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The Influence of Artificial Intelligence on Organizational Performance: Mediation of Employee Productivity in the Greater Jakarta Area

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Abstract: This study aims to examine the influence of artificial intelligence (AI) on organizational performance, considering employee productivity in the Greater Jakarta area, Indonesia, as a mediating variable. This study is a quantitative study with purposive sampling as the sampling method. The 200 respondents were men and women, employees in the Greater Jakarta area, aged between 18 and 55 years old, who were accustomed to using AI to support their work. Primary data was obtained through a questionnaire distributed online via Google Form. This study used closed-ended questions with a Likert scale as a measurement method, namely a scale of 1-5. SmartPLS version 4 was used as a data analysis tool with the Partial Least Squares technique. The results showed that there was a significant effect between the artificial intelligence variable and organizational performance through employee productivity.

Keywords: Artificial Intelligence, Employee Productivity, Organizational Performance, Greater Jakarta Area.

INTRODUCTION

Recently, Artificial Intelligence (AI) technology has emerged amid rapid technological developments (Hidayat et al., 2024). Anis & Rifa (2023) state that Artificial Intelligence (AI) offers great potential for transformation in various aspects, including management and business. AI is capable of performing better computations to improve effectiveness, efficiency, and decision-making (Pakpahan, 2021).

The 2024 Work Trend Index report states that 92% of skilled workers in Indonesia have used generative AI. This figure is higher than the Asia-Pacific average of 83% and the global average of 75% (Microsoft & LinkedIn, 2024). Guibaho et al. (2018); Szczepaniuk & Szczepaniuk (2022); Sarker (2022); Kassa & Worku (2025) show that AI is currently indispensable in efforts to drive progress and innovation in various sectors such as telecommunications, media and entertainment, agriculture, health, education, finance, automation and intelligent systems, and energy. According to Sarker (2022), the incorporation of artificial intelligence in professional settings stimulates change, leading to the restructuring of various sectors and the modification of commercial activities.

Olaisen & Revang (2018); Olan et al. (2022) explain that AI technology supports organizational activities by managing complex collective knowledge that employees find difficult to do in business processes. Additionally, AI significantly contributes to enhancing operational efficiency and market competitiveness. In Indonesia, the general trend indicates that employee output is presently not meeting the levels observed in adjacent nations.. Employees need to implement strategies to increase their productivity and improve organizational performance. In Table 1, the author presents data on the order of labor productivity in Southeast Asia, where Indonesia ranks 5th below Singapore, Brunei Darussalam, Malaysia, and Thailand with a GDP of $14 per hour worked. Globally, Indonesia ranks 111th.

Table 1. Indonesia's Labor Productivity Ranks 5th in Southeast Asia

No.	Country	World Ranking	GDP per hour worked
1.	Singapore	10	$74
2.	Brunei Darussalam	34	$49
3.	Malaysia	67	$26
4.	Thailand	107	$15
5.	**Indonesia**	**111**	**$14**
6.	Philippines	123	$10
7.	Vietnam	124	$10
8.	Laos	126	$9
9.	Timor Leste	141	$7
10.	Myanmar	157	$5
11.	Cambodia	163	$4

Source: Katadata (2024)

Through the implementation of appropriate managerial strategies, organizational performance can be improved. Good organizational performance reflects the effective use of resources that can strengthen organizational resilience and competitive advantage (Moumin, 2024). Stakeholders are more likely to trust organizations with superior performance, which can increase stakeholder and employee commitment and build productive relationships (Gede & Huluka, 2024).

According to Abdelwahed & Doghan (2023), employee productivity is one of the main factors in improving organizational performance, in the form of employee effectiveness in contributing to company goals. High employee productivity can drive organizations to achieve their targets, increase stakeholder confidence, and strengthen competitive advantages. In addition, the application of artificial intelligence (AI) also plays an important role in optimizing organizational performance through accelerated decision-making, better data analysis capabilities, and process automation. AI supports operational efficiency and encourages employee performance, resulting in superior organizational performance (Abdul Wahab & Radmehr, 2024).

