



Artificial Intelligence Adoption, Perceived Value, Employee Job Satisfaction, and Performance: A Structural Equation Modeling Study in Yemen.

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Abstract

Given the ongoing political conflict and economic uncertainty in Yemen, Human Resources Management (HRM) has emerged as a crucial research topic for achieving better organizational performance, particularly with the increasing adoption of Artificial Intelligence (AI) technology in the workplace. This study aims to examine whether variables, such as employee perception, expectations, perceived value, and AI adoption influence employee job satisfaction and performance. Through a questionnaire survey yielding 201 valid responses, this study employs the Structural Equation Modeling (SEM) approach to analyze data using Smart-PLS software. Key findings can be summarized as follows: (1) AI adoption facilitates perceived value to be the strongest direct factor affecting employee job satisfaction; (2) Employee job satisfaction contributes to employee performance through employee loyalty; and (3) Employee expectation and perception are the enablers of AI's impact and job satisfaction, creating a reinforcing cycle. These findings provide insights for policymakers and organizations to recognize the role of investing in AI-enabled HRM systems and their capacity to foster workforce stability and employee performance in uncertain situations.

Keywords

Employee Job Satisfaction; Employee Performance; AI Impact; Structural Equation Modeling; Yemeni Enterprises.

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تبني الذكاء الاصطناعي، والقيمة المدركة، والرضا الوظيفي للعاملين، والأداء: دراسة باستخدام نمذجة المعادلات الهيكلية في اليمن

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المخلص

في ظل استمرار الصراع السياسي وحالة عدم اليقين الاقتصادي في اليمن، برزت إدارة الموارد البشرية (HRM) بوصفها موضوعًا بحثيًا بالغ الأهمية لتحقيق أداء تنظيمي أفضل، ولا سيما مع تزايد تبني تقنيات الذكاء الاصطناعي (AI) في بيئة العمل. وتهدف هذه الدراسة إلى فحص مدى تأثير مجموعة من المتغيرات، مثل تصورات العاملين وتوقعاتهم والقيمة المدركة وتبني الذكاء الاصطناعي، في الرضا الوظيفي والأداء الوظيفي للعاملين.

واعتمدت الدراسة على استبانة ميدانية أسفرت عن 201 استجابة صالحة للتحليل، كما استخدمت منهجية نمذجة المعادلات الهيكلية (SEM) لتحليل البيانات باستخدام برنامج SmartPLS. ويمكن تلخيص أبرز النتائج فيما يلي:

يسهم تبني الذكاء الاصطناعي في تعزيز القيمة المدركة، والتي تبين أنها أقوى عامل مباشر مؤثر في الرضا الوظيفي للعاملين.

يسهم الرضا الوظيفي للعاملين في تحسين أداء العاملين من خلال ولاء العاملين للمنظمة.

تمثل توقعات العاملين وتصوراتهم عوامل تمكينية لتأثير الذكاء الاصطناعي والرضا الوظيفي، بما يؤدي إلى إنشاء حلقة تعزيز متبادلة بين هذه المتغيرات.

وتوفر هذه النتائج رؤى مهمة لصانعي السياسات والمنظمات حول أهمية الاستثمار في أنظمة إدارة الموارد البشرية المدعومة بالذكاء الاصطناعي، ودورها في تعزيز استقرار القوى العاملة وتحسين أداء العاملين في ظل الظروف التي تتسم بعدم اليقين.

الكلمات المفتاحية

الرضا الوظيفي للعاملين؛ أداء العاملين؛ تأثير الذكاء الاصطناعي؛ نمذجة المعادلات الهيكلية؛ المؤسسات اليمنية.

1. Introduction

As a Middle Eastern nation, Yemen has been experiencing a massive economic collapse resulting from prolonged war, state fragmentation, and a sudden, dramatic reduction in foreign assistance (Almosawi et al., 2024). This situation has substantially worsened the performance of Yemeni enterprises, leading to a contraction of economic growth while exacerbating problems related to human resource management (HRM) within these organizations. Under this complex context, employees, who serve as the critical drivers of enterprise growth, exhibit job satisfaction levels that critically predict their job performance and organizational commitment (Chuang et al., 2025).

