T.C.
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE IMPACT OF ORGANIZATIONAL CULTURE ON AI READINESS IN CUSTOMER SERVICE: EVIDENCE FROM SAUDI ARABIA

Master Thesis

Ruba Tulaimat

2200007146

Department: **Business Administration**

Program: Business Administration

Supervised by: Dr. Artür Yetvart Mumcu

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DEDICATION

I dedicate this thesis to my beloved father, whose strength, wisdom, and unwavering belief in me have been a guiding light throughout my life. Your sacrifices and constant support have shaped who I am today, and I carry your values with pride in everything I do.

To my family, thank you for surrounding me with love, patience, and endless encouragement. This accomplishment is as much yours as it is mine.

Ruba Tulaimat

TABLE OF CONTENT

LIST OF TABLES

LIST OF ABBREVIATIONS

AI	: Artificial Intelligence
GAAIS	: General Attitudes toward Artificial Intelligence Scale
PSI	: Perceived Support for Innovation
ANOVA	: Analysis of Variance
SPSS	: Statistical Package for the Social Sciences
GDPR	: General Data Protection Regulation
RQ	: Research Question
SD	: Standard Deviation
M	: Mean (Average)
Sig	: Significance (P-value)
IBM	: International Business Machines

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ABSTRACT

The Impact of Organizational Culture on AI Readiness in Customer Service: Evidence from Saudi Arabia

Ruba Tulaimat

This article examines the impact of artificial intelligence (AI) implementation on the culture within customer service organizations in commodity supply companies in Saudi Arabia. When companies rely on customer satisfaction and interpersonal communication for success, digital transformation initiatives often encounter challenges as individuals resist change and technology conflicts with existing practices. As AI technologies increasingly integrate into business, particularly in customer service positions, it's crucial to recognize the human and cultural influences that impact how individuals engage with AI. The General Attitudes toward Artificial Intelligence Scale (GAAIS) and the Perceived Support for Innovation (PSI) scale are two recognized measurement methods utilized in this study. These tools serve to determine how an organization's culture influences employees' mental readiness to engage with AI technologies. We employed a quantitative, cross-sectional research approach and collected 306 valid responses from individuals employed in diverse sectors, including retail, hospitality, manufacturing, import/export, and cottage food production. The questionnaire was translated into Arabic to ensure it was culturally and linguistically suitable. It was subsequently provided to a team of workers of varying ages, genders, and degrees of professional experience. The design enables us to examine how internal organizational dynamics, particularly the engagement of leadership and the receptiveness to new ideas, influence employee perceptions of AI in customer service

English Keywords: Artificial Intelligence, Organizational Culture, Customer Service, AI Readiness, Attitudes Toward AI.

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ÖZET

ORGANİZASYON KÜLTÜRÜNÜN MÜŞTERİ HİZMETLERİNDE YAPAY ZEKÂYA HAZIRLIK ÜZERİNDEKİ ETKİSİ: SUUDİ ARABİSTAN'DAN KANITLAR

Ruba Tulaimat

Bu makale, Suudi Arabistan'daki emtia tedarik şirketlerindeki müşteri hizmetleri organizasyonları içindeki kültür üzerinde yapay zeka (YZ) uygulamasının etkisini incelemektedir. Şirketler başarı için müşteri memnuniyetine ve kişilerarası iletişime güvendiğinde, dijital dönüşüm girişimleri genellikle bireylerin değişime direnmesi ve teknolojinin mevcut uygulamalarla çatışması nedeniyle zorluklarla karşılaşmaktadır. YZ teknolojileri giderek daha fazla işletmeye entegre olurken, özellikle müşteri hizmetleri pozisyonlarında, bireylerin YZ ile nasıl etkileşim kurduğunu etkileyen insan ve kültürel etkileri tanımak çok önemlidir. Yapay Zeka'ya Yönelik Genel Tutumlar Ölçeği (GAAIS) ve Yeniliğe Algılanan Destek (PSI) ölçeği, bu çalışmada kullanılan iki tanınmış ölçüm yöntemidir. Bu araçlar, bir organizasyonun kültürünün çalışanların YZ teknolojileriyle etkileşime girmeye yönelik zihinsel hazır bulunuşluğunu nasıl etkilediğini belirlemeye yarar. Nicel, kesitsel bir araştırma yaklaşımı kullandık ve perakende, misafirperverlik, imalat, ithalat/ihracat ve ev yapımı gıda üretimi gibi çeşitli sektörlerde çalışan kişilerden 306 geçerli yanıt topladık. Anket, kültürel ve dilsel olarak uygun olduğundan emin olmak için Arapçaya çevrildi. Daha sonra farklı yaş, cinsiyet ve mesleki deneyim derecelerine sahip bir çalışan ekibine sağlandı. Tasarım, özellikle liderliğin katılımı ve yeni fikirlere açık olma gibi iç organizasyonel dinamiklerin, çalışanların müşteri hizmetlerindeki yapay zeka algılarını nasıl etkilediğini incelememizi sağlıyor

Anahtar kelimeler: Yapay Zeka, Örgütsel Kültür, Müşteri Hizmetleri, Yapay Zekâya Hazırlık, Yapay Zeka'ya Yönelik Tutumlar.

1. INTRODUCTION

Extending the intellect of computers is the fast-growing field of artificial intelligence (AI). AI has roots in the speculations of the Ancient Greeks about the potential of producing sentient machines (Assael et al, 2022). Artificial intelligence was initially used in 1956, and up until the 1970s, when an event dubbed the "AI winter" occurred, the field saw funding, expansion, and overall optimism. This was a period of time when funding was low due to the fact that AI did not live up to its expectations and it did not provide the results it promised (Delipetrev et al, 2020).

However, since then AI has experienced optimistic growth and today many of these promises have become a reality. Expert systems, speech recognition, machine learning, data mining, and knowledge management are just a few of the often-utilized technologies that AI has produced. Decision support systems are one of the most prevalent types of AI nowadays; they are usually found on electronics and retail websites, which provide recommendations based on the customer's previous purchases. As in "You might be interested in this product" People working in customer service will find this to have significant ramifications, and as technology advances, so does its efficacy (van et al, 2022).

Though artificial intelligence technologies abound in many sectors, little study has been done on the cultural dynamics affecting AI adoption in Saudi customer service environments.

1.1 Background of the study

Conceptually, artificial intelligence (AI) has developed into a useful and transforming tool changing the way companies run in several sectors. Its uses today go beyond automation to include predictive analytics, customer interaction, and real-time personalizing. Particularly consumer service is being transformed by technologies driven by artificial intelligence chatbots, machine learning algorithms, virtual assistants by data driven personalizing faster response times and service consistency. Companies who have included artificial intelligence into their customer service operations have seen operational efficiency and customer satisfaction increases by as much as thirty percent (Accenture, 2022).

Companies that sell things need to use artificial intelligence technologies because them profit margins are small and their competitors are tough. Companies that sell things, serve people,

make things, or import and export goods all rely on speed, reliability, and a good customer experience to stay ahead. For these companies, artificial intelligence provides not only a sustainable competitive advantage but also cost effectiveness. Still, the application of artificial intelligence presents certain difficulties. Emerging studies underline that the success or failure of AI adoption is mostly determined by organizational culture, namely by a culture that is flexible, open, and innovative. Often standing as challenges are low digital literacy, rigidity of hierarchies, and resistance to change. Thus, the junction of artificial intelligence and organizational culture demands careful research especially in service oriented, goods supplying sectors in countries like Saudi Arabia where national projects like Vision 2030 are hastening digital transformation under national direction.

1.2 Problem Statement

Yet, despite the obvious impact on service quality, many Saudi Arabian businesses are still unable to integrate AI into their customer service processes. Inconsistency in artificial intelligence integration is not always caused by technological limits, but by human and organizational factors. In particular, a mismatch between the capabilities of AI and the culture of the business might lead to poor adoption results (Canbul Yaroğlu, 2024). Employees in organizations with bureaucratic, top-down cultures, for example, might object to AI technologies requiring autonomy or decision-making agility (Lee & Chang, 2023). Moreover, aggravating this resistance is the lack of psychological readiness among employees driven by insufficient training or job displacement (Schepman & Rodway, 2023).

Adoption of artificial intelligence is limited to a surface implementation devoid of the expected business value when companies neglect to develop a culture that promotes creativity and experimentation. Research addressing these cultural challenges shows most variation in Middle Eastern settings, which are defined by firmly rooted organizational structures and traditional practices (Zhang et al, 2024). This study intends to close this gap by looking at how much organizational culture, as observed by employees, affects psychological readiness to accept and interact with artificial intelligence in customer service operations in goods-supplying companies in Saudi Arabia.

1.3 Research Objectives

Utilize the General Attitudes toward Artificial Intelligence Scale (GAAIS) to assess employees' perceptions of AI in customer service positions. This must encompass positive expectations, such as improved service quality, along with negative concerns, like job stability and technology dependability.

Examine the influence of organizational culture on individuals' mental preparedness to adopt AI, concentrating on cultural elements such as collaborative leadership, minimal power distance, and openness to transformation.

Examine the impact of Perceived Support for Innovation (PSI) on employee attitudes towards AI, understanding that increased PSI leads to a more favorable perception of AI tools.

Provide business leaders with actionable recommendations on aligning their organizational culture with the aims of adopting AI. This will assist them in promoting innovation and facilitating the digital transformation process.

Highlight the significance of organizations embracing shifts in technology and culture to align with the objectives of Saudi Vision 2030.

1.4 Significance of the study

By stressing the human and cultural aspects of artificial intelligence (AI) integration in consumer service environments, this paper has great relevance for academics, practitioners, and legislators. Academically, it fills in a major void in the body of knowledge by emphasizing the junction of organizational culture and employee psychological readiness for artificial intelligence. Although earlier research has looked at the technical and operational difficulties of artificial intelligence deployment (Dwivedi et al, 2021), few have looked at how culture either promotes or hinders effective implementation, especially in Middle Eastern service-oriented sectors. Practical lessons from this study are provided to managers and executives in Saudi Arabia and other developing nations. As the Kingdom of Saudi Arabia continues to advance its sectoral modernization and digital transformation initiatives in accordance with Vision 2030 (Kingdom of Saudi Arabia, 2016), there is an increasing demand for internal organizational cultures that can facilitate these transformations.

This research helps firms identify and cultivate cultural qualities that increase AI adoption preparedness, such as innovation orientation, continuous learning, and collaborative leadership. In areas like retail and hotels, incorporating AI into consumer interactions is very important in assessing service quality and long-term viability. As a result, it is critical to integrate technical transition with cultural preparation. By adding cultural moderators, the study theoretically helps to expand models including the Technology Acceptance Model (TAM) and innovation diffusion theory. It also supports current calls in AI ethics and management literature to balance technological capability with human-centered implementation strategies (Ransbotham et al, 2022).

Furthermore, the study provides a methodologically rigorous approach to grasp readiness for artificial intelligence across various cultural settings by means of validated tools including the General Attitudes toward Artificial Intelligence Scale (GAAIS) and the Perceived Support for Innovation (PSI) scale. The conclusions, emphasizing the need for culture-aware training programs, open communication about artificial intelligence goals, and incentive structures that promote experimentation without fear of failure, should influence national digital policies for lawmakers. This perspective is especially important in public sector transformation, where old systems and inflexible hierarchies often stifle change.

