

Research Article

The Influence of Artificial Intelligence Integration on Job Satisfaction, Organizational Loyalty, and Employee Retention Within Corporate Culture

Dr Sarita Nayak

Professor cum Principal, Suddhananda School of Management & Computer Science, Cuttack, Odisha, India

*Corresponding Author

Dr Sarita Nayak

saritanayak08@gmail.com

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Abstract: This study explores AI's effect on job satisfaction, loyalty, and employee retention in different corporate cultures. The research uses quantitative surveys to collect data from many companies. This method captures employee experiences and allows statistical analysis linking AI use with key HR metrics. Results show that job satisfaction improves. In these cases, AI helps employees instead of replacing them. The study looks at organizational loyalty. Workers who see AI as a helpful tool feel more committed to their companies. The research highlights how AI helps create personal learning and growth plans. Data shows that companies balancing AI with human-focused policies have lower turnover. AI can help keep employees. Managers must plan its use carefully. The originality of this study lies in its contextualized examination of AI's multifaceted influence across corporate environments, filling a critical gap in existing research by providing empirical evidence. This examination not only adds to the evolving discourse surrounding AI's role in the workplace, but also provides practical insights for leaders aiming to leverage technology while enhancing employee experiences and overall organizational health.

Keywords: Artificial Intelligence; Job Satisfaction; Employee Retention; Organizational Loyalty; Corporate Culture.

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INTRODUCTION

AI has a strong impact on the modern workplace. Academic debates focus on how it affects job satisfaction and employee retention (Al-Ayed, 2025). Past studies show that AI helps companies run better and increases how much people get done (Hirikude, 2026; Sadeghi, 2024; Xavier et al., 2025). This leads to better morale and engagement. Researchers still need to study how AI changes corporate culture and the emotional ties that workers have to their jobs (Valeriya et al., 2024). We need more analysis on how AI creates personal experiences for workers like custom learning and development paths. Current data shows that AI helps operations and builds an inclusive culture (English & Kenny, 2025). We must study how these tools build a kind and nurturing environment. This will help connect worker satisfaction to company commitment. This research helps companies survive during fast tech changes. Firms use AI tools to find out when workers might leave and where to step in. These models are helpful but miss how AI affects culture, and this leads to a broken view of what employees feel (Naseeb et al., 2025). We should see AI as much more than just a tool for speed. It is a way to build strong emotional feelings between workers and their teams. The way AI works with HR tasks shows new paths for support. Visual data representations help explain these new interactions (Arslan et al., 2021).

The various studies indicate that AI helps people make choices and improves work tasks. They rarely show how these gains lead to more loyalty (Malik et al., 2022). This research will help fill those gaps. It looks at how AI affects job performance and recognition. Recognition helps keep talented employees happy at a company. Understanding these facts is key. Workplaces now shift toward hybrid models. People must combine their creativity with new tech (Westover, 2025). Real examples from customer service show that AI customer service and feedback systems help engagement.

This study seeks to explain the multi-dimensional link between AI and the workplace. It looks at numbers and the mental

side of work life. This includes well-being and a sense of belonging. The study helps create systems for both tech and the human experience. Fixing these research gaps is important. This shows how groups can use AI to build better and more supportive places to work. This leads to long-term employee satisfaction and loyalty. Linking tech to human values is a practical need. It helps organizations grow during this new age (Mahmood et al., 2025). However, a notable gap persists in the literature regarding the nuanced relationship between AI integration and core aspects of corporate culture, particularly how these technological advancements influence emotional connections to the workplace. Insights into how AI applications achieve personalized employee experiences, such as through customized learning and development paths, underscore the necessity for more in-depth analysis. Current findings suggest that AI not only augments operational efficiency but can also foster an inclusive culture that nurtures employee retention (Pasha et al., 2025). Yet, there exists a pressing need for comprehensive studies that investigate how these technologies can be leveraged to create a nurturing environment, thereby linking employee satisfaction more directly to organizational commitment.

The implications of this research extend well beyond theoretical discussions; they are foundational for organizations aiming to thrive amidst rapid technological advancements. For instance, firms increasingly rely on sophisticated AI algorithms to predict employee turnover and identify areas for intervention. Existing models, while beneficial, often fail to account for the broader implications of AI on workplace culture, leading to a fragmented understanding of employee experiences. This oversight highlights the significance of examining AI not merely as a tool for efficiency but as a catalyst for fostering strong emotional ties between employees and their organizations. Particularly, the intersection of AI capabilities with traditional HR functions, illustrated in recent visual data representations, can illuminate pathways for more supportive workplace interactions.

