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EXAMINING THE RELATIONSHIP BETWEEN ARTIFICIAL INTELLIGENCE AND EMPLOYEE WELL BEING IN CUSTOMER CENTRIC ORGANIZATIONS

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SUMMARY

AI is rapidly redefining how customer-oriented companies conduct their businesses through process automation, decision-making, and improved customer service. However, the influence of AI is lacking regarding employee well-being. This paper is focused on researching the connection between AI adoption and employee well-being by assessing the effects of AI on the level of job satisfaction, work engagement, work-life balance, organizational support and overall employee well-being in an AI-enabled workplace. The unique character of this research lies in an integrated employee well-being assessment framework designed and tested in the context of customer-centric organizations, where both the adoption of AI and other critical organizational aspects are taken into account while assessing employee well-being. The data were collected through a questionnaire filled in by 350 employees working for customer-centric companies, and the quantitative research methodology was applied. Descriptive statistics, reliability analysis, Pearson correlation, and multiple regression were used for the data analysis. Experimental work has proved the high reliability of the used questionnaire with a 0.87-0.92 Cronbach's alpha coefficient. The relationship between employee well-being and AI adoption was found to be highly positive with a Pearson correlation coefficient of 0.84, whereas the regression model accounted for 71% of the modification in employee well-being with $R^2 = 0.71$. Moreover, the developed framework reached an Employee Well-Being Score of 90.1%. The findings indicate that the proper implementation of AI together with organizational efforts and an approach focusing on employees may greatly contribute to improvements in well-being, engagement of workers, and organizational performance. The conclusions

obtained during the research provide valuable suggestions for organizations that need to be successful in their endeavors toward sustainable digital transformation and a healthy and productive workforce.

Key words: *artificial intelligence (AI), employee well-being, customer-centric organizations, job satisfaction, work engagement, work-life balance, digital transformation, human-centered AI, organizational performance.*

INTRODUCTION

AI has brought about tremendous changes in how businesses conduct themselves. For example, companies in the customer experience-oriented sector of healthcare have been affected by the development of AI. AI has brought about tremendous changes in how businesses conduct themselves. This is particularly true for customer experience-based business areas where providing a wonderful customer experience forms the heart of their strategic objectives. AI techniques like predictive analysis and natural language processing have been incorporated into business operations giving businesses the ability of machine learning and chatbots [1]. Business operations have become more productive as businesses can automate, make better decisions, provide custom customer experience, and increase productivity. With the increasing application of AI in business operations, the employee role has become that of overseeing AI technology and giving customers excellent service [2].

Many customer-focused organizations such as banks, hospitals, retailers, telecom services, hospitality organizations, insurance companies, and e-commerce enterprises rely heavily on AI to improve the experience of their customers and reduce costs. Customer service becomes instantly available through AI virtual assistants, predictive analytics enables personalization, and intelligent automation improves service delivery [3]. However, with all these benefits that organizations get from using AI technologies, there are many transformations that the employees undergo in their work environments, jobs, and minds [4].

The well-being of employees has become one of the essential elements of organizational success, and this term encompasses all areas of the working life of employees, which are physical, psychological, emotional, and social [5]. The more satisfied and happier the employee is, the more productive he/she becomes, the more involved in the process he/she feels, and the more creative, less absent, and loyal to the organization he/she is [6][7]. The impact of technology changes on the well-being of employees working in AI-driven organizations is both positive and negative [8]. The implementation of AI technologies can help employees reduce their workload, make better decisions through providing necessary information, allow flexible work schedules, and develop skills with the help of intelligent learning platforms [9]. Nevertheless, the implementation of such technologies may result in increased stress levels, technological anxiety, job insecurity, constant control, and reduced social interactions of employees due to the use of AI.

Whereas there have been many studies regarding the benefits of AI in terms of organizational and technological gains, there is not as much research concerning how AI affects employee well-being, particularly in customer-centric businesses where employees interact with both the customer and AI simultaneously [10][11]. Past studies have mainly concentrated on the positive outcomes of either increased productivity or customer satisfaction with the technology, ignoring the human factors which are crucial for sustained use of the technology [12]. Consequently, understanding the influence of AI on employees' psychological and emotional well-being, engagement, job satisfaction, work-life balance, and organizational commitment is critical for success in digital transformation [13][14].

