THE IMPACT OF JOB PERFORMANCE, JOB SATISFACTION, SKILLS DEVELOPMENT, AND AI ADOPTION ON EMPLOYEE COMMITMENT

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BY

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A final year project submitted in partial fulfilment of the requirement for the degree of

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I hereby declare that:

1. This undergraduate FYP is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

2. No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

3. Sole contribution has been made by me in completing the FYP.

4. The word count of this research report is 9383 words.

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LIST OF ABBREVIATIONS

AI	Artificial Intelligence
GDP	Gross Domestic Product
SPSS	Statistical Package for Social Sciences
JP	Job Performance
JS	Job Satisfaction
AA	AI Adoption
SD	Skill Development
EC	Employee Commitment

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PREFACE

This research project is submitted in partial fulfillment of the requirements for the degree of Bachelor of International Business. The journey of conducting this study has been both challenging and rewarding, representing the synthesis of my undergraduate studies and my interest in the evolving digital landscape of the Malaysian workforce.

The inspiration for this research stems from the rapid acceleration of digital transformation across global markets. As Artificial Intelligence (AI) becomes an integral part of modern operations, I felt it was essential to explore how these technological advancements intersect with human elements like job satisfaction and commitment. This study aims to provide meaningful insights into how organizations can balance performance expectations with the necessary technological support to foster long-term employee loyalty.

ABSTRACT

This study investigates the factors influencing employee commitment in the modern workplace, specifically examining the impact of job performance, job satisfaction, skills development, and artificial intelligence (AI) adoption. As organizations rapidly integrate AI technologies, understanding how these digital shifts interact with traditional employee metrics is crucial for organizational stability and growth.

A quantitative research design was employed, using a descriptive approach to collect data from 200 employees across various sectors in Malaysia via a Likert-scale Google Forms survey. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS). The study used multiple regression analysis to test the hypotheses, alongside reliability and multicollinearity tests were conducted to ensure the internal consistency of the survey items and the distinctness of the independent variables.

The results indicate that all four independent variables which are Job Performance, Job Satisfaction, Skills Development, and AI Adoption exert a significant positive influence on Employee Commitment. The model achieved an R2value of 0.487, indicating that nearly 49% of the variance in employee commitment is accounted for by these four factors. This shows that when companies use AI and help employees improve their skills, it makes workers feel more connected and loyal to their organization.

The study concludes that fostering employee commitment requires a holistic approach that balances performance expectations with technological support. For practitioners and HR managers in Malaysia, these results imply that investing in AI is not merely a technical upgrade but a human resource strategy. When employees feel competent in an AI-augmented environment and satisfied with their growth, their loyalty to the firm increases. Future research should explore these dynamics across specific industries to determine if the impact of AI adoption varies by sector.

Keywords: Employee Commitment, AI Adoption, Job Satisfaction, Skills Development, Job Performance.

CHAPTER 1: RESEARCH OVERVIEW

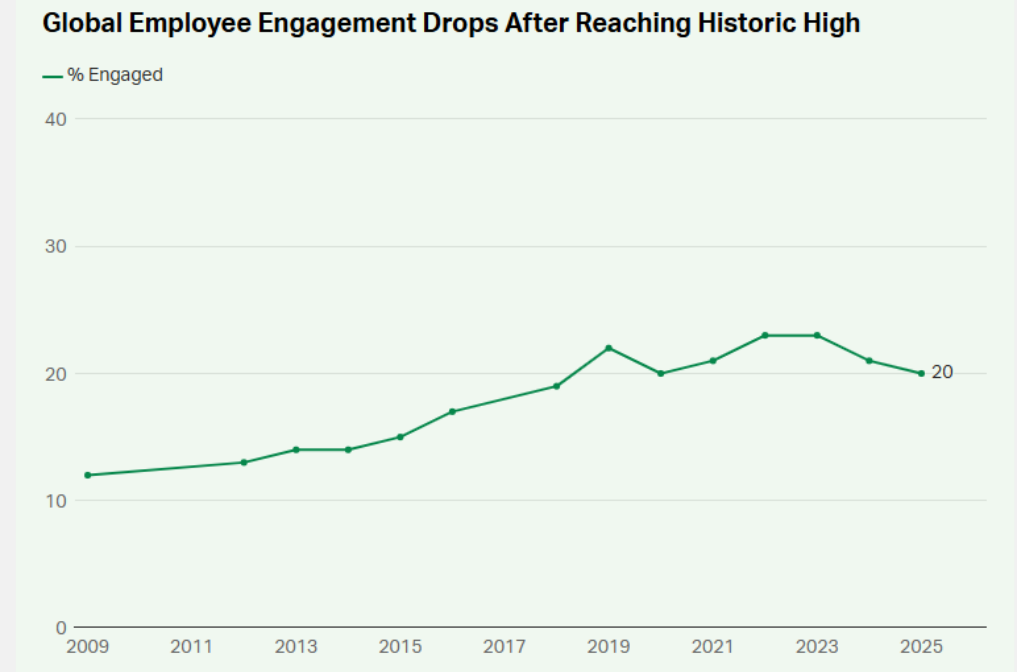
1.0 Introduction

The current chapter introduces the research background, objectives, research questions, and significance.

1.1 Research background

The rise and evolution of AI have altered how we work. In today's globalized world, retaining employee commitment is one of the major challenges that businesses encounter. Recent findings from Gallup (2023) shows that about 20% of employees globally feel engaged in their work. This indicates a notable drop from previous peak levels. Engagement levels decreased from 23% in 2023 to merely 20% in 2025. This crisis of disengagement has severe economic effects. Approximately $10 trillion is lost each year because of low engagement. To put that into perspective, that cost represents about 9% of the world's GDP. These figures highlight the urgent need to understand what causes the changes in Employee Commitment, especially with the fast pace of AI. This is because low employee commitment can lead to increased turnover, lower productivity, and weaker organizational performance.

Figure 1.1 Global employee engagement from 2009 to 2025



Adapted from: Gallup. (2026). *State of Global Workplace 2026.*

An important factor that can influence employee commitment is job performance. Job performance encompasses both the quality of task performance as well as the broader contextual behaviors exhibited by employees at work. It is increasingly recognized as an important predictor of employee attitudes, including organizational commitment (Pradhan & Jena, 2017). In the context of modern performance management, organizations are now moving towards continuous feedback models and outcome-based appraisal systems. Understanding how perceptions of performance shape commitment is becoming increasingly important (Pulakos et al., 2011). Employees who feel their performance is recognized and rewarded tend to develop stronger affective bonds with the organization, while those whose efforts are not appreciated may become psychologically alienated (Chiat & Panatik, 2019).

Another important factor is job satisfaction. It refers to the positive emotion condition based on their perception of workplace interactions (Locke, 1976).

Researchers have paid considerable attention to job satisfaction because it influences employee attitudes and performance. Its relationship with employee commitment also remains an important area of study. According to Al-Jabari & Ghazzawi (2019), job satisfaction is consistently associated with affective commitment across a variety of occupational and cultural contexts. Contemporary research also highlights the growing dimensions of job satisfaction in the post-pandemic era. These include the importance of work-life balance, psychological safety, and the flexibility of remote work as determinants of employee satisfaction and subsequent commitment (Charalampous et al., 2019; Kniffin et al., 2021).

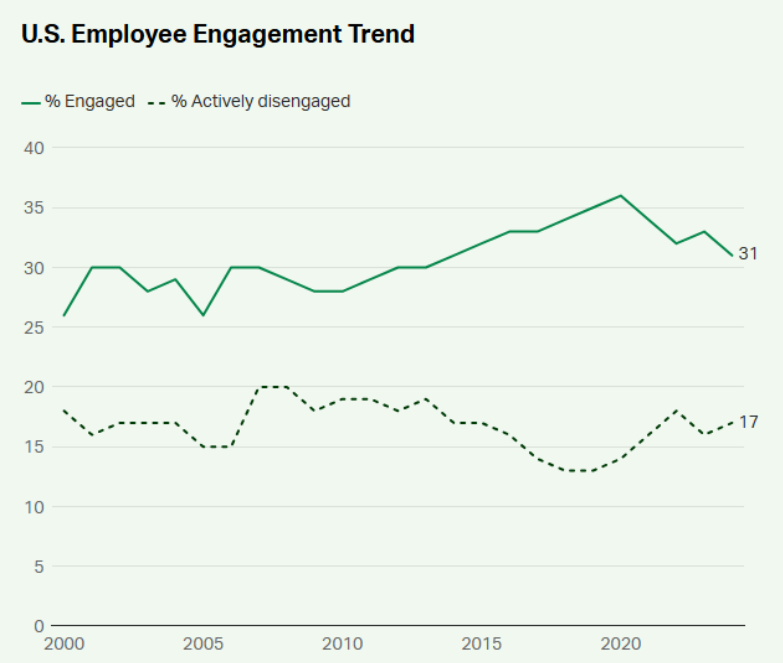
In addition, skill development also plays an important role in improving employee commitment. This is especially important in the era of the 4th (IR) where rapid technological change requires continuous skill upskilling. However, many organizations neglect development opportunities and risk losing high-performing talent (World Economic Forum, 2020). Recent research also shows that access to learning and development opportunities is a key predictor of affective organizational commitment, especially among millennial and Generation Z workers (Cheng & Hackett, 2021).

Furthermore, the use of AI has emerged as a modern factor that can influence employee commitment. The increasing use of Artificial Intelligence (AI) in the workplace has created major changes in the nature of work, job roles, and psychological experiences of employees. As organizations increasingly integrate AI technologies, it is important to understand how the use of AI affects employee attitudes, especially their commitment. Given the rapid pace of digital transformation and the importance of retaining talent in an increasingly uncertain labor market, this study is timely and of high practical importance.

1.2 Research Problem

Gallup (2023) also reported that employee engagement in the United States fell to a 10 years low to 31%. This means that about one in three employees are engaged, connected, and committed to their jobs, while most are disengaged or even actively disengaged. This decline is accompanied by deteriorating role clarity. The percentage of employees who say they have a clear understanding of job expectations fell from 55% in 2019 to 44% today. These trends show that major disturbances exist in the psychological contract between employers and employees that traditional management practices may not fully address.

Figure 1.2 U.S Employee Engagement Trend



Adapted from: Gallup. (2026) *U.S. Employee Engagement Sinks to 10-Year Low.*

Concurrently, organizations are implementing AI technologies at an accelerated rate, without corresponding investments in human capital. McKinsey (2026) reports that 67% of employees express their need for AI-related training. But, many organizations lack strategies to manage the human aspects of technological change. This misalignment between technological application and employee readiness has

increased employee anxiety and may contribute to increased turnover. Nevertheless, how this misalignment affects employee engagement remains poorly understood.