1.5 Scope and limitations

The Saudi Arabian service businesses that deal with tangible items are the key subject of this paper's principal focus. Companies that are involved in manufacturing, retail, hotel operations, and import and export are the key industries.

The research utilized two validated assessment tools: The General Attitudes toward Artificial Intelligence Scale (GAAIS) to analyze the perspectives of employees on AI, and the Perceived Support for Innovation (PSI) scale to investigate the cultural facilitators and obstacles that exist inside firms. Through an analysis of Saudi Arabia, one may gain insight into the digital transformation activities that are being undertaken by other countries in combination with government objectives such as Vision 2030. However, due to the limited geographic scope of the study, it is possible that the findings cannot be generalized to other places (AlGhamdi & Bahaddad, 2021).

Additionally, there may be marked disparities in the degree to which companies are prepared to implement digital technologies within the selected sector, which could influence opinions and results. Self-reported survey participants may exhibit bias as a result of factors such as social desirability, misinterpretation of artificial intelligence language, or varying levels of digital literacy among themselves. Time restrictions and limited access to the study limit qualitative interviews and case-specific practical data that would have helped to better grasp the issue to be omitted. Notwithstanding these constraints, the application of accepted measures, a varied sectoral sample, and quantitative analytical techniques will make the outcomes strong. The study might offer a foundation for more longitudinal or cross-cultural investigations on organizational culture alignment and AI readiness (Eisenbeiss & Knippenberg eg, 2008).

2 LITERATURE REVIEW

By improving operational efficiency and customer experience over a broad spectrum of businesses, artificial intelligence (AI) keeps changing the scene of services. Service operations are including AI-powered technologies including chatbots, predictive analytics, and machine learning systems into their operations to automatically handle repetitive tasks, provide insights from big data, and instantly personalize user experiences. Strategically implementing artificial intelligence in customer service operations will help companies expect notable increases in responsiveness and customer loyalty (Grewal et al, 2021).

These technologies help services to be more precisely scaled and support production as well as Maintaining long-term customer involvement and business sustainability in competitive sectors including retail and hospitality depends on such changes. Still, the effective integration of artificial intelligence into companies is a cultural as much as a technological one issue.

Researchers contend more and more that the readiness and capacity of a workforce to embrace and apply artificial intelligence technologies is much shaped by organizational culture, which is defined as the set of shared values, beliefs, and norms influencing behavior inside an organization. Organizational culture, is a system that shapes staff reaction and interpretation of new technological tools. Artificial intelligence innovations are more likely to be embraced in a society that supports experimentation, knowledge sharing, and cross functional collaboration than in one that gives stability and rule-following top importance. In this sense, organizational culture becomes not only a background but also a dynamic agent in technology adoption (Martins & Terblanche, 2003).

The way artificial intelligence disturbs not only the operational structures of companies but also the symbolic systems through which meaning and purpose are created and shared inside the workplace, so providing more proof in favor of this viewpoint. AI technologies question long-held ideas of power, knowledge, and personal autonomy as they progressively take part in decision making processes. Companies that encourage innovation and keep cultural flexibility are usually more suited to negotiate these disturbances. Digital tools are more likely to be welcomed as useful assets in such surroundings than seen as hazards. In service-oriented industries, where human interaction remains central and where trust and emotional intelligence continue to be crucial

alongside technological efficiency, this ability to adapt culturally is particularly important (Yaroğlu, 2024).

Furthermore, under study of psychological readiness for the acceptance of artificial intelligence includes organizational culture. Workers in cultures defined by low power distance, open communication, and participatory leadership are more likely to interact favorably with AI tools. On the other hand, bureaucratic and hierarchical businesses sometimes run against resistance from a lack of cultural alignment and support systems rather than from the technical complexity of artificial intelligence. When businesses fail to clearly state a shared vision for artificial intelligence use or actively involve staff members in digital transformation projects, mistrust and anxiety can thus hinder efforts at implementation. Therefore, the apparent support for innovation inside a company acts as a main mediator between culture and the adoption of artificial intelligence (Zhang et al, 2024). Perceived Support for Innovation (PSI) has grown to be a fundamental framework for comprehending the cultural foundations of innovation readiness. The degree to which workers feel their company encourages risk-taking, values creative input, and offers tools for experimentation that is, PSI. High PSI in AI deployment projects corresponds with more employee initiative to investigate and include AI tools into their regular tasks. Companies who show their employees structural and emotional support for innovation show them that technological transformation is both safe and encouraged. This comfort can help to allay worries about job loss or redundancy usually connected with the acceptance of artificial intelligence (Eisenberger & Rhoades, 2001). Within Saudi Arabia, where the Vision 2030 agenda of the Kingdom revolves on digital transformation the interaction between organizational culture and artificial intelligence becomes even more evident (Kingdom of Saudi Arabia, 2016). Many organizational settings still define traditional values and hierarchical structures, which presents special chances and difficulties for innovation. While technical investments are fast rising in the Kingdom, cultural readiness often lags behind, especially in sectors like retail and hospitality where personal service and local customs significantly influence customer expectations, (AlGhamdi & Beloff, 2022).

Therefore, matching technological development with social and cultural reality depends on knowing how organizational culture mediates the acceptance of artificial intelligence. All things considered, the literature points to the cultural aspects of an organization particularly openness to

change, encouragement of innovation, and participatory decision making that greatly affect the results of efforts at artificial intelligence integration. Organizations have to make investments in cultural development as well as infrastructure as artificial intelligence technologies change to guarantee their employees are ready and capable of using these instruments. Driving sustainable digital transformation in service-oriented environments requires this twin focus on technical capacity and cultural alignment.

2.1 Artificial Intelligence

Turning spoken words into written text is known as speech recognition. Spoken word to text is a well-liked function of mobile phones that converts spoken words into printed text. Basic vocal directions can also be used with it. Providing non-physical interfaces for user connection with devices can improve program usability by enabling more natural interaction (Vashisht et al, 2021). This function allows for communication with customers and makes it easier to gather information on the precise ways that clients might benefit from certain services, making it potentially quite helpful in AI customer service. Data input by it happens faster than by a person. By enabling instantaneous information addition, delays and expenses are avoided (Foley et al, 2020).

An expert system is computer software that mimics, throughout the decision-making process, the cognitive powers of a human specialist. By reasoning about knowledge, which is mostly expressed as if-then rules rather than traditional procedural code, expert systems are intended to solve difficult issues (Gil et al, 2021). The system makes a conclusion and reasons about the data using the rules (Clark et al, 2020). The rationale may be expressed through spoken dialogue (Mondémé, 2022). This system can consider the limited availability of evidence underlying its conclusions. Uncertainty is a vital part of an expert system. A good expert system will intimate when it is uncertain about its conclusions, allowing the user to make an informed decision about the information he/she is receiving. An expert system is very useful for its ability to educate users about a specific topic (Gil et al, 2021).

Artificial intelligence, or AI, in computer science, is the study of building intelligent machines with human-like behavior and operation (Korteling et al, 2021). AI makes complex, structured or unstructured data understandable and analyzable by machines (Johnson et al, 2022).

In computer science, artificial intelligence (AI) is the study of developing intelligent machines capable of doing tasks that normally call for human intellect. AI is the simulation of human intelligence processes by machines, especially computer systems. These processes include learning (the acquisition of information and rules for using the information), reasoning (using the rules to reach approximate or definite conclusions), and self-correction. Particular applications of AI include expert systems, speech recognition, and machine vision (Dong et al, 2020). Apart from raising operational effectiveness, artificial intelligence changes the way companies create and convey meaning all through their operations. that integration of this system affects not only the internal operations of the company but also the identity, values, and responsibilities that employees carry out inside the institution (Yaroğlu, 2024).

In industries that primarily depend on human interaction, such as the service sector, technological proficiency is crucial when combined with emotional intelligence, empathy, and reliability in interpersonal interactions. If companies respect innovation and demonstrate their ability to adapt to multiple cultures, they are more likely to view AI as a strategic benefit rather than a threat that could disrupt their operations. The percentage of effective AI applications in these advanced companies is increasing because they create an environment that fosters digital progress and actively engage their employees in the transformation process. Companies are being urged to reconsider traditional hierarchies and power structures as machines begin to replicate human actions and cognitive abilities. In positions where artificial intelligence may be perceived as a replacement rather than a complement, workers must experience psychological safety and support during these changes. Reducing resistance and optimizing the value of artificial intelligence technologies depend on building employee trust through open communication and inclusive policies. (Korteling et al, 2021).

All told, the research shows that artificial intelligence is a transforming power influencing every facet of corporate operations from technical processes to cultural paradigms not only a toolkit. Particularly in developing nations like Saudi Arabia, integration of artificial intelligence calls for careful planning and cultural alignment to fully realize customer service in goods supplying industries. These tools can provide enhanced functionality by incorporating experiences. The term artificial intelligence (AI) refers to computer programs created to carry out operations like data analysis, problem-solving, language comprehension, and decision making that normally

call for human intelligence. AI has advanced quickly over the past ten years, changing industries like manufacturing, retail, finance, and healthcare. Customized assistance ranging from machine learning algorithms to robotic process automation, AI currently drives a wide array of applications, from medical diagnoses to personalized shopping suggestions (Korteling et al, 2021). A key advantage of AI is its capability to analyze large volumes of data, identify concealed patterns, and automate repetitive tasks, allowing humans to concentrate on more complex activities. Companies are progressively depending on AI for their everyday activities and advancements. Research indicates that organizations utilizing AI driven analytics minimize expensive mistakes by speeding up and enhancing decision making accuracy. (Johnson et al, 2022).

AI has transformed customer service; chatbots and virtual assistants provide real-time responses to inquiries. This technology could provide more tailored support as it evolves according to user engagement. (Dong et al, 2020). The emergence of AI has sparked considerable discussion. Calls for greater transparency have been fueled by concerns regarding data privacy, algorithmic bias, and the unclear aspects of AI decision making, particularly in critical sectors such as healthcare and criminal justice (Velez & Kim, 2017) argue that scholars claim explainable artificial intelligence (XAI) models are crucial for maintaining accountability

2.1.1. AI Readiness

AI readiness is how ready employees are, both mentally and organizationally, to use AI tools in their jobs. This idea includes not only knowing about AI technologies, but also trust, believing that they will be useful, being open to change, and having faith in the support of the organization. Several studies have shown that employees are more likely to use AI tools effectively if they think they are useful and fit in well with the way things are done now (Davis, 1989; Yaroğlu, 2024).

On the other hand, ethical concerns, fear of losing one's job, or a lack of trust in how open AI systems are may make people less ready. (Nguyen, 2020) stresses how important it is to deal with these issues by being open and honest, getting people involved in the process, and giving people the right training. This study aims to give a more nuanced picture of how AI can be successfully used in customer service by focusing on psychological and practical readiness instead of polarized attitudes.

