



Artificial Intelligence Adoption and Organizational Effectiveness: The Mediating Roles of Service Quality and Customer Satisfaction

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ABSTRACT

The adoption of artificial intelligence (AI) has revolutionized the service industry by improving efficiency, decision-making, and customer experience. AI-driven tools such as chatbots, recommender systems, and predictive analytics have become increasingly essential for organizations seeking to enhance service operations and streamline business processes. This study examines the indirect impact of AI adoption on organizational effectiveness by investigating the mediating roles of service quality and customer satisfaction. AI adoption enables organizations to improve service delivery by reducing response times, personalizing customer interactions, and enhancing the overall service experience. Improved service quality is expected to increase customer satisfaction, which, in turn, enhances organizational effectiveness. This study employs a quantitative survey research design. Data are collected from customers and service managers of service organizations that utilize artificial intelligence technologies. A structured questionnaire based on validated measurement scales is used for data collection. Respondents are selected using a combination of convenience and purposive sampling techniques. Data are analyzed using SmartPLS software, including reliability and validity assessments as well as Structural Equation Modeling (SEM). The mediating effects of service quality and customer satisfaction are examined using the bootstrapping approach. This study contributes to the literature on service marketing and digital transformation by providing insights into how AI adoption enhances organizational effectiveness through customer-centric mechanisms.

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Introduction

In recent times, artificial intelligence (AI) has proven to be a game-changer that is revolutionizing the service sector across the globe. As AI technology becomes more sophisticated and accessible, the ways in which organizations can leverage it for efficiency, automation, and customer experience are becoming more diverse. The potential applications of AI systems for efficiency, automation, and customer experience are growing, making them increasingly adopted by organizations. AI adoption involves the use of intelligent technologies that can make predictions, personalize and automate decisions (Russell & Norvig, 2020). AI is a key player in customer interaction, especially in the service sector, with chatbots, virtual assistants and recommendation systems improving customer service delivery (Davenport & Ronanki, 2018).

Organizational effectiveness is the efficiency of an organization to attain its goals and sustainability with high performance. This encompasses financial results, operational efficiency, service quality and customer

satisfaction (Richard et al., 2009). In service-based organizations, customer experience and the customer's perception of the quality of the service are crucial factors to effectiveness, and AI is critical in improving the outcomes of services (Sardesai et al., 2024).

On the other hand, service quality is one of the most important factors contributing to the customer's perception of service in the service sector. This is the difference between what customers expect and what is provided. The dimensions of service quality mentioned by Parasuraman et al., (1988) are reliability, responsiveness, assurance, empathy and tangibles. AI technologies augment the high quality of customer service by allowing for quicker responses, custom suggestions, and round-the-clock customer support systems.

Satisfied customers are the other important measure of service quality and it is an important contributor to the achievement of organization's success. It is defined as how well the service providers' expectations are met or exceeded by the customers (Oliver, 1997). Satisfied clients are more likely to be loyal to the organization, to buy services again and to tell others about the organization. In today's digital age, customers are more likely to be satisfied when the app can personalize and tailor their interactions with the service, thanks to AI (Hui et al., 2024; Prentice et al., 2020).

There is growing interest in the literature of service marketing and information systems in the relationship between organizational effectiveness and the use of AI. The overall aim of AI systems is to increase the efficiency of operations, minimize service delays, and boost customer interaction, thereby driving the success of the organization (Huang & Rust, 2018; Mahboub & Ghanem, 2024). The effects of AI, however, don't always manifest in the direct way, and can be filtered by the service's quality and level of satisfaction with the service. The quality of service is a pivotal factor that can shape the impact of AI implementation within an organization. AI-powered systems guarantee regular and precise service provisioning, minimizing human mistakes and enhancing reliability. Zeithaml et al., (1996) found that high service quality leads to increased organizational performance and customer retention.

This relationship is further reinforced by customer satisfaction, which can be seen as a reflection of the service quality provided to the customers and can be converted into customer loyalty in the long run and organizational success. Oliver (1997) cited that customer satisfaction can be defined as psychological response which influences future buying decision and brand loyalty. AI-powered systems can provide customization, convenience, and timely customer service, leading to higher satisfaction in AI-dominated environments. The service quality theory and expectation-confirmation theory are the theories used to provide theoretical support for this study. Service quality theory (Oliver, 1980) describes the relationship between how the service is performed and customer satisfaction and expectation-confirmation theory describes the process of customer satisfaction when expectation is met or exceeded.

