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The Impact of AI-powered Services on Customer Satisfaction, Employee Performance, and Employee Work-life Balance Leading to Organizational Performance Growth

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Abstract

The purpose of this research was to investigate the impact of AI-powered services on customer satisfaction, employee performance, employee work-life balance, leading to organizational performance growth in Bangkok. Four variables--customer satisfaction, employee performance, employee work-life balance and organizational performance--were obtained from secondary data analysis and an archive study method. 450 voluntary respondents provided the data by using the online survey form on four variables under study. The research findings revealed that employee work-life balance has an impact on employee performance; and customer satisfaction has impact on organizational performance. These results can definitely generate practical implications for AI-powered service operators in the sectors of education, retailing and healthcare. This research also acknowledges that the focus on Bangkok residents who interact with AI-powered services, would result in limited generalization to other contexts of AI-powered services.

Keywords*: AI-powered services, customer satisfaction, employee performance, employee work-life balance, organization performance*

1. Introduction

1.1 Background of the Study

In today's digital age, AI technology has become an integral part of daily life, influencing how society communicates, interacts, and conducts business. The growing adoption of AI across industries is transforming processes and systems, enhancing their ability to analyze and predict data with speed and precision. AI integration, as emphasized by Kineber et al. (2021), involves using AI technologies to improve existing systems and workflows. This technology empowers businesses to handle vast amounts of data quickly and accurately, as highlighted by Al-Jedibi (2022), Al-Shoteri (2022), and

Najmi et al. (2020). However, implementing AI requires careful consideration of data security, privacy, and maintaining high-quality data, as well as proper planning and training to ensure successful integration (Hitoshi et al., 2021). Customer satisfaction remains a cornerstone of business success, and AI-powered services are enhancing how businesses meet customer needs. By utilizing AI tools like chatbots and data analysis, companies can provide personalized, responsive, and real-time customer support (Huang & Rust, 2018). When customer needs are addressed promptly and effectively, it leads to higher satisfaction, increased loyalty, and a greater likelihood of repeat business and recommendations (Juwaini et al., 2022). This heightened customer satisfaction strengthens an organization's market competitiveness.

In addition to improving customer experiences, AI technology has caught the attention of businesses, both public and private, due to its ability to enhance organizational efficiency. AI contributes to business development by supporting continuous learning, adaptability, and cost reduction. AI can reduce reliance on human labor for routine tasks, leading to cost savings and positively impacting the organization’s financial health. These advancements allow companies to allocate resources more effectively, resulting in better financial outcomes and a more competitive position in the market. AI is also transforming workplaces by enhancing employee performance and productivity. Automation of routine tasks allows employees to focus on more strategic, creative endeavors, leading to greater job satisfaction and performance (Jarrahi, 2018). Employees benefit from the additional time and resources AI offers, enabling them to explore new business areas, expand their skills, and drive higher productivity in dynamic roles (Chang, 2020).

While AI offers numerous benefits, the overall impact of AI-powered services on organizational performance growth, particularly in relation to work-life balance, employee performance, and customer satisfaction, warrants further investigation. This study aims to explore how AI technology influences these factors and how they interact to affect organizational performance. By understanding these dynamics, companies can leverage AI to drive long-term success and maintain a competitive edge in the modern marketplace.

1.2 Research Issue

As AI technology becomes increasingly integrated into business operations, its potential to enhance customer satisfaction, employee performance, and work-life balance is widely recognized. These improvements are expected to contribute to organizational performance growth. However, there is a lack of comprehensive research that examines the specific impact of AI-powered services on these critical variables. While AI has shown promise in areas, such as improving customer experiences and automating repetitive tasks to boost employee productivity, businesses often struggle to measure its direct effects on customer satisfaction and how these, in turn, affect key performance indicators like revenue and market share (Davenport & Ronanki, 2018). Moreover, despite evidence that AI can enhance employee productivity and job satisfaction, little research has been conducted on its influence on work-life balance and overall organizational growth (Jarrahi, 2018). In this regard, this study aims to fill this gap by investigating how AI-powered services impact customer satisfaction, employee performance, and work-life balance, and how these factors collectively drive

organizational performance growth. By exploring both the benefits and challenges of AI integration, the research seeks to provide valuable insights that can help organizations effectively leverage AI to gain a competitive advantage and sustain long-term growth in the modern marketplace.

1.3 Research Objectives

The purpose of this research is to investigate the impact of AI-powered services on customer satisfaction, employee performance, employee work-life balance, leading to organizational performance growth in Bangkok.

The specific objectives of the study are as follows:

(1) To analyze the impact of AI-powered services on customer satisfaction in relation to organizational performance growth.

(2) To examine the impact of AI-powered services on employee performance in relation to organizational performance growth.

(3) To assess employee work-life balance on employee performance in relation to organizational performance growth.

(4) To evaluate customer satisfaction significantly affect organizational performance growth.

(5) To investigate whether employee performance significantly impacts organizational performance growth.

(6) To assess employee work-life balance significantly influence organizational performance growth.

1.4 Research Questions

The following research questions are based on the specific research objectives:

(1) Do AI-powered services have a significant impact on customer satisfaction in relation to organizational performance growth?

(2) Do AI-powered services significantly impact employee performance in relation to organizational performance growth?

(3) Does employee work-life balance have a significant impact on employee performance in relation to organizational performance growth?

(4) Does customer satisfaction significantly affect organizational performance growth?

(5) Does employee performance have a significant impact on organizational performance growth?

(6) Does employee work-life balance significantly influence organizational performance growth?

1.5 Significance of the Study

Overall, the research aims to bridge gaps in the existing literature by examining how customer satisfaction, employee performance, and work-life balance collectively impact organizational performance. By exploring the impact of AI on customer satisfaction, the research will offer insights into how AI enhances customer interactions, personalization, and responsiveness, leading to increased customer loyalty, retention, and revenue growth (Huang & Rust, 2018). These findings will be valuable to organizations aiming to strengthen their market competitiveness by improving customer experiences through AI integration.

In addition, the study will highlight how AI-powered services impact employee performance by automating repetitive tasks and providing decision-making support,

which can lead to higher productivity and job satisfaction (Jarrahi, 2018). The results will help organizations leverage AI to boost employee productivity, foster creativity, and cultivate a more motivated workforce. Understanding the role of AI in improving work-life balance will also provide valuable insights into creating more flexible and manageable workloads, thus reducing employee burnout and promoting well-being (Gurbaxani & Dunkle, 2019). This will guide businesses in developing strategies to enhance employee satisfaction and create a sustainable, engaged workforce.