The effects of AI on the welfare of employees are complicated and multi-faceted, dependent on numerous organizational issues like AI leadership, organizational culture, digital skills, AI trustworthiness, education/training, and AI ethics management [15][16]. Organizations that efficiently utilize AI while investing in the training and education of their employees will undoubtedly achieve good employee experiences and maximize the ROI of AI [17]. Conversely, inappropriate implementation practices may result in resistance to change, lower motivation levels, and negatively affect the performance of the organization [18].

The technology of AI is commonly applied in customer-focused organizations in order to increase efficiency, automate processes, and improve customer service. Still, the effect of the technology on employees' well-being remains unexplored. Most of the available literature focuses on either increased productivity or improved customer satisfaction, but there are very few studies that pay attention to the influence of the technology on employees' job satisfaction, work engagement, work-life balance, organizational support, and stress levels. Moreover, previous research usually considers these aspects separately and does not have a proper theoretical background to analyze the cumulative influence of all these variables on employee well-being. Consequently, there is a need for integrated research that will provide a model to explore the influence of technology on employees' well-being in customer-focused organizations.

This Study Addresses the Following Research Questions

- RQ1: What is the impact of the integration of artificial intelligence on the well-being of employees working in organizations emphasizing customer service?
- RQ2: Which variables, such as job satisfaction, work engagement, work-life balance, organizational support, and stress, have the most significant effect on well-being?
- RQ3: Can the suggested combined framework be used to evaluate the effects of AI integration on well-being?

Key Contributions of the Research

- Studies the impact of AI on employees' well-being in customer-centric organizations.
- Identifies the main factors that affect employee well-being when AI is used at work.
- Provides practical suggestions for using AI to improve both employee well-being and organizational performance.

The paper is structured as follows: In Section II, there will be a literature review covering recent scholarly articles on AI and its impact on the well-being of employees in customer-oriented firms, as well as identifying the gap in the existing literature. Section III will discuss the research methodology used, which includes the research framework, data-gathering process, and data analysis. Section IV presents the experimental results and discusses the impact of using AI on employees' well-being. Section V concludes with key findings and future scope.

LITERATURE REVIEW

According to Rick et al., (2024), the use of AI has had an effect on the degree of employee engagement and digital work [19]. Their results showed that proper implementation of AI in organizations can increase employee engagement through reducing repetitive work and helping in decision making; however, at the same time, improper implementation of AI can reduce the degree of employee autonomy and motivation.

García-Madurga et al., (2024) reviewed the existing studies about the use of AI in workplace well-being from 2018 to 2023 [20]. In their research, the scholars noted that there is a rise in the use of AI-based technology to monitor employee psychological well-being, provide emotional support, deliver customized well-being programs, and assist in the development of employees. Even though AI gives opportunities to enhance workplace well-being, the authors mentioned the need to consider the ethical aspects of AI implementation.

It was suggested by Rosca and Stancu, (2024) that the combination of AI and ML plays a crucial role in designing the industry 5.0 model with emphasis on employee welfare [21]. The results from their studies have proved that AI-based predictive analytics could assist in detecting stress at work, devising personalized employee assistance policies, and increasing productivity. Moreover, it was emphasized by the researchers that it was crucial to integrate HRM in such a manner that could cater to employee needs and foster innovations and sustainability in the workplace.

On the other hand, Aulia et al., (2025) investigated the impact of digital assistants based on AI on the employee well-being and engagement in remote employees in the Asia Pacific region [22]. On the basis of socio-technical systems theory, it was found out in the study that human-AI interaction, task-technology compatibility, and supportive leadership had a positive impact on employee well-being, which eventually helped improve work engagement.

