International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

Artificial Intelligence and Job Performance: A Case Study on Its Effects on Employees in a Cargo Transport Organization

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Abstract

Artificial Intelligence (AI) continuously transforms how organizations operate by enhancing decision-making, automating routine tasks, and improving overall accuracy. This study examined the relationship between Artificial Intelligence (AI) utilization and job performance of employees at SMTI Cargo Transport, a logistics company that has begun integrating AI tools into its daily operations. A quantitative descriptive–correlational design was employed, and data were collected from 34 employees using a structured questionnaire adapted from validated instruments on technology acceptance and work performance. This study used frequency and percentage, weighted mean, and Spearman's rho correlation to determine the relationship between the two variables.

Results showed that employees generally hold positive perceptions of artificial intelligence, rating it highly in terms of usefulness, ease of use, and overall acceptance. Their job performance—including task performance, contextual performance, and counterproductive work behavior—was also reported as satisfactory. However, the Spearman's rho correlation analysis revealed that there is no significant relationship between AI utilization and job performance ($\rho = -0.005$, $p = 0.976$). This finding indicates that the use of AI tools alone does not significantly influence employees' job performance. Although AI systems are already embedded in work processes, their effectiveness in enhancing performance appears to depend on other factors such as employee training, task–technology fit, skills development, and organizational support.

Overall, this study concludes that AI should be viewed as a supportive tool rather than a standalone determinant of job performance. The findings provide useful insights for SMTI Cargo Transport management in improving AI implementation strategies and highlight the need for future research to explore additional variables that may affect employee performance. By addressing these factors, SMTI can better support its workforce and maximize the potential benefits of AI as it continues to modernize its operations.

Keywords: Artificial Intelligence, Job Performance, Logistics Operations

1. Introduction

Artificial Intelligence (AI) has emerged as a major driver of organizational transformation, reshaping how work is carried out by improving decision-making, automating repetitive tasks, and enhancing predictive accuracy [1, 2, 3]. In the logistics sector, AI technologies support critical functions such as route

optimization, cargo tracking, schedule management, and demand forecasting. According to Jabbar et al. [4], these tools improve productivity, reduce errors, and help minimize operational costs. Given that logistics operations depend heavily on accuracy and timeliness, AI has become essential for maintaining its service efficiency.

SMTI Cargo Transport relies on accurate documentation, on-time deliveries, and safe cargo handling. To support these functions, such as automated dispatch systems, predictive maintenance, and smart tracking, the company utilizes AI tools. By 2025, AI integration into the supply chain will have shifted from being a competitive advantage to a necessity for an organization to survive in a highly competitive environment [5]. Adopting AI improves logistics performance by enhancing data analysis, optimizing routes, and reducing delays caused by human errors [6, 7, 8].

Despite the benefits, integrating AI into workplace systems can also pose challenges for employees. Hayes and Downie [9] emphasize that adopting AI in the workplace can create skill gaps, resistance to new technologies, and concerns about job security, underscoring the need for adequate training and supportive organizational structures. These factors can influence employee performance either positively or negatively. Therefore, implementing AI must involve human-centered strategies rather than purely technical approaches.

In the Philippines, the logistics industry continues to grow alongside the expansion of international trade and e-commerce businesses [10, 11, 12, 13]. A recent study by Ken Research [14] noted that this growth increases the need for reliable data-driven systems that utilize AI technologies for monitoring, tracking, scheduling, and documentation. In addition, the Philippine Institute for Development Studies [15] indicates that Filipino cargo companies with limited digital capabilities may fall behind more technologically advanced competitors. SMTI Cargo Transport faces the same challenges, making it essential for the company to enhance client service, streamline transport operations, and remain competitive in an increasingly technology-driven logistics environment.

Although AI is increasingly used in Philippine logistics operations, few local studies have examined its impact on employees' job performance. Most existing research focuses on efficiency and cost reduction, leaving a gap in understanding how AI affects individual work output [16, 17]. Because employees directly operate logistics systems and interact with customers, their performance is central to the successful implementation of AI. This study addresses that gap by investigating how AI utilization influences job performance among employees of SMTI Cargo Transport, providing insights for effective AI adoption.