Therefore, measuring employees' well-being and affective experiences, including their sense of identification, accomplishment, and belonging within the workplace, has become crucial. Particularly in politically and economically unstable countries like Yemen, the majority of enterprises face severe challenges, such as a shortage of human resources, high turnover rates, and high levels of stress among employees. These issues are exacerbated by an unemployment rate that has consistently remained above Yemen's long-term average of 13.12% (1991 to 2023), reflecting serious and persistent structural unemployment in the labor market (Almosawi et al., 2024). Furthermore, this labor market crisis is accompanied by a sharp decline in the overall Yemeni economy, with the nominal GDP plummeting from 43.23 billion dollars in 2014 to 20.83 billion dollars in 2023 (Goretzki et al.,

[2022](#)) . Apparently, job satisfaction not only affects employees' career success and psychological health, but also influences the economic growth of the country.

Alongside the rise of foreign investments and changing management styles, employees' expectations, perceptions, and traditional work values are changing as well. In particular, with increasing globalization and an increasingly AI-driven workforce, improving job satisfaction within this framework has become an important tool to enhance corporate competitiveness. However, AI's impact is divergent. While AI enables some employees to focus on strategic and reflective tasks—leading to job enrichment and skill development—others may view such changes as a threat of replacement, reflecting employees' expectations prior to AI implementation. Therefore, understanding what drives job satisfaction for employees in Yemeni enterprises carries substantial practical and theoretical relevance.

Under the aforementioned context, this study employs a quantitative research design utilizing structured questionnaire surveys and Structural Equation Modeling (SEM). Focusing on representative enterprises in Yemen, this study investigates the pathways and mechanisms through which multidimensional factors—including employee expectations and perceptions, AI adoption impact, and perceived value—ultimately influence job satisfaction. This research attempts to construct a theoretical framework suitable for conflict-torn contexts, thereby empirically contributing to and practically recommending lessons for HRM in Yemen and similar socio-economic nations.

2. Literature Review

Over the last few decades, employee job satisfaction has gradually evolved from a unidimensional to a multidimensional theoretical construct. ([Hoppock, 1935](#)) first conceptualized job satisfaction, which was later emphasized by ([Katzell, 1964](#)) as a psychological attitude shaped by environmental and conditional factors. Furthermore, ([Porter & Lawler, 1968](#)) defined satisfaction as the discrepancy between expectation and reality, whereas ([Ahmed, 2012](#)) stressed on its emotional aspect, suggesting that a sense of achievement and value realization leads to a positive psychological state. As research deepened, ([Bussing et al., 1999](#)) proposed a dynamic construct of job satisfaction. Concurrently, ([Robbins, 1996](#)) underscored job satisfaction as a critical determinant of an individual's overall attitude toward work. These foundational works have laid a robust groundwork for subsequent empirical investigations.

Regarding its influencing factors, compensation and benefits have been widely recognized as fundamental elements. ([Ning, 2024](#); [Riyanto, 2020](#)) verified that compensation levels are positively related to employee satisfaction, particularly in volatile economic environments. However, ([Xu et al., 2021](#)) pointed out that merely increasing compensation does not fully resolve satisfaction issues, as factors, such as the work environment, career development, and leadership styles are equally vital. In this regard, ([Li & Deng, 2019](#)) alongside ([Hee et al., 2018](#)), demonstrated that safe, comfortable working environments and positive organizational cultures significantly enhance employee satisfaction and subsequent performance. Additionally, ([Kashyap & Goyal, 2018](#)) emphasized that leadership behavior exerts a significant impact on job satisfaction, particularly concerning communication and decision-making transparency. Moreover, ([Wang, 2020](#)) indicated that younger generational cohorts value promotion opportunities and self-realization more than their predecessors, suggesting that satisfying factors vary across generations. In terms of measurement, scholars have historically utilized various assessment tools. Quantitative instruments, such as the Job Satisfaction Index (EJS) and Likert scales, remain widely applied due to their high reliability and capacity to capture multi-dimensional facets statistically ([Li & Chen, 2021](#)). While qualitative approaches like in-depth interviews can reveal subjective perceptions ([Zhang, 2020](#)), quantitative modeling remains the standard for testing multi-variable interactive mechanisms, especially when managing job satisfaction under technological transitions ([Goretzki et al., 2022](#)).