2. Previous Studies and Hypotheses Development

2.1 Theories Related to Each Variable

2.1.1 AI-powered Services

AI-powered services are increasingly adopted across various industries, providing numerous advantages, particularly in customer service. These tools enhance the customer experience by reducing waiting times, improving issue resolution, and delivering more personalized interactions (Bughin et al., 2018). By rapidly analyzing large volumes of data, AI services increase efficiency and productivity, enabling organizations to make more accurate decisions (Astuti & Pratika, 2019). This adoption of AI not only boosts operational performance but also complements human efforts, making their work more efficient and effective rather than replacing them entirely (Wijayati et al., 2021). The impact of AI spans diverse sectors, such as manufacturing, retail, and healthcare, where it automates repetitive tasks, enhances data analytics, and fosters innovation in product development (Bughin et al., 2018). However, the successful implementation of AI-powered services depends not only on the technology itself but also on aligning it with employee performance and cultivating an organizational culture that embraces technological advancements. Organizations must focus on integrating AI tools in ways that support and augment their workforce to fully realize the benefits AI can bring to overall performance and productivity.

2.1.2 Customer Satisfaction

In today's competitive market, customer satisfaction has become a top priority for organizations, and many are leveraging AI-powered services to improve customer experiences. AI can enhance satisfaction by meeting customer expectations through efficient and reliable interactions, and providing quick and accurate responses (Huang & Rust, 2018). The ease of use and helpfulness of AI applications also play a key role in boosting customer satisfaction, as users are more likely to have a positive experience if AI systems address their needs effectively (Lu et al., 2019). Integrating AI into customer service operations can significantly enhance organizational performance by increasing customer satisfaction. For instance, AI-driven personalization and efficiency can lead to higher sales and improved customer retention (Rust & Huang, 2012). By understanding the impact of AI-powered services on customer satisfaction, organizations can foster stronger customer loyalty and drive revenue growth, making customer satisfaction a critical factor in achieving organizational success.

2.1.3 Employee Performance

Employee performance refers to the actions and behaviors that contribute to achieving organizational outcomes, typically measured in terms of job quantity, quality, and timeliness (Na-Nan et al., 2018). Job quality encompasses outputs like product quantity and sales, while job time refers to the duration required to complete tasks. Employees are considered to have performed well when tasks are completed accurately, within deadlines, and products or services are delivered on time (Wijayati et al., 2021). AI has the potential to significantly enhance employee performance by automating tedious and repetitive tasks, allowing employees to focus on more meaningful and engaging work. This, in turn, can lead to higher job satisfaction and increased employee engagement (Bughin et al., 2018). Employees who use AI in their roles often report greater satisfaction as they are freed from routine tasks and can contribute to more impactful work. Additionally, organizational goals play a critical role in influencing employee performance. To achieve these goals, organizations must motivate employees by providing support, fostering coordination between staff and the company, and aligning individual tasks with the broader organizational objectives (Rosmi & Syamsir, 2021). This alignment, enhanced by AI, can lead to improved overall performance and goal achievement.

2.1.4 Employee Work-Life Balance

Employee work-life balance refers to the ability of individuals to manage both personal and professional responsibilities while maintaining time and care for their families (Boiarintseva et al., 2022). When employees achieve a better balance, they tend to be more engaged in their work and are less likely to consider leaving their jobs. Workplace enjoyment generates energy that employees' channel into their work, and higher levels of enjoyment often result in increased job retention (Plester & Hutchison, 2016). Additionally, employee satisfaction plays a crucial role in shaping their attitudes toward the organization (Tetteh et al., 2022). The integration of AI in the workplace has the potential to enhance work-life balance by offering greater flexibility. AI allows organizations to provide flexible working hours, prioritize productivity, and review workloads, all of which contribute to helping employees manage their personal and professional lives more effectively (Chatterjee et al., 2023). These measures can improve employee well-being, leading to a more satisfied and productive workforce.

2.1.5 Organizational Performance

Organizational performance is crucial for long-term success and encompasses various dimensions, including operational efficiency, market position, employee satisfaction, and financial outcomes. According to Richard et al. (2009), improved organizational performance leads to higher profits, revenue growth, and shareholder value. They argue that assessing an organization's long-term sustainability and financial viability requires focusing on performance growth. In today's competitive business environment, organizations continuously refine their practices to outperform competitors, making the adoption of digital technologies, including AI, essential for adapting to changes and remaining competitive. A study by Microsoft Pulse (2021) found that many organizations view AI as a key digital priority for driving efficiency and innovation. Additionally, improved customer loyalty and satisfaction are linked to high organizational

performance, as high-performing companies typically deliver superior products and services that elevate customer satisfaction (Anderson et al., 2004). For these reasons, organizations must prioritize operational excellence, engage effectively in competitive markets, and adapt swiftly to technological and market shifts to maintain strong performance.

2.2 Related Previous Studies

2.2.1 AI-powered Services, Customer Satisfaction and Employee Performance

AI-powered services are increasingly recognized for their ability to enhance response times, personalization, and service quality, all of which significantly improve customer satisfaction. Tools, such as AI-driven chatbots and recommendation systems enable more efficient and personalized customer interactions by analyzing vast amounts of data to forecast customer needs and preferences (Huang & Rust, 2018). AI enhances customer service by handling queries accurately and promptly, which leads to increased customer satisfaction and loyalty (Paschen et al., 2020). Moreover, AI-powered services allow organizations to analyze customer feedback and reactions, enabling swift resolution of issues and continuous improvement of products and services. This contributes to organizational growth by fostering customer loyalty, generating positive word-of-mouth, and establishing a competitive edge in the market (Matzler et al., 2015).

In addition to customer satisfaction, AI-powered services play a pivotal role in improving employee performance. By automating repetitive tasks, AI technologies free up employees to focus on more complex, strategic work, boosting both productivity and job satisfaction (Brynjolfsson & McAfee, 2018). AI tools, such as predictive analytics and decision support systems, provide employees with valuable insights that enhance decision-making processes (Jarrahi, 2018). The adoption of AI has been shown to significantly impact employee performance, with employee willingness to embrace AI technology being a critical factor (Koufaris, 2002). Establishing an AI-friendly organizational culture, where employees are guided by AI-driven behavioral norms, can accelerate the achievement of corporate digital transformation goals (Behl et al., 2022). To explore the influence of AI-powered services on customer satisfaction and employee performance, the following hypotheses are proposed:

Hypothesis 1 (H1)*: AI-powered services have a significant impact on customer satisfaction toward organizational performance growth.*

Hypothesis 2 (H2)*: AI-powered services have a significant impact on employee performance toward organizational performance growth.*

2.2.2 Employee Work-Life Balance and Employee Performance

Enhancing work-life balance is crucial for improving employee performance. Work-life balance refers to the extent to which employees can effectively manage and satisfy both their work and personal lives. Research indicates that achieving a healthy work-life balance leads to better job performance and higher job satisfaction. Employees who maintain a balance between their professional and personal responsibilities tend to be more motivated, productive, and engaged in their roles (Greenhaus et al., 2003). Effective work-life balance also helps to reduce stress and burnout—two significant factors that negatively impact employee performance. High levels of stress and burnout are associated with decreased productivity and increased absenteeism. Conversely, a well-balanced

work-life situation enables employees to manage their stress levels more effectively, thereby enhancing their overall performance and well-being (Haar et al., 2014).