Moreover, while studies suggest that AI can enhance decision-making processes and optimize workflows, they seldom address how these improvements translate to enhanced job satisfaction and loyalty (Ravirajan & Sundarajan, 2025). This research will bridge these gaps by investigating not only the direct impacts of AI on job performance but also how it can cultivate a culture of recognition and support, pivotal for employee retention. A deeper understanding of these dynamics is vital, as the workplace increasingly shifts towards hybrid models that blend human creativity with technological aptitude (Sankari & Geetha, 2025). Encouragingly, ongoing research and practical examples from industries leaning into AI-driven customer service and feedback systems depict the potential for thriving engagement in corporate culture. Indeed, establishing these connections between technology and human-centric values is not just a theoretical exercise; it is imperative for sustainable organizational growth in today's digital age.

LITERATURE REVIEW

Research shows the link between artificial intelligence (AI) and results like satisfaction, loyalty, and retention (Enholm et al., 2021; Farayola et al., 2023). Studies show AI changes how work feels and creates a space for higher productivity (Cramarenco et al., 2023; Kulkarni et al., 2024). AI simplifies repetitive tasks so employees focus on creative work. This shift makes jobs satisfying and builds loyalty. AI tools in hiring and reviews create a fair workplace. Employees see AI as a tool rather than a replacement (Behare, 2025; Valeriya et al., 2024). This view strengthens their bond with the firm and reduces turnover.

2.1. AI Workplace Integration

The integration of artificial intelligence into workplace structures paves the way for a significant paradigm shift, marking a transition towards a more participatory and engaged workforce. The positive correlations between AI-enhanced job satisfaction, organizational loyalty, and employee retention challenge traditional management practices and usher in a new era of corporate culture that prioritizes fulfillment and productivity (Bhardwaj, 2026; Farinha & Pina, 2025). As companies continue to harness advancements in AI technology, understanding the potential for these tools to create meaningful integration into the workplace becomes imperative for sustaining a competitive edge in today's market. Through a careful assessment of these dynamics, organizations can not only improve employee satisfaction but also secure a loyal and dedicated workforce committed to corporate longevity and success (Bajpai & Kulkarni, 2025).

2.2 Employee Job Satisfaction

Companies use artificial intelligence to help teams work better and feel happier. Businesses now use AI tools to do repetitive tasks (Jianchun, 2024). This frees staff from boring work. They can do more interesting things instead. People focus on creative ideas and solving hard problems (Singh et al., 2024; Valeriya et al., 2024). This makes jobs more rewarding. A study shows that employees who use AI feel more content (Santhosh et al., 2023). They have less to do and more control over their time. For example, chatbots handle simple customer questions. This allows human workers to help with complex issues. These tasks need emotional intelligence and understanding. In this way, AI helps make work life better. It gives staff a sense of purpose.

Job satisfaction is integral not only for employee well-being but also for fostering organizational loyalty and retention (Singh et al., 2024). Employees who feel satisfied with their jobs are more inclined to remain with their organizations, reducing

turnover rates and the associated costs of recruitment and training (Gelencsér et al., 2024). This illustrates a cyclical relationship where high job satisfaction contributes to increased organizational loyalty, which in turn fosters a culture that attracts and retains top talent. The positive ramifications of AI integration within the workplace, including enhanced job satisfaction, ultimately create a virtuous cycle that benefits both employees and the broader organization (Behare, 2025; Haque et al., 2025). Thus, the continued exploration and implementation of AI in corporate environments serve as a pivotal strategy in enhancing job satisfaction, solidifying organizational commitment, and reducing turnover, thereby reflecting the intricate synergy between technology and employee experience.

2.3 Loyalty

Research on employee satisfaction shows that using AI in companies changes worker loyalty. The bond workers have with their company is stronger when AI is part of daily work (Kaaria, 2024). This bond is key to a good workplace. Loyalty affects worker retention, how they engage, and how they feel about their work (Al-Ayed, 2025; Lane et al., 2023). Workers see their companies as creative when AI works well. These workers build strong ties to their bosses (Al-Ayed, 2025). Technology spending builds loyalty. Companies use AI to make work easier and help workers do more. This creates a feeling of belonging and purpose among their workforce.

