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# Advancing Organizational Effectiveness: Understanding The Influence of 360-Degree Feedback, Organizational Climate and Job Satisfaction on Employee Performance Through AI Integration

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## ABSTRACT

This study investigates the intricate dynamics influencing an organization's effectiveness through an examination of the relationships between job satisfaction, employee performance, organizational climate, and 360-degree feedback. By integrating AI. this study aims to increase our understanding of these important components and how they affect organizational success. The study looks at the idea of 360-degree feedback, which collects input from peers, managers, and subordinates, as well as the ways in which this comprehensive feedback system aids in employee development and organizational enhancement. The study also examines the impact of organizational climate on employee behaviors, attitudes, and performance outcomes. Organizational climate encompasses the social, cultural, and psychological aspects of the workplace. Job satisfaction is a crucial factor in employee engagement and retention, which makes it necessary to look into its sources and effects within the context of the company. The research integrates artificial intelligence technologies, such as machine learning and data analytics, to uncover hidden patterns, correlations, and forecast insights within the massive datasets connected to these organizational dynamics. The findings of the study have implications for HR policies, organizational actions aimed at enhancing employee productivity, and overall efficacy.

***Keywords:*** *360-Degree Feedback, Organizational Climate, Job Satisfaction, Employee Performance, AI Integration, Advancing Organizational Effectiveness*

## 1.INTRODUCTION

Today's organizations operate in a complicated and quickly changing environment, and maximizing employee potential is essential to success. Employee performance and, eventually, organizational effectiveness can be greatly impacted by the interaction of several organizational elements, including job satisfaction, organizational climate, and 360-degree feedback. A viable way to acquire a deeper understanding of these complex relationships and inform more strategic and data-driven decision-making processes is through the integration of advanced AI technology (Bhimani & Saradva, 2023).The notion of 360-degree feedback has garnered significant interest as an all-encompassing instrument for performance management, whereby staff members obtain input from a variety of sources, such as colleagues, managers,

and subordinates (Hemalatha et al., 2021). By offering employees a comprehensive view of their strengths, limitations, and areas for progress, this multifaceted approach hopes to support both organizational growth and professional development. The cultural, social, and psychological aspects of the workplace, together with the organisational climate, are important determinants of how employees behave, think, and perform. An environment that is supportive and encourages empowerment, trust, and a sense of belonging can boost employee engagement, which in turn improves organizational results. Job satisfaction, which gauges a worker's general level of satisfaction with their work, has a direct bearing on productivity, retention, and organizational commitment. In order to cultivate a thriving workforce, it is vital to comprehend the factors and implications of job satisfaction within the organizational setting. This research uses AI integration to mine massive datasets related to job satisfaction, organizational climate, and 360-degree feedback for hidden patterns, relationships, and predictive insights that can be applied to employee performance and overall organizational effectiveness. By examining the interactions between these crucial organizational elements and how they affect organizational interventions and strategic decision-making, the current study aims to close a gap in the literature. In order to assist organizations in navigating the challenging terrain of employee engagement and performance management, this study offers empirical data and useful insights. The combined impact of job happiness, organizational climate, and 360-degree feedback on employee performance when AI technologies are integrated is still a topic worth investigating despite the increasing amount of research in this area. However, there are currently few empirical studies that particularly examine these relationship dynamics and the part that AI integration plays. This research attempts to provide a more thorough knowledge of the interplay between these important organizational variables and their aggregate impact on employee performance and organizational success, in contrast to prior studies that have mostly focused on individual factors. We address the following research questions in light of the previously noted parallels and discrepancies between our study and the earlier research in the literature:

1.In what ways does 360-degree feedback affect work satisfaction and organizational climate to affect employee performance?

2.What part does AI integration play in improving our knowledge of the connections among work happiness, organizational culture, 360-degree feedback, and employee performance?

3.What practical ramifications do these findings have for leadership techniques, organizational actions, and HR procedures that seek to increase overall effectiveness of the organization?