Recently, empirical studies have begun investigating the specific effects of Artificial Intelligence (AI) on employee job satisfaction. ([Almosawi et al., 2024](#)) found a positive relationship between the adoption of AI accounting systems, workforce productivity, and job satisfaction. Conversely, ([Wu et al., 2025](#)) identified an inverted U-shaped interaction between AI adoption and job satisfaction, indicating that satisfaction initially increases but subsequently decreases as AI integration deepens. Furthermore, ([Chuang et al., 2025](#)) revealed that

AI-induced technostress increases emotional exhaustion and worsens work–family conflict, ultimately leading to lower job satisfaction.

Despite the relatively systematic theoretical frameworks established in the existing literature, significant gaps remain. First, most studies are anchored in Western or stable socio-economic contexts, resulting in a severe lack of empirical research focused on politically and economically volatile regions such as Yemen. Second, current literature insufficiently explores how technological drivers like AI interact with traditional organizational factors to affect employee job satisfaction, leaving the underlying interactive mechanisms under-researched. Therefore, set against the backdrop of enterprises in Yemen, this study introduces artificial intelligence as an emerging variable and employs Structural Equation Modeling (SEM) to systematically analyze the combined effects of traditional and emerging factors. This aim addresses both regional and theoretical gaps, providing theoretical foundations and practical strategies for human resource management operating under volatile conditions.

3. Hypotheses Development

Built on Expectation Confirmation Theory (ECT), which posits that satisfaction is a function of the discrepancy between anticipation and experienced reality, this study proposes a core relationship between employee expectations and perceptions. Employee expectations refer to psychological anticipations regarding job conditions, while perceptions represent subjective evaluations of actual work elements, such as the work environment, compensation, and benefits. Scientifically, when the gap between these expectations and experienced reality decreases, job satisfaction increases.

Furthermore, integrating the Technology Acceptance Model (TAM) and the Job Demands-Resources (JD-R) framework, the contemporary impact of Artificial Intelligence (AI) is conceptualized as a transformative job resource. This technological driver interacts with employee perceptions and shapes the perceived value pathway. Perceived value, comprising a sense of self-fulfillment and related dimensions, serves as a critical bridge to employee job satisfaction. Ultimately, changes in job satisfaction shape key behavioral outcomes, specifically organizational loyalty and job performance.

A structural model illustrating the hypothesized pathways influencing employee job satisfaction in Yemeni enterprises is constructed as shown in Figure 1.

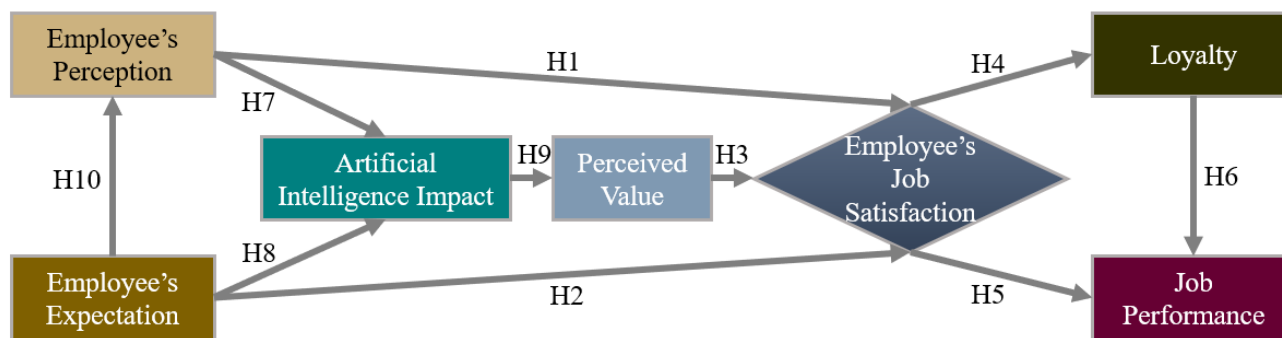


Figure 1: Hypothesized Model of the Formation Path of Employee Job Satisfaction

To evaluate the precise structural pathways within this model—built on Expectation Confirmation Theory (ECT), the Technology Acceptance Model (TAM), and the Job Demands-Resources (JD-R) framework—the following hypotheses are proposed:

- **H1:** Employee perception positively influences job satisfaction.
- **H2:** Employee expectations positively influence job satisfaction.
- **H3:** Perceived value positively influences job satisfaction.
- **H4:** Job satisfaction positively influences organizational loyalty.
- **H5:** Job satisfaction positively influences job performance.
- **H6:** Organizational loyalty positively influences job performance.

