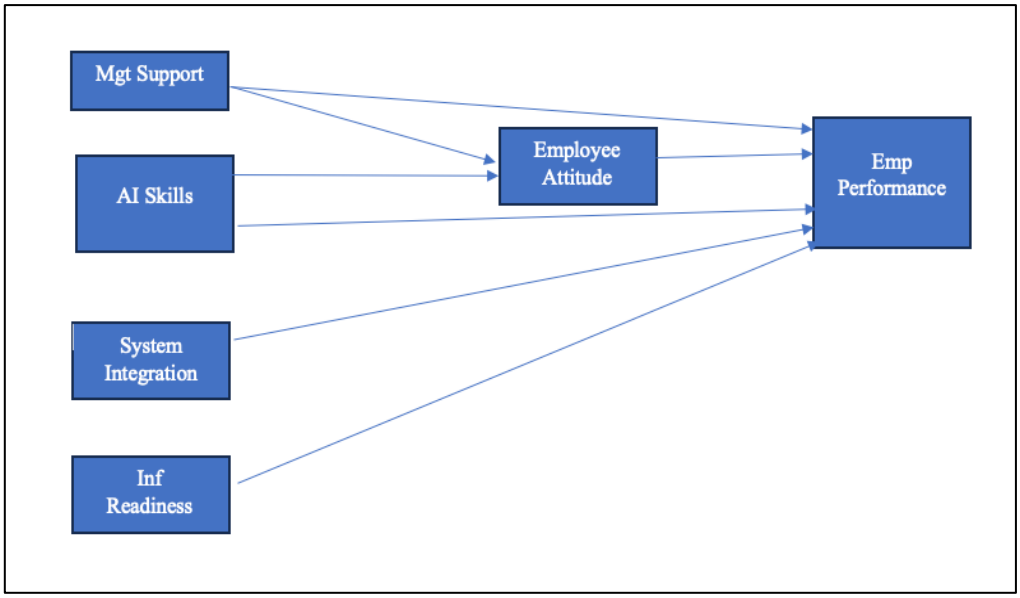


Fig 1. Model for AI-Driven Employee Performance Enhancement

## IV. Conclusions

The AI integration into the systems has the ability to significantly improve the employee performance. It helps in informed decision making, improves the employee productivity by automating the repetitive tasks. The degree to which AI can enhance the employee performance is dependent on many factors. These factors mainly include, managerial support, policies and laws, combined with the employees' willingness to incorporate and adopt the AI mediums. The employee engagement and retention can also be enhanced by use of the AI supported HR systems in planning and implementing HR policies and procedures. Moreover, through the use of AI mediums the employee wellness and well-being can be effectively evaluated and monitoring thus contributing satisfaction, motivation and work engagement of the employees. The research also highlights employee concerns regarding privacy invasion and replacement. The factors can be properly addressed if the organizations focus on development of an ethical and strategic framework in order to guide and assist its employees. The incorporation and collaboration of AI and machines improves the creativity, operational efficiency and therefore results in boosting the productivity of the employees. Strong support from the management helps in aligning the customization of AI tools with organizational goals and objectives thereby resulting in increasing the overall employee productivity. This calls for the need for organizations to allocated time and resources to train and develop their employees in the usage of the AI mediums. Consequently, the organizations investment in provision of quality data can also significantly improve the efficiency of the AI systems. Such investments will result in improved and informed decision making and will yield desirable employee outcomes. The organizations should also focus on addressing the employee negative perceptions regarding the system integration and use of AI through assistance and education. Lastly, one of the most important and critical factors in the AI systems integration and adoption is the availability of the required infrastructure. Organizations that have a modern, equipped digital infrastructure are better suited the incorporation and adoption in comparatively smooth. The deployment and building of such an infrastructure that facilitate the AI integration and adoption will enable its management and employees to get productive and timely insights, will increase the operational efficiency manyfold thereby resulting in increased productivity of the employees.

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