## 2. THEORETICAL BACKGROUND

Understanding the connections between 360-degree feedback, organizational climate, work satisfaction, and employee performance is made easier by the wealth of existing literature. It is commonly acknowledged that 360-degree feedback is a useful instrument for improving organizational performance and personnel development. It has been demonstrated that this thorough feedback method, which solicits feedback from a variety of stakeholders, improves self-awareness, helps to identify skill shortages, and supports focused training and development programs. Shared views of the workplace, or organizational climate, have been connected to a number of organizational outcomes, such as employee engagement, job satisfaction, and organizational performance. It has been discovered that a supportive management style, open lines of communication, and growth possibilities create a positive organizational atmosphere that improves employee well-being and sense of belonging, which in turn boosts productivity (Lawler et al., 1974).Compensation, work-life balance, and career advancement prospects are just a few of the variables that affect job satisfaction, which is a crucial component of employee engagement and retention. Review of Nature AI technology integration into organizational settings is becoming more and more common, providing new opportunities to improve decision-making procedures and obtain better understanding of crucial business aspects (Borges et al., 2021). Scholars have investigated the tactical application of artificial intelligence (AI) in diverse organisational domains, such as human resource management. Their primary objectives have been to enhance productivity, mitigate prejudices, and promote employee growth and retention (Kshetri, 2021: Mujtaba & Mahapatra, 2024). Artificial Intelligence (AI) tools have been extensively utilized in the talent analytics domain to examine and derive significant insights from vast amounts of data concerning employee performance, competencies, and professional paths. These data-driven methods may help create hiring, staff development, and talent management plans that are more successful. The current study is underpinned by multiple theoretical frameworks that collectively enhance our comprehension of the connections among job happiness, organizational climate, 360-degree feedback, and employee performance.

### 2.1 360-Degree Feedback and Employee Performance

It has been demonstrated that implementing 360-degree feedback not only promotes a more pleasant organizational atmosphere and enhanced work satisfaction among employees, but also improves their performance. Furthermore, 360-degree feedback can help identify areas that require training and development, enabling businesses to close skill gaps and foster employee advancement. 360-degree feedback can improve goal-setting, coaching, and feedback by offering a more comprehensive picture of employee performance. This can eventually lead to better outcomes for both individuals and organizations (Lawler et al., 1974).

**H1:**360-Degree Feedback has a significant impact on Employee Performance

### 2.2Organizational Climate and Employee Performance

The collective attitudes and views of workers about their workplace, or organizational climate, play a crucial role in influencing worker performance and behavior. It has been demonstrated that a positive workplace culture, defined by elements like empowerment, trust, and communication, significantly affects worker commitment and satisfaction, which in turn affects worker performance. There is a reciprocal relationship between organizational climate and employee performance because while employee performance can influence the overall organizational climate, a positive climate can also encourage a sense of involvement and belonging. The Impact of Job Satisfaction on Employee Performance Understanding job satisfaction is essential to understanding employee engagement and performance since it reflects an employee's general level of enjoyment with their work. Employee motivation, dedication, and productivity all tend to increase when they are happy with their jobs, which improves performance results. Key drivers of job happiness have been found, including recognition, work-life balance, career development possibilities, and compensation (Mughal, 2019).Numerous studies have demonstrated the favourable influence of contented employees on organisational performance, establishing a well-established link between job satisfaction and employee performance in the literature.

**H2:** Organizational Climate had a significant impact on Employee Performance

### 2.3Job Satisfaction and Employee Performance

Job satisfaction, defined as an employee's overall positive emotional state towards their job, is a critical factor in determining employee engagement, retention, and productivity (Tanjung &Wahdiniwaty, 2020). Highly satisfied employees are more likely to be committed to the organization, demonstrate higher levels of performance, and contribute to the overall effectiveness of the organization. Conversely, job dissatisfaction can lead to negative outcomes, such as absenteeism, turnover, and counterproductive behaviors, ultimately undermining organizational success.

**H3:** Job Satisfaction had a significant impact on Employee Performance

### 2.4Integration of AI with 360-Degree Feedback, Organizational Climate and Job Satisfaction

By locating hidden patterns, correlations, and predictive analytics within the enormous information connected to these important organizational elements, AI can improve organizational insights and decision-making (Kamalov &Gurrib, 2023). To gain a more comprehensive picture of employee opinions and development needs, AI-powered text analysis of 360-degree feedback, for instance, can detect recurrent themes, feelings, and places for growth. In a similar vein, AI-driven data analytics may illuminate the complex interrelationships among job happiness, organizational climate, and employee performance, empowering businesses to take better informed decisions and carry out focused interventions (Gao et al., 2023). The effectiveness and timeliness of this vital feedback mechanism may be improved by integrating AI to streamline the 360-degree feedback process, automate data collecting and analysis, and give managers and HR experts real-time insights. AI integration with job satisfaction, organizational climate, and other factors can result in a more thorough understanding of the intricate dynamics within the company, guiding HR procedures, leadership tactics, and organizational interventions meant to improve overall effectiveness. Organizations can tailor activities to increase employee engagement, retention, and productivity by identifying the major determinants of job satisfaction with the use of AI integration (Braganza et al., 2021).