Nayak et al., (2025) studied negative implications associated with AI-based Human Resource Management (AHRM) activities within the hotel industry [23]. Based on the interviews conducted with HR managers, the researchers found that the high level of dependency on AI leads to increased stress among employees and affects their mental well-being in terms of reducing human interaction in management activities. They emphasized the importance of maintaining a proper balance between automation and human participation.

Huo et al., (2025) examined the connection between AI technology utilization and employee well-being in the healthcare industry through Self-Determination Theory [24]. Based on the results, the utilization of AI is positively connected with the improvement of the well-being of employees through increasing their autonomy, competence, and relations at work. Moreover, job complexity was recognized as one of the significant factors affecting the above-stated connection.

Bibi et al., (2025) explored the impact of cybernetic abilities and AI skills on employee well-being [25]. The research showed that AI contributes to the development of employee well-being due to adaptive decision-making, knowledge, and learning. Additionally, organizational support was recognized as a critical element in enhancing the positive impact of AI on employee well-being.

Table 1. Related works on AI and employee well-being

Authors	Methodology	Dataset / Simulation Environment	Research Gap
Rick et al., (2024)	Empirical study using survey-based analysis	Employee survey data from AI-enabled digital workplaces	Focused mainly on work engagement; limited investigation of long-term employee well-being across customer-centric industries.
García-Madurga et al., (2024)	SLR	Studies published between 2018 and 2023	Did not propose an empirical framework to quantify the relationship between AI adoption and employee well-being.
Rosca and Stancu, (2024)	Conceptual framework based on Industry 5.0 principles	Conceptual model supported by secondary literature	Framework lacks real-world validation using organizational or employee datasets.
Aulia et al., (2025)	SEM based empirical analysis	Survey data collected from employees in remote workplaces across the Asia-Pacific region	Limited to remote work settings; findings may not generalize to all customer-centric organizations.
Nayak et al., (2025)	Qualitative interview-based research	Interviews with HR professionals in the hospitality sector	Focused primarily on the negative impacts of AI without evaluating strategies to improve employee well-being.
Huo et al., (2025)	Survey-based quantitative analysis using Self-Determination Theory	Healthcare professionals using AI-supported systems	Restricted to the healthcare sector and did not examine other customer-centric industries.
Bibi et al., (2025)	Empirical analysis using mediation and moderation modeling	Organizational survey data from AI-enabled firms	Focused on AI capability development but did not evaluate customer-centric operational factors affecting employee well-being.

There is an overview of the recent research papers associated with AI and employee well-being in customer-centric firms presented in table 1. This table gives a comparison of research methodologies used, research data or experiment settings, and limitations identified in each research paper. The existing literature is focused on individual sectors, models, or aspects of employee wellbeing such as work

engagement, stress, and AI abilities. There is still a huge gap in the development of an integrated framework for the consideration of factors of AI implementation, organizational factors, and multiple dimensions of employee wellbeing simultaneously in various customer-centric companies. The present research seeks to provide a more careful consideration of the relationship between AI adoption and staff wellbeing, which goes beyond the scope of this literature review.

METHODOLOGY

Research Design

The research design presented above will involve a quantitative design that seeks to investigate how the adoption of AI technology affects the well-being of employees working in customer-oriented firms. The research design framework will be used to investigate the influence of AI on job satisfaction, engagement, stress, work-life balance, and overall employee well-being. In this research design, the independent variable will be the adoption of AI technology, whereas the dependent variable will be the well-being of the employees. The variables affecting this particular relationship may be organizational support, digital capability of the employee, support from leadership, and confidence in AI technology. A cross-sectional research design will be employed in collecting data from employees within various categories in the AI-adopting customer-oriented industry, like banking, healthcare, retail, telecommunication, and hotel industries.