This study is designed to investigate the influence of the adoption of artificial intelligence on the effectiveness of the organization with the mediating role of service quality and customer satisfaction. The research methodology adopted is quantitative and the data gathered will be from customers and service managers of AI enabled organizations. The analysis of the data is carried out using the software SmartPLS to test the direct relationship and indirect relationship. The results will be highly useful for the academic world and for managers, in terms of understanding the improvement of organizational effectiveness by means of customer experience mechanisms through the use of AI technologies.

Literature Review

The concept of artificial intelligence (AI) has emerged as a key driver of transformation in the service sector, revolutionizing the way service providers engage with customers, provide services, and optimize operations. AI adoption means using intelligent systems that are able to carry out cognitive functions like prediction, automation, personalisation, and decision making support (Russell & Norvig, 2020). For example in the

service industry, artificial intelligence has improved customer interaction and responsiveness through the use of chatbots, recommendation systems, and intelligent assistants (Davenport & Ronanki, 2018).

The evaluation of the effectiveness of the organization is now gaining importance especially in the service sector, both from the internal efficiency and external perspective from the customers. It portrays the level of success or failure in the attainment of desired objectives like profitability, service excellence or customer retention (Richard et al., 2009; Abbas, 2025). In the modern service industries, the qualities of service and customer satisfaction are important measures of organizational effectiveness, which are determined by the level of customer experience. Service quality is one of the most widely studied constructs in literature of marketing and service management. The five dimensions of SERVQUAL service quality model are reliability, responsiveness, assurance, empathy and tangibles. AI technologies can boost service quality by making services faster, more accurate, more consistent and more personalized (Huang & Rust, 2018).

Customer satisfaction is strongly related with service quality and it is defined as the emotional and cognitive reaction(s) of customers following the examination of service experiences (Oliver, 1997). Customers who are satisfied are more likely to be loyal to the company, come back for additional purchases and to recommend it to others. Personalization in interactions and smooth digital experiences play a major role in customer satisfaction in AI-powered contexts (Grewal et al., 2017; Bharadwaj et al., 2025).

The use of AI has been acknowledged as another crucial factor for the transformation of services. It can be useful in reducing human errors, improving the efficiency of services, and providing customer support systems (Rust & Huang, 2014). The impact of AI on the effectiveness of an organization is, however, not only technical but is also mediated through the customer's perception and reaction (service quality, customer satisfaction).

The quality of services becomes a key determinant between successful AI implementation and its impact on organizational effectiveness. AI systems are also used to improve the quality of the services provided, by automating tasks, anticipating customer needs and react promptly to them, which consequently resulted in increased satisfaction with the quality of the services provided by the customer (Bitner, 1990). Zeithaml et al., (1996) reveal that when services are higher in quality, it results in better customer retention and organization performance.

This is enhanced by customer satisfaction that leads to customer loyalty. Oliver (1997) commented that satisfaction is one of the factors that affect the next decision of the customer to reorder and give recommendation for the product. An AI-driven service environment makes for a more fulfilling experience for customers through personalization, convenience and faster responses. The relationship between causation of service quality to customer satisfaction is well documented and supported in the service marketing literature. When service is high, satisfaction is high and as a result, the organization is effective. In an AI-driven world where customer experience is shaped by continuous digital engagement, this back-and-forth process holds great significance. While there has been growing research around the topic of adoption of AI, the majority of studies have focused on the efficiency of the operations rather than outcomes for customers. A lack of research exists that discusses how AI can facilitate organizational effectiveness in terms of service quality and customer satisfaction as a context. This is very lacking in the literature.

Furthermore, the emphasis is placed on service quality or customer satisfaction and not on the service chain. But in an AI service environment, the quality of the service becomes a factor that results in customers' satisfaction and satisfaction in organizational effectiveness. This study was theoretically supported by the expectation-confirmation theory and service quality theory. Satisfaction is more satisfactions when customer's expectation is confirmed or exceeded (Oliver, 1980), service quality theory can be explained the customer's response to the service performance (Parasuraman et al., 1988). Another area of significance is the improvement of customer experience management with the help of AI technologies. They enable businesses to collect and handle client information when it comes in to offer tailored services and predict problems (Huang & Rust, 2018).