**H4a:** AI moderates the relationship between 360-Degree Feedback and Employee Performance

**H4b:** AI moderates the relationship between Organizational Climate and Employee Performance

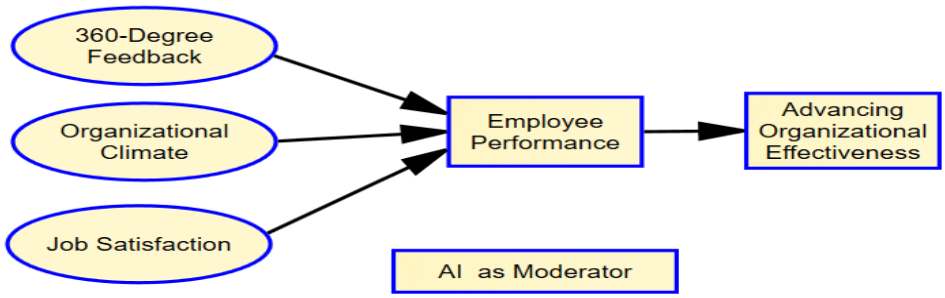
**H4c:** AI moderates the relationship between Job Satisfaction and Employee Performance

### 2.5 Employee Performance on Advancing Organizational Effectiveness

Since employee performance directly affects the accomplishment of an organization's goals and objectives, it is an essential element of organizational effectiveness (Triansyah et al., 2023). The key to achieving organizational success is having high-performing workers who meet or surpass goals on a regular basis, are very productive, and show a strong dedication to the organization's objective. However, subpar worker performance can make it more difficult for a company to stay in business, provide high-quality goods and services, and uphold its good name. Organizations can enhance individual and team performance and ultimately improve organizational effectiveness by implementing targeted strategies and interventions based on an understanding of the factors that influence employee performance, including job satisfaction, organizational climate, and 360-degree feedback. By incorporating AI, companies may obtain a deeper understanding of the intricate relationships between these variables, which will help them make better decisions, streamline HR procedures, and create specialized strategies that will promote organizational success. (Triansyah et al., 2023).

**H5:** Employee Performance has a significant impact on Advancing Organizational Effectiveness

**CONCEPTUAL MODEL**




## 3. RESEARCH METHODOLOGY

### 3.1Sample and Data Collection

The project will take a quantitative approach to research, gathering data from a sample of employees in different organizations through a methodology based on surveys. Employees from all organizational levels and industries will be the target demographic in order to provide a representative and diverse sample. The procedure of gathering data will entail distributing surveys to participants via email, social media, and direct communication with organizations, in addition to online and paper-based options. In addition to demographic and control variables, the survey will include measures for job satisfaction, employee performance, organizational climate, and 360-degree feedback.

### 3.2 Measures

The following metrics are used in the study:

1. 360-degree Feedback: A validated measure of how employees feel about the thoroughness, equity, and utility of the 360-degree feedback procedure in their company. Example: "The 360-degree feedback process in my organization is fair and unbiased."(Juhdi et al., 2015).

2.Organizational Climate: A multifaceted measure that encompasses the several facets of the work environment, including innovation, teamwork, communication, and managerial support(Andreassi et al., 2014). For example: "My organization fosters a collaborative work environment."

3.Work Satisfaction: A reliable indicator of general job satisfaction as well as satisfaction with particular aspects of the job, like compensation, advancement, management, and type of work. Example: "I am satisfied with the recognition I receive for my work."

4.Employee performance is a self-reported indicator of personal effectiveness that takes into account contextual, adaptive, and task performance. Example: "I consistently meet or exceed my performance targets."