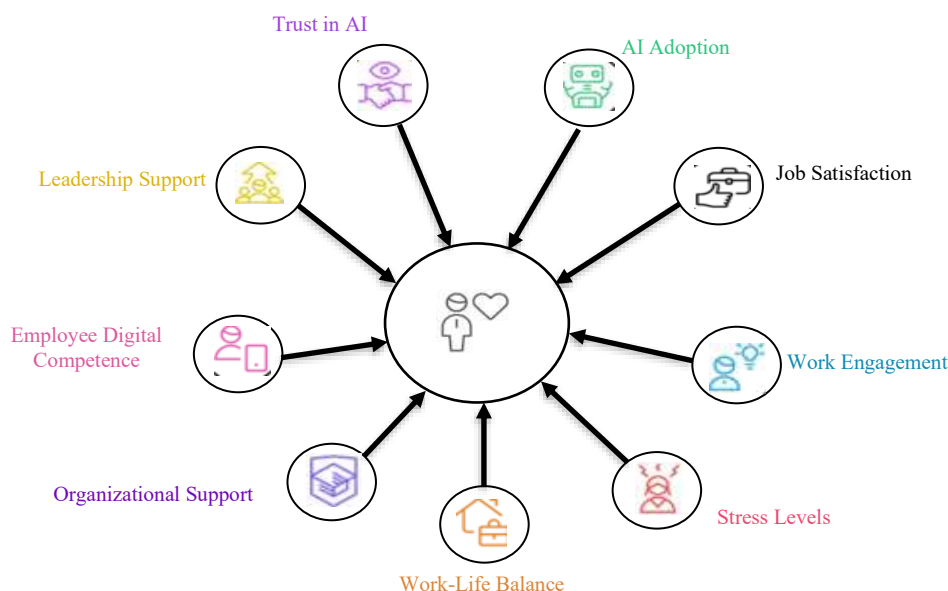


Figure 1. Proposed research methodology for assessing the relationship between AI adoption and employee well-being

The method the research employs in investigating the effect of the application of AI in consumer-oriented organizations is illustrated in figure 1. This study will examine Employee Well-Being as the dependent variable, which will be motivated by nine main factors, namely: AI Adoption, Job Satisfaction, Work Engagement, Work-Life Balance, Organizational Support, Trust in AI, Digital Competency, Stress Level, and Employee Well-Being. Organizational and Leadership Factors, with support from AI, will be expected to improve job satisfaction, work engagement, and work-life balance as well as reduce stress. Moreover, having trust in AI and employee digital competency makes working with AI easier for the employees.

Data Collection

Through an online questionnaire, the primary data was collected and delivered from January to March 2026 using a purposive sampling method. The subjects for this study were employees from customer-focused firms in industries such as banking, healthcare, retail, telecommunications,

hospitality, insurance, and e-commerce, who had a minimum of six months of experience using AI-based technology such as chatbots, decision-support systems, predictive analytics, or robotic process automation tools. There were 385 electronic deliveries of questionnaires sent to the target subjects, with a 90.9% response rate of 350 complete and valid responses obtained from those that were either incomplete or inconsistent. There were two parts of the survey instrument. In the first part of the survey, there were demographic questions that sought demographic details of the respondents like age, gender, educational qualification, industry experience, work role, and previous experience with the use of AI technologies. In the second part, there were measurements of nine constructs, namely; Adoption of AI technology, Job satisfaction, Work engagement, Work-life balance, Organizational support, Trust in AI, Digital competence, Stress level, and Well-being of the employee. These constructs were measured using various questions on a five-point Likert scale from 1 to 5 (strongly disagree to strongly agree).

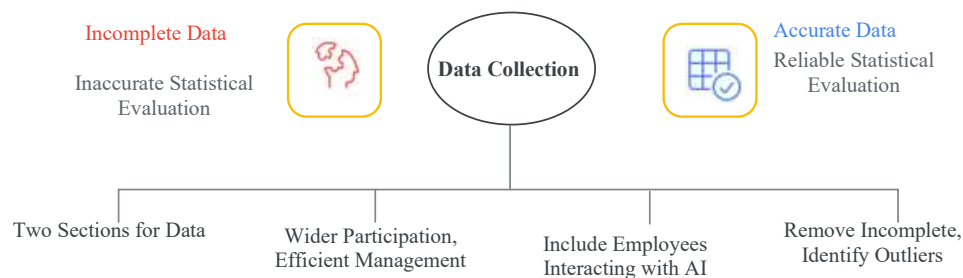


Figure 2. Data collection process for evaluating AI adoption and employee well-being