- **H7:** Employee perception positively influences the impact of Artificial Intelligence (AI).
- **H8:** Employee expectations positively influence the impact of Artificial Intelligence (AI).
- **H9:** The impact of Artificial Intelligence (AI) positively influences perceived value.
- **H10:** Employee expectations positively influence employee perception.

Based on these direct relationships, the model also contextualizes the mediating mechanisms where employee perception, perceived value, and AI impact bridge the foundational expectations to ultimate behavioral outcomes (organizational loyalty and job performance).

4. Research Design

To achieve the research objectives, the target population of this study consists of employees working across various sectors of the Hayel Saeed Anam (HSA) Group, one of the largest multinational conglomerates operating in Yemen. The complex work environment within HSA, induced by ongoing political conflict and economic crises, coupled with the organization's unique human resource structure, offers an ideal and highly representative case for investigating employee job satisfaction under institutional uncertainty.

Regarding primary data collection, this study utilized a quantitative questionnaire survey method deployed through a non-probability convenience sampling technique to reach respondents across the group's subsidiaries. Out of the distributed questionnaires, a total of 201 valid responses were successfully collected and retained for statistical analysis.

Table 1:Independent Variables and Measurement Indicators

Independent Variables	Measurement indicators
Employee Perception	Perception of Promotion Opportunities
	Perception of Salary and Benefits
	Perception of Work Environment
	Perception of Interpersonal Relationships
	Perception of Company's Management Level
	Expectation of Promotion Opportunities
Employee Expectation	Expectation of Salary and Benefits
	Expectation of Work Environment
	Expectation of Interpersonal Relationships
	Expectation of Company's Management Level
Impact of AI	Impact of AI on Task Automation
	Role of AI in Improving Work Efficiency
	Impact of AI on Changes in Employee Skill Requirements
	Employee Satisfaction with Compensation Received
Perceived Value	Perception of Self-Value Realization
	Overall Value Perception

The structured questionnaire instrument is divided into three comprehensive sections:

1. Demographics: Captures personal and professional profiles, including gender, age, education level, and job position.
2. Core Research Variables: This section measures the latent constructs using established scales adapted from the literature:

Employee Perception is assessed across five distinct operational dimensions, including promotion opportunities, salary and benefits, and the immediate work environment.

Employee Expectation is measured using five specific items focused on anticipations regarding promotions and compensation.

AI Impact is evaluated through three items analyzing the automation of tasks and shifts in necessary workplace skills.

Perceived Value is captured via three items examining compensation, self-value realization, and overall value perception (as detailed in Table 1).

3. **Dependent Variables:** Considering the prolonged political instability and economic downturn experienced by Yemeni enterprises, this study incorporates employee job satisfaction, organizational loyalty, and job performance as the core dependent variables. Job satisfaction, measured using three items, captures the employees' overall attitudinal and emotional evaluation of their work. Organizational loyalty is conceptualized and evaluated across three distinct dimensions (affective, continuance, and normative loyalty). Lastly, employee job performance is assessed through five specific indicators, including two tailored items that capture the integration and utilization of AI technologies within Yemeni enterprises (as detailed in Table 2).

Table 2: Dependent Variables and Measurement Indicators

Dependent Variables	Measurement indicators
Employee Job Satisfaction	Overall Employee Satisfaction Level
	Satisfaction relative to an ideal external employment benchmark
	Perceived gap between expected and actual job conditions
Loyalty	Employee Turnover Intention
	Employee Work Engagement
	Overall Employee Loyalty Level
Work Performance	Sense of Work Responsibility
	Degree of Work Effort
	Adherence to Company Rules and Regulations
	AI's Enhancement of Work Performance
	AI's Impact on Employee Work Engagement

All variable indicators were evaluated using a standard five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire survey was conducted from April 8 to June 7, 2025. A total of 220 questionnaires were distributed, yielding 201 valid responses, which represents an effective response rate of 91.36%.