### 3.3 Response

With implications for improving organizational success, the study's findings will add to the body of information already in existence by offering a thorough understanding of the interactions between job satisfaction, organizational climate, 360-degree feedback, and employee performance. AI integration will make it possible to find patterns and links in the data that were previously missed, providing HR professionals and organizational leaders with insightful information (Imonikhe& Lukic, 2022; Sumaja et al., 2020; Pritchard & Karasick, 1973; Malang et al., 2018). The study's conclusions will assist companies in creating focused actions and plans to raise worker productivity, create a happy work environment, and increase overall organizational effectiveness. (Palshikar et al., 2017; Albrecht et al., 2015;Sumaja et al., 2020;Bhimani & Saradva, 2023).Integrating the knowledge from the papers that have been reviewed (Palshikar et al., 2017;Campion et al., 2015;Albrecht et al., 2015;Pritchard & Karasick, 1973),The purpose of this study is to present a comprehensive analysis of the variables affecting organisational performance.

### 3.4 Data Analysis:

To investigate the relationships between the important variables, a combination of descriptive statistics, correlation analysis, and structural equation modeling will be used to analyze the obtained data. The goal of the analysis is to determine how job happiness, organizational climate, and 360-degree feedback affect employee performance directly and indirectly. Additionally, it searches for these variables' potential moderating and mediating roles. The project will use AI-powered data analytics, such as machine learning techniques, to find trends, forecast outcomes, and unearth hidden insights in the dataset in order to further improve the analytical skills. The study results will be presented in an understandable and thorough way, emphasizing the important connections, the strength of the correlations, and the consequences for organizational practice.

## 4. RESULTS

### 4.1 Demographic profile

Descriptive demographic statistics were used to assess the respondent's demographic characteristics. Ultimately, 496 out of 550 questionnaires that were distributed to respondents were found to be completely filled out and error-free. After additional verification, 90.18% of the responses are deemed to be of good quality. The socio-demographic data for every person is displayed in table. In Table 1, it is showing the respondents identity in terms of gender. A total of 496responses collected in which 296 are female (59.70%) whereas remaining 200 are male which comprises of 40.30 %.

Further, it is showing the respondents with reference to age brackets. Out of 496 respondents, a total of 193 (38.90 %) responses are from age bracket of 35-44, 185 (37.30 %) responses are from 25 to 34 age group and about 118 (23.80 %) responses are from 45 to 54 years age group. In the table, it is showing the respondents with reference to their education level, work experience and income. Out of 496 respondents, 366 (73.80%) had postgraduate degrees, with 6 to 15 years of work experience (246, 49.60%) and an average salary of roughly 30,000 rupees (173, 34.90%).

**Table1. Descriptive Statistics of Demographic Profile**

| | | Frequency | Valid % |
|---|---|---|---|
| Gender | Female | 296 | 59.7 |
| | Male | 200 | 40.3 |
| Age profile | 25-34 years | 185 | 37.3 |
| | 35-44 years | 193 | 38.9 |
| | 45-54 years | 118 | 23.8 |
| Highest education level | Undergraduate Degree | 10 | 2 |
| | Postgraduate Degree | 366 | 73.8 |
| | Professional Education | 36 | 7.3 |
| | Other | 84 | 16.9 |
| | Less than 5 | 150 | 30.2 |

| | | | |
|---|---|---|---|
| Working experience (in years) | 6 to 15 | 246 | 49.6 |
| | 16 to 25 | 86 | 17.3 |
| | 26 to 35 | 14 | 2.8 |
| Income | 10,000 – 20, 000 | 115 | 23.2 |
| | 20001 – 30,000 | 173 | 34.9 |
| | 30001 – 40,000 | 172 | 34.7 |
| | More than 40,000 | 36 | 7.3 |

### 4.2 Exploratory Factor and Reliability Analysis

The EFA was used to determine the significance of the compliant components. The threshold of the experiment is fixed at a factor loading of 0.50 (table 2a). These findings suggest that factor analysis is a good method for gathering this data. All elements with factor loadings greater than 0.5 were considered in the end. A scale is generally regarded as internally consistent if it satisfies the 0.70 Chronbach's Alpha criteria. The Cronbach's alpha level for this investigation was set at 0.7 (table 2b).