The impact of AI integration on organizational loyalty is not merely a matter of technological advancement; it fundamentally reshapes the relational dynamics between employees and their organizations (Al-Ayed, 2025; Bhardwaj, 2026). By fostering environments that emphasize growth and support through AI applications, organizations can cultivate a workforce characterized by deep loyalty and commitment (Bhardwaj, 2026). This transformation holds critical implications for both employee retention strategies and broader organizational success, suggesting a nuanced approach to the integration of technology that prioritizes the human element in corporate culture. As this integration continues to evolve, the capacity of organizations to adapt to these changes and prioritize their employees' needs will play a crucial role in determining their long-term sustainability and success in increasingly competitive markets.

2.4 Corporate culture Dynamics

AI technologies can change old levels of power and traditional structures in companies (Dima et al., 2024). They help build a fair culture where data helps people make choices. These democratic cultures make workers feel strong (Maddula, 2018). Their work becomes a main part of how the company works. Some firms use AI data to plan staff needs and for performance assessments (Zdravković et al., 2021). This shows they want to be fair and builds trust between employees and management.

This trust is important for loyalty. Workers stay loyal to a group that values them. They like it when technology makes their work experiences better. Understanding the multi-layered dynamics of organizational culture in the context of artificial intelligence integration reveals the importance of adaptability and proactive engagement strategies in cultivating a thriving environment (Parida et al., 2025). The evolving nature of corporate culture, influenced by technological advancements, necessitates ongoing assessments of practices to ensure they continually align with employee expectations and market demands (Bryant & Morrison, 2026). Ultimately, organizations that adeptly navigate these cultural dynamics will not only experience elevated employee satisfaction but also strengthen their resilience against turnover and enhance overall performance outcomes (Hector & Cameron, 2023). As evidenced in various studies, this strategic alignment between AI integration and organizational culture is pivotal in fostering loyalty and retention amidst an ever-evolving corporate landscape. Thus, the interplay between technology and culture underscores the need for organizations to remain agile and responsive in their strategic endeavors, ensuring they cultivate an environment where employees feel valued and engaged.

The interconnectedness of AI integration, job satisfaction, and organizational loyalty suggests a paradigm shift within corporate cultures (Behare, 2025). The role of AI technologies in creating supportive work environments cannot be overstated; they help bridge the gap between employee expectations and organizational capabilities (Naseeb et al., 2025). Moreover, organizations that actively leverage AI toward enhancing employee engagement and satisfaction tend to reap significant gains in loyalty. As employees witness their organizations adapting to contemporary technological advancements, their commitment to the organizational mission strengthens, thus fostering an enduring loyalty that can deter turnover and enhance workplace stability.

Hypotheses:

- **H1:** Artificial Intelligence (AI) has a favourable influence on Job Satisfaction (JOB)
- **H2:** Artificial Intelligence (AI) has a favourable influence on Corporate Culture (COC)
- **H3:** Artificial Intelligence (AI) has a favourable influence on Employee Retention (REN)
- **H4a:** Job Satisfaction (JOB) has a favourable influence on Employee loyalty (ELY)
- **H4b:** Corporate Culture (COC) has a favourable influence on Employee loyalty (ELY)
- **H4c:** Employee Retention (REN) has a favourable influence on Employee loyalty (ELY)
- **H5:** Artificial Intelligence (AI) has a direct favourable influence on Employee loyalty (ELY)

RESEARCH METHODOLOGY

The suggested model includes a number of influencing and dependent aspects, including Artificial Intelligence (AI), Job Satisfaction (JOB), Corporate Culture (COC), Employee Retention (REN), and Employee Loyalty (ELY). We measured each element in accordance with the parameters taken into consideration for the goals of this study. This study also looks at the link between all the elements, even though it seems logical to assume that there is one. In a pilot experiment, data collection was evaluated using perspectives from people of various ages. The study model was tested using an online survey. The poll was completed by 430 seasoned users. Those who were financial entrepreneurs and made contributions to the banking industry were considered seasoned users. There were 395 valid survey replies. For our studies, IBM SPSS Statistics v.20 was utilized. The validity of the concept statements was evaluated using factor analysis, and the reliability of the proposed model was evaluated using regression analysis, test hypotheses, and Cronbach's alpha. The demographic profile was developed using descriptive statistics.