Not only that, PwC Malaysia (2025) identifies a "Human Disconnect" crisis wherein only 30% of Malaysian employees report strong connection to their organization's mission. This misalignment appears to be influenced by an increase of AI anxiety and a severe lack of psychological safety (PwC Malaysia, 2024). These findings suggest that Malaysian organizations are also facing particular challenges in maintaining employee commitment during technological integration in business environments.

There are many previous studies that have looked a lot at how job performance, job satisfaction, and employee commitment are connected. However, most of these studies examined each factor in isolation instead of together. Thus, there is limited research that combines traditional workplace factors with newer influences like the skills development and AI adoption in a framework. Therefore, this study aims to examine the impact of job performance, job satisfaction, skill development, and AI adoption on employee commitment. This study goal is to create a better understanding of what influences employee commitment by combining both traditional and current workplace factors together. It also provides useful insights for organizations that want to improve retention and employee engagement.

1.3 RESEARCH OBJECTIVE

The research has created two objectives which are the general objectives and specific objectives.

1.3.1 GENERAL OBJECTIVE

To study the factors that influence employee commitment in modern workplace environments.

1.3.2 SPECIFIC OBJECTIVES

1. To determine the relationship between job performance and employee commitment.

2. To determine the relationship between job satisfaction and employee commitment.

3. To determine the relationship between skills development and employee commitment.

4. To determine the relationship between Artificial Intelligence (AI) adoption and employee commitment.

1.4 Research Question

The main research is to examine how job satisfaction, skills development, employee performance and AI adoption influences employee commitment? The research question that aligns in this business research are listed as below:

1. Does job performance have a significantly positive relationship with employee commitment?

2. Does job satisfaction have a significantly positive relationship with employee commitment?

3. Does skills development have a significantly positive relationship with employee commitment?

4. Does Artificial Intelligence (AI) adoption have a significantly positive relationship with employee commitment?

1.5 Research Significance

This study makes several important contributions to the field of organizational behavior. First, it expands on the application of Social Exchange Theory by demonstrating the two-way relationship between employees and organizations in the context of digital transformation. Through this theory, it helps us understand how employees react to traditional HR practices as well as new technologies in the workplace.

Second, it fills a gap in previous research by combining several factors that are usually studied separately. Rather than looking at HR practices, organizational support, or the use of AI in isolation, this study combines all of these factors into a single framework. This approach provides a clearer picture of what influences employee commitment in today's organizations.

Third, it also adds to knowledge by combining older concepts of organizational behavior with the increasingly digital work environment. By linking the use of AI and HR factors, this study helps build a theory that is more relevant to the current situation. It also gives a basis for future research to understand employee behavior in an increasingly technology-dependent work environment.

Practically, the study provides helpful guidance to organizations and HR management. First, it helps employers identify factors that can improve employee commitment and lower turnover intentions. By knowing the most important factors, organizations can use resources more focused and take more effective actions.

Second, this study emphasizes the importance of skills development in the workplace. Organizations are encouraged to provide training, upskilling programs, and career development opportunities. This not only improves employee capabilities, but also makes employees feel valued and more loyal to the organization.

Third, this study helps organizations develop better ways to retain employees while using technologies such as AI. By understanding the impact of AI on employees, organizations can use technology in a way that does not burden employees. At the same time, organizations can ensure that technology and employee welfare are balanced so that employees are more satisfied, more committed, and the organization can be successful in the long run.

1.6 Summary

This section outlines the study's foundational context, the problem, objectives, and its significance. The next chapter will discuss past studies related to the objectives of this study.

CHAPTER 2: LITERATURE REVIEW

2.0 INTRODUCTION

This chapter explains the theory and framework of the study. It also explains the relationship between employee commitment and four key factors, namely job performance, job satisfaction, skill development, and the use of AI to build the study hypotheses.

2.1 UNDERLYING THEORIES

2.1.1 Social Exchange Theory (SET)

Social Exchange Theory (Blau, 1964) explains that relationships between individuals are built through repeated interactions. In each interaction, both parties will feel responsible for reciprocating what is received. In organizations, employees will evaluate their relationship with the company by comparing what they give and what they receive. If employees feel they are treated well, given fair treatment, have opportunities to grow, and their efforts are appreciated, they are likely to reciprocate (Degoh et al., 2025). Usually, they will show positive attitudes and behaviors such as being more committed to the organization (Kumar & Shailaja, 2024). Cropanzano and Mitchell (2005) also stated that this relationship will develop over time into mutual trust, loyalty, and commitment, if both parties follow the “rules” of the exchange.

This theory is appropriate for use in this study because the variables studied can be seen as a form of exchange between employees and the organization. For example, when employees perform well and the organization

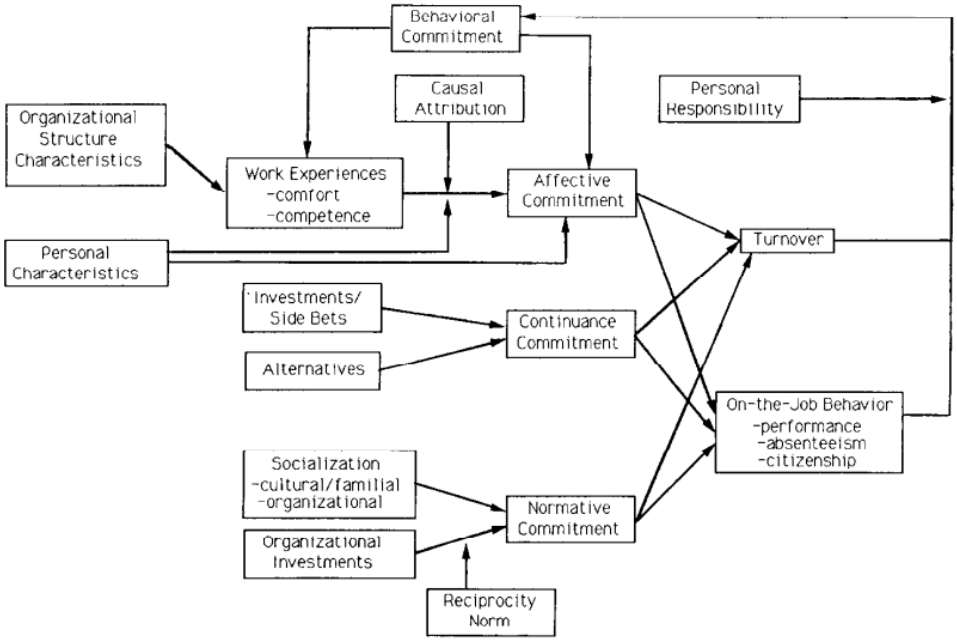
appreciates their efforts, it creates a positive relationship and makes employees feel more appreciated and more committed. Similarly, when employees are satisfied with their work, it shows that the organization is meeting their needs, which makes them more loyal. In addition, skills development opportunities show that the organization is investing in employees. In return, employees are usually more engaged and show long-term commitment (Mustafa & Lleshi, 2024). In the context of AI use, if technology is introduced in a way that helps employees do their jobs rather than intimidating them, it also creates positive relationships. Therefore, Social Exchange Theory helps explain how the work environment influences employee commitment.

2.2 REVIEW OF VARIABLES

2.2.1 Dependent Variable: Employee Commitment

Employee commitment is the strong psychological connection a worker has with their company. It shows how much they care about the organization's success and how likely they are to stay (Shibata, 2025). In simple terms, employee commitment is referred to as the loyalty and effort employees give to their company. It is widely known that employee commitment strongly affects things like employee performance, retention, job satisfaction, and overall organizational effectiveness. Employee commitment involves a strong belief in organizational goals and willingness to put extra effort on behalf of the organization (Bowling & Sessa, 2020).

Figure 2.1 Allen & Meyer Three-Dimensional Model of Commitment



Source: Meyer, J. P., & Allen, N. J. (1991). A three-component Conceptualization of Organizational Commitment. Human Resource Management Review, 1(1), 61–89.

One important model of employee commitment is the three-component model by Meyer and Allen (1991). This model explains that there are three types of employee commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment occurs when employees have strong emotional feelings towards the organization. They are loyal and feel part of the organization. Employees who have this commitment will stay at work because they want to, not because they have to. They also care more about the success of the organization and are usually more satisfied with their work. Continuance commitment occurs when employees stay in the organization because they feel they will lose out if they leave. For example, in terms of finances, job benefits, or difficulty finding another job. This type of employee stays because they have to, not because they really want to. Normative commitment is when employees feel obligated to stay in the organization. This feeling usually comes from moral values or a sense of responsibility to the organization. Although Allen and Meyer (1990) identified three dimensions of organizational commitment. This study focuses on employee commitment in general as a general concept. It is used to assess the overall psychological relationship between employees and the organization.

2.2.2 Job Performance

Job performance is how an employee does their work and helps the organization achieve its goals. It measures how effectively they finish their tasks and contribute to the success of the company. According to Campbell & Wiernik (2015), job performance involves actions and results that can be seen and measured that directly contribute to achieving the goals of organization. Actions such as improving productivity, meeting targets, or contributing to the achievement of organization. Similarly, Koopmans et al. (2013) state job performance is about the actions or behaviors that help the organization achieve its goals. It is not just about the end results but also about how work is done.

2.2.3 Job Satisfaction

Job satisfaction is one of the most popular topics that researchers look at when studying organizational behavior and human resource management. It refers to the extent to which employees feel positive or negative about their jobs (Shibeika, 2025). It represents the degree of pleasure employees feel toward their work and work environment. Similarly, Spector (1997) looks at job satisfaction as employees' feelings about different parts of their work related, like tasks, rewards, supervision, and the work environment. These feelings are shaped by both personal expectations and the organization’s conditions. Mishra et al. (2025) study argues that high job satisfaction is connected with lower intention to leave their job because employees who are satisfied have smaller chances to seek employment elsewhere. Research consistently shows that employees who are satisfied tend to show positive attitudes, increase motivation and a stronger attachment to the organization (Judge et al., 2017).

2.2.4 Skills development

Skill development refers to the way through where individuals gain, strengthen, and refine the knowledge, abilities, and competencies needed to perform tasks effectively in current or future roles (Noe, 2010). It includes structured learning, practice, and experience that help improve employee ability and performance (Armstrong & Taylor, 2023). According to The International Labour Organization (2020), skills development is defined as the lifelong process of learning that helps people improve their employability, productivity, and adaptability in a fast-changing work environment. This definition shows that both organizations and individuals are responsible for developing skills.