Organizations that promote work-life balance through initiatives, such as telecommuting and flexible scheduling often see increased employee loyalty and retention (Beauregard & Henry, 2009). These practices not only support employees' personal needs but also contribute to their professional success. Based on this understanding, the following hypothesis is proposed:

Hypothesis 3 (H3)*: Employee work-life balance has a significant impact on employee performance toward organizational performance growth.*

2.2.3 Customer Satisfaction and Organizational Performance

Customer satisfaction is a critical determinant of organizational performance, reflecting the quality of the customer experience with a company's products or services. Research has consistently shown that higher customer satisfaction leads to increased customer loyalty and greater revenue stability. Satisfied customers are more likely to make repeat purchases and recommend the organization to others, contributing to higher sales and profitability (Fornell et al., 2006). Customer satisfaction also plays a pivotal role in driving market share. It attracts new customers while retaining existing ones, allowing organizations to differentiate themselves from competitors and establish a unique value proposition that is difficult to replicate. This competitive edge is essential for sustaining long-term growth (Rust et al., 2002). Additionally, studies have confirmed a strong link between organizational performance metrics—such as profitability, market share, and employee performance—and customer satisfaction (Gelade & Young, 2005). Thus, organizations that effectively enhance customer satisfaction are likely to see improvements in their overall performance, including increased profitability and market position. Based on these findings, the following hypothesis is proposed:

Hypothesis 4 (H4)*: Customer satisfaction has a significant impact on organizational performance growth.*

2.2.4 Employee Performance and Organizational Performance

High employee performance is crucial for achieving an organization’s strategic goals and sustaining growth. Employees who demonstrate high productivity, efficiency, and the ability to produce high-quality work significantly enhance organizational performance (Bakker & Bal, 2010). Investments in employee training and development are shown to lead to improved financial outcomes for organizations, including increased profitability and sales (Collins & Clark, 2003). Furthermore, strategic human resource management practices that focus on enhancing employee performance contribute positively to organizational performance. Effective management techniques that foster employee development and engagement lead to better overall organizational results (Becker & Huselid, 2006). These findings underscore the strong link between employee performance and organizational success, illustrating how high-performing employees are vital to achieving superior organizational outcomes. Based on this understanding, the following hypothesis is proposed:

Hypothesis 5 (H5)*: Employee performance has a significant impact on organizational performance growth.*

2.2.5 Employee Work-Life Balance and Organizational Performance

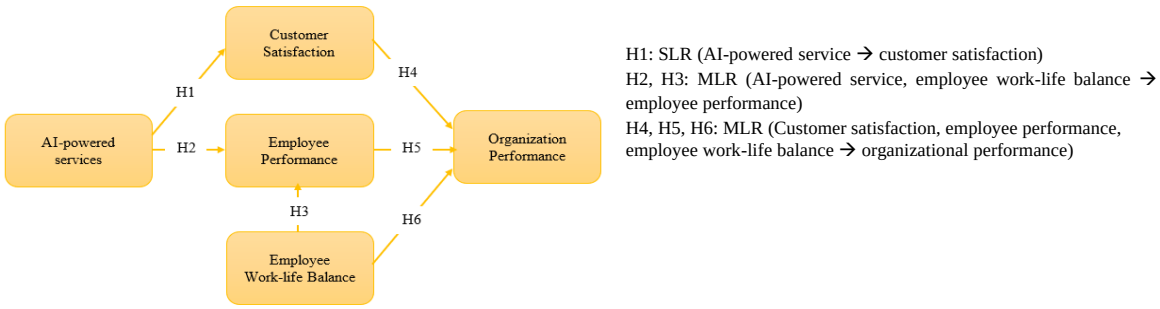
The role of employee work-life balance in shaping organizational performance is increasingly recognized as crucial. Work-life balance refers to the equilibrium employees achieve between their professional responsibilities and personal lives. Research indicates that employees who successfully manage both areas are more motivated and productive, which can directly enhance organizational performance (Haar et al., 2014). Employees who perceive a good work-life balance are generally more engaged and satisfied with their jobs, leading to improved overall performance (Allen et al., 2012). AI technologies further contribute to better work-life balance by automating repetitive and time-consuming tasks, thereby reducing employee workloads and allowing for more flexible schedules (Brynjolfsson & McAfee, 2018). This improved control over work schedules positively impacts employee satisfaction and productivity, which in turn benefits organizational performance. The positive relationship between employee work-life balance and organizational performance underscores the importance of maintaining this balance to drive growth and success. Based on these insights, the following hypothesis is proposed:

Hypothesis 6 (H6)*: Employee work-life balance has a significant impact on organizational performance growth.*

2.3 Conceptual Framework

Four main theoretical frameworks have been assembled to construct the conceptual framework of this study. The first theoretical framework is from the impact of artificial intelligence on marketing in India by Vijayakumar & Marimuthu (2024). A study of artificial intelligence on employee performance and work engagement: The moderating role of change leadership by Wijayati et al. (2021) forms a second theoretical framework. The third theoretical frame work is a study of artificial intelligence on employee performance and work engagement: The moderating role of change leadership by Otto et al. (2019), followed by a study on digital workplace and organization performance: Moderating role of Digital Leadership Capability by Chatterjee et al. (2023). The conceptual framework explores the impact of AI-powered services on customer satisfaction, employee performance, and work-life balance, and how these factors collectively influence organizational performance growth. The framework posits that AI-powered services act as a catalyst for improvements across customer satisfaction and employee metrics, which collectively drive organizational performance growth. This integrated approach highlights the interconnections between technology, employee well-being, and organizational success. The conceptual framework is shown in Figure 1.

Figure 1: The Impact of AI-powered Services on Customer Satisfaction, Employee Performance and Employee Work-life Balance Leading to Organizational Performance Growth



Source: Thu Hlaing & Nuangjamnong (2025)

3. Research Methodology

3.1 Research Design

This research aims to evaluate how AI-powered services influence customer satisfaction, employee performance, and work-life balance, and how these factors contribute to organizational performance growth. Adopting a quantitative approach, the study will utilize Multiple Linear Regression (MLR), Simple Linear Regression (SLR), Cronbach's Alpha, and Descriptive Statistics to analyze the data. The research uses a structured questionnaire divided into three sections, totaling 29 questions. These sections include 2 screening questions to determine respondent eligibility, 8 demographic questions to gather background information, and 19 measurement questions related to the study's core variables. Initially, the reliability of the questionnaire was assessed using Cronbach's Alpha, and a pilot study involving 60 participants was conducted to address any ambiguities and ensure the clarity of the questions.