2. Methodology

2.1 Research Design

This study used a quantitative descriptive-correlation research design. The quantitative approach allowed the researchers to gather numerical data from employees of SMTI Cargo Transport and analyze these using statistical tools. The descriptive component in this study described the demographic characteristics of the employees and measured their exposure to AI, as well as their levels of perceived usefulness, ease of use, and job performance. The correlational component assessed whether a relationship exists between AI utilization and job performance. No variables were manipulated; instead, the study examined real workplace conditions, making the design appropriate for determining how AI relates to employee performance.

2.2 Research Locale

The study was conducted at SMTI Cargo Transport, a logistics and trucking company in General Santos

City, Philippines. Since the company uses AI-enabled technologies such as digital monitoring, automated scheduling, and data tracking, it provides an appropriate setting to explore how AI influences employee performance.

2.3 Participants and Sampling Technique

Total population sampling was employed in this study, which included all office employees of SMTI Cargo Transport. These employees were engaged in AI-supported activities such as scheduling, monitoring, and documentation. Out of the 39 employees invited to participate, 34 provided complete responses. This sampling method ensured that the data represented the entire workforce directly involved in AI-supported operations, which eliminates sampling bias.

2.4 Research Instrument

This study used a structured survey questionnaire that served as the primary data collection tool. The questionnaire consisted of three parts:

Part A. Demographic Profile

This part includes basic information about the respondents, such as age, gender, educational attainment, years of service, and self-rated digital skill.

Part B. Artificial Intelligence Utilization

This part measured the respondents' exposure to and use of AI in their daily work operations. Items were adapted and modified according to Davis' Technology Acceptance Model (TAM) [18], particularly the constructs of Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude toward AI (ATT), and Behavioral Intention / Utilization (BIU).

The researchers contextualized the items to fit logistics operations and SMTI Cargo Transport's work setting. Respondents rated each statement using a 5-point Likert scale ranging from 1- Strongly Disagree to 5 – Strongly Agree.

Part C. AI's Effect on Job Performance

This part measured job efficiency, accuracy, productivity, and work behavior. The Individual Work Performance Questionnaire was used to assess SMTI Cargo Transport employees' job performance [19]. The questionnaire measured three performance dimensions:

1. Task Performance
2. Contextual Performance
3. Counterproductive Work Behavior

In this study, only items that were relevant to office-based and logistics operations were selected and contextualized. Respondents rated each statement using a 5-point Likert scale ranging from 1 – Never to 5 – Always.

2.5 Data Gathering Procedure

The data for this study were collected through a systematic process designed to ensure accuracy, reliability, and adherence to ethical standards. Before data collection, the researchers obtained approval from the company and informed the participants about the purpose of the study, the confidentiality of their responses, and their right to withdraw at any time.

The collection of data was made using an online questionnaire created through Google Forms. The link to the questionnaire was distributed to the employees who answered it at their own convenience within the three-week collection period. Since this is a descriptive study, no interventions, pre-tests, or post-tests were administered. All responses were automatically recorded by the system. After the collection period, the researchers downloaded the data from Google Forms and prepared the responses for statistical analysis.

2.6 Data Analysis Procedure

The data gathered from the Google Forms responses were downloaded, organized, and prepared for analysis. Since the study employed a quantitative approach, the researchers used the following statistical tools:

I. Demographic Profile

The researchers used frequency and percentage to describe the respondents' characteristics.

II. AI Utilization and Job Performance

The researchers used the weighted mean to measure AI utilization and job performance of the respondents.

III. Relationship between AI and Job Performance

The researchers used Spearman's rho Correlation to analyze the relationship between AI usage and job performance, which is suitable for small sample sizes.

