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ADOPTION OF ARTIFICIAL INTELLIGENCE AND ITS
INFLUENCE ON EMPLOYEE PERFORMANCE: A STUDY OF
MINIATURE MALL EMPLOYEES

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Keywords	Abstract
Artificial Intelligence, Employee Performance, Miniature Mall, Structural Equation Modelling.	Artificial Intelligence (AI) has increasingly become an important technological tool in the retail sector, influencing business operations, employee responsibilities, and workplace practices. The adoption of AI-enabled technologies has the potential to improve operational efficiency, reduce repetitive tasks, enhance accuracy, and support employees in performing their duties effectively. Hence, the purpose of this study was to evaluate the adoption of artificial Intelligence and its influence on employee performance. Structural Equation Modelling was used to analyse the collected data. The findings of the study indicated that Adoption of Artificial Intelligence has a positive and statistically significant effect on Employee Performance. The study concludes that AI should be viewed as a supportive technological resource that complements human capabilities rather than merely replacing human effort. Effective and employee-oriented AI adoption can therefore contribute significantly to enhancing employee performance and improving the operational effectiveness of miniature malls.

Introduction:

AI (Artificial Intelligence) is a key enabler of digital transformation that is changing the way companies create job roles, recruit, engage, manage and measure employees performance. The use of AI-powered applications has transcended highly tech-heavy sectors and is now becoming more



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common in service and retail, where workers engage with digital systems and conduct regular customer and administrative tasks. AI-powered systems can aid in tasks like inventory control, customer support, sales forecasting, tailored recommendations, billing, staff scheduling, and performance tracking. Therefore, the study of employee adaptation to AI and its impact on employee performance is a crucial topic of interest in organizational and human resource research (Malik et al., 2023; Pereira et al., 2023). By leveraging AI, businesses can see enhanced employee performance as they eliminate repetitive tasks and process information faster and more accurately, freeing up more time for employees to focus on customer-oriented and decision-making work. AI-driven productivity has been shown to impact employee engagement, service delivery, and job effectiveness in recent studies. Specifically, Prentice et al. (2023) discovered that job performance was significantly related to the performance of AI, which in turn was significantly related to employee job engagement and service performance. This is especially applicable to those who work in retail as customer interaction, responsiveness, service quality and efficiency are large factors of their day-to-day tasks.

The impact of AI is shaped by employees' perception of and experience with the technology in the workplace. In service businesses such as retail stores, Huang and Gursoy (2024) discovered that AI integration may be regarded as both a positive challenge and a hindrance for employees. AI can foster employees' learning, growth, and self-initiated service, but it may also create the sense of job insecurity and dampen staff reactions. Thus, the acceptance of AI, technological ability, organizational support, and the sense of job security of employees can be critical factors in shaping the impact of AI on performance. Recent reviews also highlight that AI is reshaping work culture and enhancing the experiences of employees, while also introducing new demands for skills and adaptability, and for supportive management. In their systematic and bibliometric review, Souلامي et al. (2024) pinpointed key themes in the study of AI adoption in the workplace, including employee autonomy, stress, job satisfaction, workplace engagement, and employee performance. In a similar vein, Nawaz et al. (2024) found that AI implementation might also help achieve higher accuracy, customization, and time and cost savings in organizational processes.

The research is valuable because it explores the impact of implementing Artificial Intelligence on the performance of employees in miniature malls. It will assist in mapping the positive and negative aspects employees encounter when using AI based tools in retail environment. The results could help guide development of relevant training, support and strategies for implementing AI in their work to increase mall employee efficiency, productivity, flexibility and performance.

Review of Literature:

1. **Hu, C., et al. (2025)** examined the impact of AI symbolization on job-crafting behaviour, which highlights positive as well as negative impact in the small and medium sized companies of China. The findings derived from the research indicates that AI symbolization improve the readiness of the employees for change as well as promote proactive job crafting.



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Symbolic actions conversely might exacerbate perceived risks, which impacts the job-crafting behaviour adversely.