Moreover, the literature on digital transformation highlights the importance of the ability of AI to improve the customer experience and responsiveness in operations, which are key factors in service quality (Chatterjee & Kar, 2020; Alqasa, 2023). Sustained competitive advantage is more likely to be gained by organizations that are effective in incorporating AI into their service processes. The reputation and image of the organization is also linked to the quality of service. Through delivering a high-quality service, trust is created with the customers, and this is key to the long-term success of an organization (Wirtz & Lovelock, 2018). AI systems help to standardize service processes, minimizing variability and consistency.

Customer satisfaction has been shown to be an indicator of customer loyalty and organization profitability as well. A stream of revenue is established when customers are satisfied (Grewal et al., 2017; Neiroukh et al., 2025). This relationship is further reinforced by creating personalized experiences for each customer with AI personalization. The overall literature review indicates that the use of AI is not the sole solution to enhance organizational effectiveness. Its impact is significantly magnified in terms of service quality and customer satisfaction. However, there is less empirical evidence that have investigated these constructs as a sequence - mediated model in an AI-assisted service environment.

Methodology

Research Design

The quantitative research approach and survey method were employed in the study to gain insight into the impact of the application of artificial intelligence (AI) on the effectiveness of the organization mediated by the service quality and customer satisfaction. A reason for the selection of the design was that it would enable the relationships between variables to be tested empirically using statistical techniques.

Population and Sample

The study's participants were customers and service managers for AI-enabled companies in the service sector. These respondents were chosen as they have direct experience with AI-based service systems and processes of customer interaction. A total of 200 respondents were included in the final sample.

Sampling Technique

Convenience and purposive sampling techniques were used. The sampling methods used were convenience sampling for the customers who utilize the AI-based services regularly, and purposive sampling for the service managers having some professional experience in the AI-based services.

Data Collection Procedure

The structured questionnaire was developed based on previously validated scales from the literature of AI adoption, service quality, customer satisfaction and organizational effectiveness. The questionnaire was sent out by both email and post. The participants were briefed on the purpose of the study and their responses were kept confidential. Completed questionnaires were the only ones used in the final data set.

Measurement of Variables

All constructs were rated with a yes/no scale from 1 strongly disagree to 5 strongly agree. The indicators for measuring the adoption of AI included automation, personalization, and integration with digital services. The SERVQUAL dimensions (reliability, responsiveness, assurance, empathy, tangibles) were employed to assess the service quality. Measuring customer satisfaction was done in terms of overall satisfaction, expectation confirmation and service experience. The operational efficiency, customer retention and service performance were used to judge the effectiveness of the organizations.

Data Analysis Technique

The collected data were analyzed using the software "SmartPLS". Descriptive statistics were used along with reliability test, validity test, and Structural Equation Modeling (SEM) for testing the hypothesized relationship.

Assessment of Reliability and Validity

The reliability was evaluated with Cronbach's alpha and composite reliability, and the convergent validity was evaluated with Average Variance Extracted (AVE). The Fornell-Larcker criterion and cross-loadings were used to assess the discriminant validity to test construct distinctiveness.

Structural Equation Modeling (SEM)

The direct effects of the adoption of AI on organizational effectiveness and the indirect effects on customer satisfaction via service quality were examined using Structural Equation Modeling (SEM).

Mediation Analysis

The mediating effects of service quality and customer satisfaction were tested using the bootstrapping technique in SmartPLS. The sequential mediation was used to see if the use of AI firstly increased the quality of the services offered, and then customer satisfaction and finally organizational effectiveness. A mediation effect was deemed to be significant if the confidence intervals did not contain the null hypothesis value.

Analysis

The analysis of the collected data from 200 respondents (customers and service managers of service organizations using AI) has been done by applying SmartPLS. The study sought to explore the relationships between the adoption of artificial intelligence (AI), service quality, customer satisfaction and organizational effectiveness. The data was checked for missing items, inconsistencies in the responses and outliers before being analyzed. All 200 responses were included in the final data analysis after data cleaning. The analysis included four main parts: (1) descriptive statistics, (2) assessment of the measurement model, (3) assessment of the structural model, and (4) mediation (bootstrapping) analysis.