This study aims to examine how artificial intelligence (AI) and employee productivity can affect organizational performance, with a focus on the Greater Jakarta area. The results of this study are expected to serve as a reference for business actors, especially in the Greater Jakarta area, to support their business processes. Currently, studies discussing these variables are still very rare in the context of the Greater Jakarta area. Therefore, this study brings significant novelty, as it provides new knowledge about the dynamics that influence organizational performance.

LITERATURE REVIEW

Artificial Intelligence (AI)

The field of artificial intelligence is broadly characterized as technological advancements that empower machines to replicate a range of sophisticated human capabilities (Sheikh et al., 2023). Gil De Zúñiga et al. (2024) further posit that artificial intelligence

represents the genuine capacity of artificial constructs to execute, accomplish objectives, engage in communication, interact with their environment, and operate with human-like logical reasoning. The level of AI adoption is a factor that reflects the extent to which organizations integrate smart technology into their business processes, which improves organizational performance as organizations' understanding of AI increases (Song et al., 2025). AI adoption often creates increased knowledge sharing among employees, strengthens organizational creativity, and encourages innovation, which ultimately improves organizational performance (Hu et al., 2025). If AI is used routinely in the main processes of an organization, then the level of AI adoption is said to be high (Ala'a, 2023). Murire (2024) explains that AI adoption can directly influence an organization's strategic and operational decisions through automation, and indirectly through increased employee competence.

Employee Productivity (EP)

Employee productivity can be understood as the result of synergy between work engagement and organizational factors such as work environment, learning culture, and management support (Abdelwahed & Doghan, 2023). Rasheed (2025) adds that employees who are highly motivated, focused, and strongly committed to their tasks will contribute optimally to the organization's performance. This implies that employee productivity is a link between the internal organization and the achievement of organizational performance. Therefore, employee productivity will increase when the organization is able to support and create a good work environment and facilitate a learning culture. Nosike & Okerekeoti (2022) emphasize that employees will be productive when they are motivated, which will significantly improve organizational performance.

Organizational Performance (OP)

In the contemporary landscape of heightened competition, an organization's efficacy stands as a crucial metric for achievement, reflecting its capacity to attain its objectives through the judicious and economical deployment of available assets. Organizational performance consists of financial aspects such as profitability, as well as non-financial aspects such as reputation, service quality, and innovation (Gutterman, 2023). This is important in the age of digital change. Bhima et al. (2023) claim that incorporating AI into businesses holds significant promise for enhancing organizational performance by automating repetitive tasks, utilizing predictive analysis from past data, and facilitating better decision-making based on data. A research study from Drago et al. (2022) revealed that dynamic competencies and strategic organizational behavior have a significant influence on organizational performance, indicating that variables such as employee productivity are important in achieving organizational performance. Perkasa et al. (2023) emphasize that organizational growth is influenced by good employee performance.

Hypothesis Development

The utilization of AI exerts a favorable influence on increasing worker productivity in various sectors such as education, engineering, and communication through the creation of attractive advertisements and the production of fast and accurate reports (Al Naqbi et al., 2024). Kassa & Worku (2025) also expressed a similar opinion, stating that AI has a strong positive influence on employee productivity. Employee productivity in organizations increases as AI capabilities improve.

H1: Artificial Intelligence has a positive and significant effect on Employee Productivity.

Research conducted by Nosike & Okerekeoti (2022) states that employee productivity has a positive and significant correlation with organizational performance. These findings reinforce other studies conducted by Smith & Jones (2019) and Kassa & Worku (2025), which

state demonstrates a comparable positive correlation between employee productivity and organizational performance within the technology sector.