2.7 Ethical Considerations

This study strictly followed ethical guidelines to ensure the protection, rights, and well-being of all participants. Before answering the questionnaire, participants were presented with an informed consent statement in the Google Form explaining the purpose of the study, the voluntary nature of participation, and their right to withdraw at any time without consequences. No identifying information, such as names, addresses, or employees' IDs, was collected to maintain anonymity and confidentiality. All responses were stored securely and accessed only by the researchers for academic purposes. The data were used solely for the completion of this study and were not or will not be shared with unauthorized individuals. Participants were assured that the results would be reported in summary form, with no individual responses disclosed. Overall, the research upheld the principles of respect, confidentiality, and responsible data handling.

3. Results and Discussion

This section outlines the major findings of the study and provides an interpretation of the results to explain how Artificial Intelligence (AI) affects employee performance at SMTI Cargo Transport. Data collected from various departments were analyzed to describe their personal and work-related profiles, determine the extent of their engagement with AI tools, and measure how these tools align with both relevant studies and the company's actual operational practices. By merging the data with the corresponding explanations, this section clarifies how employees view AI, how often they rely on it in their daily tasks, and how these factors influence their efficiency, accuracy, and the overall quality of their work.

3.1 Profile of Respondents

Table 1: Frequency and Percentage Distribution in Profile of Respondents

Variable	Category	Frequency	Percentage (%)
Age	18 - 25	15	44.12
	26 - 35	9	26.47
	36 - 45	5	14.71
	46 - 55	5	14.71
	56 and above	0	0.00
Gender	Male	12	35.29
	Female	22	64.71

Highest education level	High school graduate	0	0.00
	College level	9	26.47
	College graduate	25	73.53
	Master's level	0	0.00
	Master's graduate	0	0.00
Department	Accounting	5	14.71
	Human Resource	4	11.76
	Marketing	6	17.65
	Sales	10	29.41
	Operations	9	26.47
Years of service	0-2 years	19	55.88
	3-4 years	13	38.24
	5 years and above	2	5.88
Used AI or automated systems at work?	Yes	34	100.00
	No	0	0.00
Types of AI used	Chat bots	26	72.22
	Decision Support Systems	7	19.44
	Scheduling Automation	2	5.56
	Robotic/Process Automation	1	2.78
Frequency of AI use	Daily	24	70.59
	Monthly	7	20.59
	Rarely	3	8.82
Self-rated digital skills (1 as lowest and 5 as highest)	1	1	2.94
	2	0	0.00
	3	9	26.47
	4	19	55.88
	5	5	14.71

Table 1 presents the demographic characteristics of the respondents. The results show that employees of SMTI Cargo Transport come from different age groups, with a large share belonging to the 18-35 range, representing 44.12% of the total participants. Most of the respondents were female (64.71%) and were college graduates (73.53%). Of the 34 employees who answered the survey questionnaire, 29.41% represent the sales department. Also, more than half had worked in the company for 0-2 years (55.88%). All respondents reported using artificial intelligence or automated systems in their work. The most commonly used AI tool was chatbots (72.22%), and the majority indicated that they utilized AI on a daily basis (70.59%). Additionally, most respondents rated their digital skills at level 4 on the scale (55.88%). The demographic profile of SMTI Cargo Transport shows that most employees are relatively young and possess high self-rated digital abilities. This aligns with the studies that indicate younger and digitally prepared workers tend to adopt new workplace technologies more readily and confidently than older groups [20, 21]. The fact that all respondents reported using AI or automated tools in their roles reflects that SMEs often rely on AI tools to compensate for limited manpower and to help operations work faster [21]. Prior study highlights that human capital factors such as educational attainment, digital readiness, and employees' skills are significantly enhancing a firm's capacity to integrate AI effectively [22, 23].

However, research also cautions that the presence of AI tools alone does not automatically translate into enhanced job performance or innovation outcomes. In the organizational context, including employee training, technological infrastructure, and managerial support, strongly influence whether AI adoption yields measurable benefits [24].

These findings suggest that while employees seem open to using AI and possess the basic skills to operate these tools, the organizational structures and systems that support AI use may not yet be fully developed or effectively connected to improving work performance. In addition, workers who have been with the company longer may be more accustomed to traditional methods, which can affect their comfort levels and expectations when adapting to new technologies. This mix of experiences and backgrounds enabled the study to gather a broad range of perspectives, revealing different insights and concerns regarding the role of AI in daily work activities.