**Table2a. Results of Exploratory Factor Analysis**

| Variable | Statement | Factor loadings | KMO Measure ofSample Adequacy (>0.5) | Bartlett's Test of Sphericity | | Itemsconfirmed | Itemsdropped | Cum % ofloading |
|---|---|---|---|---|---|---|---|---|
| | | | | Chi Square | Sig. (<.10) | | | |
| 360-Degree Feedback (DF) | DF | 0.852 | 0.780 | 1059.462 | 0.000 | 4 | 0 | 72.798 |
| | DF | 0.865 | | | | | | |
| | DF | 0.854 | | | | | | |
| | DF | 0.841 | | | | | | |
| Organizational Climate (OC) | OC | 0.864 | 0.871 | 1121.546 | 0.000 | 5 | 0 | 65.766 |
| | OC | 0.807 | | | | | | |
| | OC | 0.818 | | | | | | |
| | OC | 0.807 | | | | | | |
| | OC | 0.755 | | | | | | |
| Job Satisfaction (JS) | JS | 0.841 | 0.741 | 851.903 | 0.000 | 4 | 0 | 67.521 |
| | JS | 0.828 | | | | | | |
| | JS | 0.812 | | | | | | |
| | JS | 0.805 | | | | | | |
| Employee Performance (EP) | EP | 0.854 | 0.868 | 1118.140 | 0.000 | 5 | 0 | 65.606 |
| | EP | 0.834 | | | | | | |
| | EP | 0.812 | | | | | | |
| | EP | 0.800 | | | | | | |
| | EP | 0.745 | | | | | | |
| AI Integration (AII) | AII | 0.822 | 0.767 | 560.124 | 0.000 | 4 | 0 | 60.937 |
| | AII | 0.828 | | | | | | |
| | AII | 0.722 | | | | | | |
| | AII | 0.745 | | | | | | |
| Advancing Organizational Effectiveness (AOE) | AOE | 0.850 | 0.767 | 933.050 | 0.000 | 4 | 0 | 70.046 |
| | AOE | 0.825 | | | | | | |
| | AOE | 0.842 | | | | | | |
| | AOE | 0.830 | | | | | | |

**Table2b.Results of Reliability Analysis**

| Variable | Cronbach alpha |
|---|---|
| 360-Degree Feedback (DF) | 0.874 |
| Organizational Climate (OC) | 0.868 |
| Job Satisfaction (JS) | 0.837 |
| Employee Performance (EP) | 0.867 |
| AI Integration (AII) | 0.785 |
| Advancing Organizational Effectiveness (AOE) | 0.855 |

### 4.3 Normality test

Skewness, according to Hair et al. (2022), gauges how symmetrical a variable's distribution is. It is skewed if the distribution extends toward either the left or right tail. Positive skewness denotes more smaller values, whereas negative skewness denotes more larger values. While a skewness value of -2 to +2 is usually good, one between -1 and +1 is ideal. Substantial non-normality is suggested by values greater than -2 and +2. Kurtosis similarly shows whether the distribution is too flat or excessively peaked in relation to a normal distribution. A distribution with positive kurtosis is more peaked than one with negative kurtosis. If the kurtosis is less than -2, the distribution is too flat; if it is larger than +2, the distribution is too peaked. A distribution is deemed normal when its skewness and kurtosis are near zero. Table 3 shows that all of the variables support the validity of parametric statistical analysis used to examine these variables in later research.

**Table3.ResultsofNormality test**

| Variables | Skewness | Kurtosis |
|---|---|---|
| 360-Degree Feedback (DF) | -1.715 | 1.679 |
| Organizational Climate(OC) | -1.864 | 1.258 |
| Job Satisfaction (JS) | -1.240 | 1.513 |
| Employee Performance (EP) | -1.896 | 1.339 |
| AI Integration (AII) | -1.900 | 1.225 |
| Advancing Organizational Effectiveness (AOE) | -1.738 | 1.942 |

### 4.4 Correlatıon Analysis

The results of the independent variable correlation analysis suggest that each variable appears to have a significant association with the others. When all factors are considered, there is a substantial correlation between the independent and dependent variables (Table 4). The variables evaluating OC and EP had the highest level of correlation (0.965), while those measuring JS and AOE had the least significant link (0.656).