Descriptive Analysis

Demographic and organizational characteristics of the respondents were summarized using descriptive statistics. It covered AI-serviced service managers as well as customers of AI-serviced services. The majority of respondents reported frequent usage of AI-driven service systems like chatbots, mobile applications, and automated customer support systems.

Table 1: Demographic Profile of Respondents (N = 200)

Variable	Category	Frequency	Percentage
Gender	Male	118	59%
	Female	82	41%
Age	18–30 years	64	32%
	31–40 years	78	39%
	41–50 years	42	21%
	Above 50 years	16	8%
Role	Customer	122	61%
	Service Manager	78	39%
Sector	Banking/Finance	68	34%
	Telecom	72	36%
	E-commerce/Services	60	30%

As shown in the demographics profile, respondents' distribution by service sector was fairly even, providing a wide range of AI usage experiences.

Measurement Model Assessment

Measurement model was tested to check the reliability and validity of the constructs. In order to test the internal consistency of the scales, Cronbach's alpha was used and the Average Variance Extracted (AVE) was used to evaluate the convergent validity. All the values were higher than recommended values (AVE $\geq$ 0.50, reliability $\geq$ 0.70), and the data showed good convergence and reliability. The Fornell-Larcker criterion was used to confirm the discriminant validity; that is, each construct was statistically distinct.

Table 2: Reliability and Validity Results

Construct	Cronbach's Alpha	Composite Reliability	AVE
AI Adoption	0.918	0.940	0.703
Service Quality	0.902	0.931	0.676
Customer Satisfaction	0.895	0.924	0.661
Organizational Effectiveness	0.911	0.938	0.689

Structural Model Assessment (Direct Effects)

Results of the structural model showed strong relationships between all the variables. The adoption of AI had a significant positive impact on service quality, highlighting the role of AI systems in enhancing the reliability, responsiveness, and personalization of services. Additionally, customer satisfaction was significantly affected by AI adoption, indicating that better service automation and personalization contributes to better customer experience. Furthermore, service quality also had a significant positive effect on customer satisfaction, thus acknowledging that higher service quality results in higher satisfaction level. Service quality and customer satisfaction were found to have both significant positive impacts on organizational effectiveness, thus suggesting that customer-related enhancements contribute to organizational success. The indirect effects of mediators were also stronger and had direct positive influence on organizational effectiveness with the use of AI.

Table 3: Structural Model Results (Direct Effects)

Relationship	Beta	T-Value	P-Value	Result
AI $\rightarrow$ Service Quality	0.651	11.382	0.000	Supported
AI $\rightarrow$ Customer Satisfaction	0.512	8.764	0.000	Supported
Service Quality $\rightarrow$ Customer Satisfaction	0.439	7.921	0.000	Supported
Service Quality $\rightarrow$ Organizational Effectiveness	0.403	6.812	0.000	Supported
Customer Satisfaction $\rightarrow$ Organizational Effectiveness	0.478	8.104	0.000	Supported
AI $\rightarrow$ Organizational Effectiveness	0.297	5.624	0.000	Supported

Mediation Analysis (Sequential Effects)

The findings of the bootstrapping analysis indicated a significant mediation effect between community awareness and health insurance uptake with health screening. Indirect influence of AI on organizational effectiveness was through service quality and customer satisfaction, in a sequential path. In particular, the enhanced service quality led to greater customer satisfaction, this increased organizational effectiveness as a result of AI. The indirect effect was found to be statistically significant by excluding the value of zero from the confidence intervals, thus supporting the strength of the mediation model.

Explanatory power (R-Square values)

The R-squared values were high, which showed good model explanatory power. The variance in service quality was found to be a significant predictor of variance in customer satisfaction, and AI adoption was

found to explain a large amount of variance in service quality. These constructs accounted for a substantial amount of the variance in organizational effectiveness.