3.2 Artificial Intelligence Utilization

Table 2: Mean and Interpretation of AI Utilization

Indicators	Mean	Interpretation
Perceived Usefulness (PU)	3.90	Agree
Perceived Ease of Use (PEOU)	3.71	Agree
Attitude Toward AI (ATT)	3.66	Agree
Behavioral Intention / Utilization (BIU)	3.65	Agree
Total AI Utilization Weighted Mean	3.73	Agree

Employees of SMTI Cargo Transport expressed generally positive views about the AI tools used in their work, as shown by the overall mean score of 3.73, which corresponds to the interpretation “Agree”. High ratings for Perceived Usefulness (3.90) and Perceived Ease of Use (3.71) suggest that staff members believe these systems help them perform tasks more efficiently and are relatively easy to learn and operate. This trend supports the Technology Acceptance model, which states that perceived usefulness and ease of use strongly influence a person’s attitudes and willingness to adopt new technologies [18]. The favorable scores for Attitude Toward AI (3.66) and Behavioral Intention to Use (3.65) also indicate that employees are not capable of using AI but are also inclined to incorporate it into their daily responsibilities.

These results are consistent with the existing research showing that when workers view a technology as helpful, user-friendly, and beneficial to their workflow, they are more inclined to adopt it and continue using it over time [25]. Studies further emphasize that positive perceptions often lead to deeper engagement with digital systems, especially in industries where timely information and automated processes are essential [26]. Given that SMTI Cargo Transport operates in a logistics setting where precision and speed are critical, these favorable perceptions point to an encouraging level of readiness for more advanced AI integration.

Despite the positive ratings, the data also reveal areas that could still be strengthened. None of the indicators reached the highest possible category, which implies that employees may still be exploring or underutilizing some features of the AI tools. Prior literature notes that the success of AI implementations depends on adequate training, access to technical support, and the alignment of systems with actual job needs [24]. This indicates that employee perceptions–and eventually their usage– could further improve if the organization enhances its training efforts and ensures continuous system refinement.

Overall, the findings show that employees are receptive, capable, and generally optimistic about AI use, providing a strong starting point for SMTI Cargo Transport as it continues to expand AI-driven processes within its operations.

3.3. Job Performance

Table 3: Mean and Interpretation of Job Performance

Indicators	Mean	Interpretation
Task Performance	3.66	Often
Contextual Performance	3.51	Often
Counterproductive Work Behavior	3.51	Often
Total Job Performance Weighted Mean	3.56	Often

The results show that employees of SMTI Cargo Transport generally demonstrate strong job performance, with task performance (3.66), contextual performance (3.51), and counterproductive work behavior (3.51) all interpreted as often. The overall weighted mean (3.56) indicates that employees frequently accomplish their core duties, collaborate effectively, and maintain positive work behaviors. This aligns with research suggesting that task performance tends to be higher when employees perceive their work environment as structured and supported by digital tools [19]. Contextual performance—behaviors that contribute to teamwork and organizational climate—also tends to improve when employees experience clear workflows and supportive systems [27].

Meanwhile, the relatively moderate score for counterproductive work behavior indicates that while occasional lapses may occur, employees generally maintain discipline and avoid behaviors harmful to organizational productivity. Prior studies note that technology-supported environments, such as those integrating automation or AI, help reduce workplace errors and counterproductive actions by clarifying tasks and reducing cognitive load [28]. Thus, the consistent "Often" ratings across performance indicators suggest that the workforce is performing well in a structured environment where operational systems support accuracy, collaboration, and effective work habits.

3.4 AI Utilization and Job Performance Relationship

Table 4: AI Utilization and Job Performance Spearman's rho Correlation

Spearman's rho	df	p-value
-0.005	32	0.976

Table 4 presents the results of the Spearman's rho correlation analysis conducted to determine the relationship between artificial intelligence utilization and job performance of employees. The analysis

revealed a Spearman's rho of -0.005, indicating a negligible and almost non-existent relationship between the two variables. The computed p-value of 0.976 exceeds the 0.05 level of significance, which suggests that the relationship is not significant.