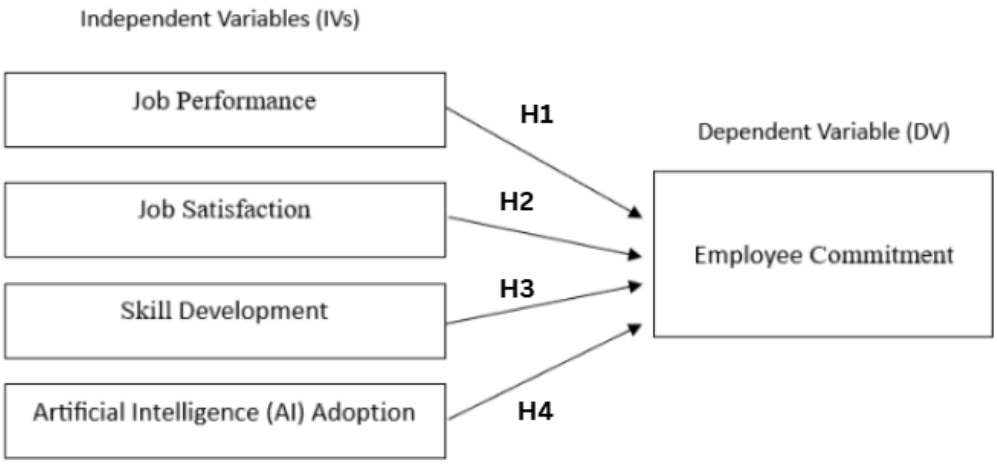
2.2.5 AI Adoption

AI adoption is a way of accepting and using AI technologies (Tursunbayeva & Gal, 2024). This helps individuals and organizations to improve the way decisions are made, automate tasks, and boost performance (Raisch & Krakowski, 2021). The AI technologies include machine learning, programming languages such as large language models and robotics (Bohr & Memarzadeh, 2020). It allows machines to do tasks that normally need human thinking (Russell & Norvig, 2021). When organizations adopt AI, it can effectively benefit them by improving productivity and faster decision-making (Bughin et al., 2018). Some new studies highlight the importance of reskilling and upskilling employees to make sure AI adoption enhances human capabilities instead of replacing them (Vrontis et al., 2022).

2.3 PROPOSED CONCEPTUAL FRAMEWORK

A conceptual framework is developed to determine the relationship between the independent variables which are the Job Performance, Job Satisfaction, Skill Development and Artificial Intelligence (AI) Adoption and the dependent variable which is Employee Commitment. Figure 2.2 below shows the conceptual framework for this study.

Figure 2.2: Conceptual Framework



Source: Developed for the research.

2.4 HYPOTHESES DEVELOPMENT

2.4.1 Job Performance and Employee Commitment

Job performance means how well employees do their jobs and help the organization reach its goals (Dwi Ayu Lestari & Deviastri, 2025). Employees with high job performance often receive greater recognition, rewards, and positive feedback, which strengthen how connected they feel to the organization (Bakker & Leiter, 2010). According to Sungu et al. (2019), perceived organizational support (POS) and employees' performance ability positively influence both job performance and organizational commitment. High-performing staff also tend to experience greater confidence and job satisfaction, which further improves their sense of belonging and commitment to the organization. If workers feel appreciated for what they do, they are more to remain loyal to company (Ruzain, 2024).

H_1: There is a positive relationship between job performance and employee commitment.

2.4.2 Job Satisfaction and Employee Commitment

Job satisfaction is seen as one of the biggest factors that shows how committed employees will be (L. Mangundjaya & Merdiaty, 2025). This refers to how much employees enjoy their work and feel good about different job-related factors, among them working conditions, autonomy, interpersonal relationships, and rewards (Locke, 1976). When employees have higher job satisfaction, they feel more motivated and productive. They also feel more connected to the organization. As a result, they will be more willing to stay and do their job well (Kim & Beehr, 2020). Previous studies consistently identify job satisfaction as a significant factor of employees' desire to stay and support organizational goals (Azeem, 2010). Meyer et al. (2002) further confirmed through meta-analysis that job satisfaction is a major determinant of affective commitment. When employees feel their working environment positively, they tend to develop stronger commitment toward the organization. Atrizka et al. (2021) discovered that job satisfaction and organizational commitment are positively linked in a meaningful way.

H_2: There is a positive relationship between job satisfaction and employee commitment.

2.4.3 Skills Development and Employee Commitment

Skill development refers to the opportunities provided by organizations for employees to acquire new competencies, enhance capabilities, and grow professionally (Noe, 2010). Based on Social Exchange Theory, when companies invest in employee skill development, employees feel that they are more valued and see better career growth opportunities. This encourages them to give back by having more positive attitudes and stronger commitment to the companies. Workers who get support for their career development tend to feel more loyal to their organization and reduce

turnover (Jiaying & Muda, 2023). Previous studies consistently show that skill development fosters employee commitment. Jehanzeb and Bashir (2013) discovered that training and development opportunities lead to increased commitment and lower the intentions of employees to quit their job. Training also allows employees to improve their job skills, work more effectively, and adjust to new technologies and best practices that matter for their jobs (Noe, 2020). Therefore, employees who are provided with ample skill development chances will want to remain committed.

H_3: There is a positive relationship between skill development and employee commitment.

2.4.4 AI Adoption and Employee Commitment

AI adoption is the process of integrating artificial intelligence technology and methods into workplace operations (Raisch & Krakowski, 2021). According to the Technology Acceptance Model (Davis, 1989), employees' acceptance of technology depends largely on perceived usefulness and ease of use. When AI tools make their jobs more efficient, reduce their workload, and support them to make decisions, employees will feel more satisfied. Employees who see AI as a helpful and supportive tool develop more trust in the technology. This trust leads to higher levels of commitment to the company (Liu & Chen, 2025). Recent studies show that when AI is implemented carefully and responsibly, employees working in these AI-enabled environments will feel more empowered and engaged. When AI makes work easier, more efficient, and less stressful, it can enhance both job satisfaction and employee commitment. Thus, positive experiences with AI adoption can enhance employee commitment.

H_4: There is a positive relationship between AI adoption and employee commitment.

2.5 Summary

In sum, this section discusses key variables and underlying theories associated with the study. Subsequent sections, methodology methods will be discussed.

CHAPTER 3: METHODOLOGY

3.0 Introduction

This chapter explains the research methods used which examines the factors that impact employee commitment in a modern workplace setting.

3.1 Research Design

A research design is the detailed outline for the gathering and analysis of data and information to answer research questions (Sekaran & Bougie, 2020).

3.1.1 Descriptive Research

Descriptive research is a study that describes the characteristics of a group or situation. The main purpose of this study is to provide a clear picture of what is happening without changing or controlling any variables (Sekaran & Bougie, 2020). This is appropriate for this study because it looks at how job performance, job satisfaction, skill development, and AI use affect employee commitment in real-world situations, without making any changes.

3.1.2 Quantitative Research

Creswell (2014) states that this is an empirical inquiry that leverages quantifiable datasets and inferential statistics to examine the associations between the core variables. Sekaran and Bougie (2020) also explain that quantitative research usually uses methods such as questionnaires to collect structured data. This data is then analyzed to see patterns, relationships, and

effects between variables.This method allows researchers to collect data that is clear, organized, and the same for all respondents. The data is then analyzed statistically to test the research hypotheses (Hair et al., 2019).

3.2 Sampling Design

The sampling design explains how the participants will be chosen so they accurately represent the group being studied. A structured sampling approach ensures that the findings are valid, reliable, and generalizable.

3.2.1 Target Population

In this study, the target population is any staff, employees or working professionals. The employees can be from any industry such as finance, education, retail and manufacturing. It is considered suitable because these employees are exposed in workplace settings such as performance management, training and skills development, and exposure to AI.

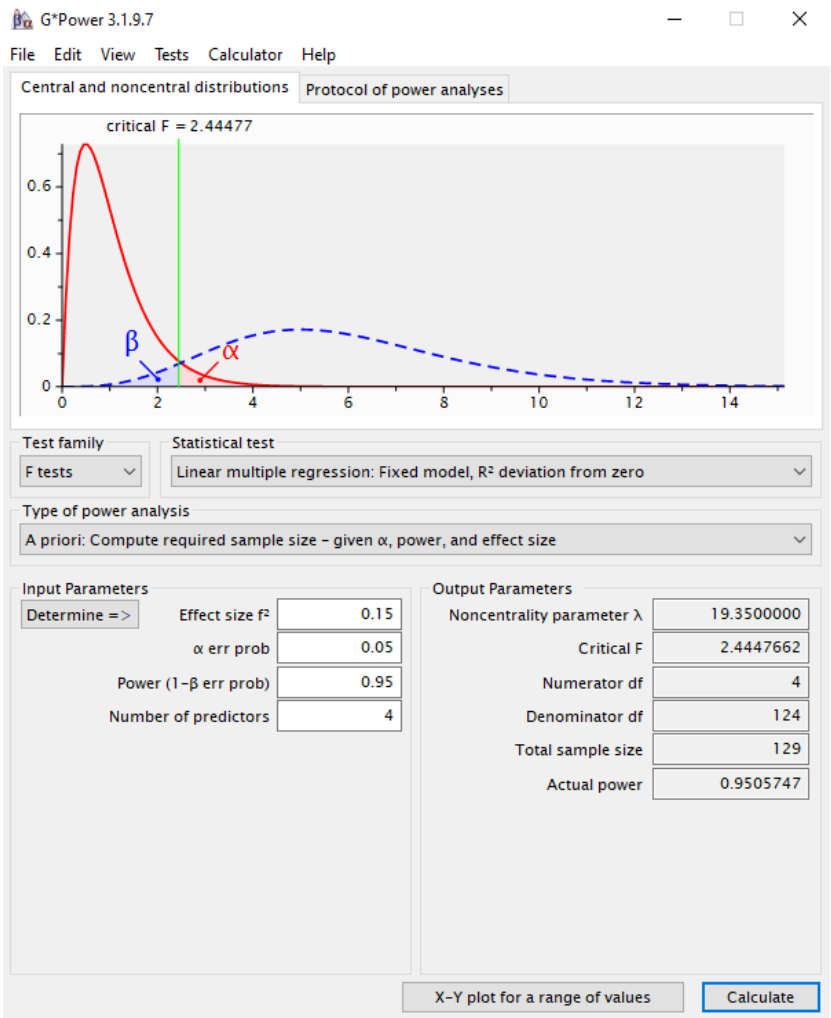
3.2.4 Sampling Technique

This study used convenience sampling, a type of non-random sampling. A non-probability technique chosen for its efficiency and accessibility. This means that participants are selected based on their presence at the data collection site. Convenience sampling allows the researcher to collect data from respondents who are easiest to reach. According to Zikmund et al. (2012), this method is cost-effective and efficient for survey research.