2.2 Organizational Culture

To defining culture in 1952 was a famously difficult task (Spencer & Franklin, 2012). The interesting subject of science is the search for the basic principles guiding the amazing events that take place in our enormous cosmos. It is essential for arranging a society's or civilization's culture and forming its basic life (Cotgrove, 2020).

A culture is shaped by the materials its people make and distribute, the complex social groupings they form, the unique behavioral patterns that characterize them, and the deep concepts and feelings that their socializing components promote. Furthermore, culture includes all the many styles that emerge from these elements and finally combine to form the complex fabric of "civilization" (Dilnoza, 2023).

The word "civilization" is most often used to describe the material manifestations of a culture, including the built works that are the result of a people's inventiveness and hard work (Augustat, 2020). On the other hand, "culture" investigates the intangible features that form an identity of a group and covers a much wider range of things (Zhu et al, 2024). These immaterial elements represent the complex structure of a culture, which includes social activities, beliefs, values, conventions, ideologies, and creative manifestations (Gwerevende & Mthombeni, 2023). "Culture" takes a broader view, including the intangibles that give a culture its vitality and character, while "civilization" tends to focus on the material parts of a culture (Sitohang & Fadilla, 2023).

The depth of culture may also be measured via the perspective of humanistic education. It is a deep search, an inquiry aiming at establishing a harmonious relationship between humans and their surroundings. This holistic approach to education aims to develop students who are not only well-versed in the arts and humanities, but also have a deep knowledge of their relationship to the natural world (Anufrieva et al, 2020). Humanistic education aims to educate people who are more than just information consumers, but active participants in the construction and maintenance of a healthy civilization (Aung, 2020).

In addition to this broad view, organizational culture specifically in service-based environments is critical in determining how employees approach innovation and technological change. In this study, organizational culture is assessed using the Perceived Support for Innovation (PSI) (Siegel & Kaemmerer, 1978; Kivimäki et al, 2000). This scale measures how well workers

see their workplace as fit for fresh ideas, experimentation, and creative contributions (Siegel & Kaemmerer, 1978; Kivimäki et al, 2000). In its widest sociological and anthropological sense, culture has long been acknowledged as a multidimensional and changing construct influencing the behavior, beliefs, and cognitive frameworks of people within a society. Contend that since culture is layered and fluid, defining it is naturally difficult (Spencer & Franklin, 2012). While civilization mostly speaks of the tangible results of human development, culture explores the intangible elements that control group meaning-making procedures, including language, values, ideas, and rituals (Zhu et al, 2024). These components act as the glue holding people together into coherent communities and shape how people understand authority, change, and creativity. Reflecting the cumulative knowledge and practices passed down through generations, culture acts in this context as both a producer of social behavior and a product (Dilnoza, 2023).

Thus, knowing culture is not only important for appreciating human diversity but also for negotiating modern issues, including digital transformation, globalization, and organizational change (Gwerevende & Mthombeni, 2023). A dynamic and multifarious construct, culture shapes people's interpretation, response to, and interaction with their surroundings. Fundamentally, culture is the set of shared values, beliefs, practices, behaviors, and artifacts defining a group or society. These components shape every facet of social interaction and organizational behavior and are passed on through generations (Hofstede, 2001). Within the framework of contemporary companies, culture actively shapes how decisions are taken, how innovation is seen, and how change is welcomed rather than only providing background for activity. Organizational culture is a pattern of shared assumptions acquired by a group to address internal integration and external adaptation issues (Schein, 2010). New members are taught these presumptions as the right approach to view, analyze, and feel in respect to those issues. Thus, often without clear direction or formalized policies, culture shapes the invisible hand guiding behavior inside companies. Its subtlety makes it strong: culture can either support or impede digital transformation including the acceptance of artificial intelligence. The organizational mindset of a company has a lot to do with how it handles the fast-changing world of technology today. Artificial intelligence is more likely to be seen as a chance for growth and progress in companies that encourage taking risks, being honest, and learning new things throughout life. (Edmondson & Lei, 2014).

On the other hand, societies that are rigid and hierarchical and value security and control might not be open to change, especially if it means using automated or brain-powered tools. Workers in these settings might worry about job loss, less autonomy, or a lack of relevance. Two main traits of successful cultures are flexibility and participation (Denison & Mishra, 1995). High-scoring organizations are more agile, more creative, and more sensitive to outside changes, including technological ones. Therefore, the success or failure of AI integration is much shaped by the cultural setting of a business.

Furthermore, affecting the interaction between organizational culture and artificial intelligence acceptance is how culture shapes knowledge sharing and the decision-making process. AI tools can improve teamwork and enable more educated, data-driven decisions in societies where cooperation and shared decision-making are valued. On the other hand, in settings where knowledge is compartmentalized or leadership is unduly centralized, poor integration and lack of employee involvement may cause the advantages of artificial intelligence to remain underused. Hofstede's cultural dimensions theory offers a useful lens through which to view how national and organizational cultural characteristics, such as power distance and uncertainty avoidance, affect openness to innovation (Hofstede, 2001).

Organizations in low power-distance cultures, for instance, often empower their staff members and value distributed decision-making, which fits very nicely with artificial intelligence systems depending on autonomous use and iterative feedback. Including artificial intelligence into such a society not only helps to improve implementation but also increases responsibility, openness, and trust among departments. These dynamics draw attention to the fact that effective adoption of artificial intelligence depends on the cultural systems supporting its application as well as on the technology itself. An additional critical aspect of company culture in the context of AI integration is the way employees perceive risk and failure.

Traditional, hierarchical civilizations may view AI with suspicion or even hostility since they discourage innovation and penalize failure. Employees from these cultures may not feel comfortable dealing with AI systems at all or may be afraid of making errors while using new technology. Conversely, proactive AI engagement is more likely to occur in communities that foster psychological safety, where individuals feel comfortable expressing ideas, trying new things, and learning from their failures. Psychological safety is a major enabler of learning

behavior in teams, especially when negotiating difficult changes like digital transformation. Organizations in AI-driven environments where constant learning and adaptation are required have to foster resilience and curiosity in a culture that supports these things (Edmondson & Lei's, 2014). This cultural orientation helps staff members to investigate AI capabilities, express concerns freely, and help to improve AI applications, so increasing organizational agility and effectiveness. Additionally, very important in determining cultural preparedness for artificial intelligence application is organizational communication. Employee interpretation and reaction to technological change can be much influenced by open, consistent, inclusive communication methods. Clear, participatory communication of the goals, advantages, and constraints of AI tools by leadership fosters trust and alignment. Conversely, opaque or top-down communication can inspire staff members' uncertainty, resistance, and fear. Good internal communication improves the credibility of leadership and helps employees to be more dedicated to change projects. Open communication guarantees in the AI context that staff members not only grasp the operational changes but also feel involved in the transformation process (Mazzei et al, 2019). By letting employees take charge of AI integration projects, this sense of ownership helps to increase the chances of successful acceptance and long-term use. As a result, communication is not only a management tool, but also a cultural structure that affects how the company comes up with new ideas. Psychological safety is yet another crucial component of corporate culture on adoption of artificial intelligence. Employees are feeling psychological safety when they are free to express concerns, take appropriate risks, and provide fresh ideas without regard of reprisals (Edmondson, 1999).

People living in communities with high degrees of psychological safety are more likely to test out new artificial intelligence capabilities, provide helpful critique, and eventually help to propel forward technical development. Iterative development and adaptation are sometimes necessary for artificial intelligence systems, and thus encourages a cycle of continuous learning and progress. Research studies have indicated that psychologically safe surroundings enhance team performance and results of creativity (Newman et al, 2017).

Organizations running in fear-based or hierarchical environments, on the other hand, could experience stagnation and resistance since staff members avoid really interacting with new

technologies. Therefore, fostering psychological safety is not only a cultural benefit but also a strategic need for using artificial intelligence in the workplace to realize its whole possibilities.

Two main sub-dimensions are part of the PSI model:

2.2.1 Support for Innovation

This dimension captures the belief of the company supporting change and innovation. It includes managers who are open to new ideas, willing to try new solutions, and working in an overall setting that encourages innovation. High scores on this measure mean that employees feel safe and free to think outside the box, which is important for introducing new technologies like AI into customer service (Kivimäki et al, 2000; Janssen, 2004).

2.2.2 Reverse-coded bureaucratic culture

This dimension evaluates top-down control, inflexible systems, and severe restrictions that could stifle creativity. This subscale of the PSI is reverse-coded that is agreement with such questions indicates less support for innovation, while disagreement shows a more adaptable and innovative culture (Siegel&Kaemmerer, 1978). Such settings might be a big obstacle to digital transformation as they usually oppose change.

All of these factors contribute to a whole depiction of how employees feel their workplace is culturally ready to embrace innovation. This is very relevant when thinking about the general acceptability of AI. If employees are motivated to propose and try out new technology, AI systems will be employed more often. Resistance may delay or completely stymie innovation activities in organizations with excessive bureaucracy and intolerance to change (Scott & Bruce, 1994).

The purpose of this study is to use the PSI scale to evaluate the impact of cultural features in commodity-selling firms on the adoption of artificial intelligence in customer service. Both technical and cultural preparedness are critical for long-term innovation, and this understanding helps in assessing both. The combined sub-dimensions provide a comprehensive understanding of employees' perceptions of their organization's cultural readiness to embrace creativity. The adoption of artificial intelligence makes this very relevant. When workers are motivated to propose and evaluate new technologies, the acceptance of AI systems is significantly enhanced. In

environments characterized by extensive bureaucracy and opposition to change, such resistance may obstruct or completely terminate innovation efforts (Scott & Bruce, 1994). This research utilizes the PSI scale to examine whether the cultural background of product-selling organizations facilitates or obstructs the integration of AI in customer care. This analysis assesses cultural adaptation and technical preparedness, two critical elements for sustained innovation.

2.2.3 Importance of organizational culture

Culture provides attractions as well (Spencer & Franklin,2012). A shared culture is the centerpiece of community and social identity. Individuals find their most important role models and authority figures in their family, their school, their workplace, their place of worship, their military and political institutions, in the stories they read or watch in a variety of visual media. They find life's significant lessons in a trusted text or in a particular value or cherished tradition (Adams & Goldbard, 2002). Furthermore, as the accepted norms of behavior, culture unites a community in understanding shared obligations and moral principles (Allen, 2023). Shared culture also exists as the basis of the common social fabric that makes civilization possible. It is the security of a shared language, produced by art and science and faith, that has enabled humanity to build cities, roads, bridges, and computers (Egan-Robertson & Bloome, 1998). The foundation of mutual respect and exception within and between diverse cultures has allowed nations to be built, law systems to flourish, agreements and contracts of enormous complexity to be negotiated and honored, economic policies to develop, and communities deal with their shared challenges (Aririguzoh, 2022). Culture is shared by all people. This ability to have culture that is shared with and available to all human beings is one reason that the human race has been so successful (Streimikiene et al,2021). An inborn imperative to conform, to understand the expectations of one's own culture, is part of the biological heritage of every human. Culture is learned; each new generation must understand the world anew (Kim, 2020). The shared aspects of culture are further sustained when individuals and groups interact, when parents teach their children, when people learn to speak and sing, to participate in rituals and ceremonies, or to honor promises and obligations. Culture endures, too, in the future, because it is remembered (Wang, 2021). The sharing and teaching of culture depend on the human capacity for reason and memory, for language and image, and for the expression of love and compassion (Nakamura, 2015).