The findings indicate that AI utilization does not have a significant association with employees' job performance in the current organizational context. The results also align with prior studies suggesting that the effectiveness of AI in improving employee performance depends largely on supporting conditions. In a study of Uren and Edwards [29], it was shown that the benefits of AI adoption depend heavily on supporting conditions such as proper training, user readiness, task compatibility, and organizational capability, rather than AI usage. When these enabling factors are limited, employees may struggle to integrate AI tools into their work routines efficiently, which can result in neutral, sometimes negative performance outcomes [24].

Other researchers argue that early stages of technological adoption are often marked by adjustment difficulties, temporary workflow disruptions, or increased cognitive demands as employees learn new systems [25]. These transitional challenges can reduce short-term performance even if long-term benefits eventually emerge. Findings from studies in small and medium-sized enterprises (SMEs) also highlight that positive performance gains from AI typically occur only when organizations invest in skill development and align AI tools with actual job tasks [23]. The present study reflects this broader pattern: although employees are generally open to using AI, the organizational environment may not yet be fully optimized to translate that usage into consistent performance improvements, and other factors beyond AI usage itself may play a more critical role in determining job performance.

4. Conclusion

This study examined how Artificial Intelligence (AI) utilization relates to the job performance of employees at SMTI Cargo Transport. The demographic profile showed that most respondents were aged 18-25 years old, female, from the sales department, college graduates, and digitally skilled-characteristics that generally support openness to the new technologies. Employees also reported regularly using AI or automated tools in their day-to-day responsibilities, indicating that AI has already become an integral part of the company's workflow.

Findings revealed that employees perceive AI tools positively in terms of usefulness, ease of use, attitude, and utilization. These favorable perceptions suggest that AI systems are generally accepted and viewed as beneficial in supporting daily work activities. Job performance indicators were also rated high, particularly in task performance and contextual performance, although counterproductive work behavior showed a moderate positive score as well.

Despite these favorable perceptions, based on the results of the Spearman's rho correlation analysis indicates a weak and negative relationship between AI utilization and job performance. This means that increased use of AI did not necessarily lead to improved performance. While employees appreciate AI tools, the systems may not yet be fully optimized, consistently applied, or aligned with specific job needs. It is also possible that AI automates certain tasks, making traditional performance measures appear lower because less manual effort is required or visible. These results suggest that other internal factors—such as training, system design, workflow clarity, and organizational support—may play a more significant role in determining how effectively AI contributes to improved performance.

Overall, the study concludes that while employees have positive attitudes toward AI and maintain strong job performance, AI utilization alone is not a strong predictor of performance in the current organizational

setup.

Based on these findings, the following recommendations are proposed to maximize the effectiveness of AI integration in the workplace:

1. Provide structured AI training programs

Employees should participate in regular and systematic training programs to improve their technical proficiency and practical skills in using AI tools. Such training will help ensure that employees can utilize AI effectively, enhancing decision-making accuracy and reducing operational errors.

2. Align AI tools with job requirements

Management should evaluate whether current AI applications effectively support core job functions. Adjustments or additional functionalities may be necessary to ensure that AI directly contributes to employee productivity and workflow efficiency.

3. Strengthen organizational support for AI adoption

Organizations should provide clear guidelines, standardized workflows, and accessible technical support to ensure consistent and effective AI usage. Adequate support structures increase employees' confidence and encourage optimal use of AI systems.

4. Conduct periodic evaluations of AI performance impact

Regular assessments should be conducted to identify tasks that benefit from automation and those that require human intervention. This ensures a balanced integration of AI, preventing overreliance on technology while maintaining critical human oversight.

5. Consider other performance-related factors

Since AI utilization alone does not determine job performance, future organizational initiatives should also focus on motivation, work environment, supervision, and skill development.

6. Future research directions

Given the weak correlation observed, future studies may include additional variables such as AI readiness, employee attitudes, training effectiveness, or organizational culture, and may use larger samples or mixed-method approaches to better understand how AI contributes to job performance.

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