3.2.5 Sample Size

G*Power is a program used to perform power analysis for many statistical tests commonly applied in the social and behavioral (Faul et al., 2009). To determine the minimum required sample size prior to data collection G*Power 3.1 software was used. A power analysis was executed to calculate the necessary sample size for a multiple linear regression involving four IVs. Based on Figure 3.1, the minimum number of respondents required is 129.

Figure 3.1: Calculation of Sampling Size Required by Using G*Power



Source: G-Power version 3.1.9.4

3.3 Data Collection Method

According to Mazhar et al., (2021), data collection is a systematic way of gathering and evaluating information to understand and predict future trends. In this study, primary data was used as the main source of information.

3.3.1 Primary Data Collection

According to Mazhar et al. (2021), primary data refers to original data collected directly by the researcher for the purpose of study. In simple words, primary data is first hand information collected by the researcher themselves, it is not taken from any existing sources. In this study, the primary data will be collected using a survey questionnaire. The questionnaire will be designed and distributed to respondents through Google Forms. This method is used to collect data more efficiently and easy access to participants' responses (Hair et al., 2019).

3.3.2 Pilot Test

Before collecting the main data, pilot tests will be conducted to improve the research instrument and data collection procedures. According to Arain et al. (2010), a pilot study is a small trial run of a survey questionnaire in a research project to test its design, methods, and procedures before conducting a full study. It helps to identify potential problems and refine the research process, making sure everything runs smoothly when the main study starts. Minor changes will be made to improve readability and measurement accuracy based on feedback from the pilot test.

3.4 Instruments Development

3.4.1 Questionnaire Design

The research instrument used in this study consists of a survey questionnaire divided into three sections which are Section A, Section B and Section C. Section A collects demographic information such as gender, age, education level, years of experience, employment type, salary and mode of work. Section B consists of the independent variables of the study, which are job performance, job satisfaction, skills development and AI adoption. Section C consists of a dependent variable which is employee commitment.

Each construct is measured using multiple items adapted from established and validated scales, presented on a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). This section is designed to capture the perceptions and attitudes of employees toward workplace factors influencing their commitment.

Table 3.1: The sections in the Survey Questionnaire

Section	Number of Items	Measurement Scale
A: Demographic Information	7	•
B: Independent Variables		
Job Performance	5	Likert Scale
Job Satisfaction	5	Likert Scale
Skills development	5	Likert Scale
AI Adoption	5	Likert Scale
C: Dependent Variable Employee Commitment	5	Likert Scale

Source: Developed for the research

3.4.2 Origin of Construct

Table 3.2: Origin of Constructs

Construct	Measurement Items	Sources
Job Performance	1. I consistently meet the performance standards set for my job. 2. I complete my tasks efficiently and on time. 3. My work quality is consistently high. 4. I can handle difficult or unexpected work situations effectively. 5. I often exceed the expectations of my supervisor.	Adapted from Williams & Anderson (1991).
Job Satisfaction	1. I am satisfied with the nature of the work I do. 2. I feel happy with my current role. 3. My job gives me a sense of accomplishment. 4. I am satisfied with the support I receive from my supervisor. 5. Overall, I am satisfied with my job.	Adapted from Spector's Job Satisfaction Survey (JSS, 1985)
Skills development	1. My organization provides sufficient opportunities for skills development. 2. I regularly participate in training programs that improve my skills.	Adapted from Noe (2002)

	3. The training I receive is relevant to my job needs. 4. I feel that my skills have improved over the past year. 5. My organization encourages continuous learning.	
AI Adoption	1. I use AI-based systems or tools to perform my work tasks. 2. AI tools help me complete my work more efficiently. 3. I feel comfortable using AI technologies in my job. 4. My organization provides adequate training for AI tools. 5. AI adoption in my workplace has improved productivity.	Adapted from Davis (1989)
Employee Commitment	1. I feel emotionally attached to my organization. 2. I feel a strong sense of belonging to my organization. 3. I intend to continue working with this organization. 4. I feel committed to the long-term success of my organization. 5. I would be happy to spend the rest of my career in this organization.	Adapted from Meyer & Allen (1997)

Source: Developed for the research

3.5 CONSTRUCT MEASUREMENT

3.5.1 NOMINAL SCALE

A nominal scale is the simplest level of measurement used for classifying data into different categories without implying any order or hierarchy. According to Stevens (1946), nominal measurement uses labels or names just to identify variables, and the categories cannot be ranked or compared with numbers. This scale is commonly used in demographic sections in surveys where respondents select categories such as gender, or employment status.

Figure 3.2: Example of Nominal Scale in Questionnaire

For example:

Please choose the boxes provided.

Gender

[ ] Male

[ ] Female

Source: Developed for the research

3.5.2 ORDINAL SCALE

An ordinal scale facilitates the hierarchical ranking of variables. While the progression is meaningful, the mathematical distance between categories is not consistently equal. Stevens (1946) explains that ordinal data provide information about the relative ranking of items but not how big the differences between them are.

Figure 3.3: Example of Ordinal Scale in Questionnaire

For example:

Please choose the boxes provided.

Age

[ ] 15-20 years old

[ ] 21-26 years old

[ ] 27-30 years old

[ ] 31 above

Source: Developed for the research

3.5.3 INTERVAL SCALE

An interval scale represents a type of measurement where the distances between values are equal, allowing for meaningful comparison across responses. While interval scales do not contain a true zero point, they enable statistical calculations like correlations and regressions (Carifio & Perla, 2008). Likert scales produce ordinal data, but researchers often treat them as interval data for analysis (Likert, 1932). In this study, the Likert Scale was used in the survey questionnaire. A Likert scale is a common tool in research to measure attitudes, opinions, or perceptions (McLemore & Miller, 1978). It shows respondents a series of statements and asks them to rate based on their agreement. For example, respondents rating statements on a 5-point Likert scale from “Strongly Disagree” (1) to “Strongly Agree” (5) allows researchers to measure perceptions such as job satisfaction or employee commitment using inferential statistics.

Figure 3.4: Example of Likert Scale in Questionnaire

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization provides sufficient opportunities for skills development.	1	2	3	4	5

Source: Developed for the research

3.6 Proposed Data Analysis Tool

This study will use SPSS (Statistical Package for the Social Sciences) for data analysis. SPSS is popular and widely used in social science study because it is reliable, easy to use, and offers many analysis tools for analyzing survey data (Pallant, 2020). It is suitable for this study because the research aims to determine relationships between variables, test hypotheses, and analyze patterns from Likert-scale responses.

3.6.1 Descriptive Statistics

Descriptive statistics give a synopsis of the key traits of the collected data (Yellapu, 2022). This includes frequencies, percentages, means, and standard deviations which help describe demographics and key trends in the data (Pallant, 2020). This helps researchers to see the overall patterns in the data before doing more advanced analyses. This study uses descriptive statistics to summarize respondent demographics and key study variables.

3.6.2 Reliability Analysis

Reliability analysis using Cronbach's alpha was conducted to assess the internal consistency of the measurement scales. Cronbach's alpha values above 0.70 indicate acceptable reliability (Hair et al., 2019). Higher values suggest that items are internally consistent and provide stable and dependable results (Jain & Vijeta Angural, 2017). This analysis is important to confirm that constructs such as job satisfaction or employee commitment are measured reliably.

Figure 3.5: Cronbach's Alpha Rule of Thumb

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Jain, S., and Angural, V. (2017). Use of Cronbach's alpha in dental research. Medico Research Chronicles.

3.6.2.1 Internal Reliability Test

The following table illustrates the outcomes of the pilot test conducted to validate the research survey.

Table 3.6: Summary of Reliability Test

Variables	Cronbach's Alpha	No. of Items	Strength
Job Performance	0.749	5	Acceptable
Job Satisfaction	0.843	5	Good
Skills development	0.806	5	Good
AI Adoption	0.923	5	Excellent
Employee Commitments	0.921	5	Excellent

Source: Developed for the research

According to Table 3.6, the pilot test results from 30 respondents show that the dependent variable, employee commitment, has a Cronbach's Alpha value above 0.921, indicating an excellent reliability. On the other hand, the independent variable, Job Performance, has a value above 0.7 indicating an acceptable reliability. Furthermore, the independent variables, such as Job Satisfaction and Skills development, have Cronbach's Alpha values above 0.8, which are considered to have good reliability. Additionally, the independent variables which are AI Adoption achieve an excellent value of

0.923. It confirms the instruments used to evaluate both dependent and independent variables are consistent and reliable for further data analysis.

3.6.3 Multiple Regression Analysis

According to Field (2018), multiple regression analysis looks at how several independent variables together predict one dependent variable. It shows how strong the predictions are and whether the relationships are significant. In this study, multiple regression analysis was conducted to determine the impact of job performance, job satisfaction, skills development, and AI adoption on employee commitment. Since there is one dependent variable (Y) which is Employee Commitment, and there are four independent variables.

The multiple regression equations in this study is shown as follows:

$$Y=\beta0+\beta1X1+\beta2X2+\beta3X3+\beta4X4+e$$

Where:

Y = Employee Commitment

$\mathbf{X_1}$ = Job Performance

$\mathbf{X_2}$ = Job Satisfaction

$\mathbf{X_3}$ = Skills Development

$\mathbf{X_4}$ = AI Adoption

$\boldsymbol{\beta_0}$ = Intercept

$\boldsymbol{\beta_1 - \beta_4}$ = Regression coefficient

e = Error term

β0 is a constant value, and β1,β2,β3,β4 are the coefficients of related independent variables related to the dependent variable.

3.6.4 Multicollinearity test (VIF test)

To make sure the regression results are accurate, a Multicollinearity Test is carried out. This test checks whether the independent variables (Job Performance, Job Satisfaction, Skills Development, and AI Adoption) are too closely related to each other. If variables are highly related, it can affect the results. An Introduction to Statistical Learning (James et al., 2013) supports the rule of thumb that if VIF values more than 5 or 10 are showing problematic multicollinearity. All VIF values are kept below 5.0. This ensures that each variable contributes its own unique effect on Employee Commitment and that the results of the study are reliable.