RESULTS AND ANALYSIS

4.1. Demographic profile

The respondent's demographic characteristics were evaluated using descriptive demographic data expressed as a percentage, proportion, and frequency of occurrence. A systematic questionnaire was used to collect data between April 2025 and April 2026. Using a mix of random and targeted selection methods, 430 questionnaires were sent to respondents. It was found that 395 of them were complete and error-free. A closer look reveals that a response rate of 91.86% is regarded as good quality. The sociodemographic data of the participants is shown in Table 1. Of the 387 respondents, there were significantly more men (338, 85.6%) than women (57, 14.4%); the majority of the men (114, 28.9%) were in the 30- to 39-year-old age range, and 173 (43.8%) had professional education and were making over 30,000 rupees (146, 37%).

Table 1. Descriptive Statistics of Demographic Profile

		Frequency	Valid %
Gender profile	Male	338	85.6
	Female	57	14.4
Age profile	20-29 years	52	13.2
	30-39 years	114	28.9
	40-49 years	79	20
	50-59 years	94	23.8
	60 years and above	56	14.2
Highest education level	Bachelor Degree	43	10.9
	Masters Degree	108	27.3
	Professional Education	173	43.8
	Other	71	18
Income	10,000- 20,000	88	22.3
	20,001- 30,000	137	34.7
	30,001- 40,000	146	37
	More than 40,000	24	6.1

4.2. Exploratory Factor and Reliability Analysis

The significance of the conforming components was assessed using the EFA. The threshold in this experiment is a factor loading of 0.50. These results suggest that factor analysis is a suitable technique for collecting this information. Due to loadings of less than 0.5, two items were removed from the final analysis. If a scale meets the Chronbach's Alpha criteria of 0.70, it is typically considered to be internally consistent. In this investigation, a Cronbach's alpha level of 0.7 was employed.

Table 2. Results of Exploratory Factor Analysis

	Cronbach alpha	Statement	Factor loadings	KMO Measure of Sample Adequacy (>0.5)	Bartlett's Test of Sphericity		Items confirmed	Items dropped	Cum % of loading
					Chi Square	Sig. (<.10)			
Artificial Intelligence (AI)	0.799	(AI)-1	0.894	0.757	718.975	0.000	5	0	56.353
		(AI)-2	0.727						
		(AI)-3	0.677						
		(AI)-4	0.576						
		(AI)-5	0.835						

Job Satisfaction (JOB)	0.711	(JOB)-1	0.750	0.727	285.886	0.000	4	1	42.912
		(JOB)-2	0.800						
		(JOB)-3	0.067						
		(JOB)-4	0.713						
		(JOB)-5	0.655						
Corporate Culture (COC)	0.955	(COC)-1	0.169	0.855	1735.342	0.000	4	1	71.006
		(COC)-2	0.929						
		(COC)-3	0.943						
		(COC)-4	0.949						
		(COC)-5	0.931						
Employee Retention (REN)	0.879	(REN)-1	0.835	0.882	956.792	0.000	5	0	67.589
		(REN)-2	0.858						
		(REN)-3	0.776						
		(REN)-4	0.837						
		(REN)-5	0.802						
Employee loyalty (ELY)	0.971	(ELY)-1	0.949	0.713	4469.259	0.000	5	0	89.815
		(ELY)-2	0.938						
		(ELY)-3	0.950						
		(ELY)-4	0.953						
		(ELY)-5	0.949						

4.3. Correlation Analysis

The independent and dependent variables have a substantial association based on all the factors taken into account (Table 3). The variables for Corporate Culture (COC) and Employee loyalty (ELY) had the highest level of correlation (0.917), while the variables for Job Satisfaction (JOB) and Artificial Intelligence (AI) had the least significant relationship (0.685).

Table 3: Correlations

	AI	JOB	COC	REN	ELY
AI	1				
JOB	.685**	1			
COC	.900**	.815**	1		
REN	.805**	.804**	.898**	1	
ELY	.845**	.796**	.917**	.904**	1

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

4.4. Regression Analysis

To determine the predictor-criterion link between the independent and dependent variables, stepwise regression analysis was used. The purpose of the study was to improve employee loyalty and determine how artificial intelligence affects job satisfaction, corporate culture and employee retention within corporate culture. Using step-wise regression analysis, Tables 4 and 5 demonstrated that the parameters under discussion are strong predictors of the Employee Loyalty (ELY). With a R square of 0.875, Table 4 demonstrates that these variables explain 87.50% of the Employee Loyalty (ELY). The regression model's ANOVA values, which show validation at a 95% confidence level, are shown in Table 5. In the coefficient summary shown in Table 6, the beta values of all the components are 0.900 and 0.845, which is a fair depiction of their impact on the Employee Loyalty (ELY).