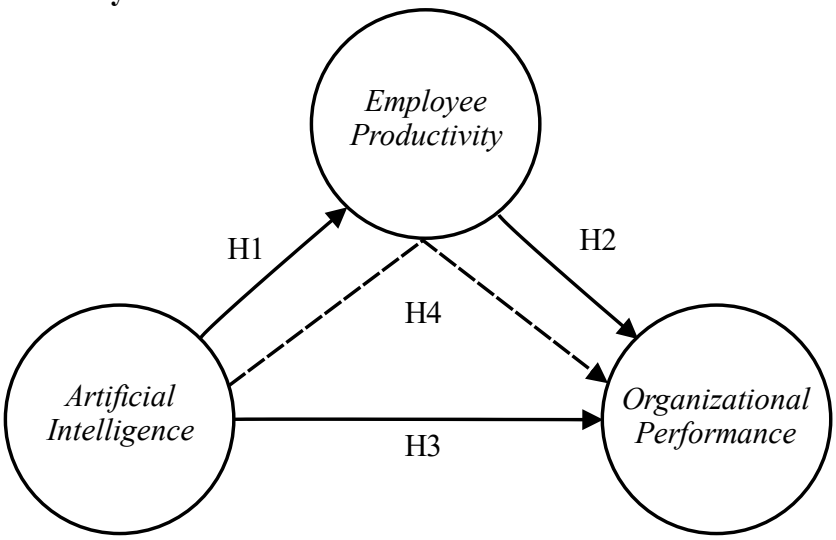
H2: Employee Productivity has a positive and significant effect on Organizational Performance.

Research conducted by Mikalef, Islam, et al. (2023) found that Artificial Intelligence has a positive and significant influence on Organizational Performance. This is also supported by other studies conducted by Kassa & Worku (2025) and Mikalef, Lemmer, et al. (2023).

H3: Artificial Intelligence has a positive and significant effect on Organizational Performance.

Olan et al. (2022) stated that to determine the broader impact of technological innovation on organizational performance, mediating variables are needed. Further research was conducted by Kassa & Worku (2025), who found that most of the impact of AI on organizational performance is mediated by increased employee productivity.

H4: Artificial Intelligence has an indirect impact on Organizational Performance via Employee Productivity.



Source: Processed Data (2025)

Figure 1. Conceptual Framework

METHOD

This study uses a quantitative method, which is a research approach that answers research hypotheses using exact sciences and numerical data (Waruwu, 2023). Purposive sampling was used as the sampling technique. The 200 respondents were men and women aged 18-55 years old who worked in the Greater Jakarta area and were accustomed to using AI to support their work. The data used is primary data, obtained through a questionnaire distributed online via Google Form. Closed-ended Likert scale questions were employed in this study, specifically a scale of 1 to 5. SmartPLS 4 is a data analysis tool based on the Partial Least Squares approach.

Table 2. Research Construction

Variable	Indicator	References
Artificial Intelligence (AI)	AI1 = Organizations are able to adapt to changes triggered by AI. AI2 = AI is used in strategic decision-making. AI3 = Employees have the technical skills to operate AI. AI4 = Organizational data is easily accessible to support AI AI5 = Data quality is essential for AI analytics	(Mikalef & Gupta, 2021) (Kassa & Worku, 2025)

	AI6 = Technology systems support data integration for AI	
Employee Productivity (EP)	EP1 = AI helps employees complete tasks faster and on time. EP2 = AI helps employees complete tasks faster and on time. EP3 = AI enables employees to manage more tasks without compromising quality. EP4 = AI helps employees improve their skills and work knowledge. EP5 = AI helps reduce the rate of work errors. EP6 = AI facilitates communication and collaboration among employees.	(Hanaysha, 2016) (Kassa & Worku, 2025)
Organizational Performance (OP)	OP1 = AI contributes to increased organizational profitability. OP2 = The application of AI drives revenue and market share growth. OP3 = AI enhances the competitive advantage of organizations. OP4 = Operational processes have become more efficient thanks to AI technology. OP5 = The time required to complete work has decreased since the implementation of AI. OP6 = The operational error rate has decreased significantly. OP7 = AI helps improve customer satisfaction. OP8 = AI enables faster and more personalized services. OP9 = Customer loyalty increased after the implementation of AI. OP10 = AI accelerates the process of organizational innovation. OP11 = The application of AI enhances the social responsibility of organizations.	(Mikalef et al., 2023) (Kassa & Worku, 2025)

RESULTS AND DISCUSSION

This research procured data through the administration of surveys to 200 professionals situated within the Greater Jakarta area, all of whom leverage artificial intelligence to augment their professional endeavors. The demographic characteristics of the participants were systematically categorized according to variables such as gender, age, place of residence, educational attainment, professional domain, and the artificial intelligence applications most commonly employed. A comprehensive presentation of the respondent demographic information is delineated in the subsequent Table 3.