3.7 DATA COLLECTION PROCEDURES

After collecting the data, several steps were taken to make sure the information was accurate, consistent, and of good quality before analysis (Sekaran & Bougie, 2020).

3.7.1 Data Checking

After collecting the questionnaires, data checking will be conducted to ensure they were complete and usable. Questionnaires with many missing answers or incomplete will be excluded from the analysis to maintain data quality (Sekaran & Bougie, 2020).

3.7.2 Data Editing

Data editing involved checking the responses for small errors, such as unclear markings, inconsistencies, or missing answers (Kothari, 2004). This process improved the accuracy of the data and ensured it reflected the respondents' intended answers.

3.7.3 Data Coding

Data coding is the process of allocating numerical values to questionnaire responses to make statistical analysis easier (Saunders et al., 2019). Likert scale items were assigned numerical values such as 1 = Strongly Disagree to 5 = Strongly Agree. A coding scheme will be prepared before entering into SPSS to ensure consistency across the data.

3.7.4 Data Transcribing

Data transcribing involved entering the coded responses from Excel into SPSS. Researchers are encouraged to double check each response as if there were mistakes it could affect the results of the research. Random checks were performed to reduce data entry errors (Hair et al., 2019).

3.7.5 Data Cleaning

The final step was data cleaning. This step involves identifying and correcting errors that could affect the research findings. Data cleaning provides accurate data which enhances result accuracy.

3.8 Summary

To sum up, it outlined the gathering procedure and analyzed to test the study's hypotheses. By detailing these procedures, the chapter ensures objectives are managed with clarity and precision.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

This section presents the analytical results of 200 respondents by using SPSS. The data is analyze to identify the factors that influence employee commitment in modern workplace environments.

4.1 Descriptive Analysis

Descriptive analysis was conducted on the respondents' gender, age, race, education level, years of experience, employment type, salary and mode of work. This detail was obtained from the demographic profile section (Section A) of the questionnaire.

4.1.1 Respondent Demographic Profile

Table 4.1: Demographic Profile of Respondents

Items		Sample (n=200)	Percentage (%)
Gender	Female	126	63
	Male	74	37
Age	below 25 years old	70	35
	25-34 years old	84	42
	34-44 years old	38	19
	45 years and above	8	4

Highest Education background	SPM/ O Level	13	6.5
	Diploma	48	24
	Bachelor's Degree	115	57.5
	Master's Degree	20	10
	Doctorate	4	2
Years of Experience	Less than 1 year	53	26.5
	1–3 years	75	37.5
	4–6 years	43	21.5
	7–10 years	19	9.5
Employment Type	Full-time	136	68
	Part-time	30	15
	Contract	21	10.5
	Temporary	13	6.5
Salary	Below RM 2,000	58	29
	RM 2,000 – RM 4,999	90	45
	RM 5,000 – RM 6,999	38	19
	RM 7,000 – RM 9,999	8	4
	RM 10,000 and above	6	3
Mode of Work	On-site	155	77.5
	Hybrid	40	20
	Fully remote	5	2.5

Source: Developed for the research.

Table 4.1 presents the demographic profile of the 200 respondents surveyed for this research. This includes information such as gender, age, education, experience, employment type, salary, and work mode. Among 200 respondents, 126 (63%) were female, representing the majority of the sample. The remaining 37% (n=74) of respondents were male. In terms of age, the majority of respondents fall into the 25–34 age group, with 84 respondents (42%). The next largest group is those below 25 years old, with 70 respondents (35%). There are 38 people (19%) in the 34–44 age group. The smallest group is those aged 45 and above, with 8 respondents (4%).

Regarding educational background, most of them hold a Bachelor's Degree of which there are 115 respondents, which is 57.5% of the total. For Diploma holders, there are only 24% while those with a Doctorate are the smallest group at only 2%. The data on years of experience shows that most employees are early in their careers. A total of 75 respondents (37.5%) has 1–3 years of experience. Another 53 respondents (26.5%) have less than a year's experience. Only 9.5% of respondents have worked for 7–10 years.

In terms of employment type, most respondents are full-time employees. They represent 68% which is 136 respondents of the total sample. Part-time workers come next at 15% which is 30 respondents, followed by contract-based workers at 21 respondents (10.5%). The smallest group is temporary staff, making up only 6.5% (13 respondents) of the participants. In terms of salary, most of the 200 respondents earn lower-to-middle income. About 90 respondents which is 45% earns between RM 2,000 and RM 4,999 per month. Furthermore, 58 respondents about 29% earn below RM 2,000. Another 19% which is 38 respondents earn between RM 5,000 and RM 6,999. Only a small number earn higher salaries which is 8 respondents (4%) earn between RM 7,000 to RM 9,999, and just 6 respondents (3%) earn RM 10,000 and above.

The mode of work reveals that most of the respondents work in a traditional office setting. 155 out of 200 respondents work on-site while only 20% which is 40 respondents have a hybrid mode of work arrangement. Only 5 respondents which is 2.5% are fully remote.

4.2 Reliability Test (Cronbach's Alpha)

Table 4.2: Summary of Reliability Test

Variables	Cronbach's Alpha	No. of Items	Strength
Job Performance	0.834	5	Good
Job Satisfaction	0.855	5	Good
Skills development	0.839	5	Good
AI Adoption	0.876	5	Good
Employee Commitments	0.936	5	Excellent

Source: Developed for the research

Reliability testing is utilized to determine the internal consistency of survey instruments used to measure each variable (Hair et al., 2019). A Cronbach's Alpha score of 0.70 or above is usually seen as acceptable for research, indicating acceptable internal consistency based on the recommendation of Nunnally and Bernstein (1994). According to Table 4.2, all the variables achieve the acceptable threshold of 0.70. Specifically, the employee commitment variable shows the highest internal consistency of value 0.936. Followed by the independent variables which are the Job Performance (0.834), Job Satisfaction (0.855), Skills Development (0.839), and AI Adoption (0.876). These all showed a "Good" strength of reliability. It shows that results support the instruments used to evaluate both dependent and independent variables are consistent and reliable for further data analysis.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

Table 4.3: Pearson Correlation Coefficient

	Mean_JP	Mean_JS	Mean_SD	Mean_AA	Mean_EC
Mean_JP	1	0.543**	0.414**	0.411**	0.525**
Mean_JS		1	0.477**	0.372**	0.576**
Mean_SD			1	0.594**	0.560**
Mean_AA				1	0.490**
Mean_EC					1

** Correlation is significant at the 0.01 level (1-tailed).

Source: Developed for the research

To examine the strength and direction of the relationships between the independent variables and Employee Commitment (EC), Pearson Correlation analysis was performed. According to Table 6, all the variables show a correlation with the variable of Employee Commitment (EC). The meaning is when these factors improve, employee commitment tends to increase. Job Satisfaction (JS) shows the strongest relationship with a correlation coefficient of 0.576, followed closely by Skills Development (SD) at 0.560 and Job Performance (JP) at 0.525. All of which show a moderate-to-strong positive relationship. AI Adoption (AA) also shows a positive relationship, though it is slightly lower, with a coefficient of 0.490. Overall, these results suggest that all four predictors are significant factors in fostering commitment among the 200 respondents. Job Satisfaction serves as the most influential correlate in this study.

4.3.2 Multicollinearity test

To ensure the validity of the multiple regression model, a multicollinearity test was conducted.

Table 4.4: Summary of Multicollinearity test (VIF test)

Variable	Tolerance	VIF
Job Performance	0.650	1.539
Job Satisfaction	0.628	1.593
Skills Development	0.566	1.766
AI Adoption	0.614	1.630

Source: Developed for the research

Multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values. Based on the results in Table 4.4, all independent variables which are the Job Performance (0.650), Job Satisfaction (0.628), Skills Development (0.566), and AI Adoption (0.614) showed Tolerance values well above the 0.10 threshold. These high tolerance values indicate that a significant proportion of the variance in each predictor is unique and not explained by the other variables in the model (Hair et al., 2019).

Furthermore, the results showed that all Variance Inflation Factor (VIF) values were well below the threshold of 5.0 which are ranging from 1.539 to 1.766. These results show that correlations between predictors are minimal, ensuring stable regression coefficients (Hair et al., 2019). Consequently, the model accurately measures the individual impact of each variable on Employee Commitment without the risk of inflated variance or problematic overlap.

4.3.3 Multiple Regression Analysis

Multiple regression analysis was performed to check the proposed hypotheses and determine the influence of job performance, job satisfaction, skills development, and AI adoption on employee commitment.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698	.487	.476	.61909

Source: Developed for the research.

The Model Summary table shows an R Square (R2) value of 0.487, which indicates that 48.7% of the variance in Employee Commitment can be explained by the combined influence of Job Performance, Job Satisfaction, Skills Development, and AI Adoption. The remaining 51.3% is attributed to other factors not included in this study.

Table 4.6: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.908	4	17 727	46.252	<.001
	Residual	74 738	195	383		
	Total	145.646	199			

a. Dependent Variable: EC

b. Predictors: (Constant), JP, JS, SD, AA

Source: Developed for the research.

Based on Table 4.6, the ANOVA results show a significance value of <.001, which is well below the 0.05 threshold. This confirms that the overall regression model is a significant fit and that the predictors reliably forecast the dependent variable. The F-statistic of 46.252 indicates that the group of independent variables which are the Job Performance, Job Satisfaction, Skills Development, and AI Adoption significantly predicts the variance in Employee Commitment. Overall, this result confirms that the research model is a good fit and that the relationship between the variables is not due to random chance.

Table 4.7: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	-.866	.342		-2.528	.012
	Mean_JP	.290	.091	.202	3.176	.002
	Mean_JS	.378	.084	.293	4.524	<.001
	Mean_SD	.321	.089	.246	3.607	<.001
	Mean_AA	.166	.072	.152	2.316	.022

a. Dependent variable: Mean_EC

Source: Developed for the research.

Based on Table 4.7, the Multiple Linear Regression analysis indicates that all four independent variables are significant predictors of Employee Commitment. Among the factors, Job Satisfaction emerges as the most influential driver (β = .293, p < .001), followed by Skills Development (β = .246, p < .001) and Job Performance (β= .202, p = .002), all of which contribute substantially to higher commitment levels. While AI Adoption also shows a positive and significant impact (β = .152, p = .022), its influence is relatively lower compared to others factors.