The current study used a data collection approach that is represented in figure 2, and that is quite likely to ensure reliable and accurate results concerning the interconnection between AI use and the well-being of employees. Customer-oriented organizations' employees who are using AI technologies have been asked to fill out a structured questionnaire. The survey consisted of two sections, namely, demographic data and factors of using AI technologies at work. It is clear from the scheme that the framework emphasizes the necessity to get full and accurate answers from participants while getting rid of incomplete questionnaires and detecting any outliers during the data preprocessing stage. The population of employees who had regular interactions with AI technologies was selected to ensure that the collected data is relevant.

Data Analysis

Using statistical tools, the data will be evaluated to investigate the impact of AI on employees' well-being. Statistical information regarding the demographic characteristics, such as age, gender, and job title of the participants, will be presented using such measures of statistics as mean, standard deviation, frequencies, and percentages. The same statistical measures will be applied to describe how participants responded to the survey items. Reliability of the survey items will be tested using the Cronbach's Alpha method. Coefficients of correlation between the variables (AI adoption, organizational support, digital literacy, AI trust, and employee well-being) will be calculated using correlation analysis. Multiple regression analysis will allow us to find out which variables are key in this context. It will help estimate the effect of AI adoption on employee well-being, controlling for other variables. Meanwhile, the results will be considered to be statistically significant if the p-value is less than 0.05. It means that the findings have 95% validity.

This study adopted statistical techniques for analyzing the effects of AI adoption on employee wellbeing as depicted in figure 3 below. Descriptive statistics were first used in order to describe the respondents' demographic information and survey data. The validity of the measurement scales was checked through the use of Cronbach's alpha while correlations were conducted in order to establish connections between the research variables. Regression analysis was used in order to find out the major factors affecting employee wellbeing and the influence of AI adoption with respect to organizational context.

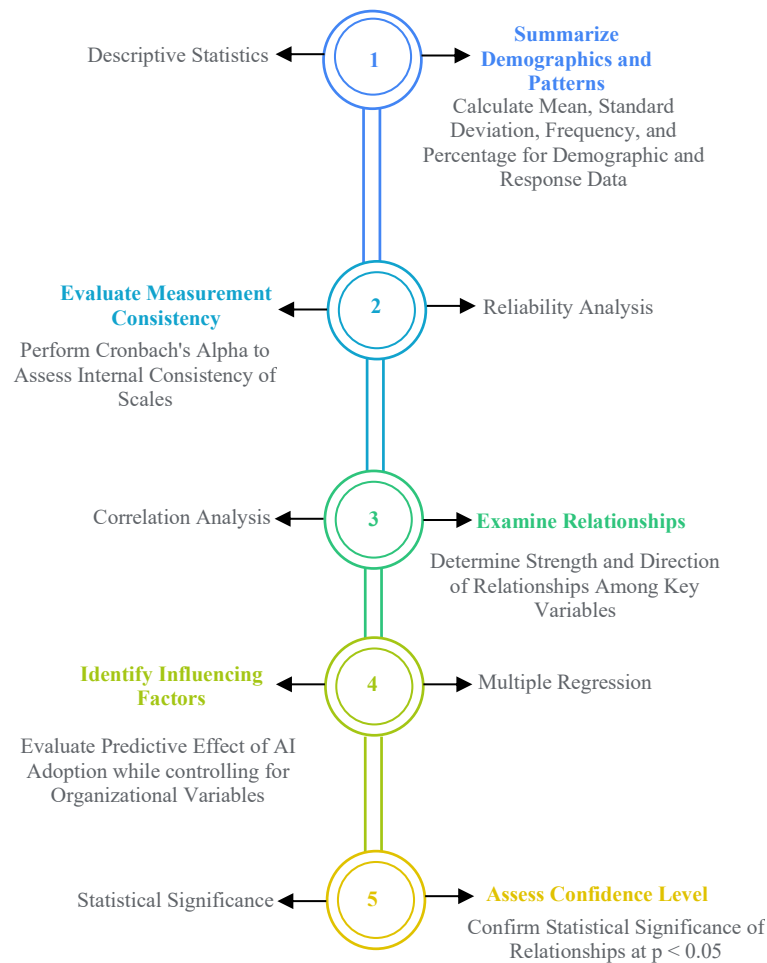


Figure 3. Statistical data analysis process for evaluating AI adoption and employee well-being