Table 3. Respondent Demographics

Criteria	Sample size	Portion (%)
Based on gender		
Female	108	54.0%
Male	92	46.0%
Based on age		
18-25 y.o	89	44.5%
26-35 y.o	99	49.5%
36-45 y.o	10	5.0%

46-55 y.o	2	1.0%
Based on place of residence		
Jakarta	86	43.0%
Bekasi	82	41.0%
Tangerang	14	7.0%
Depok	10	5.0%
Bogor	8	4.0%
Based on education		
High school or equivalent	86	43.0%
Bachelor's Degree	80	40.0%
Diploma Degree	17	8.5%
Master's Degree	17	8.5%
Based on professional domain		
Manufacturing	42	21.0%
Marketing & Sales	24	12.0%
Information Technology	23	11.5%
Finance & Accounting	19	9.5%
Media & Entertainment	15	7.5%
Education	15	7.5%
Civil Engineering & Architecture	12	6.0%
Human Resources	10	5.0%
Transportation & Logistics	9	4.5%
Pharmacy & Health	7	3.5%
Food & Beverage	7	3.5%
Others	17	8.5%
Based on the AI applications most commonly employed		
ChatGPT	113	56.5%
Gemini	35	17.5%
Canva	22	11.0%
Meta AI	12	6.0%
CapCut	11	5.5%
Others	7	3.5%

Source: Processed Data (2025)

Validity and Reliability Test Results

Evaluations of validity and reliability were performed to ascertain the suitability of the survey instrument for its intended application within the research. Within the framework of convergent validity assessment, factor loading magnitudes and the Average Variance Extracted (AVE) serve as key metrics. An indicator is deemed valid when its factor loading value exceeds 0.70, and a construct is considered valid if its AVE value surpasses 0.50 (Yarsasi et al., 2025). The outcomes of the validity testing, derived from the processed data, are delineated in the subsequent presentation.

Table 4. Convergent Validity Result

Construct	Indicator	Loading Factor
Artificial Intelligence (AI)	AI1	0.730
	AI2	0.730
	AI3	0.751
	AI4	0.776
	AI5	0.734
	AI6	0.826
Employee Productivity (EP)	EP1	0.801
	EP2	0.837
	EP3	0.717
	EP4	0.851
	EP5	0.805
	EP6	0.741
Organizational Performance (OP)	OP1	0.773
	OP2	0.727

OP3	0.798
OP4	0.769
OP5	0.773
OP6	0.736
OP7	0.766
OP8	0.716
OP9	0.838
OP10	0.746
OP11	0.737

Source: Processed Data (2025)

The relationship between indicators and constructs will be stronger if the outer loading value is higher. Therefore, the highest outer loading value indicates that the indicator has similarities (Marianti et al., 2023; Saksono & Yuliana, 2024). Referring to the data in Table 4, the indicators are declared valid.

Subsequently, an evaluation of discriminant validity was performed. This involved the utilization of the Heterotrait-monotrait (HTMT) ratio, for which a threshold of either 0.85 or 0.90 is generally considered indicative of validity (Rasoolimanesh, 2022). The findings pertaining to the discriminant validity assessment are delineated in Table 5, presented hereinafter.

Table 5. Discriminant Validity Result

Variable	AI	EP	OP
AI			
EP	0.803		
OP	0.828	0.818	

Source: Processed Data (2025)

This section delineates the outcomes of the reliability assessment, employing the SmartPLS 4.1.1.6 PLS-Algorithm methodology, and reports the associated Cronbach's Alpha and Composite Reliability metrics:

Table 6. AVE and Reliability Result

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
AI	0.852	0.854	0.890	0.575
EP	0.882	0.886	0.910	0.629
OP	0.928	0.930	0.938	0.581

Source: Processed Data (2025)

As evinced by the preceding tabular data, it is established that Cronbach's Alpha and Composite Reliability metrics exceeding 0.70 signify construct dependability (Yarsasi et al., 2025).

Structural Model Test Results

The R-squared metric quantifies the proportion of variance in endogenous latent variables that is accounted for by exogenous latent variables. Conventional interpretative thresholds for R-squared are established at 0.25, 0.50, and 0.75, denoting weak, moderate, and substantial explanatory power, respectively. Concurrently, the f-squared statistic is employed to ascertain the magnitude of predictive relevance of one construct upon another. Assessment benchmarks for f-squared are delineated as 0.02, 0.15, and 0.35, correlating to small, medium, and large effect sizes (Ridwan et al., 2020). The computational outcomes are systematically enumerated in Table 7 herein.