The multiple regression equations in this study is shown as follows:

$$Y=\beta0+\beta1X1+\beta2X2+\beta3X3+\beta4X4+e$$

Where:

Y = Employee Commitment

$\mathbf{X_1}$ = Job Performance

$\mathbf{X_2}$ = Job Satisfaction

$\mathbf{X_3}$ = Skills Development

$\mathbf{X_4}$ = AI Adoption

$\boldsymbol{\beta_0}$ = Intercept

$\boldsymbol{\beta_1 - \beta_4}$ = Regression coefficient

e = Error term

β0 is a constant value, and β1,β2,β3,β4 are the coefficients of related independent variables related to the dependent variable.

$$Y = -0.866 + 0.290(\mathbf{X_1}) + \mathbf{0.378\ (X_2)} + \mathbf{0.321(X_3)} + \mathbf{0.166(X_4)} + \mathbf{e}$$

This equation reveals that all four independent variables have a significant positive impact on Employee Commitment, as all p-values (Sig.) are less than 0.05. Job Satisfaction ($\mathbf{X_2}$) carries the highest unstandardized coefficient (0.378), suggesting it is the strongest predictor in the model. This is followed by Skills Development ($\mathbf{X_3}$) at 0.321, Job Performance ($\mathbf{X_1}$) at 0.290, and AI Adoption ($\mathbf{X_4}$) at 0.166. These results imply that for every one unit increase in any of these factors, employee commitment will increase by their respective coefficient values, assuming all other variables remain constant.

4.4 Conclusion

The results are analyzed and interpreted in these sections. These outcomes then form the basis for Chapter 5, which addresses the discussion, limitations, and recommendations.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

This chapter explains the findings from Chapter 4, implications, limitations and suggests ways to improve or address those limitations.

5.1 Discussion of Major Findings

Table 5.1: Discussion of Major Findings

Hypotheses	Significant Level (p-value)	Results
H1: Job performance has a positive relationship with employee commitment.	0.002	Supported
H2: Job satisfaction has a positive relationship with employee commitment.	<0.001	Supported
H3: Skills development has a positive relationship with employee commitment.	<0.001	Supported
H4: AI adoption has a positive relationship with employee commitment.	0.022	Supported

Source: Developed for research

5.1.1 Job performance and Employee Commitment

RO1: To determine the relationship between job performance and employee commitment.

RQ1: Does job performance have a significantly positive relationship with employee commitment?

The significant level of job performance is 0.002 which is below the significance alpha value of 0.05. This means that **H1 is supported**. Thus, this suggests that as an employee's performance levels increase, their dedication to the company often becomes stronger. Based on Aldasem et al., (2022), reported that during the COVID-19 pandemic, the job performance achieved a beta value of 0.631 showing that it has a significant positive impact on organizational commitment. The research implies that when employees perform well, they tend to feel more ownership and responsibility toward their organization. This makes them more determined to remain with the company.

From my perspective, the significant relationship between job performance and commitment play an important role within the workplace. When employees perform well, they are likely to receive better feedback and more opportunities. This makes them feel like part of the team. This sense of belonging is the foundation of organizational commitment. In my opinion, I think this is because high performance builds confidence. When an employee feels competent and successful in their specific environment, they are less likely to leave that environment, leading to a deeper, more stable bond with the employer.

H_1: There is a positive relationship between job performance and employee commitment.

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5.1.2 Job Satisfaction and Employee Commitment

RO2: To determine the relationship between job satisfaction and employee commitment.

RQ2: Does job satisfaction have a significantly positive relationship with employee commitment?

The p-value of job satisfaction is lower than 0.001 and below alpha value of 0.05 indicating **H2 is supported.** This implies that greater job satisfaction leads directly to stronger loyalty toward the organization. This finding matches global research which reveals that job satisfaction is one of the main things that boosts how much employees care about the organization. Markovits et al. (2010) argue job satisfaction remains a significant factor of organizational commitment. If an organization meets an employee's needs, the employee will reciprocate. This often comes in the form of a desire to remain with that organization (Al-Ali et al., 2019). Additionally, satisfied employees tend to experience more job happiness. This happiness serves an important element in reducing turnover intentions and strengthening a long-term professional relationship (Saridakis et al., 2023).

From my perspective, job satisfaction acts as the emotional anchor of the employer-employee relationship. When individuals feel that their work is meaningful and their workplace is supportive, their commitment transitions from being a necessity to a genuine choice. This creates a more stable workforce where employees are not just physically present, but emotionally invested. Personally, I think this is because satisfaction eliminates the "search cost" of looking for a new job. If an employee is genuinely happy where they are, the perceived value of staying far outweighs the uncertainty of leaving, thereby solidifying their commitment.

H_2: There is a positive relationship between job satisfaction and employee commitment.

5.2.3 Skills development and Employee Commitment

RO3: To determine the relationship between skills development and employee commitment.

RQ3: Does skills development have a significantly positive relationship with employee commitment?

The p-value of skills development is lower than 0.001, which is lesser than the alpha value of 0.05. Thus, it indicates that **H3 is supported.** This finding shows that employees in the modern workforce value growth opportunities. When an organization invests in an employee's professional growth, it creates a reciprocity effect. Employees feel they have a moral duty to return that investment by becoming more committed. Research (Erfan & Bakri, 2025), found that structured learning and upskilling increase both competence and motivation. These are the foundation of attachment to an organization. Furthermore, in a rapidly changing labor market, employees see skills development as a sign that their job is secure and that they can grow in their career. This lowers their desire to quit and strengthens their long-term bond with the organization (Okon et al., 2025). In simple terms, when employees can see a clear path to learn new skills and get promoted, they are less likely to quit. To retain employees, companies need to make sure their goals match up with what employees want for their futures.

From my perspective, skills development is the most practical way for a company to show that it values an employee's future, not just their current output. When employees are given the tools to improve, they feel empowered and capable, which transforms their view of the company from just a place of work to a partner in growth. Personally, I think this is because learning new skills provides a sense of progress. When employees feel they are moving forward in their careers without having to change companies, their commitment becomes a natural byproduct of their own personal success.

H_3: There is a positive relationship between skill development and employee commitment.

5.2.4 AI adoption and Employee Commitment

RO4: To determine the relationship between Artificial Intelligence (AI) adoption and employee commitment.

RQ4: Does Artificial Intelligence (AI) adoption have a significantly positive relationship with employee commitment?

The p-value for AI adoption is 0.022, which is less than the alpha value of 0.05. This shows that AI adoption has a significant positive relationship with employee commitment. Therefore, **H4 is supported**. This suggests that if AI is integrated into work processes, it appears to increase the organizational loyalty. This aligns with a recent study by Rajaram and Tinguely (2024), which explains that AI adoption has changed how work is done. These changes can make the overall employee experience better. Not only that, if AI is being integrated along with supportive leadership, it creates something called "AI-supported autonomy." This means employees will feel more capable and able to manage their own tasks. Consequently, the employees feel more emotionally committed to the organization (Liu et al., 2025).

From my perspective, AI adoption represents a forward-thinking organizational culture that employees want to be a part of. Rather than fearing replacement, employees in this study appear to value the efficiency and modern skill sets that come with AI integration. This creates a sense of pride and professional relevance. Personally, I think this is because AI acts as a digital partner that removes the burden of repetitive, monotonous work. When employees are freed to focus on more strategic and creative aspects of their jobs, they feel more satisfied. Consequently, more committed to the organization that provided them with these advanced tools.

H_4: There is a positive relationship between AI adoption and employee commitment.

5.3 Implications of the Study

5.3.1 Theoretical Implications

This study contributes to previous research in the field of organizational behavior and human resource management. This study supports the Social Exchange Theory which states that the relationship between employees and organizations is reciprocal. This study also shows that when organizations provide good things to employees, such as good AI tools and training or skill development programs, employees will respond positively. Employees will feel more valued and will usually show higher commitment to the organization.

5.3.2 Practical Implications

In practical terms, this study provides guidance to managers and leaders of organizations. The aim is to help retain employees, especially in industries where there are many employees leaving their jobs. This study shows that job satisfaction and job performance are very important. Therefore, management needs to focus more on employees. They need to take care of employee welfare and appreciate their achievements so that employees feel closer to the organization.

This study also shows that skill development is very important to retain employees. Companies need to provide continuous training and learning opportunities, not just consider it as an additional cost. Finally, this study shows that employees accept the use of AI well. Management needs to use AI as a tool, not to replace employees. AI can help reduce routine work so that employees can focus on more important work. This can make employees feel that their work is more meaningful and more loyal to the organization.

5.4 Limitations of the Study

However, there are some limitations that should be addressed in the study. Firstly, there is a lack of industry-specific comparisons. The survey did not compare specific industries like healthcare or manufacturing, even though the survey is open to any people from different industries. Therefore, these results show a general pattern.

Moreover, cross-sectional research design was used. This means that the data is collected in a time. Thus, it makes it hard to see how employee commitment evolves for a long time. This would create a better insight into how these variables affect each other and change especially as technology advances and employees gain more experience in their careers.

Lastly, this research only studies the factors of job performance, job satisfaction, skills development, and AI adoption as predictors of employee commitment. It did not take into account other important factors. For example, leadership, compensation packages, work-life balance, or organizational communication. The (R2) value in this study suggests that while the chosen variables are significant, there are other unexplained factors influencing employee commitment that were outside the research range.

5.5 Recommendations for Future Research

Based on the limitations of this study, several recommendations are suggested for future researchers. Firstly, it is recommended to broaden the industrial scope of the research. This can be conducting comparative studies across different industries. For example, healthcare, manufacturing, or the public sector. Secondly, future researchers should prioritize adopting a longitudinal research design. Using these methods, researchers could track the employees over several months or years. This would provide a deeper understanding of how the relationship between these

variables evolves as technology changes and as employees progress in their careers.

Not only that, there is a limit of the depth for these insights as this study relied solely on quantitative survey data. Future research could consider using a mixed-methods approach such as incorporating interviews or focus groups. According to Cresswell (2025), mixed method research provides a more innovative feature of integration data analysis. While the current study shows *what* the relationship is, interviews could explain *why* employees feel more committed when using AI or receiving training, offering richer insights that numbers alone cannot capture.

Furthermore, future researchers should look beyond the four variables studied in this research. Researchers could explore mediating factors like leadership support, organizational culture, or work-life balance. This would provide a more holistic view of the complex drivers behind organizational commitment in the digital age.