2. **Su, T. & Ji, D. (2025)** investigated the main factors which impacts the adoption of AI technology of employees and moderating role of organizational training. The findings derived shows that support from the top management, relative advantage, support through government policies, and organizational resource readiness shows positive influence on the adoption of AI technology on the employees, and on the other hand technological complexity exert negative impact.
3. **Quan, J., et al. (2025)** investigated the curvilinear impact of the adoption of Artificial Intelligence on the service performance of the employees, with anxiety and vigor acting as mediators. The results derived from the research indicates that adoption of AI have an inverted U-shaped relation with service performance through anxiety and vigor. In addition, when there is low organizational AI support and proactive personality, the indirect curvilinear impact of the adoption of Artificial Intelligence through vigor is stronger. On the other hand, when there is high organizational AI support and proactive personality, the indirect curvilinear impact of the adoption of Artificial Intelligence through anxiety is more pronounced.
4. **Chen, A., et al. (2023)** explored the impact of individual learning behaviour of an employee after adoption of Job Demand-Control (JDC) model. Job control and job demand impacts positively self-efficacy, and that in turn impacts positively the learning goal orientation and learning goal orientation impacts positively the learning behaviour. Artificial Intelligence moderates positively the influence of job demand of the employees on self-efficacy and that on learning behaviour.
5. **Nisa, S., et al. (2022)** determined the impact of work environment, work behaviour, and social interaction on employees' job satisfaction of Minimarket Raja Pas Rantauprapat. The findings derived from the research indicates that work behaviour and work environment have significant and positive impact on the job satisfaction and social interaction of the employees.
6. **Wijayati, D., et al. (2022)** explored the perception of the employees about the role of change leadership on application of Artificial Intelligence of a firm engaged in services and banking that would influence the work engagement and performance in conditions which experiences rapid changes. The findings derived from the research indicates that Artificial Intelligence have positive significant impact on the work engagement and performance of the employees. Change leadership moderate positively the impact of AI on the work engagement and performance of the employees.
7. **Wirya, K. (2019)** analyzed and explained the impact of work environment and compensation to employees' performance and work discipline of Mini Mart in Denpasar City. The findings derived from the research indicates that compensation show a significant and positive impact on work discipline. Work environment show significant and positive impact on the performance of the employees.



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Objectives of the Study:

1. To evaluate the Adoption of Artificial Intelligence and Its Influence on Employee Performance
2. To give suggestive measures for improving the effective adoption and utilization of Artificial Intelligence to enhance employee performance among miniature mall employees

Hypothesis:

H₀: There is no significant influence of Adoption of Artificial Intelligence on Employee Performance

H₁: There is a significant impact of Adoption of Artificial Intelligence on Employee Performance

Research Methodology:

The current study adopted a descriptive research design. The study is carried out among 130 miniature mall employees with minimum sample size of 119 respondents. The effect size was assumed to be 0.3, statistical power was assumed to be 0.9 and the probability level was assumed to be 0.05. There are two latent variables and ten observable variables in the research model. Non-random purposive sampling was done in selecting the respondents. In order to ensure proper and significant statistical decision-making, the selection of statistical approaches is dependent on the nature of the data, research objectives, and assumptions related to the respective methodologies (Pirani, 2024a). Both primary and secondary data were used for the study. Miniature mall employees were the primary sources of data and relevant scholarly sources were used for secondary data. The analyzed data were then analyzed using Structural Equation Modelling (SEM) as the main analytical tool, the application of SmartPLS as the main analytical tool. According to accepted research ethics, the study abstains from fabrication, falsification, plagiarism, and other types of research misconduct (Pirani, 2024b).

Data Analysis and Interpretation:

Table No: 1 Reliability and validity

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Adoption of Artificial Intelligence	0.891	0.891	0.620
Employee Performance	0.886	0.887	0.611

Source: Compiled from Primary Data

According to the reliability and validity findings, both conceptions show strong convergent validity and internal consistency. The "Cronbach's Alpha" values for employee performance (0.886) and adoption of artificial intelligence (0.891) are higher than the suggested cutoff of 0.70. In a similar



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vein, the “Composite reliability” scores of 0.887 and 0.891 verify adequate build dependability. The AVE scores for Adoption of Artificial Intelligence (0.620) and Employee Performance (0.611) are higher than the suggested value of 0.50. This suggests that over half of the variability in each indicator may be explained by the constructs. Overall, convergent validity and good reliability are shown by the measurement model.