AI Adoption Score

The overall AI adoption score is calculated as the average of the responses obtained for all AI-related questionnaire items.

$$AIScore = \frac{\sum_{i=1}^n Ali}{n} \quad (1)$$

In the equation 1, AI Adoption Score refers to the total adoption of AI in the organizations that put their customers at the center of their operations. The score is calculated based on the average answers to all questions about AI from the survey. The higher the score, the more AI is adopted and utilized in the organization, while the lower score signifies little AI adoption.

Employee Well-Being Index

The Employee Well-Being Index is calculated by averaging the scores of all employee well-being indicators.

$$EWB = \frac{JS+WE+WB+OS-ST}{5} \quad (2)$$

In the equation 2 above, demonstrates that the Employee Well-Being (EWB) Index serves as a composite measure of the well-being of employees within the context of an AI-enabled workplace. The EWB Index measures positive aspects of the workplace, including job satisfaction, work engagement, work-life balance, and organizational support, while lowering its value based on the perception of employees about their stress level. In the case of a higher value for the EWB Index, it denotes better well-being of employees and a good work environment.

EXPERIMENTAL RESULTS

Experimental Setup, Dataset, and Parameter Initialization

In the present research, we aimed to identify the effect of implementing AI on the well-being of workers in service-oriented organizations. As seen in table 2, we obtained primary data through a survey among workers in organizations operating in sectors such as banking, health care, retail, telecommunication, and hospitality. During data cleaning, incomplete answers and non-response data were deleted in order to ensure we get high-quality data for further processing. The questionnaire involved questions on demographics as well as factors associated with AI at work on the 5-point Likert scale, where 1 stands for "Strongly Disagree" while 5 is for "Strongly Agree." Factors taken into account in the study include: AI Adoption (AIA), Job Satisfaction (JS), Work Engagement (WE), Work-Life Balance (WLB), Organizational Support (OS), Trust in AI (TAI), Digital Competence (DC), Stress Level (SL), and Employee Well-Being (EWB). IBM SPSS (version 29) was employed in the statistical data processing. Closeness of the variables was assessed via Cronbach's Alpha as well as descriptive statistics, correlation, and multiple linear regressions. The significance level was set at 0.05, and all the variables were standardized before the regression analysis to ensure they were all measured in a consistent way.

Table 2. Experimental setup, dataset, and model parameter initialization

Parameter	Value
Dataset	Employee Survey Data
Sample Size	350 Employees
Organizations	Customer-Centric Organizations
Data Collection	Online Questionnaire
Measurement Scale	5-Point Likert Scale
AI Variable	AI Adoption (AIA)
Well-Being Variable	Employee Well-Being (EWB)
Analysis Tool	IBM SPSS Version 29
Analysis Methods	Descriptive Statistics, Correlation, Regression
Significance Level	$p < 0.05$

Performance Metrics

In order to assess the relationship between the adoption of AI and employee well-being, some statistical performance measures were employed. Such measures help determine the validity of the questionnaire as well as the relationship between AI adoption and employee well-being.

Cronbach's Alpha (Reliability)

It measures the internal consistency of the questionnaire items, as shown in equation 3.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_i^2}{\sigma_T^2} \right) \quad (3)$$

A value greater than 0.70 indicates that the questionnaire is reliable and the survey items consistently measure employee well-being and AI adoption.

