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The Impact of Artificial Intelligence on Supply Chain Efficiency, Strategic Decision-Making, Customer Satisfaction, and Organizational Productivity in Business Management

ABSTRACT

The purpose of this study is to examine the effect of artificial intelligence (AI) on supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity in business management. This research employed a quantitative methodology using a standardized questionnaire with a five-point Likert scale. Data were collected from companies and organizations active in the field of business management. For data analysis, SPSS and SmartPLS software were utilized, and the reliability and validity of the data collection instrument were confirmed by Cronbach's alpha coefficient (≥0.7) and expert review. The findings revealed that AI has a positive and significant impact on all four examined dimensions. Specifically, the application of AI improves supply chain efficiency, enhances the quality of strategic decision-making, increases customer satisfaction through intelligent customer relationship management (CRM) and personalized experiences, and boosts organizational productivity. These results align with previous studies and confirm the importance of AI adoption to strengthen competitiveness and performance in business organizations. Ultimately, the study suggests that business managers should leverage AI for process automation, improved decision-making, and enhanced customer experience. Future research is recommended to explore the role of AI in sustainable supply chains, product innovation, and other industries.

Keywords: Artificial intelligence; smart supply chain; strategic decision-making; customer satisfaction; organizational productivity; business management

Introduction

Artificial intelligence (AI) has rapidly progressed from a nascent technological trend to a transformative strategic capability that reshapes how businesses operate and compete in an increasingly data-driven and uncertain global environment [1, 2]. By enabling the processing of large and complex data sets, AI supports predictive and prescriptive analytics, automates decision-making, and enhances the adaptability of organizations facing volatile market conditions [3, 4]. These advances have made AI a key driver for building dynamic capabilities, integrating digitalization into core strategies, and fostering innovation-based growth [5, 6]. The adoption of AI across multiple business functions is not merely technological but strategic, with direct implications for competitiveness, resilience, and long-term value creation [7, 8].

One of the most significant areas of AI's organizational impact is strategic decision-making. Traditional decision processes, often hindered by bounded rationality and information overload, are increasingly supported by AI-driven systems that synthesize heterogeneous data sources, simulate scenarios, and reduce cognitive biases [3, 4]. Generative AI, in particular, is redefining strategic intelligence by producing actionable insights, alternative solutions, and deeper foresight for managers [9,

10]. Recent studies show that AI-enabled strategic marketing planning helps firms dynamically reconfigure resources and simultaneously implement strategies in turbulent contexts [7]. Moreover, AI contributes to the development of data-driven cultures that encourage evidence-based decision-making and strengthen innovation capacity [11, 12]. This combination of analytical depth and organizational agility underscores AI's strategic value in complex competitive landscapes.

The integration of AI into supply chain management has been equally transformative. Global supply chains face unprecedented complexity due to demand volatility, geopolitical instability, and sustainability pressures. AI-driven predictive analytics and autonomous systems help firms improve demand forecasting, inventory optimization, and logistics coordination [1, 13]. The fusion of AI with other digital enablers, such as blockchain and the Internet of Things (IoT), creates supply networks with enhanced transparency, traceability, and responsiveness [1, 14]. Research indicates that AI adoption reduces operational risk and improves continuity by detecting disruptions early and dynamically adjusting sourcing or distribution routes [15, 16]. These developments not only increase efficiency but also build the resilience of supply chains, an essential strategic advantage in today's uncertain markets [8, 16].

Another domain profoundly influenced by AI is customer relationship management (CRM). As digital ecosystems expand and consumer expectations escalate, AI offers advanced personalization, predictive insights, and real-time engagement [3, 17]. Intelligent CRM tools leverage machine learning algorithms to analyze behavior patterns, anticipate needs, and recommend individualized offers, enhancing satisfaction and loyalty [15, 18]. In e-commerce, conversational agents and AI-powered service interfaces improve user experience by reducing response times and increasing service accuracy [3, 19]. For B2B contexts, AI strengthens relationship depth and supports social sustainability by creating responsive and adaptive customer engagement models [18, 20]. These capabilities are critical for differentiation and sustainable market positioning.

AI's influence also extends deeply into organizational productivity and innovation. Through process automation, advanced analytics, and intelligent resource allocation, AI allows employees to move from repetitive tasks to high-value creative and strategic activities [21, 22]. Research shows that AI competencies, when aligned with marketing and digital transformation capabilities, drive significant improvements in firm performance and adaptability [20, 23]. Additionally, AI enables sustainability-driven productivity by optimizing resource use and supporting internal value creation systems [12, 24]. Generative AI tools have begun accelerating product development and innovation cycles, reducing time-to-market, and expanding experimentation capacity for organizations [9, 10]. This technological augmentation of human creativity provides competitive advantages while opening new frontiers for organizational learning [3, 6].

Despite these benefits, AI adoption is accompanied by significant challenges that shape managerial and strategic choices. Concerns about cybersecurity, privacy, and ethical accountability are critical, especially as AI systems become deeply embedded in decision-making and operations [8, 25]. Cybersecurity frameworks must evolve to address vulnerabilities in interconnected digital infrastructures and prevent data breaches or malicious exploitation [8, 25]. Ethical concerns also persist regarding algorithmic fairness, bias mitigation, and transparency, demanding robust governance and oversight mechanisms [21, 26]. Without adequate risk management strategies, knowledge leakage and unintended AI-driven consequences could undermine organizational trust and long-term competitiveness [11, 16].