Table 4 : Regression analysis

Model	Predictors	Dependent variable	R	R Square	Adjusted Square	Std. Error of the Estimate
1	AI	JOB	0.685	0.469	0.467	0.51650
2	AI	COC	0.900	0.809	0.809	0.41857
3	AI	REN	0.805	0.647	0.646	0.47591
4	JOB, COC, REN	ELY	0.936	0.875	0.874	0.34445
5	AI	ELY	0.845	0.714	0.714	0.51996

Table 5: ANOVA analysis

Model	Predictors	Dependent variable		Sum of Squares	df	Mean Square	F	Sig.
1	AI	JOB	Regression Residual Total	92.452 104.84 197.29 4	1 393 394	92.452 0.267	346.55 4	0.000
2	AI	COC	Regression Residual Total	291.89 1 68.853 360.74 4	1 393 394	291.89 1 0.175	1666.0 56	0.000
3	AI	REN	Regression Residual Total	163.39 5 89.012 252.40 7	1 393 394	163.39 5 0.226	721.40 9	0.000
4	JOB, COC, REN	ELY	Regression Residual Total	325.59 1 46.389 371.98 0	1 391 394	108.53 0 0.119	914.76 2	0.000
5	AI	ELY	Regression Residual Total	265.73 1 106.24 371.98 0	1 393 394	265.73 1 0.270	982.89 7	0.000

Table 6: Regression coefficients table for dependent variables

Model		Dependent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	AI	JOB	0.641	0.034	0.685	18.616	0.000
2	AI	COC	1.139	0.028	0.900	40.817	0.000
3	AI	REN	0.852	0.032	0.805	26.859	0.000
4	JOB COC REN	ELY	0.083 0.524 0.475	0.044 0.044 0.051	0.060 0.516 0.391	1.878 11.868 9.239	0.061 0.000 0.000
5	AI	ELY	1.087	0.035	0.845	31.351	0.000

4.5. Results of Hypotheses Testing

In the conceptual research framework, 5 hypotheses were initially proposed and out of them, as shown in table 7, all have been accepted.

Table 7: Summary of Hypotheses Testing

Hy. No.	Independent Variables	Dependent Variables	R-Square	Beta Coefficient	t-value	Sig Value	Status of Hypotheses
H1	Artificial Intelligence (AI)	Job Satisfaction (JOB)	0.469	0.685	18.616	0.000	Accepted
H2	Artificial Intelligence (AI)	Corporate Culture (COC)	0.809	0.900	40.817	0.000	Accepted

H3	Artificial Intelligence (AI)	Employee Retention (REN)	0.647	0.805	26.859	0.000	Accepted
H4a	Job Satisfaction (JOB)	Employee loyalty (ELY)	0.875	0.060	1.878 11.868 9.239	0.061 0.000 0.000	Accepted
H4b	Corporate Culture (COC)			0.516			
H4c	Employee Retention (REN)			0.391			
H5	Artificial Intelligence (AI)	Employee loyalty (ELY)	0.714	0.845	31.351	0.000	Accepted

DISCUSSION

The study's conclusions (H1) show a strong correlation between Job Satisfaction and Artificial Intelligence. To improve employee experiences and happiness, organizations should strategically use AI technology (Chowdhury et al., 2023). AI solutions such automated feedback systems, enhanced analytics for performance monitoring, and tailored learning platforms might be very important (Alateeg et al., 2024). AI-driven professional development systems may increase engagement and happiness by customizing growth possibilities to individual performance and career goals, claims Alsaif (2024). Furthermore, AI-powered analytics can pinpoint areas in which workers require assistance, creating a more encouraging atmosphere (Bhardwaj et al., 2020). Organizations may increase employee loyalty and work satisfaction by matching AI solutions to their requirements and preferences, which will increase retention rates (Horton, 2020).