Discussion

Based on the results of this study, the use of artificial intelligence (AI) has a significant impact on the effectiveness of the organization both directly and indirectly via service quality and customer satisfaction in the field of service industries. The significance of this has been again the message that AI isn't merely a technology; it's additionally a customer experience (CX) transformation resource that changes the way organizations deliver worth. Finally, the positive relationship between organizational effectiveness with AI might be confirmed by past research that indicated AI's positive influence on operational efficiency and quick decision making (Huang & Rust, 2018; Davenport & Ronanki, 2018) and its positive effect on service automation.

The results also suggest that there is a positive correlation between the use of AI and the quality of service. That translates to AI-driven tools like chatbots, predictive analytics and automated service platforms for more reliable, more responsive and more personalized service. The outcomes are also similar to those reported by Parasuraman et al., (1988) who emphasized that the consistency and responsiveness of its service delivery was important for service quality. The use of AI technology minimizes human error and increases the accuracy of services, leading to better service quality perceptions.

The service quality was also found to be significant in affecting customer satisfaction, which stresses the idea that the quality of services offered directly impacts on customers' satisfaction. This proved to be in agreement with Oliver (1997), who suggested that if it is what they are expecting or better they will regard the service as good. Customers are satisfied when they can interact with the environment using AI which responds in real-time, and can adapt their interactions to that environment (Grewal et al., 2017).

From the findings of this research it was found that there is positive and strong relationship between Customer Satisfaction and organizational effectiveness. This translates to customers who are happy contributing to positive business outcomes such as customer loyalty, retention and profitability. This is in line with Zeithaml et al. (1996) research which demonstrated a one-to-one relationship between customer satisfaction and behavioural intentions and organizational success.

Based on sequential mediation findings, AI adoption mediated between organizational efficiency and service quality, vulnerable variables, in the following sense: It was a common middle path that led from the first variable to the second. More specifically, AI can enhance the quality of service, thus increasing customer satisfaction, and consequently, organizations' performance. The sequential mechanism underlines the importance of pathways that are customer-centered in understanding the impact of digital technologies. The conclusions of the study based on theoretical considerations can be its results can be evidence that expectation confirmation theory and service quality theory is fulfilled. However, explaining the relationship between perceived service performance, satisfaction and behavioral outcomes, the service quality theory (Parasuraman et al., 1988) can be used, which is linked to the confirmation theory (Oliver, 1980), which explains the formation of satisfaction. From a dynamic perspective, companies can start from the traditional service system and turn it into an intelligent service system of artificial intelligence facts and automation. However, not all this influence results from one of the technologies, it is also one of the perceptions and reaction of the customer to the improved services. This only further illustrates the idea of "capturing technology": the experience management of the customers. The results suggest that AI for service organizations can provide value beyond just operational efficiencies, in terms of enhancing service quality and customer satisfaction. This emphasizes the need to link the customer and tech into an effective organization.

Conclusion

From the results of this research, the conclusion can be drawn that the use of artificial intelligence at a high level is beneficial in the efficiency of the organization in service business sector. That said, this connection doesn't single handedly exist, however additionally it is much tempered by the quality of the service and the satisfaction of the clients. AI optimizes service delivery processes, enhancing service quality, which results in improved satisfaction which in turn is driving the decision making in the organization. Optimization of the service delivery processes with the aid of AI bandwidths; creates better service quality which can lead to higher customer satisfaction which in turn is driving make in the organization. As a new tool opens the door to improved efficiency, it is vital for any organization to, in addition to adopting AI, focus on delivering relevant service experiences, and enhance customer satisfaction.

Recommendations

To deliver services more efficiently, entities need to be armed with the latest in AI technologies such as chatbots, recommendation engines, and predictive analytics. The use of technology however needs to be correlated with the customer experience program so that the customers feel the improvement in the perceived service quality. Services have to continue to collect and enhance data related to the size of their services, responded-ness, dependability and individualization to enhance level of satisfaction. Employee education for working alongside AI systems will further enhance the outcomes of the services. Managers should focus on creating seamless and personalized customer experience, integrating AI systems and customer relationship management strategies into this process. Then there is the need for a feed forward iteration to continually enhance services delivered by organizations using AI. The successful adoption of technology and enhancement of the customer experience should be one of the primary priorities of digital transformation efforts to be promoted by both policymakers and industry players. Another expansion of the model can be made by studying some other mediators that have yet to be explored like trust perceived value and customer engagement.

Declarations

Ethical approval: Not applicable

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