The analysis proceeded with MLR to investigate the impact of AI-powered services on employee performance, followed by examining how employee work-life balance, customer satisfaction, and employee performance collectively affect organizational performance. SLR was used to specifically analyze the effect of AI-powered services on customer satisfaction. Additionally, secondary data from reliable sources, including academic journals, articles, and previous research, were secured to complement the primary findings. This comprehensive design was meant to provide a detailed understanding of the interplay between AI-powered services, customer satisfaction, employee performance, work-life balance, and their overall impact on organizational performance.

3.2 Sampling and Data Collection

The target population for this study consists of individuals residing in Bangkok who have used AI-powered services. Bangkok, with a population of 11,233,869, is Thailand's most populous city and a major hub for politics, economy, trade, culture, and technology (World Population Review, 2024). Given its prominence and high level of foreign investment, Bangkok provides a relevant context for this research. To determine the sample size, the study referred to Krejcie & Morgan's (1970) sample size table, which suggests that for a population of approximately 11 million, a sample size of around 390 respondents is

adequate. To ensure robustness, this study collected data online in 2024 from 450 Thai respondents who meet the criteria of residing in Bangkok and having used AI-powered services. A non-probability sampling method, specifically convenience sampling, was used to gather data. The survey was initially distributed to acquaintances of the researchers, who were then asked to forward it to their friends and family, thus extending the reach of the sample. Data for this study were collected from both primary and secondary sources. Primary data were obtained through a structured questionnaire distributed online. The participating respondents were asked to rate their experiences using a five-point Likert scale, focusing on the impact of AI-powered services on customer satisfaction, employee performance, and work-life balance, and how these factors contribute to organizational performance growth. Secondary data were secured from academic papers and reliable sources to build the conceptual framework, develop hypotheses, estimate sample size, and inform data analysis. This combination of primary and secondary data ensures a comprehensive understanding of the research topic.

3.3 Validity and Reliability

The content validity of the questionnaire was evaluated using the Index of Item-Objective Congruence (IOC). Out of the 25 questions assessed, 19 received IOC scores greater than 0.5 from a panel of three experts, indicating satisfactory validity. Consequently, these 19 questions were selected for inclusion, as they were deemed well-suited to the study's variables. This rigorous validation process ensured that the questionnaire was both accurate and relevant, thereby facilitating the collection of reliable data for the research. To ensure the reliability and consistency of the questionnaire, a pilot test was conducted with 60 voluntary participants. Cronbach's Alpha was used to measure internal consistency, a standard method for evaluating the reliability of questionnaire items. Cronbach's Alpha is a widely accepted measure for assessing reliability, especially for surveys using 5-point Likert scales.

The Cronbach's Alpha values obtained from the pilot test are as follows: Social Media Marketing (SMM) showed an alpha (α) of 0.831 with 4 items, Brand Trust (BT) had an alpha (α) of 0.793 with 5 items, Brand Loyalty (BL) had an alpha (α) of 0.833 with 3 items, Relationship Equity (RE) had an alpha (α) of 0.831 with 4 items, and Purchase Intention (PI) had an alpha (α) of 0.897 with 3 items. These values indicate that all constructs have good internal consistency, as they are well above the acceptable threshold of 0.6. This confirms that the questionnaire is reliable and suitable for use in the main study, as shown in Table 1.

Table 1: The Value of Reliability Analysis of Each Item and Variable in the Study (n=60)

Item No.	Measurement items	Cronbach's Alpha	Strength of association
AI-powered services		**0.890**	**Good**
APS1	I find AI-powered services are effective in fulfilling the functions such as customer support and task automation.	0.890	Good
APS2	AI-powered services are easy to use for me.	0.849	Good
APS3	AI-powered services are reliable in providing the consistent performance.	0.867	Good
APS4	The response time of AI-powered services is fast.	0.849	Good
APS5	I am satisfied the answering using AI-powered services.	0.868	Good
Customer satisfaction		**0.829**	**Good**
CS1	I am satisfied with the recommendation or solution provided by AI-powered services.	0.814	Good
CS2	I find AI-powered platforms or interfaces are easy to access services.	0.807	Good
CS3	I receive response quickly while using AI-powered services.	0.740	Acceptable
CS4	I am satisfied with the feedback and recommendation providing by AI-powered services.	0.778	Acceptable
Employee performance		**0.802**	**Good**
EP1	Due to AI-powered services, the quality of my work has improved.	0.670	Questionable
EP2	AI-powered services have simplified my work.	0.707	Acceptable
EP3	My performance has improved since AI-powered services were implemented.	0.822	Good
Employee work-life balance		**0.776**	**Acceptable**
EWB1	I have more time for my personal life due to AI-powered services.	0.814	Good
EWB2	My working schedule is more flexible by using AI-powered services.	0.650	Questionable
EWB3	I am satisfied with the accessibility of AI-powered services that help a better work-life balance.	0.719	Acceptable
EWB4	AI-powered services improve communication and collaboration among team members, making it easier to manage work.	0.665	Questionable
Organizational performance		**0.813**	**Good**
OP1	Our organization's profit has increased with AI-powered services.	0.769	Acceptable
OP2	I have seen higher rates of customer retention since using AI-powered services.	0.682	Questionable
OP3	Our organizational performance has been reached the target goals by AI-powered services.	0.778	Acceptable

4. Analysis of Results

4.1 The Respondents' Demographic Data

The demographic analysis of the 450 respondents in Table 2 reveals several key characteristics:

Age Distribution: The majority of respondents fall within the 31-40 age group, comprising 68.7% of the sample. This is followed by the 21-30 age group at 22.4%. Individuals aged 41-50 represent 8.9% of the sample.

Role Interaction with AI-powered Services: Of the respondents, 64.4% are employees who interact with AI-powered services, while 35.6% are customers.

Duration of AI-powered Service Usage: A substantial portion of the respondents, 52%, have used AI-powered services for 1-2 years. The remaining users are divided between those who have used the services for 6-11 months (28%), less than 6 months (10%), and more than 2 years (10%).

Frequency of Interaction with AI-powered Services: Most respondents interact with AI-powered services weekly (48%) or monthly (41%). Daily interactions are reported by 12% of the sample.

Working Sectors: The respondents are primarily from the education sector (30%) and retail sector (29%), with the healthcare sector representing 22%. Smaller proportions work in telecommunications or technology (16%) and other sectors (2%).