Table 7. R-Square and f-Square Outcomes

Endogenous	Exogenous	R-Square	f-Square
EP	AI	0.494	0.977
OP	AI	0.655	0.266
OP	EP	0.655	0.298

Source: Processed Data (2025)

Hypothesis Test Results

Subsequent to the outcomes of the hypothesis verification delineated in Table 8, which is provided herein, affirmative conclusions were drawn for all posited hypotheses.

Table 8. Hypothesis Test

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
AI → EP	0.703	0.705	0.043	16.202	0.000	Accepted
EP → OP	0.451	0.450	0.072	6.278	0.000	Accepted
AI → OP	0.426	0.428	0.074	5.773	0.000	Accepted
AI → EP → OP	0.317	0.317	0.053	5.958	0.000	Accepted

Source: Processed Data (2025)

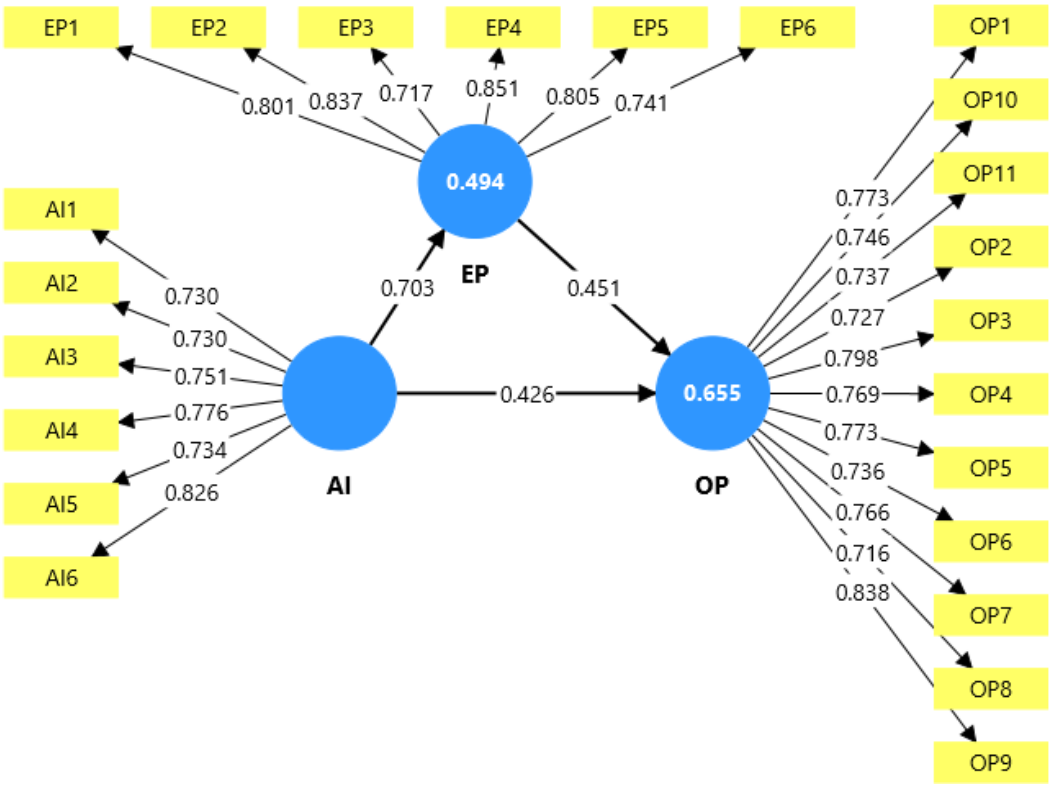
The subsequent sections offer a thorough exposition and elucidation of each hypothesis, drawing upon the data presented in Table 8.

The artificial intelligence (AI) construct was observed to exert a positive and statistically significant influence on the environmental performance (EP) metric, as indicated by a path coefficient (β) of 0.703 and a p-value of 0.000. The unidirectionality of this association is substantiated by the path coefficient's magnitude. Moreover, the statistically significant result, evidenced by $p < 0.05$, confirms that AI demonstrably impacts EP. Consequently, hypothesis H1 is empirically supported.