**Table 4: Correlations**

| | DF | OC | JS | EP | AII | AOE |
|---|---|---|---|---|---|---|
| DF | 1 | | | | | |
| OC | .781** | 1 | | | | |
| JS | .695** | .709** | 1 | | | |
| EP | .799** | .965** | .734** | 1 | | |
| AII | .740** | .869** | .663** | .903** | 1 | |
| AOE | .941** | .712** | .656** | .727** | .661** | 1 |

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

### 4.5 Regression Analysis

The relationship between the independent and dependent variables was determined using stepwise regression analysis. The study's main goals were to evaluatethrough an analysis of the interactions between 360-degree feedback, job satisfaction, organizational climate and employee performance, this study explores the complex dynamics determining the efficacy of organizations.

**4.5.1 Employee Performance (EP) as dependent variable:** Stepwise regression analysis was used to determine the predictor-criterion relationship between the independent and dependent variables. Using step-wise regression analysis, Tables 5a and 5b demonstrated that the factors under examination are highly significant predictors of the EP. Table 5a shows that these features account for 93.90% of EP, with R square of 0.939. Table 5b displays the regression model's ANOVA values, which demonstrate validation at a 95% confidence level. The beta value of 0.842, which accurately reflects their influence on EP, is shown in the coefficient summary in Table 5c.

**Table 5a: Regression analysis**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .969[a] | .939 | .938 | .17436 |

a. Predictors: (Constant), JS, DF, OC

**Table 5b: ANOVA analysis**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 228.853 | 3 | 76.284 | 2509.300 | .000[b] |
| | Residual | 14.957 | 492 | .030 | | |
| | Total | 243.810 | 495 | | | |

a. Dependent Variable: EP

b. Predictors: (Constant), JS, DF, BB

**Table 5c: Regression coefficients table for dependent variables**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .070 | .049 | | 1.431 | .153 |
| | DF | .085 | .018 | .090 | 4.762 | .000 |
| | OC | .839 | .019 | .842 | 43.750 | .000 |
| | JS | .065 | .015 | .075 | 4.465 | .000 |

a. Dependent Variable: EP

**4.5.2 Moderating impact of Artificial intelligence (AII) between selected influencing variables and Employee Performance (EP):** Zscore values were generated for every variable in order to examine the link between them. The interaction between all independent elements and AI is then computed to create new variables, which are referred to as interactions IA1 through IA3.

EP was the dependent variable, and IA1 through IA3, the extra interacting independent variables, were used in a regression analysis. The EP can be strongly predicted by the interacting features, as shown by Tables 6a and 6b, which show the outcomes of step-wise regression analysis. These factors account for 92.20% of the EP, as indicated by Table 6's R square value of 0.922. The ANOVA data in Table 6b indicate the regression model's validation at a 95% confidence level. Based on the coefficient summary displayed in Table 6c, the beta values are, respectively, 0.830 and 0.085. The way these concepts impact the EP is accurately depicted by them.

**Table 6a: Regression analysis**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .960[a] | .922 | .921 | .19670 |

a. Predictors: (Constant), IA3, IA1, IA2

**Table 6b: ANOVA analysis**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 224.774 | 3 | 74.925 | 1936.406 | .000[b] |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Residual | 19.037 | 492 | .039 | | |
| | Total | 243.810 | 495 | | | |

a. Dependent Variable: EP
b. Predictors: (Constant), IA3, IA1, IA2

**Table 6c: Regression coefficients table for dependent variables**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.669 | .035 | | 47.395 | .000 |
| | IA1 | .013 | .005 | .085 | 2.561 | .011 |
| | IA2 | .120 | .005 | .830 | 24.129 | .000 |
| | IA3 | .008 | .004 | .058 | 2.100 | .036 |

a. Dependent Variable: EP

**4.5.3 Impact of Employee Performance (EP) on Advancing Organizational Effectiveness (AOE):** Stepwise regression analysis was used to find the predictor-criterion relationship between the independent and dependent variables. The EP is significantly predicted by AOE, as tables 7a and 7b show. These factors account for 52.90% of the EP, as Table 7a shows (R square: 0.529). A 95% confidence level of validation is shown by the regression model's ANOVA results, which are displayed in Table 7b. The beta value of the component is 0.727, which accurately reflects their influence, according to the coefficient summary in Table 7c.