Level of Understanding of AI-powered Services: The majority of respondents (57.3%) reported a "quite understanding" of AI-powered services, while 26.7% are "very understanding." Fewer respondents are "slightly understanding" (15.6%) or "not understanding" (0.4%).

Purpose of Using AI-powered Services: The primary purpose for using AI-powered services is personal assistance (46.2%), followed by information retrieval (31.3%) and customer support (22.0%). Only 0.4% use AI-powered services for other purposes.

Comfort with Using AI-powered Services: A significant majority of respondents are comfortable (65.6%) or very comfortable (29.1%) using AI-powered services. A small minority feels uncomfortable (4.9%) or very uncomfortable (0.4%).

These demographic variables provide a comprehensive overview of the sample population, highlighting key trends and patterns in their interaction with AI-powered services.

Table 2: Demographic Variables by Frequency and Percentage

Demographic variables (n=450)	**Frequency**	**Percentage**
Age		
21-30 years old	101	22.4
31-40 years old	309	68.7
41-50 years old	40	8.9
Total	**450**	**100**
Employee or customer who interacts with AI-powered services		
Customer	160	35.6
Employee	290	64.4

Total	**450**	**100**
Duration of usages of AI-powered services		
Less than 6 months	43	10
6-11 months	128	28
1-2 years	235	52
More than 2 years	44	10
Total	**450**	**100**
Frequency of interaction with AI-powered services		
Daily	52	12
Monthly	183	41
Weekly	215	48
Total	**450**	**100**
Working sectors		
Education	134	30
Healthcare	101	22
Others	11	2
Retail shop	132	29
Telecommunication or Technology	72	16
Total	**450**	**100**
Level of understanding of AI-powered services		
No understanding	2	0.4
Slight understanding	258	57.3
Fair understanding	70	15.6
Good understanding	120	26.7
Total	**450**	**100**
Purpose of using AI-powered services		
Customer support	99	22.0
Information retrieval	141	31.3
Others	2	0.4
Personal assistance	208	46.2
Total	**450**	**100**
Comfortable with using AI-powered services		
Comfortable	295	65.6
Uncomfortable	22	4.9
Very comfortable	131	29.1
Very uncomfortable	2	0.4
Total	**450**	**100**

4.2 The Results of Mean and Standard Deviation

The descriptive analysis of the variables--AI-powered services, customer satisfaction, employee performance, employee work-life balance, and organizational performance--reveals key insights into their mean scores and standard deviations, helping to interpret the respondents' agreement levels on various aspects in Table 3. The criteria used to interpret mean scores are based on a scale where scores between 4.21 and 5.00 indicate "Strongly Agree," 3.21 to 4.20 indicate "Agree," 2.61 to 3.20 indicate "Neutral,"

1.81 to 2.60 indicate "Disagree," and 1.00 to 1.80 indicate "Strongly Disagree" (Imsa-ard et al., 2021).

For *AI-powered services*, the highest mean score is 4.05, for the statement "The response time of AI-powered services is fast," showing that respondents generally agree with the efficiency of AI in responding quickly. The lowest mean score, 3.74, was for the statement "I find AI-powered services effective in fulfilling functions, such as customer support and task automation." The highest standard deviation was 0.82 for the statement "AI-powered services are easy to use for me," indicating more variability in responses. The lowest standard deviation was 0.69 for "AI-powered services are effective in fulfilling functions like customer support and task automation."

For *customer satisfaction*, the highest mean score was 4.16, associated with "I am satisfied with the recommendation or solution provided by AI-powered services," showing strong agreement. However, the lowest mean score of 3.68 was for "I find AI-powered platforms or interfaces easy to access." The standard deviation for this item was also the highest at 1.237, reflecting a wide range of opinions. The lowest standard deviation was 0.931 for "I am satisfied with the recommendation or solution provided by AI-powered services."

Regarding *employee performance*, the highest mean was 4.31 for "My performance has improved since AI-powered services were implemented," suggesting strong agreement with AI's positive impact on performance. The lowest mean, 4.05, was for "Due to AI-powered services, the quality of my work has improved." The highest standard deviation was 0.965 for this item, and the lowest standard deviation was 0.764 for "AI-powered services have simplified my work."

For *employee work-life balance*, the highest mean score was 4.17 for "AI-powered services improve communication and collaboration among team members, making it easier to manage work," indicating a strong positive perception. The lowest mean score was 3.92 for "I have more time for my personal life due to AI-powered services." The highest standard deviation was 0.927 for "My working schedule is more flexible by using AI-powered services," while the lowest was 0.782 for "AI-powered services improve communication and collaboration."

Finally, for *organizational performance*, the highest mean score was 3.96 for "I have seen higher rates of customer retention since using AI-powered services," showing a general agreement on AI's positive influence. The lowest mean was 3.82 for "Our organization's profit has increased with AI-powered services." The highest standard deviation was 0.921 for the latter, indicating some variability in opinions, while the lowest standard deviation was 0.761 for "I have seen higher rates of customer retention since using AI-powered services."

Overall, the analysis shows that respondents generally agreed on the positive impact of AI-powered services on customer satisfaction, employee performance, work-life balance, and organizational performance, with only slight variations across specific items.

Table 3: The Results of Mean and Standard Deviation

	Mean	Std. Deviation	Interpretation
AI-powered services	**3.93**	**0.762**	**Agree**
APS1: I find AI-powered services are effective in fulfilling the functions such as customer support and task automation.	3.74	0.69	Agree
APS2: AI-powered services are easy to use for me.	3.92	0.82	Agree
APS3: AI-powered services are reliable in providing the consistent performance.	4.00	0.79	Agree
APS4: The response time of AI-powered services is fast.	4.05	0.78	Agree
APS5: I am satisfied the answering using AI-powered services.	3.94	0.73	Agree
Customer satisfaction	**3.89**	**1.072**	**Agree**
CS1: I am satisfied with the recommendation or solution provided by AI-powered services.	4.16	0.931	Agree
CS2: I find AI-powered platforms or interfaces are easy to access services.	3.68	1.237	Agree
CS3: I receive response quickly while using AI-powered services.	3.88	1.101	Agree
CS4: I am satisfied with the feedback and recommendation providing by AI-powered services.	3.83	1.017	Agree
Employee performance	**4.20**	**0.868**	**Agree**
EP1: Due to AI-powered services, the quality of my work has improved.	4.05	0.965	Agree
EP2: AI-powered services have simplified my work.	4.25	0.764	Strongly Agree
EP3: My performance has improved since AI-powered services were implemented.	4.31	0.875	Strongly Agree
Employee work-life balance	**4.03**	**0.876**	**Agree**
EWB1: I have more time for my personal life due to AI-powered services.	3.92	0.885	Agree
EWB2: My working schedule is more flexible by using AI-powered services.	4.00	0.927	Agree
EWB3: I am satisfied with the accessibility of AI-powered services that help a better work-life balance.	4.04	0.911	Agree
EWB4: AI-powered services improve communication and collaboration among team members, making it easier to manage work.	4.17	0.782	Agree
Organizational performance	**3.89**	**0.833**	**Agree**
OP1: Our organization's profit has increased with AI-powered services.	3.82	0.921	Agree
OP2: I have seen higher rates of customer retention since using AI-powered services.	3.96	0.761	Agree
OP3: Our organizational performance has reached the target goals by AI-powered services.	3.9	0.816	Agree