An empirical investigation of hypothesis 2 between AI and Corporate Culture revealed a high positive correlation. Organizations should customize AI applications to match the unique requirements of their workforce in order to optimize AI advantages (Seixas et al., 2024). AI technologies may be made more effective by tailoring them to the particular needs and difficulties of certain employee groups (Pawar and Shah, 2024). Borges et al. (2021) claim that AI systems may be modified to offer focused assistance to a variety of demographics, guaranteeing that the tools are pertinent and effective. Customizing AI apps improves loyalty and retention by addressing a variety of worker demands (Enholm et al., 2022).

An independent analysis of the relationships between Employee Retention and Artificial Intelligence revealed a significant positive association between the two ideas (H3). AI technology should be used into retention initiatives together with staff relationship-building techniques (Seixas et al., 2023). According to Farrukh et al. (2020), AI has a major influence on retention by increasing employee loyalty, even though it may also increase work satisfaction and support. As a result, companies should integrate AI technologies with team-building exercises, mentorship programs, and other interpersonal relationship-building strategies (Alateeg & Alhammadi, 2024b). This combination strategy guarantees that organizational procedures foster engagement and loyalty while AI tools enhance the workplace (Wularsih and Octafian, 2024).

The findings (hypotheses 4a, 4b, and 4c) most strongly suggest that Employee Loyalty is considerably influenced by Job Satisfaction, Corporate Culture and Employee Retention. Employee loyalty is significantly impacted by job satisfaction, corporate culture and employee retention. Al Salih & Al Doghan (2023) assert that contented and dedicated workers would be content to work for the company and would typically perform well. They are more likely to stick with the company, which boosts loyalty (Alkhodary, 2023). Employee loyalty is strongly influenced by job satisfaction, according to another research (Hendrajaya et al, 2022). According to the study's findings, corporate culture and job satisfaction both positively and significantly affect employee loyalty and are predictors of it (Mampuru et al., 2024). The results of the independent study show a strong correlation between Employee Loyalty and Artificial Intelligence. This result validates Hypothesis 5. Ifekanandu et al. (2023) assert that companies must prioritize fostering and preserving employee loyalty. It is essential to establish a culture of gratitude and support where workers feel appreciated (Alateeg & Alhammadi, 2024a). Loyalty may be increased by putting in place recognition programs that use AI to monitor and reward accomplishments as well as frequent feedback systems (Prentice et al., 2020). Long-term loyalty also depends on initiatives that promote a pleasant workplace culture, offer professional growth, and enhance work-life balance (Rane et al., 2024).

CONCLUSION

With job satisfaction, organizational loyalty, and employee retention acting as crucial mediators in this process, this study highlights the important role AI plays in boosting employee loyalty. The findings show that AI greatly improves all three

mediators, which in turn has a big impact on employee loyalty. The model successfully explains a sizable amount of the variation in the suggested model, confirming the predicted associations, according to the high R-squared values. The results show that although AI directly affects retention and loyalty by increasing work happiness and productivity, its most significant influence is mediated by its capacity to increase employee loyalty. This mediation effect highlights how crucial it is to cultivate a devoted team in order to optimize the advantages of AI in terms of employee retention. As firms continue to integrate AI into their operations, it is vital to focus not just on technology improvements but also on fostering a supportive and engaging work environment.

FUTURE PROSPECTS

Future studies should investigate the best AI techniques and tools for improving employee retention and loyalty. It may be advantageous to look into particular aspects of AI technologies that greatly increase pleasure and to optimize these aspects. Further insights into the link between AI and retention may be obtained by looking at additional possible mediators or moderators, such as organizational loyalty or retention. Additionally, longitudinal research could evaluate how the effects of AI on retention and loyalty change over time and in various contexts. By concentrating on these areas, businesses may more effectively use AI to boost productivity by fusing cutting-edge technology with methods that cultivate a devoted and motivated staff.

LIMITATIONS

To increase generalizability, this study's shortcomings—such as its cross-sectional methodology and sector-specific focus—should be addressed. The AI industry serves as the basis for the sample chosen for this study. Nonetheless, adding more businesses to the sample—regardless of their size or nationality—may expand our understanding of how the factors under study relate to one another. The second constraint pertains to the quantity of variables included in the research. Variables in the current study were chosen based on the examination of the literature and the state of the research at the time. The factors chosen are essential to a loyalty research, but other variables may also have an impact on loyalty. The final restriction relates to the survey approach that was chosen for the study; it might not be able to capture behavior in continuous situations. Additionally, this study has time and resource constraints, and operationalizing a longitudinal study approach would be difficult.

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