Following data coding, this study employs Structural Equation Modeling (SEM) to examine the relationships among the hypothesized variables. SEM is a robust suite of statistical tools widely utilized in organizational behavior and human resource management. By clarifying the causal pathways among latent constructs, SEM enables an in-depth analysis of how independent factors influence dependent variables. Furthermore, its capacity to simultaneously handle multiple variables, account for complex causal chains, and address measurement errors makes it a highly suitable methodology for this investigation.

Prior to evaluating the structural relationships, the constructs' reliability and validity were first assessed using Smart-PLS. Internal consistency was examined via Cronbach's α and composite reliability (CR), while convergent validity was verified through standardized factor loadings and average variance extracted (AVE). Subsequently, the structural model was evaluated using the Partial Least Squares (PLS-SEM) algorithm. The Standardized Root Mean Square Residual (SRMR) was employed to evaluate the overall model fit. Finally, a non-parametric bootstrapping procedure (utilizing 5,000 resamples) was conducted to certify the statistical significance of the hypothesized paths.

5. Empirical Analysis Results

5.1 Descriptive Statistics

The demographic and job-related characteristics of the respondents ($N=201$) were analyzed using frequencies and percentages via SPSS software. As summarized in Table 3, the survey data reveal a notable gender disparity, with male employees accounting for 72.64% of the sample, while females represent 27.36%. In terms of age distribution, the workforce is predominantly young and mid-career, with individuals under 30 (45.77%) and those aged 31–40 (40.80%) collectively making up over 86% of the total respondents. Regarding educational background, the sample is highly qualified, dominated by bachelor's degree graduates or higher (69.15%). Finally, regarding job positions, managerial staff constitute the largest group at 50.25%, followed by general staff (35.32%) and technical staff (14.43%).

Table 3 :Descriptive Analysis Results (N=201)

Variables	Items	Frequency (n)	Percentage (%)	Cumulative Percentage (%)
Gender	Male	146	72.64	72.64
	Female	55	27.36	100.00
Age	Under 30	92	45.77	45.77
	40 - 31	82	40.80	86.57
	50 - 41	24	11.94	98.51
	Over 50	3	1.49	100.00
Education	High school or below	24	11.94	11.94
	Diploma	38	18.91	30.85
	Bachelor's degree or higher	139	69.15	100.00
Job Position	General staff	71	35.32	35.32
	Technical Staff	29	14.43	49.75
	Managerial staff	101	50.25	100.00
Total		201	100.0	100.0

5.2 Reliability and Validity Analysis

To evaluate the psychometric properties of the measurement model, internal consistency reliability, convergent validity, and discriminant validity were assessed using SPSS and Smart-PLS software. As presented in Table 4, Cronbach's α coefficients for all constructs range from 0.789 to 0.913, and Composite Reliability (CR) values range from 0.795 to 0.925, comfortably exceeding the recommended threshold of 0.70 and demonstrating robust internal consistency.

For convergent validity, the standardized factor loadings for most items are well above the 0.50 benchmark. The Average Variance Extracted (AVE) values for all constructs exceed the 0.50 threshold, spanning from 0.622 to 0.792, thus fulfilling the conservative criteria established by Fornell and Larcker (1981). Therefore, the overall convergent validity of the scale is well-supported.

Table 4 : Reliability and Validity Analysis Results

Variable	Items	Std. Estimate	AVE	CR	Cronbach α
Employee Perception (EP)	EP1	0.859	0.758	0.843	0.840
	EP2	0.898			
	EP3	0.854			
Employee Expectation (EE)	EE1	0.811	0.686	0.911	0.907
	EE2	0.882			
	EE3	0.857			
	EE4	0.859			
	EE5	0.680			
	EE6	0.863			
AI Impact (AI)	AI1	0.852	0.792	0.925	0.913
	AI2	0.915			
	AI3	0.877			
	AI4	0.915			
Perceived Value (PV)	PV1	0.836	0.777	0.867	0.857
	PV2	0.919			
	PV3	0.888			
Employee Job Satisfaction (JS)	JS1	0.901	0.816	0.888	0.887
	JS2	0.913			
	JS3	0.896			
Loyalty (LOY)	LOY1	0.860	0.703	0.795	0.789
	LOY2	0.841			
	LOY3	0.814			
Job Performance (JP)	JP1	0.826	0.622	0.858	0.848
	JP2	0.865			
	JP3	0.788			
	JP4	0.746			
	JP5	0.710			