4.3 Hypothesis Testing Results

The researcher used simple linear regression (SLR) and multiple linear regression (MLR) to analyze the impact of AI-powered services on customer satisfaction, employee performance, and work-life balance, leading to organizational performance growth. The R-squared (R^2) value was used to indicate the percentage of variance in the dependent variable explained by the independent variable. SLR helped evaluate the direct influence of AI-powered services on customer satisfaction, while MLR was applied to assess the combined effects of multiple factors on organizational performance growth. Additionally, to check for multicollinearity among independent variables, the variance inflation factor (VIF) was used. According to Hair et al. (2016), a VIF value below 10 is acceptable, indicating no significant multicollinearity. The R^2 value was also utilized to explain the proportion of variance in the dependent variable that could be attributed to the independent variable.

4.4.1 The Result of Simple Linear Regression of H1

Statistical Hypothesis:

Ho: AI-powered services have no significant impact on customer satisfaction toward organizational performance growth.

Ha: AI-powered services have a significant impact on customer satisfaction toward organizational performance growth.

The simple linear regression analysis for hypothesis 1 (H1) in Table 4 examined whether AI-powered services significantly impacted customer satisfaction. As indicated in Table 4, the significance level was 0.049, which is below the threshold of 0.05, leading to the rejection of the null hypothesis (H_0). This result confirms that AI-powered services have a significant impact on customer satisfaction, contributing to organizational performance growth. The regression analysis produced an R^2 value of 0.203, meaning 20.3% of the variance in customer satisfaction could be explained by AI-powered services, with an adjusted R^2 of 0.118 at a 95% confidence level. The standardized coefficient (β) for AI-powered services was 0.320, indicating a moderate positive relationship. Additionally, the VIF value for AI-powered services was 1.00, suggesting no multicollinearity concerns since it is below the threshold of 10.

Table 4: Simple Linear Regression Analysis Summary for H1

Variables	B	SE B	β	t	p	VIF
H1: AI-powered services	0.194	0.286	0.320	2.678	0.049*	1.00

*Note: R^2=0.203, Adjusted R^2=0.118, *p < 0.05. Dependent Variable = Customer satisfaction*

4.4.2 The Result of Multiple Linear Regression for H2 and H3

Statistical Hypothesis:

Ho: AI-powered services (H2) and employee work-life balance (H3) have no significant impact on employee performance toward organizational performance growth.

Ha: AI-powered services (H2) and employee work-life balance (H3) have a significant impact on employee performance toward organizational performance growth.

Table 5 presents the results of a multiple linear regression analysis used to assess the impact of AI-powered services and employee work-life balance on employee performance. The findings indicate that both factors significantly influenced employee performance. For employee work-life balance (H3), the significance level was $p < 0.001$, which is less than 0.05, leading to the rejection of the null hypothesis (H_0). Similarly, AI-powered services (H2) also had a significant impact, with a significance level of $p = 0.008$, also below the 0.05 threshold, resulting in the rejection of the null hypothesis.

The R^2 value of 0.696 suggests that 69.6% of the variance in employee performance can be explained by AI-powered services and employee work-life balance. Analyzing the individual contributions of these predictors, the study revealed that employee work-life balance ($\beta = 0.346$) had a significant positive relationship with employee performance, whereas AI-powered services ($\beta = 0.477$) did not show a strong positive significance.

The results also indicated no multicollinearity between these independent variables, as the VIF values for both AI-powered services and employee work-life balance were 1.03, well below the threshold of 10. This means that the two variables did not overlap in their contribution to predicting employee performance.

Table 5: Multiple Linear Regression Analysis Summary for H2 and H3

Variables	B	SE B	β	t	p	VIF
H2: AI-powered services	0.695	0.386	0.477	2.18	0.008*	1.03
H3: Employee work-life balance	0.908	0.289	0.346	31.476	<.001*	1.03

*Note: R^2=0.696 =, Adjusted R^2=0.696, *p < 0.05. Dependent Variable = Employee performance*

4.4.3 The Result of Multiple Linear Regression of H4, H5, and H6

Statistical Hypothesis

Ho: Customer satisfaction (H4), employee performance (H5) and employee work-life balance (H6) have no significant impact on organizational performance growth.

Ha: Customer satisfaction (H4), employee performance (H5) and employee work-life balance (H6) have a significant impact on organization performance growth.

Table 6 presents the results of a multiple linear regression analysis used to evaluate the impact of customer satisfaction (H4), employee performance (H5), and employee work-life balance (H6) on organizational performance. The results indicate that customer satisfaction (H4, $p < 0.001$) and employee work-life balance (H6, $p = 0.004$) had significant impacts on organizational performance, as their p-values were less than the 0.05 threshold. Therefore, the null hypotheses for H4 and H6 were rejected. However, employee performance (H5, $p = 0.922$) did not show a significant effect on organizational performance, leading to the retention of the null hypothesis for H5.

The R^2 value of 0.604 indicates that the independent variables (customer satisfaction, employee performance, and employee work-life balance) account for approximately 60.4% of the variation in organizational performance. Upon examining the individual contributions, the analysis revealed that customer satisfaction ($\beta = 0.237$) and employee work-life balance ($\beta = 0.564$) had positive and significant impacts on organizational performance.

Furthermore, the analysis confirmed no multicollinearity among the independent variables, as the VIF values were all below 10. This indicates that customer satisfaction, employee performance, and employee work-life balance did not overlap in their impact on organizational performance. Specifically, the VIF values for customer satisfaction, employee performance, and employee work-life balance were 1.01, 3.31, and 3.32, respectively.

Table 6: Multiple Linear Regression Analysis Summary for H4, H5 and H6

Variables	B	SE B	β	t	p	VIF
H4: Customer satisfaction	0.201	0.039	0.237	5.147	<0.001*	1.01
H5: Employee performance	-0.009	0.080	-0.008	-0.098	0.922	3.31
H6: Employee work-life balance	0.591	0.876	0.564	2.674	0.004*	3.32

*Note: R^2=0.604, Adjusted R^2= 0.541, *p < 0.05. Dependent Variable = Organization performance*

5. Conclusion, Discussion and Recommendations

5.1 Conclusion of Findings

Of the 450 respondents, the majority were aged between 31 and 40 years old (309, 68.7%), employed (290, 64.4%), had used AI-powered services for 1-2 years (235, 52%), and interacted with AI-powered services weekly (215, 48%). About one-third of the respondents came from the education sector (134, 30%), had a fair understanding of AI-powered services (258, 57.3%), used AI-powered services for personal assistance (208, 46.2%), and felt comfortable using them (295, 65.6%).