2.2.4 Elements of culture

The following are the key elements of culture: Katha means literature and language. It is an art that contains letters of language in which a person takes part and gains experience. It can be said that literature and language are the product of an individual's experience. Therefore, our literature contains a wealth of accumulated experiences and values. We participate in it. It is a product of valuable experiences out of individual experiences. People are connected with each other through literature and language. It plays a key role in acquainting an individual with different cultural traditions (Husemann, Ladstaetter,et al, 2015). Cultural traditions, values, social systems, and the world of social-political work are the indirect result of valuable experiences in literature and language. These factors govern individual behavior (Parsons, 1972).

In the end, cultural influences impact people in general and in many particular areas of their life specifically. Culture influences everything from our knowledge and perceptions to our decisions and professional and personal relationships as well as society dynamics. As a constant, it molds who we are, brings us together as a community, and drives societal progress (Altarriba and Basnight,el al, 2022). The variety and complexity of human life may be better understood when we acknowledge the importance of cultural components (Samways et al, 2020). Given that cultural expressions are believed to represent the "spirit" and ideals of a nation's peoples via visual, auditory, and written forms, the stakes are rather high (Husemann, Ladstaetter,et al, 2015).

2.2.5 Organizational Culture

The combined sub-dimensions provide a comprehensive understanding of employees' perceptions of their organization's cultural readiness to embrace creativity. The adoption of artificial intelligence makes this very relevant. When workers are motivated to propose and evaluate new technologies, the acceptance of AI systems is significantly enhanced. In environments characterized by extensive bureaucracy and opposition to change, such resistance may obstruct or completely terminate innovation efforts (Scott & Bruce, 1994). This research utilizes the PSI scale to examine whether the cultural background of product-selling organizations facilitates or obstructs the integration of AI in customer care. This analysis assesses cultural adaptation and technical preparedness, two critical elements for sustained innovation. Organizational culture plays a central role in shaping how institutions adapt to change, including the implementation of artificial intelligence in service settings. Organizational culture, as used

generally across all levels of a company, consists of common values, behavioral standards, and internal processes influencing decision-making and innovation readiness (Schein, 2010). Organizational culture is evaluated in the present work using the Perceived Support for Innovation (PSI) (Siegel & Kaemmerer ,1978), (Kivimäki et al, 2000). This measure gauges how well workers believe their workplace supports innovation, experimentation, and change. It is especially important in service-based businesses as maintaining a competitive advantage depends on openness to innovation.

The PSI model is composed of two critical sub-dimensions:

2.2.5.1 Support for Innovation: This dimension quantifies the extent to which employees perceive their organization's commitment to innovation. It encompasses topics such as the ability to accept failure, management's support, and an openness to new ideas. The high scores in this category indicate that staff members are psychologically at ease with the investigation of unconventional ideas, which is a critical element in the integration of artificial intelligence into customer service operations (Janssen, 2004).

2.2.5.2 Bureaucratic Culture (Reverse-Coded), reflects aspects of rigidity, hierarchy, and too strong control in bureaucratic culture. Usually indicating opposition to innovation, agreement with these items indicates the opposite in the PSI scale; the responses are reversed. Lower agreement with bureaucratic claims therefore correlates to a more flexible and creative organizational environment (Siegel & Kaemmerer, 1978).

Assessing artificial intelligence ready depends on knowing these two cultural aspects. Organizations characterized by strong bureaucratic tendencies may encounter employee resistance, slower adoption rates, and implementation failures. However, companies with strong innovation support are more likely to be successful in effectively using AI technologies and including staff members in the digital transformation process (Scott & Bruce, 1994).

2.3 The Impact of AI in Organizations

The integration of artificial insights (AI) in client benefit interior goods-supplying organizations is changing operational forms and rethinking staff roles and essential abilities for victory in digitally modern situations. Representatives are expected to move into parts requiring improved cognitive, passionate, and social insights as AI frameworks supplant repetitive and ordinary employments such as dealing with complaints, reacting to essential requests, and giving

benefit recommendations (Duan et al, 2021). The transformation of human labor has been profound due to this transition, requiring continuous retraining and the redefinition of work boundaries across all organizational tiers.

Artificial intelligence augments human capabilities instead of supplanting them, leading to a hybrid workforce whereby employees focus on jobs necessitating judgment, empathy, problem solving, and adaptability, while robots manage structured duties (Huang & Rust, 2021). Although AI chatbots capably address principal client requests, human contact is fundamental for complex grievances or sincerely delicate circumstances. Benefit staff must have specialized capability and extraordinary interpersonal communication abilities to operate successfully interior this half breed worldview. To utilize AI frameworks viably, translate their yields, and amend blunders, one must have an essential comprehension of the innovation (Fountaine et al, 2019).

Although AI chatbots capably address principal client requests, human contact is fundamental for complex grievances or sincerely delicate circumstances. Benefit staff must have specialized capability and extraordinary interpersonal communication abilities to operate successfully interior this half breed worldview. To utilize AI frameworks effectively, translate their yields, and amend errors, one must have an essential comprehension of the innovation (Brynjolfsson & McAfee, 2017). The victory of manufactured insights integration depends on proactive workforce advancement techniques as much as on specialized readiness. Organizations must lock in comprehensive inside communication, mentorship opportunities that bridge the ability crevice, and cultivate mental security and incorporation (Brougham & Haar, 2020).

From a vital point of view, solid administration is pivotal for reclassifying work desires, facilitating move uneasiness, and demonstrating a willingness to learn. Pioneers may make a shared future vision that underpins company objectives and employees' proficient goals by counting laborers within the AI transformation and clarifying how the innovation will complement current employments instead of supplanting them (Wamba-Taguimdje et al, 2021). Organizations excelling in this domain often exhibit superior AI performance, enhanced employee happiness, and a more durable competitive edge.

At last, human capital methods require a basic reexamination due to the impact of AI on agent obligations. Instead of seeing AI as a troublesome imperative, businesses need to see it as an instrument to help agents reskill and take charge of their careers. When companies reorganize

their workplaces, put cash into their specialists, and develop an advancement mindset, they may turn AI selection into an opportunity for operational brilliance and personal development.

3. HYPOTHESIS FORMULATION

The integration of artificial intelligence (AI) within organizations brings about more than just operational improvements it triggers deeper cultural shifts that redefine how work is understood and carried out. As AI alters internal workflows, it also influences employee attitudes, communication norms, and workplace identity. These cultural changes are particularly evident in organizations that are already oriented toward innovation and flexibility, making them more capable of embracing AI systems successfully (Yaroğlu, 2024; Zhang et al., 2024).

further emphasize that organizations with flexible and innovation-driven cultures are better positioned to adopt AI technologies. People tend to use AI tools more easily when they feel the system is fair, decisions are explained clearly, and the work environment is open to change. This means culture inside a company isn't something fixed it shifts and grows, and that shift can either make it easier to bring in AI, or make the process harder. Researchers have also explored how workplace culture and technological innovation connect, especially when it comes to fairness and transparency. If AI tools are introduced without properly informing or involving employees, pushback often happens not because the technology is flawed, but because it clashes with the way people are used to working. On the other hand, when the culture encourages openness, inclusion, and a sense of safety, employees are more willing to ask questions, adjust, and try out new systems like AI (Lee & Chang, 2023).

When workers believe organizational transformation is equitable, open, and inclusive, they are more open to artificial intelligence technologies. This emphasizes the need of participative strategies that match artificial intelligence implementation with organizational trust and human-centered values. When companies neglect to promote this alignment, opposition usually results not from technological shortcomings but from perceived dangers to current practices and values. In one case, (Zhang & colleagues, 2024) looked at how a big logistics company in East Asia started using AI in their customer service.

The technical side went fine, but what really made the project work was how the company handled it with the employees. Managers not only provided the new tools but also ensured staff engagement from the outset via regular meetings and training sessions. This facilitated a unified

understanding of the company's goals and ideals among all those involved. Consequently, personnel exhibited more receptiveness to use the AI, resulting in enhanced performance and increased customer satisfaction for the organization. This exemplifies that success in technology often relies on cultural congruence as much as on technical proficiency (Zhang et al, 2024). But AI also changes the "why" behind work, not just the "how." The creation of AI tools calls into question long-held beliefs about who does what job, who owns information, and who makes decisions. For example, AI systems that make predictions about what will happen could make it harder for middle managers to make choices, which would change how valuable they are to the business. This change can be seen in rigid, top-down societies as cause for anxiety and opposition. On the other hand, in flat, cooperative societies, such technical delegation is more likely to be seen favorably as a means of increasing human capacity and lightening cognitive load. Therefore, the degree of cultural adaptability is exactly proportional to the effective embedding of artificial intelligence inside daily operations (Zhang et al, 2024; Yaroğlu, 2024).

A case study is used to show how society affects the results of artificial intelligence. The study looked at an East Asian transportation company that uses customer service tools that are run by AI. Even though the technology merger was done well, what really made the difference was how well the cultures were prepared. Leaders of the company made sure that everyone could communicate clearly and work together by holding regular workshops and team meetings. These projects strengthened common values, created trust in artificial intelligence systems, and developed a story about innovation. Employees thus showed more engagement and customer satisfaction dropped noticeably. The case emphasizes that a main lever in digital transformation initiatives, cultural alignment is not a secondary issue but rather a primary one (Zhang et al, 2024). Scholars have also pointed out that change management linked to artificial intelligence has to include organized interventions creating psychological safety and digital literacy. Without these components, even technically good artificial intelligence systems run the danger of underuse. The digital transformation calls for not only new technologies but also fresh approaches of thinking and acting all around the company. This realization supports even more the fact that technological transformation depends on cultural transformation (Westermann & Bonnet, e.g. McAfee, 2014).

When you work in a service-based industry like retail, hotels, or transportation, this culture factor becomes even more important. Most of what these fields do depends on people, their

understanding, and their emotional intelligence. All of these things have to work with the logical skills of artificial intelligence. found that companies that used both artificial intelligence and human centered design did better than companies that only used automation. Workers in such companies were co-creators in the transformation process rather than just consumers of artificial intelligence tools (Davenport & Ronanki, 2018).

Furthermore, underlined in recent studies are the need of fairness and responsibility in artificial intelligence systems. Employee confidence in the system declines when they view artificial intelligence as a "black box" with opaque algorithms and inexplicable decisions. Thus, organizations have to give explain ability and ethical AI concepts top priority in order to promote acceptance (Shin, 2011). Clear decision-making based on AI literacy and staff training help to improve involvement and lower displacement risk. Furthermore, policies including ethical issues into AI implementation show that employee welfare stays a top priority, so strengthening cultural confidence.