Pearson Correlation Coefficient (r)

In equation 4, the Pearson correlation coefficient measures the strength of the relationship between AI adoption and employee well-being.

$$r = \frac{\sum (X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum (X - \bar{X})^2 \sum (Y - \bar{Y})^2}} \quad (4)$$

Coefficient of Determination (R^2)

It measures how much variation in employee well-being is explained by AI adoption.

$$R^2 = 1 - \frac{SS_{res}}{SS_{tot}} \quad (5)$$

In this equation 5 shows that a higher R^2 value indicates that AI adoption explains a larger proportion of the variation in employee well-being, demonstrating better model performance.

Reliability and Descriptive Analysis

This part is intended to describe the procedure by which the survey data will be tested for its reliability and analyzed in order to reveal the reliability of the measures used and the perception of employees of using AI and their well-being. To ensure the reliability of the data obtained through the questionnaire, the consistency of the questions with each other will be estimated using Cronbach's alpha. Basic statistics, including average values and dispersion, will be calculated to obtain a comprehensive understanding of employees' views regarding the use of artificial intelligence, satisfaction, engagement, work-life balance, organizational support, and well-being in general.

Table 3. Reliability and descriptive statistics

Variable	Mean	Std. Deviation	Cronbach's Alpha
AI Adoption (AIA)	4.18	0.54	0.91
Job Satisfaction (JS)	4.06	0.58	0.89
Work Engagement (WE)	4.12	0.56	0.9
Work-Life Balance (WLB)	3.95	0.61	0.87
Organizational Support (OS)	4.08	0.55	0.88
Employee Well-Being (EWB)	4.1	0.52	0.92

The Cronbach's alpha values for all variables were greater than 0.85, as presented in table 3; therefore, the above-mentioned findings could be said to be reliable and internally consistent. Reliability of items was greatest for Employee Well-Being (0.92) and least for Work-Life Balance (0.87), though the latter was still great. The mean scores greater than 3.90 showed that the overall perception of employees about the application of AI was positive and thus, they had positive satisfaction levels with their jobs, work engagement, organization, and well-being.

Correlation and Regression Analysis

The paper analyzes the link between the implementation of AI and the well-being of employees. To achieve this aim, will use such methods of analysis as Pearson correlation and multiple regression. Pearson correlation will help us analyze the correlation between different variables, while multiple regression will help us find out how AI implementation influences the well-being of employees considering other organizational variables. Statistical results of the analysis prove that the implementation of AI may significantly influence the well-being of employees in a customer-oriented company. To check the validity of the model, will consider such parameters as correlation coefficient (r), regression coefficient (β), coefficient of determination (R^2), adjusted R^2 , and p-value.

To show the association between AI adoption and employee well-being, the correlation and regression analyses were performed, as shown in figure 4. As seen from the scatter plot, there is a very high positive correlation in the form of a linear association between AI Adoption Score (AIA) and Employee Well-Being Score (EWB).

The Pearson Correlation Coefficient ($r = 0.84$) indicates a strong positive relationship between the two variables; the regression coefficient ($\beta = 0.79$) means that AI adoption positively influences employee well-being. Moreover, the regression model is characterized by $R^2 = 0.71$ (Adjusted $R^2 = 0.69$), which means that 71% of the variance in employee well-being can be accounted for by AI adoption. With the

p-value (< 0.001), the correlation is statistically significant. The importance of using this model to improve employee well-being cannot be overlooked.