The analysis revealed the mean and standard deviation for the key variables. Employee performance had the highest mean ($\overline{x}$ = 4.14, SD = .762), followed by employee work-life balance ($\overline{x}$ = 4.04, SD = .699), AI-powered services ($\overline{x}$ = 3.93, SD = .523), customer satisfaction ($\overline{x}$ = 3.89, SD = .864), and organizational performance ($\overline{x}$ = 3.89, SD = .732).

To test the hypotheses, both multiple and simple linear regression analyses were conducted. Simple linear regression (SLR) was used to assess the impact of AI-powered services on customer satisfaction, while multiple linear regression (MLR) evaluated the effects of AI-powered services and employee work-life balance on employee performance, and customer satisfaction, employee performance, and work-life balance on organizational performance.

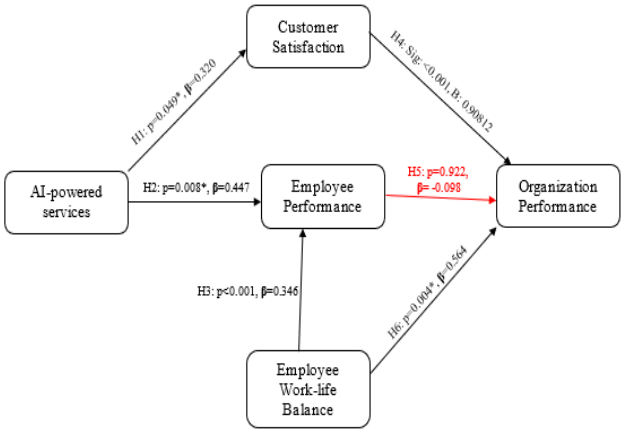
The results indicated that hypothesis 3 (employee work-life balance significantly impacts employee performance) and hypothesis 4 (customer satisfaction significantly impacts organizational performance) were supported. However, hypotheses 1 (AI-powered services do not significantly impact customer satisfaction), 2 (AI-powered services do not significantly impact employee performance), 5 (employee performance does not significantly impact organizational performance), and 6 (employee work-life balance does not significantly impact organizational performance) were not supported as shown in Table 7.

Table 7: Summary of the Hypotheses Testing Results

Statement of hypothesis	p-value	Decision results
H1: AI-powered services have no significant impact on customer satisfaction toward organizational performance growth.	0.049*	Rejected
H2: AI-powered services have no significant impact on employee performance toward organizational performance growth.	0.008*	Rejected
H3: Employee work-life balance has no significant impact on employee performance toward organizational performance growth.	<.001*	Rejected
H4: Customer satisfaction has no significant impact on organizational performance growth.	<0.001*	Rejected
H5: Employee performance has no significant impact on organizational performance growth.	0.922	Fail to Reject
H6: Employee work-life balance has no significant impact on organizational performance growth.	0.004*	Rejected

A simple linear regression analysis reveals that AI-powered services have a positive impact on customer satisfaction, as indicated by a standardized beta (β) of 0.320. This finding suggests that the adoption of AI in services plays a crucial role in enhancing customer satisfaction, although it is not the only contributing factor (see Table 8 and Figure 2).

Figure 2: The Result of Structural Model



Source: Thu Hlaing & Nuangjamnong (2025)

For employee performance, a multiple linear regression analysis shows that both AI-powered services (Standardized Beta (β) = 0.477) and employee work-life balance (Standardized Beta (β) = 0.346) significantly influence performance. Among these, AI-powered services have a stronger impact, highlighting the importance of technology-driven tools and services in boosting employee productivity (see Table 8).

When examining organizational performance, the analysis reveals that employee work-life balance (Standardized Beta (β) = 0.564) is the most significant factor, with a strong positive influence. Customer satisfaction (Standardized Beta (β) = 0.237) also

contributes positively, though to a lesser degree. These results suggest that prioritizing employee well-being is essential for driving overall organizational performance growth (see Table 8).

Overall, the analysis underscores the significant role that AI-powered services play in enhancing both customer satisfaction and employee performance, making them valuable tools for organizational success. However, employee work-life balance emerges as the most critical driver of organizational performance, emphasizing the need for organizations to focus on employee well-being to achieve sustainable growth. By integrating AI-powered services with a strong commitment to employee well-being, organizations can create a synergistic effect that enhances customer satisfaction, boosts employee performance, and ultimately drives organizational performance growth.

Table 8: Strengths of Impact Factor of Each Dependent Variable

Dependent variable	Rank	Independent variable	The Standardized Beta β
Simple Linear Regression			
Customer satisfaction (CS)	-	AI-powered services	0.320
Multiple Linear Regression			
Employee performance (EP)	1st	AI-powered services	0.477
	2nd	Employee work-life balance	0.346
Multiple Linear Regression			
Organizational performance (PI)	1st	Employee work-life balance (EWB)	0.564
	2nd	Customer satisfaction (CS)	0.237

5.2 Discussion of Major Findings

This research aimed to explore the complex relationships between AI-powered services, employee work-life balance, customer satisfaction, and their collective influence on organizational performance. The analysis conducted through hypothesis testing has yielded several significant findings, as discussed below.

H1: The rejection of H1 suggests that AI-powered services do have a significant impact on customer satisfaction, contributing to organizational performance growth. This finding supports the notion that AI integration into services is crucial for enhancing customer satisfaction, which in turn can drive organizational success.

H2: The rejection of H2 indicates that AI-powered services significantly influence employee performance, which is a critical factor for organizational performance growth. This finding highlights the importance of leveraging AI technology to improve employee productivity and effectiveness, ultimately contributing to the organization's overall success.

H3: The strong rejection of H3 reveals that employee work-life balance is a significant determinant of employee performance, which plays a vital role in organizational performance growth. This underscores the importance of maintaining a healthy work-life balance for employees, as it directly impacts their performance and, consequently, the organization's success.

H4: The rejection of H4 confirms that customer satisfaction is a significant driver of organizational performance growth. Satisfied customers are likely to contribute to the organization's success through repeat business and positive word-of-mouth, making customer satisfaction a critical area of focus for organizations aiming for growth.

H5: Unlike the other hypotheses, H5 could not be rejected, suggesting that employee performance, as measured in this study, does not have a statistically significant direct impact on organizational performance growth. This finding may indicate that while employee performance is essential, other factors, such as employee well-being and customer satisfaction, may play more pivotal roles in driving organizational success.