Additionally, the environmental performance (EP) construct was found to have a positive and statistically significant effect on operational performance (OP), with a path coefficient (β) of 0.451 and a p-value of 0.000. The unidirectional nature of this relationship is evident from the path coefficient. Furthermore, the significance level ($p < 0.05$) indicates that EP exerts a significant influence on OP. In light of these findings, hypothesis H2 is consequently validated.

Subsequently, the artificial intelligence (AI) construct demonstrated a statistically significant positive influence on operational performance (OP), as indicated by a path coefficient of $\beta=0.426$ with a p-value of 0.000. The directionality of this association is elucidated by the path coefficient's sign. Moreover, the observed p-value (< 0.05) substantiates the significant predictive power of AI concerning OP. Consequently, Hypothesis 3 (H3) is empirically validated.

In conclusion, the AI variable exerted a statistically substantial positive impact on OP, mediated by the construct of employee performance (EP), with a path coefficient of $\beta=0.317$ and a p-value of 0.000. The interrelationships among these three variables are illuminated by the presented path coefficients. Furthermore, the significance level ($p < 0.05$) confirms that AI significantly influences OP via the mediating role of EP. Accordingly, Hypothesis 4 (H4) can be affirmed.



Source: Processed Data (2025)

Figure 2. Data Processing Results with SmartPLS

Discussion

Hypothesis 1 posits a substantial correlation between artificial intelligence adoption and advancements in employee productivity. This assertion is corroborated by prior investigations, notably the work of Kassa & Worku (2025). Within their research, participants indicated that artificial intelligence facilitates the expedited and more effective execution of tasks. This enhancement permits employees to undertake a greater volume of work without detriment to the caliber of output, concurrently fostering the development of professional competencies and an expanded knowledge base.

Hypothesis 2 asserts a direct and statistically significant relationship between employee productivity and overall organizational performance. This perspective is consistent with established scholarly findings, including those by Nosike & Okerekeoti (2022) and Kassa & Worku (2025). The survey responses suggest that artificial intelligence serves to augment interdepartmental communication and collaborative efforts. Consequently, it can be inferred that organizations are positioned to attain superior performance outcomes when their workforce operates at a high level of productivity.

Hypothesis 3 indicates that artificial intelligence exerts a substantial and direct influence on how well an organization performs. This finding aligns with prior investigations by Mikalef, Islam, et al. (2023) and Mikalef, Lemmer, et al. (2023). Artificial intelligence plays a role in boosting an organization's profitability, leading to increased revenue and market share, and strengthening its competitive edge.

Hypothesis 4 demonstrated that artificial intelligence positively and significantly impacts organizational performance by enhancing employee productivity, which is consistent with the findings of Kassa & Worku (2025). These results suggest that the implementation of AI can lead to improved employee output and better overall organizational results in the current digital landscape. Furthermore, this research identified AI's involvement in an organization's strategic decision-making processes.

CONCLUSION

Arising from the preceding analysis and discourse, the subsequent conclusions are put forth: the initial hypothesis posits that artificial intelligence exerts a substantial influence on employee productivity. The second hypothesis indicates that employee productivity significantly impacts organizational performance. The third hypothesis asserts that artificial intelligence directly affects organizational performance in a significant manner. Furthermore, the fourth hypothesis proposes that artificial intelligence has an indirect, yet significant, impact on organizational performance, mediated by employee productivity.

These outcomes carry notable implications for management, particularly for enterprises operating within Indonesia, with a specific focus on the metropolitan region of Greater Jakarta. Such organizations are advised to harness the capabilities of artificial intelligence within their operational frameworks to enhance both employee output and overall organizational achievements. This strategic approach can establish a basis for elevating labor productivity across Indonesia, thereby equipping the nation to engage effectively in international competition.

Nevertheless, it is important to acknowledge certain constraints within this research. The current investigation is confined to examining parameters like artificial intelligence, staff output, and corporate results. Consequently, subsequent research endeavors are recommended to undertake analyses incorporating additional variables, such as the Internet of Things (IoT), digital leadership, digital innovation, and digital resilience, as these factors could potentially influence organizational performance.

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