Taking everything into account, the relationship between corporate culture and the use of AI is not secondary, but rather key. Culture shapes how people think about and use artificial intelligence. It's more likely that businesses will fully use AI if they put money into creating innovation focused workplaces with psychological safety, open leadership, and group learning. Organizations that overlook the cultural consequences of artificial intelligence, on the other hand, run the danger of poor adoption, wasted money, and inadvertent social consequences. Therefore, the results of this research are based on a strong theoretical knowledge that defines culture as a dynamic, mediator in the era of intelligent technologies.

4. FRAMEWORK (VARIABLES CONNECTION)

This part attempts to offer a disciplined, theory-driven model that clarifies the interaction between organizational culture and employees' psychological readiness to adopt and interact with Artificial Intelligence (AI) technologies in customer service operations. Combining empirical data with conceptual frameworks, the suggested model acts as a conceptual road map showing how internal organizational dynamics especially innovation support and bureaucratic tendencies shape employee receptacle to artificial intelligence. Moreover, a case study is included to show how these theoretical links show up in a practical situation.

Employees' psychological preparedness to interact with artificial intelligence in consumer service operations serves as the dependent variable for this study. The General Attitudes towards Artificial Intelligence Scale (GAAIS) covers both positive and negative emotional and cognitive reactions to artificial intelligence (Schepman & Rodway, 2020, 2023) hence measuring this preparedness. Using the Perceived Support for Innovation (PSI) scale, organizational culture is the independent variable in this study (Siegel & Kaemmerer, 1978; Kivimäki et al, 2000). Scientists have created a mechanism for assessing individuals' psychological and emotional fitness to communicate with AI systems. This condition is referred to as psychological readiness for AI. The degree of confidence people has in AI systems, their technical comfort, and their openness to change are all examined. In this study, the General Attitudes toward Artificial Intelligence Scale (GAAIS) is utilized to assess AI preparation. The GAAIS assesses employees' trust, fear, positive emotions, and concerns regarding artificial intelligence. This is a critical stage, as the mere presence of the requisite hardware and software is insufficient to guarantee a seamless transition to AI. In order to effectively employ artificial intelligence technology, employees must be dependable, equitable, and easy to manage. Big emotional obstacles that make it difficult to embrace include worries about job security or doubts about the value of artificial intelligence. When determining someone's likelihood of adopting anything digital, including psychological fitness together with technical ability, can help you to better understand the relevance of human elements in the process of digital transformation.

In this research, organizational culture is the independent variable, as assessed by the Perceived Support for Innovation (PSI) scale. PSI measures the extent to which workers see their workplace as conducive to innovative ideas, experimentation, creative thinking, and the adoption

of new concepts. It also shows if workers feel their business accepts faults made in the quest of innovation (Siegel & Kaemmerer, 1978; Kivimäki et al, 2000).

4.2.1 Embracing new technologies, a willingness to experiment, and accepting failure as an essential component of the learning process are all hallmarks of a society that encourages innovation. These environments provide faculty members with the psychological safety needed to express their opinions and explore creative ideas. Sometimes, the employment of artificial intelligence in these surroundings is seen with curiosity and hope as workers perceive the technology as a tool to enhance rather than replace their responsibilities. According to customer-facing operations, companies that give innovation top priority usually have better and more seamless integration of artificial intelligence (Zhang et al, 2024).

4.2.1 Organizations characterized by a bureaucratic culture, marked by stringent control mechanisms, inflexible hierarchies, and an aversion to change, often stifle innovation. Micromanagement, inadequate communication channels, and resistance to new processes characterize many of these environments. Employees in these settings may be concerned about errors or feel excluded from discussions on technological advancement. The psychological preparedness for artificial intelligence is thus inhibited, resulting in adoption that is restricted to superficial conformity without genuine engagement. The PSI scale captures the dynamic of cultural rigidity and its impact on employee attitudes toward innovation via reverse-coded items.

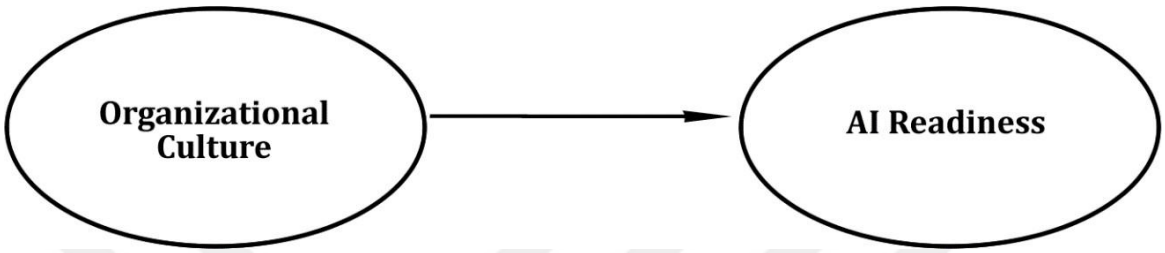
A bureaucratic, control-oriented culture may inhibit participation, whereas a flexible, inventive culture fosters psychological safety, enhancing receptiveness to artificial intelligence. Examining the digital transformation of a sizable East Asian logistics company introducing AI powered solutions throughout its customer service activities, (Zhang et al, 2024) presented a convincing case study. Before AI Implementation The business suffered from variable service quality, long response times, and staff fatigue, especially during peak demand. Despite the availability of powerful AI technology, adoption was first hindered by cultural hurdles. Low utilization rates and passive resistance were generated by workers' skepticism of the systems and their fears that AI will replace them in the workplace. (Zhang et al, 2024).

During Implementation Through open communication channels, organized training courses, and co-creation seminars, leadership actively engaged staff members, transforming their roles. Emphasizing teamwork, psychological safety, and an innovative shared vision, the implementation plan focuses on how AI might lower workload and improve decision-making rather than replace human judgment. Managers regularly framed AI as a support tool, not a threat. (Zhang et al, 2024). After AI Implementation The company said that after the change in culture, confidence, involvement, and success all got a lot better. The number of satisfied customers went up along with the improvement in service response times. The staff began to trust the AI systems more and use them more aggressively. This finding lends credence to the framework's central claim, which is that embracing AI requires a shift in mindset that necessitates a concerted effort to harmonize principles, discourse, and leadership. (Zhang et al, 2024).
This scenario supports the basic thesis of the framework: effective artificial intelligence integration is a cultural as much as a technological one.

In order to investigate the relationship between organizational culture and workers' perceptions of artificial intelligence (AI) in customer service settings, this study puts forth a number of hypotheses. Regression and correlation analyses are used to test these hypotheses, which are drawn from the body of existing literature.

H_1: Organizational culture has a positive effect on Artificial Intelligence readiness

Figure 1: Research Model



The conceptual model illustrated in Figure 1 depicts the hypothesized relationship examined in this study. Based on existing theoretical and empirical literature, the model posits that organizational culture serves as the independent variable, while AI readiness represents the dependent variable. The underlying assumption is that organizational culture plays a critical role in shaping employees' psychological preparedness and openness to adopt artificial intelligence technologies in customer service contexts.

This model reflects the central hypothesis of the study (H1): Organizational culture has a positive effect on AI readiness. It is designed to guide the statistical testing process by examining the strength and significance of this relationship through correlation and regression analyses.

5. METHODOLOGY

To measure artificial intelligence readiness, the study utilized a structured scale adapted from prior academic literature focused on technological adoption in service-oriented environments. The scale was developed to assess employees' psychological and organizational preparedness for the integration of AI technologies into customer service operations. It includes items designed to evaluate several dimensions of readiness, such as perceived usefulness of AI tools, confidence in their implementation, availability of training and infrastructure, and overall openness to adopting AI within daily workflows.

The instrument was composed of multiple statements to which participants responded using a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). This format enabled the collection of consistent and quantifiable data reflecting the degree of readiness among employees.

The scale was selected for its relevance to the study's objectives and its applicability to the Saudi Arabian service sector. It was translated from English into Arabic using a forward and backward translation process to ensure semantic accuracy and cultural appropriateness. The translated version was reviewed by two academic experts in organizational studies and one professional from the customer service industry to validate its clarity and contextual fit.

The final Arabic version of the AI readiness scale was piloted among a small group (not included in the main sample) to verify comprehension, after which minor linguistic adjustments were made. To assess the reliability of the measurement instruments, Cronbach's alpha coefficients were calculated using SPSS. The AI Readiness scale demonstrated high internal consistency, with a Cronbach's alpha value of 0.87, indicating that the items reliably measure the same underlying construct. Similarly, the Organizational Culture scale showed acceptable reliability, with a Cronbach's alpha of 0.83.

5.1. Measures

This section outlines the measurement tools used to assess the two main variables in this study: organizational culture and artificial intelligence readiness. Both scales were selected based on their relevance to the research objectives and their established reliability in previous studies. Each scale was administered using a five-point Likert scale ranging from Strongly Disagree to

Strongly Agree. The instruments were translated into Arabic and reviewed by academic experts to ensure clarity, accuracy, and cultural appropriateness within the Saudi context.

5.1.1. Organizational Culture Scale

The organizational culture scale was adapted from existing validated instruments found in organizational behavior literature. It was designed to assess values, communication patterns, leadership styles, and openness to innovation within organizations. These dimensions play a critical role in determining how organizations respond to technological change and innovation.

Participants responded to each item using a five-point Likert scale. The items were translated into Arabic and reviewed by academic professionals to ensure linguistic and contextual alignment with the Saudi business environment (Schein, 2010; Zhang et al, 2024).

5.1.2. Artificial Intelligence Readiness

The artificial intelligence readiness scale measured the extent to which organizations are prepared to implement AI technologies in customer service. The scale included items related to infrastructure readiness, technological competence, training availability, and strategic support for AI integration (Jöhnk et al, 2021).

Responses were also captured on a five-point Likert scale. The scale was developed based on recent literature on AI adoption and digital transformation, and was adapted and translated into Arabic to suit the local context, with validation by field experts (Jöhnk et al, 2021).

5.2. Research Design and Participants

This quantitative, cross-sectional study sought the relationship between business culture and employee views toward artificial intelligence (AI) in customer service jobs. Three hundred Saudi Arabia's retail, logistics, manufacturing, export/import players from numerous goods-supplying sectors were polled. Convenience sampling enabled participants looking at service-oriented roles to be selected. The demographic mix encompassed many industry kinds, multiple age groups, and diverse degrees of work experience to offer total coverage. The cross-sectional method was chosen because it allowed data to be collected from a wide range of people at one point in time. This way, the study could find connections between important factors without having to rely on continuous observation. The point was to look into how differences in organizational

culture affect how mentally ready people are for artificial intelligence and how they feel about it in certain service-based businesses in Saudi Arabia.