H6: The rejection of H6 highlights that employee work-life balance significantly impacts organizational performance growth. This finding reinforces the critical role of employee well-being in achieving organizational success, suggesting that organizations should prioritize work-life balance initiatives to foster a productive and satisfied workforce.

The overall findings from the hypothesis testing reveal that AI-powered services, customer satisfaction, and employee work-life balance are significant contributors to organizational performance growth (Huang & Rust, 2018; Jarrahi, 2018; Chang, 2020; Paschen et al., 2020; Behl et al., 2022; Juwaini et al., 2022). The rejection of multiple null hypotheses underscores the importance of these factors in driving organizational success. However, the failure to reject the null hypothesis related to employee performance suggests that while employee performance is crucial, it may not directly translate into organizational growth without the support of factors like customer satisfaction and employee well-being (Bughin et al., 2018; Davenport & Ronanki, 2018; Lu et al., 2019; Rosmi & Syamsir, 2021; Wijayati et al., 2021). Organizations looking to leverage AI-powered services must also pay attention to the broader ecosystem, including employee work-life balance and customer satisfaction, to achieve sustainable growth (Bughin et al., 2018; Astuti & Pratika, 2019; Wijayati et al., 2021; Boiarintseva et al., 2022; Chatterjee et al., 2023).

This research provides valuable insights for managers and decision-makers, emphasizing the need to integrate technological advancements with human-centric approaches to maximize organizational performance (Najmi et al., 2020; Hitoshi et al., 2021; Kineber et al., 2021; Al-Jedibi, 2022; Al-Shoteri, 2022).

5.3 Recommendations

Based on the research findings regarding the impact of AI-powered services, employee work-life balance, and customer satisfaction on organizational performance growth, several recommendations can be made. Firstly, organizations should invest in AI-powered services to enhance customer satisfaction. For example, a retail company can implement AI-driven chatbots on its website to provide instant customer support, answering common questions and helping customers navigate their purchase options. Additionally, the company could use AI to analyze customer data and provide personalized product recommendations, which enhances the shopping experience.

Secondly, to improve employee performance, organizations should leverage AI-powered tools and services. For instance, a financial services firm might introduce AI-driven software to automate routine tasks such as data entry or report generation, freeing

up employees to focus on more complex, value-added activities. Thirdly, given the significant impact of work-life balance on both employee performance and organizational outcomes, organizations should prioritize initiatives that promote a healthy work-life balance. The company could foster a culture that respects work-life boundaries by discouraging after-hours emails or meetings, thereby reducing burnout.

Fourthly, customer satisfaction should remain a central focus for organizations aiming for growth. By developing loyalty programs that reward repeat customers, like offering discounts or exclusive perks, the business can build stronger, long-term relationships. Fifthly, to maximize organizational performance, companies should integrate AI-powered services with human-centric approaches. Maintaining a feedback loop where both employees and customers can provide input on AI-driven changes helps the company continuously improve both its technology and its human resources practices. It should be noted that the broader impact of performance metrics on employee morale and organizational culture, and the use of AI tools to gather more detailed data on these aspects can ensure that its performance evaluation processes be aligned with both organizational goals and employee well-being.

5.4 Implications Based on Findings and Theories

The implications of the research findings, grounded in established theories, offer valuable insights for organizations aiming to enhance their performance through strategic use of AI-powered services, employee work-life balance, and customer satisfaction. Firstly, the positive impact of AI on both customer satisfaction and employee performance supports the Technology Acceptance Model (TAM), which suggests that perceived usefulness and ease of use drive the adoption of new technologies. The significant influence of AI on these factors implies that organizations adopting AI can expect improvements in both customer and employee experiences, leading to better overall performance. This underscores the need for businesses to prioritize AI integration in customer-facing operations and internal processes, ensuring that AI tools are not only effective but also user-friendly and well-supported.

Secondly, the finding that employee work-life balance significantly impacts both employee performance and organizational outcomes aligns with the Job Demands-Resources (JD-R) model. This model posits that maintaining a balance between job demands and available resources is crucial for preventing burnout and promoting engagement. The research indicates that organizations must invest in initiatives that support employee well-being, such as flexible work arrangements and wellness programs. By doing so, companies can enhance employee performance, reduce turnover, and ultimately drive sustainable organizational growth.

Furthermore, the significant role of customer satisfaction in driving organizational performance growth is consistent with the Service-Profit Chain theory, which highlights the direct link between customer satisfaction, loyalty, and profitability. The research reinforces the idea that satisfied customers are more likely to remain loyal and contribute to the organization’s long-term success. Therefore, businesses should continuously seek to improve customer experiences and build strong relationships, recognizing that customer satisfaction is not merely an outcome but a critical driver of organizational performance.

Lastly, the less significant impact of employee performance on organizational growth suggests that while performance metrics are important, they should be carefully aligned with broader organizational goals and employee well-being. These finding challenges traditional performance management theories that focus heavily on productivity metrics, suggesting a need for a more holistic approach that considers both quantitative and qualitative factors. Integrating AI tools to provide deeper insights into these metrics can help organizations better understand the nuances of employee contributions and their impact on overall success.

5.5 Limitations of the Study

The study, while providing valuable insights into the impact of AI-powered services, employee work-life balance, and customer satisfaction on organizational performance growth, may be limited by its reliance on specific industry contexts or geographic regions, which may not fully capture the diverse impacts of AI and work-life balance across different sectors or global markets. This limitation could affect the generalizability of the findings. The second limitation could lie in the use of standardized beta coefficients in regression analysis, while useful, does not account for potential interactions between variables or the influence of external factors that might affect organizational performance. As such, the results may not reflect all the complexities of real-world scenarios. These identified limitations suggest that future research should explore diverse industry contexts, consider interaction effects and external variables, and employ longitudinal designs to provide a more comprehensive understanding of the factors influencing organizational performance.

5.6 Further Studies

Further studies could enhance understanding of the impact of AI-powered services, employee work-life balance, and customer satisfaction on organizational performance by addressing several areas. Researchers could explore these dynamics across different industries and geographic regions to assess the generalizability of the findings. This would provide a broader perspective on how various sectors experience the influence of AI and work-life balance. In addition, future studies could investigate the interactions between AI-driven tools, employee performance, and organizational outcomes to uncover more complex relationships and potential moderating factors. This could involve examining how different types of AI technologies impact various aspects of employee and customer experiences. Longitudinal research would be valuable in capturing the long-term effects of AI adoption and work-life balance initiatives on organizational performance. These considerations could contribute to a deeper and more nuanced understanding of how AI and employee well-being influence organizational success.

6. The Authors

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