5.5 Conclusion

These studies examine the impact of job performance, job satisfaction, skills development and AI adoption on employee commitment. The result shows that all the four variables have a significant impact on employee commitment. The findings show that AI tools are essential for modern efficiency. However, the main drivers of employee commitment are still psychological. These include the satisfaction found in high job performance and career growth. Therefore, organizations must adopt a holistic strategy.

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Appendices

Appendix 1.0: Questionnaire

QUESTIONNAIRE

UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT
BACHELOR OF INTERNATIONAL BUSINESS (HONOURS)
FINAL YEAR PROJECT

TITLE OF RESEARCH:

The Impact of Job Performance, Job Satisfaction, Skills Development, And AI Adoption On Employee Commitment

Dear Respondents,

I am Hoo Yuan Yien, currently a final year undergraduate student pursuing a degree of Bachelor of International Business (Hons) from Faculty of Accountancy & Management (FAM) at Universiti Tunku Abdul Rahman (UTAR). I am currently conducting my final year project (FYP) on "The Impact of Job Performance, Job Satisfaction, Skills Development, And AI Adoption on Employee Commitment".

You are kindly invited to participate in this questionnaire survey. The purpose of this study is to examine how job performance, job satisfaction, skills development, and the adoption of artificial intelligence (AI) influence employee commitment. Your participation is entirely voluntary, and all information provided will be treated with the strictest confidentiality. The data collected will be used solely for academic purposes.

There are no right or wrong answers to the questions. You are kindly requested to answer all questions honestly based on your personal experience. Completing this questionnaire will take approximately 10–15 minutes.

By completing and submitting this questionnaire, you indicate your informed consent to participate in this study. If you have any questions or require further clarification regarding this research, please feel free to contact me at 2103354@1utar.my.

Thank you very much for your time and effort.

Personal Data Protection Notice

Please be informed that Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, therefore Universiti Tunku Abdul Rahman (UTAR) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal data.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at 2103354@1utar.my

Acknowledgment of Notice

[ ] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[ ] I disagree, my personal data will not be processed.

Section A: Demographic Information

Please select an option for each of the following statements:

1. Gender

[ ] Male

[ ] Female

2. Age

[ ] below 25 years old

[ ] 25-34 years old

[ ] 34-44 years old

[ ] 45 years and above

3. Highest Education background

[ ] SPM/ O Level

[ ] Diploma

[ ] Bachelor's Degree

[ ] Master's Degree

[ ] Doctorate

4. Years of Experience

[ ] Less than 1 year

[ ] 1–3 years

[ ] 4–6 years

[ ] 7–10 years

[ ] More than 10 years

5. Employment Type

[ ] Full-time

[ ] Part-time

[ ] Contract

[ ] Temporary

6. Salary

[ ] Below RM 2,000

[ ] RM 2,000 – RM 4,999

[ ] RM 5,000 – RM 6,999

[ ] RM 7,000 – RM 9,999

[ ] RM 10,000 and above

7. Mode of Work

[ ] On-site

[ ] Hybrid

[ ] Fully remote

Section B: Evaluate the Impact of Job Performance, Job Satisfaction, Skills Development, And AI Adoption on Employee Commitment

Listed below are the measurement items regarding factors the Impact of Job Performance, Job Satisfaction, Skills Development, And AI Adoption on Employee Commitment. Please select the most appropriate option that best indicate the extent to which you agree or disagree with the following statements by using 5 points Likert scale.

(1) = Strongly disagree (2) = Disagree (3) = Neutral (4) = Agree (5)= Strongly agree

Job Performance refers to employees' effectiveness in carrying out work tasks, fulfilling job responsibilities and contributing to organisational outcomes (Campbell, 1990).

Construct	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I consistently meet the performance standards set for my job.	1	2	3	4	5
2. I complete my tasks efficiently and on time.	1	2	3	4	5
3. My work quality is consistently high.	1	2	3	4	5
4. I can handle difficult or unexpected work situations effectively.	1	2	3	4	5
5. I often exceed the expectations of my supervisor.	1	2	3	4	5

Job Satisfaction is defined as the extent to which employees feel positive or fulfilled by various aspects of their job such as work conditions, autonomy, pay, recognition and interpersonal relationships (Locke, 1976).

Construct	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am satisfied with the nature of the work I do.	1	2	3	4	5
2. I feel happy with my current role.	1	2	3	4	5
3. My job gives me a sense of accomplishment.	1	2	3	4	5
4. I am satisfied with the support I receive from my supervisor.	1	2	3	4	5
5. Overall, I am satisfied with my job.	1	2	3	4	5

Skills development refers to the process through which individuals acquire, strengthen, and refine the knowledge, abilities, and competencies needed to perform tasks effectively in their current or future roles (Noe, 2010).

Construct	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization provides sufficient opportunities for skills development.	1	2	3	4	5
2. I regularly participate in training programs that improve my skills.	1	2	3	4	5
3. The training I receive is relevant to my job needs.	1	2	3	4	5
4. I feel that my skills have improved over the past year.	1	2	3	4	5
5. My organization encourages continuous learning.	1	2	3	4	5

AI Adoption refers to the process through which individuals or organizations accept, integrate, and utilize artificial intelligence technologies to enhance decision-making, automate tasks, and improve overall performance (Venkatesh et al., 2003).

Construct	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I use AI-based systems or tools to perform my work tasks.	1	2	3	4	5
2. AI tools help me complete my work more efficiently.	1	2	3	4	5
3. I feel comfortable using AI technologies in my job.	1	2	3	4	5
4. My organization provides adequate training for AI tools.	1	2	3	4	5
5. AI adoption in my workplace has improved productivity.	1	2	3	4	5

Section C: Employee Commitment

Employee Commitment is the extent to which employees believe in organizational goals, feel loyal to the company, and are willing to make an effort on its behalf (Meyer & Allen, 1991).

Construct	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel emotionally attached to my organization.	1	2	3	4	5
2. I feel a strong sense of belonging to my organization.	1	2	3	4	5
3. I intend to continue working with this organization.	1	2	3	4	5
4. I feel committed to the long-term success of my organization.	1	2	3	4	5
5. I would be happy to spend the rest of my career in this organization.	1	2	3	4	5

Thank you for completing this questionnaire. Your participation is greatly appreciated.

Appendix 2.0: Pilot Test Results

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.749	.758	5

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.844	5

Skills development

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.806	.814	5

AI Adoption

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.923	.928	5

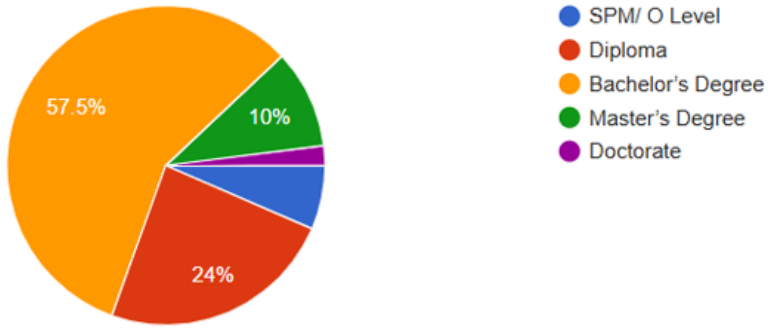
Employee Commitments

Reliability Statistics

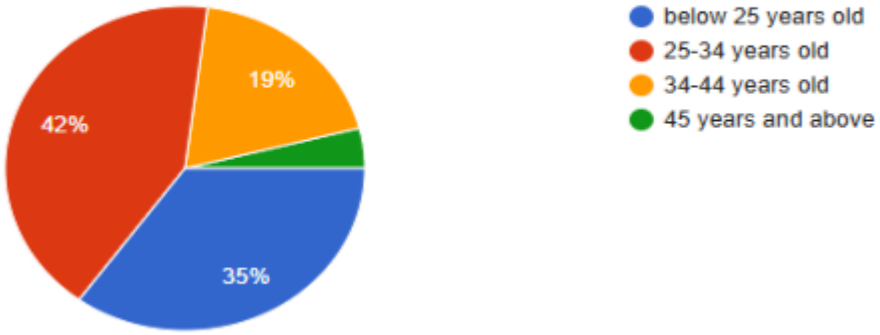
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.922	5