Furthermore, discriminant validity was verified using the Fornell-Larcker criterion by comparing the square root of the AVE for each construct against its correlation coefficients with other variables. As illustrated in Table 5, the diagonal elements (representing the $\sqrt{\text{AVE}}$) are consistently higher than any off-diagonal correlations, confirming that each latent construct shares more variance with its indicators than with other constructs in the model.

Table 5 :Discriminant Validity (Fornell-Larcker Criterion)

	EE	JS	EP	AI	JP	LOY	PV
EE							
JS	0.766						
EP	0.897	0.783					
AI	0.666	0.406	0.632				
JP	0.635	0.599	0.581	0.635			

LOY	0.846	0.419	0.771	0.565	0.732	
PV	0.870	0.855	0.861	0.616	0.591	0.880

The results indicate that the square root of the AVE for each latent variable was consistently larger than its correlation coefficients with other variables, confirming that the measurement model exhibits strong discriminant validity.

5.3 Measurement Model Fit

Prior to executing the primary structural path analysis, the baseline model's overall fit was evaluated. The evaluation yielded an outstanding Standardized Root Mean Square Residual (SRMR) of 0.081, which is slightly above the threshold of 0.08, establishing an exceptional fit for PLS-SEM assessment. Additionally, the supplementary covariance-based fit indices demonstrated satisfactory alignment, with the NFI (0.721), surpassing the acceptable 0.70 baseline, confirming that the measurement model provides a reliable and valid foundation for testing the structural hypotheses.