- Targeting a total of 306 participants from many sectors that are vital for goods supplying industries, including retail, hospitality, manufacturing, and export/import, the study aimed to compile a representative dataset. These industries were chosen since, especially under the modernization objectives stated in Saudi Vision 2030, they are especially pertinent in the framework of AI-driven customer service innovation. Convenience sampling was used to choose participants, with an eye toward workers directly or indirectly engaged in service-related tasks, including operational supervision, front-line customer support, and logistics coordination.
- To improve the research's external validity, the demographics of the participants were changed on purpose. Respondents came from a lot of different age groups, gender identities, years of work experience, and company jobs. This made sure that the findings were able to include a lot of different points of view. The results were more applicable to the Saudi Arabian economy as a whole because they included a range of industry areas and company sizes.
- The General Attitudes toward Artificial Intelligence Scale (GAAIS), (Schepman & Rodway,2020, 2023), was utilized to measure the psychological preparation of employees for artificial intelligence. It has two subscales: Positive Attitudes (e.g., enthusiasm, utility) and Negative Attitudes (e.g., apprehension, skepticism), assessed using Likert-type statements.
- The Perceived Support for Innovation (PSI) scale, (Siegel & Kaemmerer, 1978) (Kivimäki et al, 2000), was employed to assess corporate culture. The Bureaucratic Culture (reverse-coded) and the Support for Innovation are the two sub-dimensions that make up this overall measurement. The PSI is a measurement that determines the extent to which employees perceive that their organization is open to making changes and experimenting with new products.
- All survey items were professionally translated into Arabic and then checked by bilingual experts to guarantee linguistic and cultural appropriateness. Semantic equivalency between the English and Arabic versions was confirmed using a back-

translation process. This deliberate adaptation process made the scales available to Arabic-speaking respondents and helped to preserve their conceptual integrity. A small sample size pilot test of the last survey instrument confirmed clarity, relevance, and completion times.

This study intends to generate scientifically valid and practically relevant insights by combining rigorous measurement tools with a deliberately chosen participant pool, so helping companies negotiating digital transformation in Saudi Arabia.

5.3 Data Collection Procedures

The data collection method for this research was a self-administered online survey aimed at maximizing accessibility, efficiency, and extensive reach among the target population. The digital questionnaire was developed on a secure survey platform and was mostly sent over email. The distribution depended on a network of professional contacts, including suppliers and consumers in service-oriented roles inside goods-supplying firms across Saudi Arabia. This planned strategy ensured the involvement of individuals who had direct experience with customer service dynamics and could provide informed feedback on the organizational culture and artificial intelligence deployment in their organizations. Before the survey was sent, there was a brief and straightforward introduction that explained the purpose of the study, the anticipated time commitment, and the voluntary nature of participation. Participants were informed that their responses would stay completely anonymous and private, and that the data would only be used for academic research purposes.

The survey emphasized informed consent, ethical norms, and asked respondents to confirm their understanding and acceptance before responding. The survey remained accessible for four consecutive weeks, allowing participants enough opportunity to complete it at their convenience. Gentle follow-up reminders were sent throughout this period to ensure a diverse and adequate sample size across industries and to encourage participation.

Formulating impartial and unambiguous questions while allowing participants the option to decline responses to any inquiries they found uncomfortable mitigated response bias. After the data was collected, a data cleansing operation was implemented to guarantee the quality and uniformity of the data. This involved the identification and elimination of items with inconsistent

or irrational responses (e.g., selecting demographic information that contradicts itself), duplicate submissions, and incomplete entries.

The residual dataset was painstakingly scrutinized and authenticated for integrity before the commencement of the study. The online data collection method employed in this study was highly effective, allowing the researcher to access a geographically dispersed and sectorally diversified population in a cost-effective and time-efficient manner.

Additionally, the digital format was consistent with the study's emphasis on technology adoption, as it naturally captivated individuals who were proficient in digital technologies, thereby increasing the relevance of the responses.

5.4 Data Analysis

The survey responses were carefully cleansed and ready after the period of data collection came to an end. Originally taken from the online survey platform into Microsoft Excel, raw data were painstakingly checked, cleaned, and rebuilt to ensure consistency and error-free. This step included minor data input mistakes repaired, duplicate or incomplete responses eliminated, and assurance that each response matched the given forms. IBM SPSS Statistics then imported the cleansed data into a format suitable for extensive quantitative research.

The study started with the use of descriptive statistical methods to offer a comprehensive picture of the demographic traits of the sample. For variables including gender, age group, industry sector, and years of employment experience, this included frequency distributions and percentages. For the answers to items from the two core scales used in the study, the General Attitudes toward Artificial Intelligence Scale (GAAIS) and the Perceived Support for Innovation (PSI) scale, central tendency (mean) and dispersion (standard deviation) measurements were also computed.

These measurements provided first impressions of participants' opinions of organizational culture and artificial intelligence. Cronbach's alpha ratings were found for each sub-dimension, which helped to check how consistent and reliable the scales were. As is common with psychometric tests, a score of 0.70 or higher was considered to be acceptable for dependability (Nunnally & Bernstein, 1994).

The reliability analysis showed that both GAAIS and PSI had strong internal consistency. This meant that they were suitable for further inferential analysis. Then the relationships between important variables were investigated using inferential statistical methods.

The strength and direction of relationships between cultural variables, that is, perceived support for innovation and bureaucratic culture and employee attitudes toward artificial intelligence, including both positive and negative dimensions, were investigated using Pearson correlation analysis.

These correlations gave a first clue on how much organizational culture shapes psychological preparedness for artificial intelligence. Using these results, a multiple regression study was conducted to ascertain how predictive organizational culture dimensions are of psychological preparedness for artificial intelligence acceptance.

This study helped the researcher to separate the particular contribution of every independent variable, e.g., bureaucratic rigidity, support for innovation, in explaining differences in AI-related opinions. The strength and pragmatic consequences of the model were evaluated using statistical significance, R^2 values, and beta coefficients.

The research was able to develop a sophisticated understanding of how cultural traits within organizations affect employee adoption of artificial intelligence by using this combination of descriptive and inferential methodologies. These findings shaped the empirical basis of the argument and recommendations made in succeeding chapters.

6 FINDINGS

The empirical results of the quantitative research intended to investigate the influence of artificial intelligence (AI) in customer service functions inside goods-supplying industries in Saudi Arabia are presented in this chapter. The main goal of the study was to evaluate how employees' psychological preparedness and attitudes toward the acceptance of artificial intelligence change with organizational culture. To this end, a structured survey including validated instruments the General Attitudes toward Artificial Intelligence Scale (GAAIS) and the Perceived Support for Innovation (PSI) scale was sent to a varied sample of participants spanning retail, hotel, manufacturing, and import/export services. Three main sections help to arrange the results of the data analysis in this chapter so offering a logical and complete story of the findings.

The first part addresses the demographic traits of the participants, so providing information on the composition of the sample concerning gender, age group, years of professional experience, and industry sector. Attitudinal patterns and cultural perceptions are interpreted in basic context from this demographic profile. Including mean scores and standard deviations for every item, his second section presents a descriptive statistical summary of all the survey questions. The subscales of the instruments used that is, the positive and negative dimensions of the GAAIS and the supportive versus bureaucratic dimensions of the PSI have guided the organization of this part. Investigating these findings helps us to better grasp general opinions about artificial intelligence and expected organizational settings all around the sample.

The third section groups result into thematic categories consistent with the questions and research goals. These comprise areas of organizational resistance, cultural openness for innovation, employee enthusiasm and mistrust of artificial intelligence, and perceived support systems. Where relevant, statistically significant trends and patterns are underlined to back evidence-based interpretations.

The results of this chapter taken together provide critical empirical support for the theoretical hypotheses of the study and act as a data-driven platform for the following debate. They also guide the creation of pragmatic suggestions for managers, executives, and legislators trying to properly apply artificial intelligence technologies in environments with different cultures.

6.1 Demographic Characteristics of Respondents

The following table summarizes the demographic distribution of the sample based on gender, age, sector, and years of experience:

Table 1. Demographic Characteristics of Respondent

Variable	Category	Frequency	Percentage
Gender	Male	153	50.0 %
Gender	Female	153	50.0 %
Age	20 – 30	81	26.5 %
Age	30 – 40	143	46.7 %
Age	40 – 50	70	22.9 %
Age	50 – 60	9	2.9 %
Age	+60	3	1.0 %
Sector	Retail	84	27.5 %
Sector	Hospitality	87	28.4 %
Sector	Export and Import	62	20.3 %
Sector	Factories	46	15.0 %
Sector	Cottage food	27	8.8 %
Experience	0 – 3	62	20.3 %
Experience	3 – 5	126	41.2 %
Experience	5 – 10	97	31.7 %
Experience	+10	21	%

The group's demographics exhibited a balanced distribution of genders, with an equal number of males and women in either half of the sample. Ensuring equal representation of men and women in the research prevents bias towards one group and provides a more realistic representation of their perspectives on artificial intelligence (AI). Gender diversity is crucial for understanding workplace culture and the use of technology in various business contexts, with the data being more valuable when both genders are equally represented. The sample was considerably biased toward younger and mid-career professionals, with the majority falling within the 30 to 40 age range (46.7%). People in their twenties and thirties (26.5% of the sample) and forties and fifties (22.9% of the sample) are likely to be in the midst of a career transition, where they are responsible for both the big picture and the finer details of operational technology deployment. Research on the acceptability of AI should pay particular attention to this age group since they

tend to be more receptive to new ideas, have more experience with digital technologies, and are more likely to be involved in change management initiatives.

The relatively tiny groupings in the 50-60 (2.9%) and 60+ (1.0%) categories represent a decreased presence of senior or late-career professionals, which is common in fast-developing, tech-driven service industries where younger demographics dominate the workforce.

The sample encompasses a wide range of service-oriented enterprises. The hotel industry represented 28.4%, the greatest proportion, followed closely by retail at 27.5%, indicating that both industries particularly engage with customer service advances, including the use of artificial intelligence.

The cottage food industry, often consisting of small, family-operated enterprises, represented 8.8%, while export and import firms (20.3%) and industrial or factory environments (15.0%) also formed substantial portions of the sample. This wide distribution guarantees that the study covers the organizational characteristics of both small, grassroots businesses and large-scale operations. This breadth increases the generalizability of the results within the Saudi goods-supplying ecosystem.

The majority of participants had 3 to 5 years of professional experience (41.2%) and 5 to 10 years (31.7%).

This indicates that the majority of respondents are not only very comfortable in their roles but also possess the contextual knowledge to assess the impact of artificial intelligence on their workplaces. Individuals with over 10 years of experience constituted a mere 7.0%, but those with 0–3 years of experience accounted for 20.3% of the sample, indicating the inclusion of early-career perspectives. Including people with different levels of experience gives a full picture of how people feel about company culture and AI readiness at different levels of peak performance and workplace engagement. Gender parity, a wide age range, variety within industries, and a range of experience levels are all features of a strong and balanced sample population.

This variety strengthens the study's empirical basis and lends credence to future research on the relationship between company culture and the acceptance of AI in customer service positions.

6.2 Descriptive Statistics of Survey Items

This section presents the general averages and standard deviations for each of the 44 survey items, indicating the degree of agreement or variance in replies.