Appendix 3.0: Descriptive Analysis Results

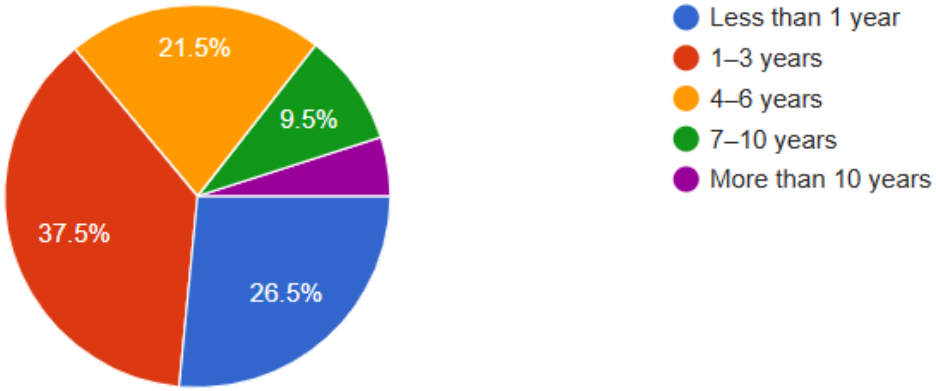
Highest Education background



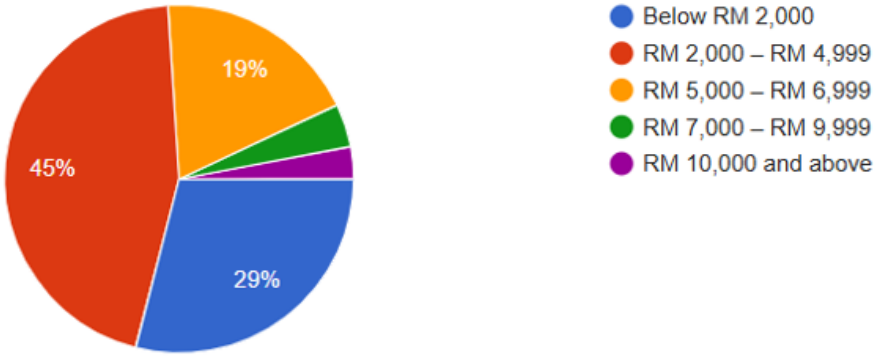
Age



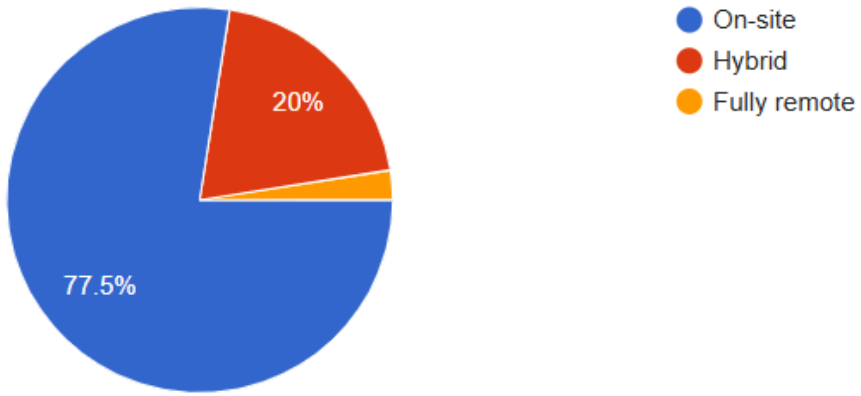
Years of Experience



Salary



Mode of Work



Appendix 4.0: Reliability Test Results

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.835	5

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.857	5

Skills development

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.841	5

AI Adoption

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.880	5

Employee Commitments

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.939	5

Appendix 5.0: Pearson Correlation Coefficient

Correlations

		Mean_JP	Mean_JS	Mean_SD	Mean_AA	Mean_EC
Mean_JP	Pearson Correlation	1	.543**	.414**	.411**	.525**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	200	200	200	200	200
Mean_JS	Pearson Correlation	.543**	1	.477**	.372**	.576**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	200	200	200	200	200
Mean_SD	Pearson Correlation	.414**	.477**	1	.594**	.560**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	200	200	200	200	200
Mean_AA	Pearson Correlation	.411**	.372**	.594**	1	.490**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	200	200	200	200	200
Mean_EC	Pearson Correlation	.525**	.576**	.560**	.490**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	200	200	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 6.0: Multiple Linear Regression Analysis Results

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Mean_AA, Mean_JS, Mean_JP, Mean_SD[b]	.	Enter

a. Dependent Variable: Mean_EC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.476	.61909

a. Predictors: (Constant), Mean_AA, Mean_JS, Mean_JP, Mean_SD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.908	4	17.727	46.252	<.001[b]
	Residual	74.738	195	.383		
	Total	145.646	199			

a. Dependent Variable: Mean_EC

b. Predictors: (Constant), Mean_AA, Mean_JS, Mean_JP, Mean_SD

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.866	.342		-2.528	.012
	Mean_JP	.290	.091	.202	3.176	.002
	Mean_JS	.378	.084	.293	4.524	<.001
	Mean_SD	.321	.089	.246	3.607	<.001
	Mean_AA	.166	.072	.152	2.316	.022

a. Dependent Variable: Mean_EC

Appendix 7.0: Multicollinearity test (VIF test) Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.476	.61909

a. Predictors: (Constant), Mean_AA, Mean_JS, Mean_JP, Mean_SD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.908	4	17.727	46.252	<.001[b]
	Residual	74.738	195	.383		
	Total	145.646	199			

a. Dependent Variable: Mean_EC

b. Predictors: (Constant), Mean_AA, Mean_JS, Mean_JP, Mean_SD

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.866	.342		-2.528	.012		
	Mean_JP	.290	.091	.202	3.176	.002	.650	1.539
	Mean_JS	.378	.084	.293	4.524	<.001	.628	1.593
	Mean_SD	.321	.089	.246	3.607	<.001	.566	1.766
	Mean_AA	.166	.072	.152	2.316	.022	.614	1.630

a. Dependent Variable: Mean_EC

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Mean_JP	Mean_JS	Mean_SD	Mean_AA
1	1	4.939	1.000	.00	.00	.00	.00	.00
	2	.025	13.962	.06	.05	.10	.03	.60
	3	.014	19.064	.59	.01	.60	.02	.00
	4	.013	19.598	.04	.29	.00	.68	.27
	5	.010	22.614	.31	.64	.30	.27	.13

a. Dependent Variable: Mean_EC

Appendix 8.0: Ethical Clearance Approval Letter

UNIVERSITI TUNKU ABDUL RAHMAN DU012(A)
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Re: U/SERC/78-669/2026

7 January 2026

Dr Yeong Wai Mun
Head, Department of International Business
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Yeong,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your students' research project from Bachelor of International Business (Honours) programme enrolled in course UKMZ3016. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	The Impact of AI Such as ChatGPT on Students' Learning and Daily Life	Chin Yin Tong	Dr Eaw Hooi Cheng	7 January 2026 – 6 January 2027
2.	Factor that Influences User Trust in Platform-based Business	Nicholas Tang Kien Yuan	Dr Jayamalathi a/p Jayabalan	
3.	Do Students Prefer Working with Flexible Hours and Locations or Fixed Working Hours and Location	Tan Song Ze	Dr Kalaivani a/p Jayaraman	
4.	Factors of E-commerce That Influence Customer Satisfaction Among Gen Z in Malaysia	Yap Chen Khai	Dr Komathi a/p Munusamy	
5.	A Case Study of Patient Satisfaction in a Private Clinic in Negeri Sembilan	Liew Xin Yee	Ms Lim Yee Wui	
6.	The Influence of Trend Culture on Gen Z's Purchase Decision for Collectible Items	Peggy Loh Zi Xuan	Dr Foo Meow Yee	
7.	Determinants of In-game Purchase Intention Among Malaysian Youth Online Gamers	Lim Jing Hao	Dr Yeong Wai Mun	
8.	Consumer Buying Behaviour Towards Consumer Products in Malaysia	Tee Xin Zhuen	Dr Foo Meow Yee	
9.	The Impact of Micromanagement on Employee Performance Among Sales Agents in Malaysia	Chen Yu Wen Sharen	Dr Jayamalathi a/p Jayabalan	
10.	Drivers of Generation Z Consumers' Purchase Intention Toward Green Skin Care Products	Lee Ken Hau	Dr Malathi Nair a/p G Narayana Nair	
11.	The Influence of Company Benefits on Job Outcomes Among Malaysians' Employees	Khong Yuee Ching	Dr Omar Hamdan Mohammad Alkharabsheh	
12.	The Influence of Organizational Communication, Coworker Support, and Job Stress with the Mediating Role of Job Satisfaction on Employees' Motivation	Phun Yan Jun	Ms Hooi Pik Hua @Rae Hooi	

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Website: www.utar.edu.my

No.	Research Title	Student's Name	Supervisor's Name	Approval Validity
13.	The Impact of Brand Equity Dimensions on Brand Loyalty Among Generation Z in the Sports Footwear Industry	Ng Zhen Yang	Dr Malathi Nair a/p G Narayana Nair	7 January 2026 – 6 January 2027
14.	The Influence of Social Media Influencers on Malaysian Consumers' Purchase Intention Toward International Brands	Lim Wei Qi	Dr Foo Meow Yee	
15.	A Study of Reverse Logistic and Its Role in Brand Image and Customer Perception	Chang Kar Tung		
16.	The Role of Cross-Border E-Commerce Does Promote Buying Intentions for Consumers	Ho Jia Rok		
17.	Understanding the Influence of Online Scams on Consumer Purchase Intentions Among Malaysian Social Media Users	Aw Yong See Win	Dr Choo Siew Ming	
18.	Exploring the Intention of Reside in Retirement Villages Among Gen Z in Malaysia	Teo Yi Qi	Ms Goh Poh Jin	
19.	The Influence of Brand Trust on Young Adults' Preferences for Malaysia-Based Coffee Brands	Liau Wei Sim	Dr Malathi Nair a/p G Narayana Nair	
20.	Factors Influencing Malaysian Consumers' Purchase Intention Toward International Beauty Products	Tan Sze Wing	Dr Foo Meow Yee	
21.	Consumer Choice of Sustainable Mobility: A Study of Determinants Influencing Electric Vehicle Purchase Intention	Shao Yuhao	Ms Goh Poh Jin	
22.	The Impact of Product Variety, Promotions, Accessibility, Mall Cleanliness & Maintenance on Shoppers' Revisit Intention in Urban Shopping Malls: A Functional Value Analysis	Tan Yue Wey	Dr Choo Siew Ming	
23.	Young Consumers' Purchase Intention Toward Green Products in Malaysia: Drivers and Challenges in Green Marketing	Chin Zhi Qian		
24.	Chasing the Surprise: Understanding What Drives Impulse Buying in Blind Box Market Among Malaysian Generation Z	Tan Zung Yan	Ms Tai Lit Cheng	
25.	The Impact of Job Performance, Job Satisfaction Skills Development and AI Adoption on Employee Commitment	Hoo Yuan Yien	Dr Omar Hamdan Mohammad Alkharabsheh	
26.	Independent Journeys: Investigating the Key Determinants of Gen Z Female Travelers' Solo Travel Intentions	Chong Wai Sam	Ms Goh Poh Jin	
27.	Understanding Generation Z Consumer Behavior: The Role of Data-Driven Marketing in Shaping Customer Engagement in Online Shopping	Audrey Chong Jia Wen	Dr Choo Siew Ming	
28.	The Influence of Job Characteristics on Meaningful Work and Quiet Quitting in Multinational Corporations	Dominic Koh Wen Cong	Dr Low Mei Peng	
29.	Determinants of Entrepreneurial Intentions Among Female University Students	Victoria Wee Yuet Fang	Dr Kalaivani a/p Jayaraman	
30.	Factors that Influence the EV Purchase Intention: The Moderating Role of Incentive Policy	Kuan Jo Yin	Ms Goh Poh Jin	
31.	Understanding the Dynamics of Short-Form Video Marketing: An Analysis of Purchase Intention Among Young Consumers in Malaysia	Chia Zhi Han	Dr Choo Siew Ming	
32.	Psychological Stress Among Gen Z Malaysian Students Preparing for International Education Abroad	Dania Natasya BInti Nagayaya	Dr Malathi Nair a/p G Narayana Nair	

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The conduct of this research is subject to the following:

(1) The participants' informed consent be obtained prior to the commencement of the research;

(2) Confidentiality of participants' personal data must be maintained; and

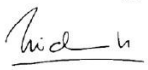
(3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

(4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,



Professor Dr Zuraidah Abd Manaf
Chairman
UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Accountancy and Management

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