**Table 7a: Regression analysis**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .727[a] | .529 | .528 | .49113 |

a. Predictors: (Constant), EP

**Table 7b: ANOVA analysis**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 133.860 | 1 | 133.860 | 554.943 | .000[b] |
| | Residual | 119.159 | 494 | .241 | | |
| | Total | 253.019 | 495 | | | |

a. Dependent Variable: OE
b. Predictors: (Constant), EP

**Table 7c: Regression coefficients table for dependent variables**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .965 | .135 | | 7.127 | .000 |
| | EP | .741 | .031 | .727 | 23.557 | .000 |

a. Dependent Variable: OE

**5. ResultsofHypothesesTesting**

Table 8 lists the 5 initial hypotheses put forth by the conceptual research framework, of which all have been accepted.

**Table 8: SummaryofHypothesesTesting**

| **Hy. No.** | **IndependentVar** | **Dependent Variables** | **R-Square** | **BetaCoefi** | **t-value** | **SigValue** | **Status of** |
|---|---|---|---|---|---|---|---|

| | **iables** | | | **cient** | | | **Hypothes es** |
|---|---|---|---|---|---|---|---|
| H1 | 360-Degree Feedback (DF) | Employee Performance (EP) | 0.939 | 0.090 | 4.762 | 0.000 | Accepted |
| H2 | Organizational Climate (OC) | | | 0.842 | 43.750 | 0.000 | Accepted |
| H3 | Job Satisfaction (JS) | | | 0.075 | 4.465 | 0.000 | Accepted |
| H4a | IA1(DF*AII) | Employee Performance (EP) | 0.922 | 0.085 | 2.561 | 0.011 | Accepted |
| H4b | IA2(OC*AII) | | | 0.830 | 24.129 | 0.000 | Accepted |
| H4c | IA3(JS*AII) | | | 0.058 | 2.100 | 0.036 | Accepted |
| H5 | Employee Performance (EP) | Advancing Organizational Effectiveness (AOE) | 0.529 | 0.727 | 23.557 | 0.000 | Accepted |

## 6. DISCUSSION

The empirical analysis of hypotheses H1 and H4a revealed a substantial correlation between 360-Degree Feedback (DF) and Employee Performance (EP) (beta coefficient = 0.090 and 0.085), with Artificial intelligence (AI), acting as a moderating factor. Budworth &Chummar (2022) state that higher performance and a more collaborative, all-encompassing work environment can result from involving leaders at all levels in 360 degree feedback. Research has demonstrated a positive relationship between employee satisfaction and engagement and the deployment of 360-degree feedback (Mbokota& Reid, 2022). High levels of job satisfaction, motivation, and commitment to the overall task can result from employees feeling that their opinions are valued and taken into consideration (Cashman, 2017). According to Muna (2022), extant academic literature suggests that the use of 360-degree feedback performance appraisal has the potential to improve individual and organizational performance. By helping people discover their areas of personal growth and match their efforts with the organization's overall goals, this feedback-oriented strategy promotes improvements in overall performance outcomes (Cheng & Wu, 2020; Shrestha, 2022). According to Santos et al. (2019), technology enables employers to provide real-time feedback to workers, allowing for prompt interventions and performance improvement. Additionally, continual feedback loops support worker growth and continuous performance improvement.

Significant findings (hypotheses H2 and H4b) indicate that when combined with Artificial intelligence (AI), Organizational Climate (OC) does, in fact, significantly increase Employee Performance (EP) (beta coefficient =0.842 and 0.830).Organizational environment is vital to the acceptability of AI, according to Fouziani et al. (2024), because it sheds light on the larger context of the introduction and use of AI technologies in the workplace. Employee perceptions and interactions with AI can be greatly impacted by the company climate, which is made up of a variety of factors including relationships, culture, and general atmosphere (Yu et al., 2023). When an organization is innovative and open to trying new things, for example, its employees are more likely to embrace AI technologies (Mikalef and Gupta, 2021); they can also help employees find new applications for AI (Vinchon et al., 2023); in a competitive environment, employees are also more likely to adopt AI for work-related tasks (Fousiani et al., 2024). Given that the work environment promotes creativity and innovation among staff members and that their efforts and results are valued, it is reasonable to assume that this will lead to a greater acceptance of AI (Ye et al., 2020).