Table 2. Descriptive Statistics of Survey Items

Question Number	Question	Average Score	Overall Mean	Overall Std Dev
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	2.50	3.69	0.42
2	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	3.28	3.69	0.42
3	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.	3.65	3.69	0.42
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	3.69	3.69	0.42
5	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	3.79	3.69	0.42
6	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	3.74	3.69	0.42
7	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	3.96	3.69	0.42
8	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	3.91	3.69	0.42
9	The management style in the organization is characterized by teamwork, consensus, and participation.	3.75	3.69	0.42

Continued

10	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	3.46	3.69	0.42
11	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	4.03	3.69	0.42
12	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	3.61	3.69	0.42
13	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	4.05	3.69	0.42
14	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	4.03	3.69	0.42
15	The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	4.17	3.69	0.42
16	The bond that holds the organization together is formal rules and policies. Maintaining a smooth a running organization is important	4.10	3.69	0.42
17	The organization emphasizes human development. High trust, openness, and participation persist.	4.01	3.69	0.42
18	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	4.02	3.69	0.42
19	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	4.15	3.69	0.42

Continued

20	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.	4.21	3.69	0.42
21	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	4.08	3.69	0.42
22	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	3.96	3.69	0.42
23	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	4.08	3.69	0.42
24	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	4.13	3.69	0.42
25	For routine transactions, I would rather interact with an artificially intelligent system than with a human.	2.93	3.69	0.42
26	Artificial Intelligence can provide new economic opportunities for this country.	3.84	3.69	0.42
27	Artificially intelligent systems can help people feel happier.	3.34	3.69	0.42
28	I am impressed by what Artificial Intelligence can do.	3.92	3.69	0.42
29	I am interested in using artificially intelligent systems in my daily life.	3.76	3.69	0.42
30	Artificial Intelligence can have positive impacts on people’s well-being.	3.65	3.69	0.42
31	Artificial Intelligence is exciting.	3.93	3.69	0.42
32	An artificially intelligent agent would be better than an employee in many routine jobs.	3.78	3.69	0.42
33	There are many beneficial applications of Artificial Intelligence.	4.05	3.69	0.42

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34	Artificially intelligent systems can perform better than humans.	3.52	3.69	0.42
35	Much of society will benefit from a future full of Artificial Intelligence.	4.00	3.69	0.42
36	I would like to use Artificial Intelligence in my own job.	3.74	3.69	0.42
37	Organizations use Artificial Intelligence unethically.	3.57	3.69	0.42
38	I think artificially intelligent systems make many errors.	3.64	3.69	0.42
39	I find Artificial Intelligence sinister.	3.23	3.69	0.42
40	Artificial Intelligence might take control of people.	3.06	3.69	0.42
41	I think Artificial Intelligence is dangerous.	3.26	3.69	0.42
42	I shiver with discomfort when I think about future uses of Artificial Intelligence.	3.13	3.69	0.42
43	People like me will suffer if Artificial Intelligence is used more and more.	2.55	3.69	0.42
44	Artificial Intelligence is used to spy on people.	3.13	3.69	0.42

(Schepman & Rodway, 2023; Siegel & Kaemmerer, 1978).

Above, the descriptive statistics for each of the 44 survey questions. These items include topics such as business culture and perspectives on artificial intelligence (AI).

As a starting point for examining individual components, the overall mean is 3.69, and the standard deviation is 0.42. Items with mean scores significantly higher or lower than this threshold give light on the dynamics of the company and the attitudes of its employees. For example, with 4.17 and 4.21, respectively, issues such as Q15 "The glue that binds the organization is the focus on achievement and goal attainment" and Q20 "The organization prioritizes permanency and stability" both had scores well above the average.

The responses indicate a pronounced preference for goal-oriented performance and a need for operational consistency among the sampled organizations. These features may suggest a sophisticated organizational structure while also indicating resistance to change, thereby impacting the adoption of artificial intelligence technology. High ratings on questions like Q13 and Q14,

which address mutual trust and creative dedication, also allude to a parallel cultural narrative. Even if they appear to favor loyalty and interpersonal cohesion, employees exhibit openness to progress and technological innovation.

In the framework of artificial intelligence integration, this duality is very important as trust in leadership and openness to innovation may greatly influence psychological preparedness and technological acceptance. In contrast, decreased scores were seen on questions such as Q1 "The organization is a very personal place." Similar to an extended family," and Q25 "For everyday interactions, I prefer engaging with an artificial intelligence system than a person." indicate a somewhat detached workplace atmosphere and a measured reluctance towards the integration of AI in standard operations.

These findings may indicate the sustained significance of human-centered engagement, especially in customer service positions where empathy and immediate discernment are crucial. Opinions on AI in particular were more nuanced. Questions like Q35 "Much of society will benefit from a future full of Artificial Intelligence" and Q28 "I am impressed by what Artificial Intelligence can do", which were markedly above average, indicated a broad sense of optimism about the capabilities and social influence of AI. Questions 43 "People like me will suffer if Artificial Intelligence is used more and more" and 40 "Artificial Intelligence might take control of people", which show underlying anxiety, distrust, or fear of displacement, scored lower, nevertheless.

Integration of AI is psychologically hard, as this difference shows, especially in cases involving job security. Response distribution on the PSI and GAAIS scales points to a mix of preparedness and reserve. While the rather cautious responses on AI ethics and control point to areas needing more organizational communication and employee training, high average scores in innovation-supportive statements suggest a cultural environment fit for change. This comprehensive analysis enables the identification of significant cultural factors influencing AI preparedness and the primary obstacles encountered. Organizations seeking to enhance the efficacy of their artificial intelligence initiatives should focus not just on the technological infrastructure but also on fostering trust, facilitating open communication, and eliminating psychological barriers via inclusive innovation strategies and education. The insights derived from

this data are crucial for tailoring AI deployment strategies to the unique cultural context of each organization being examined.

6.3 Results by Thematic Axes

To facilitate comprehensive analysis, survey items were systematically classified into three primary domains:

Table 3. Results by Thematic Axes

Axis	Average Mean	Average Std Dev
AI readiness	3.95	1.07
Organizational Culture	3.78	1.17

To facilitate comprehensive analysis, survey items were classified into two main thematic axes: organizational culture and AI readiness. Table 6.3.1 displays the average scores and standard deviations for each domain.

Organizational Culture recorded the highest average mean (3.95) with a relatively low standard deviation (1.07), suggesting that respondents had strong and consistent perceptions of their organizational environment. This outcome shows that there are stable internal values, good leadership, and clear communication patterns. These are all things that help create an environment that is open to technological change and new ideas.
AI Readiness, on the other hand, had a slightly lower mean of 3.78 and a standard deviation of 1.17. This means that people generally thought that organizations were ready for AI adoption, but there was more variation in their opinions. This includes how people feel about the organization's infrastructure, employee training, willingness to try new things, and how well AI strategies fit with customer service operations.

6.4 Correlation Analysis Between Organizational Culture and Artificial Intelligence

A Pearson correlation test was used to investigate the strength and direction of the relationship between organizational culture and attitudes toward artificial intelligence, thereby further examining the variables of the research. This statistical test helps ascertain whether a more bureaucratic culture fuels resistance and concern or whether higher degrees of perceived support

for innovation inside an organization are linked with more favorable employee attitudes toward artificial intelligence.

Table 4. Correlation Analysis Between Organizational Culture and Artificial Intelligence

	Organizational Culture	Artificial Intelligence Perception
Organizational Culture	1	
Artificial Intelligence Perception	0.246 **	1

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

The Pearson correlation coefficient between organizational culture and AI readiness is 0.246, which means there is a small but statistically significant positive relationship between the two. At $p = 0.01$, this result shows that the correlation is not likely to have happened by chance. In practice, this means that workers who think their company's culture is open, creative, and helpful are more likely to think that their company is ready to use AI in customer service. Even though the connection is not very strong, it fits with what we expect from theory: cultural traits affect how organizations get ready for and deal with changes in technology. This backs up the idea that integrating AI successfully is not just a technical challenge, but also a cultural one.

6.5 Hypotheses Testing

This part assesses the suggested hypotheses by means of correlation and regression analysis outcomes on the acquired survey data.

H1: Positive attitudes about artificial intelligence and organizational culture show a rather strong positive correlation.

With a coefficient of $r = 0.431$, $p < 0.01$, the Pearson correlation study found a modestly positive link between organizational culture and favorable opinions of artificial intelligence. Stronger cultural foundations indicate that companies are more likely to encourage good attitudes among staff members toward the application of artificial intelligence in customer service. H1 is therefore supported.

These results underline the importance of organizational culture in determining how workers view and adjust to artificial intelligence technologies, so supporting the theoretical presumptions stated in the chapter on framework.

6.6 Regression Analysis Between Organizational Culture and Artificial Intelligence

This section delineates the findings of the regression study performed to assess the impact of Artificial Intelligence on Organizational Culture. The model utilizes data from 306 participants to assess the dependent variable (Culture) in relation to the independent variable (Artificial Intelligence). The analysis comprises a summary of the regression model, ANOVA findings, and coefficients.

Table 5. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,246	0,060	0,057	0,57092

a. Predictors: (Constant), Artificial Intelligent

The model summary indicates a positive but weak link between organizational culture and AI readiness, with an R of 0.246. An R-squared value of 0.060 indicates that organizational culture explains approximately 6% of the variance in AI readiness. While this demonstrates limited explanatory power, it still suggests that cultural factors have some role in shaping organizational preparedness for artificial intelligence implementation. The standard error of the estimate (0.57092) reflects the average deviation of predicted values from the regression line, while the adjusted R (0.057) accounts for sample size in estimating the model's generalizability.

Table of 6. ANOVA

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,367	1	6,367	19,534	,000b
	Residual	99,089	304	0.236		
	Total	105,456	305			

a. Dependent Variable: Culture

b. Predictors: (Constant), Artificial Intelligent

The general relevance of the regression model is demonstrated through the ANOVA table. With a significance level (Sig.) of 0.000 and an F-value of 19.534, which is less than the threshold

of 0.05, the model is statistically significant. This result indicates that organizational culture, as a predictor, has a meaningful effect on AI readiness. In other words, the variance in AI readiness across respondents can be partially explained by differences in organizational culture. This confirms the proposed hypothesis and supports the importance of cultural factors in shaping technological preparedness in customer service environments.

Table 7. Coefficients

6.7 Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,987	0,198		15,111	0,000
	AI Readiness	0,246	0,056	0,246	4,420	0,000

b. Dependent Variable: Organizational Culture

The strength and direction of the linear relationship between organizational culture and AI readiness are demonstrated in the coefficients table. The unstandardized coefficient (B = 0.246) with a significance level of 0.000 indicates that organizational culture is a statistically significant predictor of AI readiness. This suggests that for each unit increase in positive perception of organizational culture, there is a corresponding increase in the level of AI readiness.

Although the beta value (0.246) reflects a modest effect, it remains statistically significant, meaning that a supportive, innovative, and well-structured organizational culture contributes meaningfully to enhancing an organization's preparedness for adopting AI technologies in customer service.

In general, the findings from both correlation and regression analyses confirm the proposed hypothesis: that organizational culture has a positive effect on AI readiness. The modest R value (0.246), the ANOVA significance level ($p < 0.001$), and the R-squared value of 0.060 collectively support this conclusion. While the explanatory power is limited, the results emphasize the essential role of psychological and cultural readiness in driving technological adoption. Organizational trust, openness to innovation, and leadership support emerge as key cultural traits that facilitate effective integration of AI.