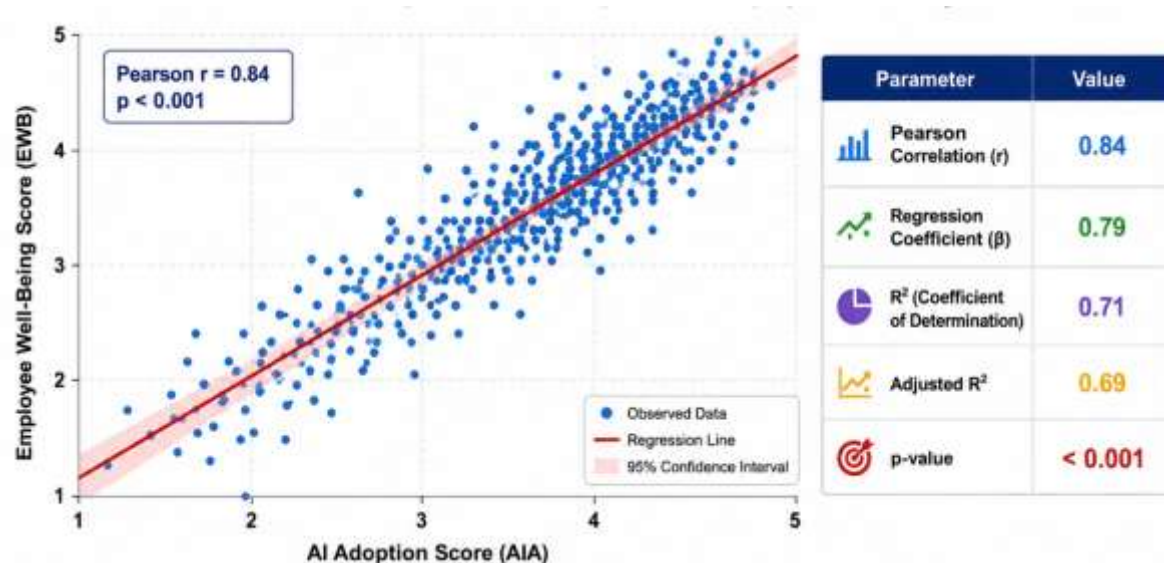


Figure 4. Correlation and regression analysis between AI adoption and employee well-being

DISCUSSION

From the findings of the experiment, it is possible to draw a conclusion that AI usage, when combined with appropriate organizational procedures, has a huge influence on the well-being of workers in customer-oriented organizations. The reliability test revealed that the research questionnaire had high reliability, since the Cronbach's Alpha for all variables was well above 0.85. This implies that the answers given by the respondents constitute a valid sample for the analysis of the influence of AI usage on employee well-being. Moreover, it was revealed that the average score for AI usage, job satisfaction, work engagement, organizational support, and employee well-being was rather high.

It has also been found that there exists a very strong correlation and regression analysis between the use of AI and the well-being of workers. Since there exists a high correlation coefficient ($r = 0.84$), this means that there is a strong positive relationship between AI usage and the well-being of workers because companies that use AI technology have better well-being for their workers. Likewise, since the results of the regression are $R^2 = 0.71$, this means that there is a lot of variances in the well-being of workers that can be accounted for by the use of AI.

In general, however, the conclusions drawn indicate that the use of AI alone is not sufficient as a tool for improving employee well-being in order to achieve results. To use AI effectively, it should be an integral component of the company's operations, supported by leadership, training, trust-building, and an optimal work environment. In a customer-focused company, it is feasible to enhance employee well-being and improve efficiency with the help of novel technologies and appropriate people management.

CONCLUSION AND FUTURE WORK

The present study has examined the relationship between the adoption of AI and the well-being of the staff of customer service organizations. According to the findings obtained from the experiments conducted, the adoption of AI may contribute to employee well-being provided that it goes together with effective organizational practices. The findings from the reliability analysis have revealed that the questionnaires applied were reliable, as their Cronbach's Alpha coefficients ranged between 0.87 and 0.92. The findings from the correlation analysis have indicated that there was a high positive correlation between AI adoption and employee well-being ($r = 0.84$). Regression analysis has shown that 71% of

the variability in employee well-being was explained by the model ($R^2 = 0.71$). Besides, the framework proposed in the course of the study received the highest Employee Well-Being score of 90.1%.

In future research, one may need to use additional data from other nations as well as other domains that center around the client. In doing so, it will be possible to make the outcomes generalizable. The use of sophisticated AI tools, including Explainable AI, machine learning, and deep learning techniques, can enhance the forecasting of the employees' welfare and make the decision-making transparent. Several other variables, for example, the psychological well-being of the workers, organizational resilience, ethics in the use of artificial intelligence, and digital leadership, should be considered in future research as well.

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