Job Satisfaction (JS) and Employee Performance (EP) were found to be significantly positively correlated with Artificial intelligence (AI) (H3 and H4c; beta coefficient = 0.075 and 0.058).Employees with higher perspectives were more anxious about AI possibly improving their performance, according to Rhee and Jin (2021). According to Kapur (2022), AI helped employees work more efficiently and be more satisfied with their jobs. Researchers who applied AI to measure employee job satisfaction did so more successfully than those who examined the impact of AI on job satisfaction (Çavuş et al., 2023) and suggested that workers might become more productive due to the constant reduction in mental stimulation. Adoption of AI improves psychological contract and job satisfaction, supporting earlier research

that indicates these variables improve employee and organizational performance (Samson & Swink, 2023). Additionally, studies show that performance measures and AI are positively correlated (Holmström, 2022). Technology integration in performance review systems has the potential to improve job satisfaction and employee engagement, according to Al-Riyami et al. (2013). Processes that are automated, transparent, and provide access to performance data can encourage participation and empowerment.

After hypotheses 5 were empirically explored, a significant positive relationship between Employee Performance (EP) and Advancing Organizational Effectiveness (AOE) was discovered (beta coefficient = 0.727).One of the most important elements in accomplishing corporate objectives is employee performance (Werdhiastutie et al., 2020). Employees that are productive and efficient can help businesses grow in terms of output and quality of goods or services produced, as well as in terms of customer and employee happiness and corporate reputation (Nadya et al., 2022; Rahmah et al., 2022). Companies that have high-performing workers can improve the quality of their products or services, boost customer satisfaction, improve their company's reputation, and accomplish organizational goals more successfully (Dianovi et al., 2022; Rohmalimna et al., 2022). To create value and attain organizational performance, businesses must maximize the potential of their workforce (Yong et al., 2020). Consequently, in order to boost employee productivity and efficiency, businesses must create efficient performance management plans.
AI technology can make it easier and more accurate for businesses to assess employee performance in the age of digitization (Vahdat, 2022). But performance management is more than just keeping an eye on workers; it's also about giving them helpful criticism and helping them grow so they can become better workers (Carnevale & Hatak, 2020). Thus, in order to succeed over the long run, businesses must constantly assess and enhance employee performance.

## 7. CONCLUSION

This research study examines the complex and multifaceted factors that impact organizational success, concentrating on the relationships between job satisfaction, employee performance, organizational climate, and 360-degree feedback. By combining AI technologies, the initiative seeks to uncover hidden patterns, correlations, and predictive insights that help direct more effective organizational plans and activities. The study's findings have significant implications for both theoretical and practical perspectives. They expand our understanding of digital activities and how they impact the effectiveness of organizations, as well as the potential applications of AI to increase organizational efficacy (Bhimani &Saradva, 2023).

The research study's outcomes have important ramifications for perspectives from the academic and practical domains. From an academic perspective, this work contributes to the growing body of knowledge about the intricate variables influencing organizational success. This research advances our knowledge of these crucial factors and their interactions by analyzing the relationships between employee performance, job satisfaction, organizational climate, and 360-degree feedback (Tiwari et al., 2021; Gao et al., 2023). By providing new insights and deepening our comprehension of complex organizational processes, the analysis of artificial intelligence technology improves the research (Hemalatha et al., 2021; Arslan et al., 2021).The research's practical implications can be advantageous for decision-makers, corporate leaders, and HR specialists. The insights gained from this study can be utilized to create more effective personnel management strategies, including targeted workplace culture interventions, personalized 360-degree feedback systems, and initiatives to increase employee job satisfaction (Kshetri, 2021). Additionally, the AI-powered analytics may help firms make more proactive and data-driven decisions by spotting patterns, trends, and predictive qualities. Ultimately, this will increase the efficacy and performance of the organization.

## 8. CHALLENGES AND LIMITATIONS

Notwithstanding the manifold advantages, the research also pinpointed obstacles and constraints linked to the influence of technology on the industry's performance evaluation procedure. Concerns over automated systems' fairness and dependability were raised by a few staff members, underscoring the necessity of maintaining openness and communication about technology's role in society. To fully reap the benefits of technology-enabled performance appraisal processes, organizations must also address significant technological impediments such system usability concerns, data security, and user reluctance.

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