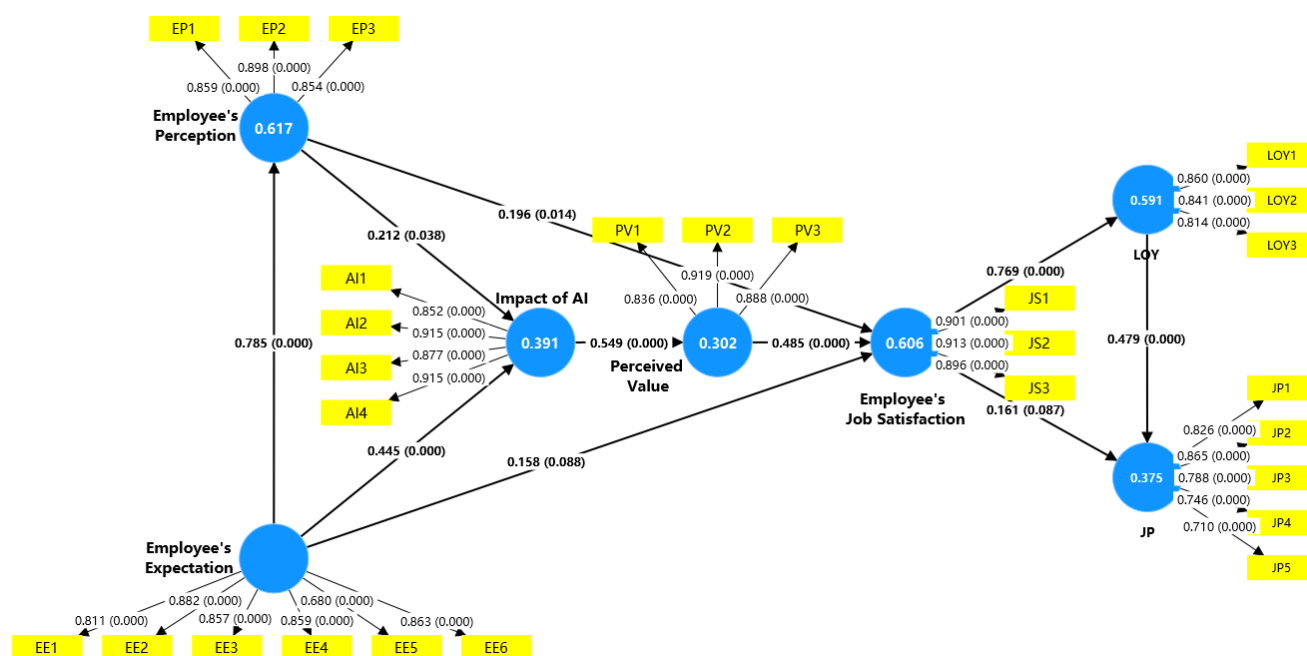


Figure 2 :Path Analysis Results of the Structural Equation Model

The path analysis reveals that employee job satisfaction is significantly and positively affected by: (1) perceived value ($\beta = 0.485$, $p < 0.001$); (2) employee perception ($\beta = 0.196$, $p < 0.05$); and (3) employee expectations ($\beta = 0.158$, $p < 0.05$), thereby supporting hypotheses H_1 through H_3 . Furthermore, job satisfaction has a strong positive impact on employee loyalty ($\beta = 0.769$, $p < 0.001$, supporting H_4), which in turn serves as an important predictor of job performance ($\beta = 0.479$, $p < 0.001$, supporting H_6).

In contrast, the direct effect of job satisfaction on employee performance is relatively weaker ($\beta = 0.161$, $p < 0.05$, supporting H_5). Regarding the pathways related to AI impact, both employee expectations ($\beta = 0.445$, $p < 0.001$) and employee perception ($\beta = 0.212$, $p < 0.1$) significantly influence AI adoption impact, supporting H_7 and H_8 . Additionally, the influence of AI effectively enhances employees' perceived value ($\beta = 0.549$, $p < 0.001$, supporting H_9). Finally, employee expectations exert a strong positive influence on employee perception ($\beta = 0.785$, $p < 0.001$, supporting H_{10}), collectively forming a complete and statistically supported network of influence mechanisms.

6. Conclusion

This study, focusing on enterprises in Yemen, empirically discusses the influencing factors of employee job satisfaction, yielding rich theoretical insights and practical applications. Theoretically, it addresses the paucity of empirical research on employee satisfaction within conflict-affected regions. By innovatively integrating artificial intelligence into the analytical framework and utilizing Structural Equation Modeling (SEM), this study tests the relationships among employee perception, expectations, perceived value, and job satisfaction, thereby enriching the theoretical understanding of organizational behavior in unique contexts. Practically, the study demonstrates that perceived value exerts the greatest influence on job satisfaction, validates the complex indirect pathways through which AI affects satisfaction via perception and expectations, and explores the transmission mechanism from job satisfaction to performance as mediated by loyalty.

7. Policy Implementation

Based on the above conclusions, the following recommendations are made in this study: (1) Invest in AI technology and systematic training. Additionally, the boundaries between human and machine collaboration should be clearly defined, with AI being used to handle regular and rule-based work, leaving creativity and decision-making to employees. (2) Given the prominent role of employee perception in enhancing job satisfaction, companies need to rationalize physical and cultural conditions. (3) To effectively promote employees' value recognition, the enterprise needs to create a value management system through compensation, benefits, and incentives. (4) The company should strengthen the construction of the career development system according to employees' expectations, such as setting up a multi-channel career development ladder, and defining the promotion standards and appraisal systems to facilitate employees' career planning. (5) To enhance the emotional identity and sense of belonging of employees, enterprises can cultivate corporate culture, communicate with employees effectively, and show concern for the employees. Meanwhile, an evaluation system should be set up to reward employees for their work, whereby their salary, promotion, and training opportunities can be directly associated with their performance. In this way, a positive cycle can be formed between job satisfaction and job performance.

To summarize, this study proposes targeted management countermeasures across two main dimensions of the Yemeni work environment and the adoption of artificial intelligence in the workplace to identify critical factors that enhance employee job satisfaction and performance. Despite some limitations, such as sample representativeness, this study provides an important basis for Yemeni enterprises to improve their human resource management and offers valuable references for organizational management research in similar contexts.

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