Table No: 2 discriminant validity

Construct	Adoption of Artificial Intelligence	Employee Performance
Adoption of Artificial Intelligence	0.788	
Employee Performance	0.770	0.782

Source: Compiled from Primary Data

The diagonal values for Adoption of Artificial Intelligence and Employee Performance are 0.788 and 0.782, respectively, according to the discriminant validity findings. The two constructions have a correlation of 0.770, which is less than the equivalent diagonal values. This suggests that each construct is sufficiently different from the others. Therefore, the results confirm acceptable discriminant validity for the measurement model.

Figure No: 1 SEM model

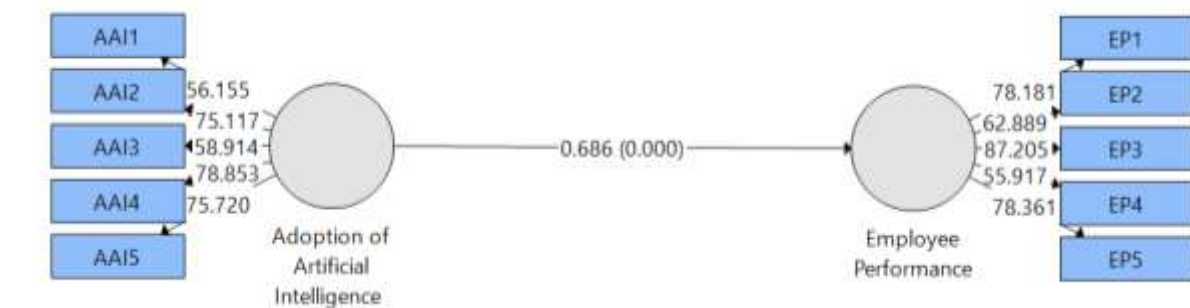


Table No: 3 Hypothesis testing

Path	Beta Coefficient	T-statistics	P-Value
Adoption of Artificial intelligence → Employee Performance	0.686	30.871	0.000

Source: Compiled from Primary Data



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Adoption of artificial intelligence has a favourable and statistically significant impact on employee performance, according to the findings of the hypothesis testing. The two variables have a strong positive link, as indicated by the beta value of 0.686. The p-value of 0.000 is less than 0.05, and the T-statistics value of 30.871 is much greater than the threshold value of 1.96. Therefore, the relationship is statistically significant, H_0 is rejected and H_1 is accepted, indicating that the adoption of Artificial Intelligence significantly improves employee performance.

Conclusion

The study has found that the use of Artificial Intelligence (AI) was statistically significant for the employees in miniature mall, with a positive significant impact. The results show how well AI-powered technologies have the potential to enhance employees' efficiency, productivity, accuracy, and performance of assigned tasks. AI can help workers get rid of repetitive tasks, find the right information fast, help with decision making and respond better to customers' needs. The strong positive correlation also suggests that AI should not just be considered as a technology investment, but a tool that can augment the capabilities of personnel and impact their overall work results. But for AI to be implemented successfully, employees' capability and willingness to effectively use AI technologies is crucial. Therefore, appropriate training, continuous technical support, employee engagement, and clear communication about the purpose of the adoption of AI are important. It is management's responsibility to ensure the work atmosphere is conducive to the adoption of new technologies without undue fear and anxiety on the part of the employee. In general, the study has demonstrated that strategic and employee-centric implementation of AI can be an effective tool to enhance employee performance and boost the efficiency of miniature malls.

Suggestions

- Management should conduct regular training sessions to enhance the knowledge and skills of employees in utilizing AI-powered tools and technologies for billing, inventory management, customer service, and other retail operations.
- Staff should be supported to improve their digital and technological skills to ensure they can confidently and effectively use AI systems in the workplace.
- Miniature malls should offer rapid technical support to overcome problems encountered in running AI related systems, and avoid disrupting employee's work.
- Consult employees before and during implementation of AI technologies. Their input can guide the management to pinpoint real-world issues and enhance the performance of AI systems.
- Management should clearly communicate the benefits of AI, emphasizing how it can reduce repetitive tasks, improve accuracy, save time, and support employees rather than creating unnecessary fear about job replacement.
- Important decisions with customers, employees and complex situations must be made with human oversight and managerial oversight, AI used as a supporting tool.



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AUTHOR(S) CONTRIBUTION

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CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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