7. DISCUSSION

This chapter examines the study's findings in relation to the theoretical framework, literature review, and research objectives. It underscores the ramifications of the findings, the contribution to the discipline, and the significance of the theoretical frameworks employed.

7.1 Linking Finding to Literature and theoretical framework

The findings strongly support the theoretical assumptions presented in Chapter 3 and the framework in Chapter 4. Specifically, the study found a positive correlation between employees' psychological readiness to adopt AI and their perception of an organizational culture that supports innovation. This validates the General Attitudes towards Artificial Intelligence Scale (GAAIS) by (Schepman & Rodway,2020, 2023). (PSI) scale (Siegel & Kaemmere,1978).

In Chapter 2, it was underscored that positive attitudes toward technological change are influenced by organizational support for innovation (Korteling et al, 2021; Gil et al, 2021). Our results substantiate this assertion by demonstrating that employees in supportive environments exhibit a greater level of preparedness for integrating AI.

Furthermore, the results correspond with the case study of (Zhang et al, 2024) presented in Chapter 4, which illustrated the impact of cultural readiness on AI implementation in an East Asian logistics firm. Consistent with their findings, our research indicates that when employees experience psychological safety and support, they exhibit a greater willingness to embrace AI technology.

7.2 Practical Implication

The findings of this study have important pragmatic ramifications for service-oriented industry policy makers and business leaders. It is not enough for companies trying to apply artificial intelligence in customer service roles to just get cutting-edge technologies. An internal environment that supports risk-taking, open communication, and lifelong learning has to be shaped with a deliberate effort. The results show that psychological readiness for the acceptance of artificial intelligence is mostly shaped by cultural elements including lower hierarchical rigidity

and more employee participation. For sectors including retail, hospitality, and export/import where the customer experience directly results from timely, customized service, this is especially important. AI deployment in these settings has to be accompanied by initiatives led by leaders in cultural transformation that encourage openness to change and lower anxiety of job displacement. Easing the shift toward AI-enhanced service models can mostly depend on training programs, inclusive policy designs, and frequent feedback systems.

7.3 Contribution to knowledge

This study makes a significant contribution to the ongoing conversation about AI acceptance in business settings, particularly by highlighting the cultural aspect as a crucial driver. Despite the fact that most current research focuses on technology preparedness and infrastructural capabilities, this article emphasizes the need to match organizational values, leadership styles, and employee engagement tactics to guarantee the smooth integration of AI systems. Furthermore, other academics and practitioners aiming to assess AI preparation may benefit from the study's methodological rigor as well as the proven GAAIS and PSI tools. This study bridges the gap between academic psychology and real-world organizational dynamics by presenting a complete framework for understanding and controlling the human component of digital transformation.

7.4 Limitations

Despite the many benefits of this research, certain limitations must be acknowledged. The primary limitation is the geographical constraint of the sample, which only focuses on individuals from Saudi Arabia. This constrains the generalizability of the findings to other cultural or national contexts, although facilitating profound contextual insights aligned with Vision 2030. Moreover, the study used a cross-sectional research approach, which limits the ability to demonstrate causal relationships between organizational culture and AI readiness. Longitudinal studies that track temporal changes may provide deeper insights into the evolving dynamics of technology adoption.

Moreover, the research might benefit from a mixed-methods approach that incorporates qualitative interviews or focus groups to capture the intricate experiences of workers adapting to the transition to artificial intelligence.

7.5 Future research direction

Future studies should look at the use of artificial intelligence in a larger variety of sectors and cultural settings. Comparative research across nations or regions may provide light on how national cultural values affect the acceptance of artificial intelligence. Furthermore, a longitudinal study investigating the long-term effects of cultural activities like as innovation training or leadership coaching would considerably improve our knowledge of sustainable digital transformation.

Furthermore, it is critically necessary to create and assess specialized training initiatives aimed at boosting staff confidence in AI. Enhancing digital literacy, resolving ethical issues, and promoting cooperative human-AI interactions are some possible program objectives. The next research avenues will advance scholarly knowledge and assist managers and decision-makers in developing sound plans for the moral and effective use of AI.

- Investigate AI adoption across various cultural situations and nations.
- Consider the long-term effects of cultural interventions on AI integration.
- Investigate specialized training strategies for increasing staff trust and preparedness.

By combining the theoretical framework with actual data, this talk emphasizes the importance of corporate culture in developing views about AI, ultimately leading to more effective digital transformation methods.

8. RECOMMENDATIONS

The findings of this study indicate that employees' psychological preparedness to adopt AI in customer service is significantly shaped by organizational culture. Accordingly, a set of strategic recommendations is proposed to assist goods-supplying organizations in fostering AI readiness. These recommendations are supported by both recent academic research and insights from real-world practices.

First, organizations should cultivate a culture that encourages risk-taking, experimentation, and open communication regarding technological change. A workplace environment that values creativity, employee input, and reduced hierarchical barriers is more conducive to successful digital transformation. Research has shown that employees' receptiveness to innovation is strongly influenced by perceived organizational support (Kivimäki et al, 2000). More recent studies also confirm that an innovative culture facilitates smoother transitions during implementation phases and builds trust in AI systems (Korteling et al, 2021).

Second, transparent communication is essential in reducing anxiety and fostering trust in AI technologies. Psychological safety is enhanced when employees are consistently informed about the objectives, applications, and expected outcomes of AI tools. (Vashisht & Johnson et al, 2021) confirm that clear communication not only minimizes resistance but also increases the likelihood of acceptance. Companies are encouraged to organize internal awareness campaigns and team sessions that demonstrate how AI supports rather than threatens existing roles, especially in societies where technological innovation may be perceived as disruptive (Nguyen, 2020).

Third, employee involvement in the AI adoption process is critical. Engaging staff in co-design workshops, pilot testing, and feedback mechanisms reinforces a sense of value and ownership, thereby reducing resistance and strengthening commitment. Zhang et al. (2024), in a case study on a transportation company in East Asia, highlighted how employee participation significantly improved implementation outcomes. Similarly, (Lee & Chang,2023) emphasize that user involvement enhances both technological performance and cultural alignment.

Fourth, AI strategies must be adapted to the specific organizational and cultural context. Digital transformation is not a one-size-fits-all process; therefore, AI adoption plans should consider the company's values, operational norms, and internal dynamics. (Gil et al, 2021) advocate for tailored models that align AI systems with organizational behaviors and workforce characteristics. (Sitohang & Fadilla, 2023) further support the need for adaptive strategies to ensure smoother integration and functionality.

Moreover, ensuring that employees are not only knowledgeable but also confident in applying AI solutions is essential for long-term success. Developing digital literacy, strengthening emotional readiness, and aligning AI tools with employees' actual job functions can significantly ease the transition. (Dong et al, 2020) stress the importance of building psychological readiness, while (Foley et al, 2020) highlight the role of continuous learning in reducing anxiety and promoting more favorable attitudes toward AI.

Taken together, these recommendations provide a comprehensive roadmap for culturally sensitive and technically sound AI integration. Organizations are urged to view AI not merely as a technological upgrade, but as a collective transformation that requires empathy, trust, and inclusive leadership to succeed.

9. CONCLUSION

The current study shows how important it is for organizations to have a culture that supports psychological readiness when integrating artificial intelligence (AI) into customer service roles in goods-supplying sectors in Saudi Arabia. As Saudi Vision 2030 makes digital transformation a top priority, it is becoming more and more important to look into the cultural and psychological aspects of AI acceptance.

It seems that organizations that are open to new ideas, flexible, safe for employees' mental health, and have participative leadership are good places to introduce AI technologies. These kinds of cultures encourage employees to be involved, open, and actively contribute, all of which are necessary for the long-term success of digital systems. On the other hand, bureaucratic environments that are rigid and resistant to change can slow down technological progress because employees are more afraid and don't trust new tools.

The findings of this study support the idea that the success of AI implementation depends not only on technical skills but also on cultural alignment and readiness within the organization. Using well-known theoretical frameworks like GAAIS and PSI, this study stresses how important it is to use culturally responsive strategies that consider employees' values, fears, and hopes. This kind of approach can help make digital transformation projects in Saudi organizations more inclusive, effective, and strong.

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APPENDIX A

QUESTIONNAIRE

Artificial Intelligence in Customer Service for Goods Suppliers

As part of my Master's thesis research under the supervision of Dr. Artur Yetvart Mumcu, I am conducting a survey to gather data on Artificial Intelligence and Organization Culture. Participation is voluntary, and all collected data will be kept confidential within the research project and not shared with any external parties.

Section A Organizational Culture:

Q. N	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
2	The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.					
3	The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.					
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
5	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
6	The leadership in the organization is generally considered to exemplify					

	entrepreneurship, innovation, or risk taking.					
7	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
8	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
9	The management style in the organization is characterized by teamwork, consensus, and participation.					
10	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.					
11	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.					
12	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
13	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
14	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					

Continued

15	The glue that holds the organization together is the emphasis on achievement and goal accomplishment.					
16	The bond that holds the organization together is formal rules and policies. Maintaining a smooth a running organization is important					
17	The organization emphasizes human development. High trust, openness, and participation persist.					
18	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
19	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
20	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.					
21	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
22	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					

23	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
24	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.					

Section B Artificial Intelligent:

Q.N	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25	For routine transactions, I would rather interact with an artificially intelligent system than with a human.					
26	Artificial Intelligence can provide new economic opportunities for this country.					
27	Artificially intelligent systems can help people feel happier.					
28	I am impressed by what Artificial Intelligence can do.					
29	I am interested in using artificially intelligent systems in my daily life.					
30	Artificial Intelligence can have positive impacts on people's well-being.					
31	Artificial Intelligence is exciting.					
32	An artificially intelligent agent would be better than an employee in many routine jobs.					

Continued

33	There are many beneficial applications of Artificial Intelligence.					
34	Artificially intelligent systems can perform better than humans.					
35	Much of society will benefit from a future full of Artificial Intelligence.					
36	I would like to use Artificial Intelligence in my own job.					
37	Organizations use Artificial Intelligence unethically.					
38	I think artificially intelligent systems make many errors.					
39	I find Artificial Intelligence sinister.					
40	Artificial Intelligence might take control of people.					
41	I think Artificial Intelligence is dangerous.					
42	I shiver with discomfort when I think about future uses of Artificial Intelligence.					
43	People like me will suffer if Artificial Intelligence is used more and more.					
44	Artificial Intelligence is used to spy on people.					

Section C Demographic Information:

1) **Gender**
   a) Male ◯
   b) Female ◯
2) **Age**
   a) 20 – 30 ◯
   b) 30 – 40 ◯
   c) 40 – 50 ◯
   d) 50 – 60 ◯

e) +60 ◯

3) Sector

a) Retail (Restaurants, Bakery, Sweets) ◯
b) Hospitality (Hospitals, Hotels, Schools, Universities) ◯
c) Factories ◯
d) Cottage food ◯
e) Export & Import ◯

4) Experience

a) 0-3 Year ◯
b) 3-5 Years ◯
c) 5-10 Years ◯
d) +10 Years ◯