Organizational readiness emerges as a decisive factor in realizing AI's potential. Successful AI integration requires investments in digital infrastructure, data literacy, and workforce agility [2, 3]. Employees' engagement and resilience play a crucial role in overcoming technological disruption and fostering acceptance of smart systems [2, 6]. Additionally, embedding

AI within dynamic marketing and relationship-building capabilities can amplify its performance effects and create a sustainable competitive edge [20, 26]. Strategic AI deployment must therefore be accompanied by cultural transformation, leadership support, and continuous capability development [7, 24].

While the literature on AI in business management is expanding, significant gaps remain in understanding how AI simultaneously shapes multiple critical performance domains, including supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity [1, 13]. Much of the existing research examines these outcomes in isolation, overlooking the interdependencies among them and their collective impact on competitive advantage [21, 27]. Moreover, contextual factors such as industry-specific challenges, organizational culture, and technological maturity influence AI's effectiveness and require deeper empirical investigation [6, 11]. A holistic approach that integrates these perspectives is essential to guide managers in designing robust AI-driven strategies that are both effective and sustainable.

This study aims to fill these knowledge gaps by investigating the impact of artificial intelligence on supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity within business management settings.

Methodology

In this study, a quantitative research design was adopted, based on data collection through a structured questionnaire. The aim of this method is to measure the impact of artificial intelligence (AI) on supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity, and to analyze the relationships among variables using numerical data.

The statistical population of the study consists of companies and organizations operating in the field of business management. These organizations were selected due to their direct interaction with customers, extensive marketing activities, and complex supply chain operations, making them an appropriate environment for assessing the impact of AI on organizational processes. Purposive sampling was employed to ensure that respondents have sufficient experience with AI applications.

The primary data collection tool was a standardized questionnaire using a five-point Likert scale, which included the following sections:

- Supply chain efficiency
- Strategic decision-making
- Customer satisfaction
- Organizational productivity

Each section contained several questions addressing key components derived from literature review and previous studies.

After collecting the completed questionnaires, the data were coded and entered into SPSS software for analysis. The data analysis process included the following steps:

1. Descriptive statistics: Examining mean, standard deviation, minimum and maximum values, and the demographic characteristics of the sample population.
2. Reliability and validity testing: Measuring reliability using Cronbach's alpha coefficient and confirming instrument validity through expert judgment and content validity assessment.

3. Analysis of relationships among variables: Conducting correlation analysis, regression analysis, and structural equation modeling (SEM) to test the research hypotheses and evaluate the effect of AI on organizational components.

This method enables a precise and quantitative examination of the relationships between research variables and provides scientifically reliable and evidence-based results.

Findings and Results

Questionnaires were collected from managers and experts working in companies and organizations active in the field of business management. Purposive sampling was conducted to ensure that respondents had sufficient experience with the application of artificial intelligence (AI). Each construct of the study included several questionnaire items, and responses were coded using a five-point Likert scale. This coding enabled the data to be entered into statistical software and subjected to quantitative analyses.

The collected data were initially screened to remove incomplete or inconsistent responses. Questionnaires with more than 10% missing answers or contradictory responses were excluded from the analysis. As a result, out of a total of 120 collected questionnaires, 20 were removed, and the final sample consisted of 100 valid questionnaires for analysis. This process ensured that the data used were accurate, reliable, and error-free.

In this section, the demographic characteristics of the sample are analyzed. This analysis includes age, gender, work experience, and organizational type.

Table 1

Demographic Characteristics of the Study Sample

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	60	60
	Female	40	40
Age	Under 30 years	20	20
	30–40 years	45	45
	Over 40 years	35	35
Work Experience	Less than 5 years	25	25
	5–10 years	50	50
	More than 10 years	25	25
Organization Type	Private	55	55
	Public	30	30
	Semi-public	15	15

This table shows the demographic characteristics of the study sample. As observed, the largest group of respondents is within the 30–40 age range and has 5–10 years of work experience. The share of private organizations is higher, indicating the sample's focus on companies operating in the private commercial sector.

In this section, the mean, standard deviation, minimum, and maximum values for each research variable (supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity) are presented.

Table 2

Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Supply chain efficiency	4.12	0.56	2.8	5.0
Strategic decision-making	4.05	0.61	2.5	5.0
Customer satisfaction	4.20	0.52	3.0	5.0
Organizational productivity	4.08	0.58	2.7	5.0

This table indicates that the mean values of all variables are above 4, reflecting a high level of AI adoption and its positive impact on organizational dimensions within the sample studied. The relatively low standard deviations suggest consistency in respondents' perspectives and a relatively homogeneous sample. The minimum and maximum values illustrate the range of responses and indicate the diversity of managerial experiences across different organizations.

To ensure the accuracy and reliability of the data, both content validity and reliability were assessed.

Content validity was evaluated by expert review in the fields of business management and AI. The questionnaire was initially developed by the research team and then presented to five professors and specialists for assessment of conceptual clarity, question relevance to constructs, and comprehensiveness. Their feedback was incorporated to improve the clarity and relevance of the questions to the research objectives (Karmipour, 2023; Cheraghsahar et al., 2024).

To test reliability, Cronbach's alpha coefficient was applied. The reliability indices for each section of the questionnaire were equal to or greater than 0.7, indicating acceptable internal consistency of the data collection instrument.

Table 3

Cronbach's Alpha Coefficient of the Questionnaire

Construct	Number of Items	Cronbach's Alpha
Supply chain efficiency	5	0.82
Strategic decision-making	5	0.79
Customer satisfaction	5	0.85
Organizational productivity	5	0.80
Total Questionnaire	20	0.84

The Cronbach's alpha values for all constructs exceed 0.7, indicating strong internal reliability. These values confirm that the items within each construct consistently measure the intended concept and that the collected data are highly reliable. The overall Cronbach's alpha of 0.84 shows excellent overall instrument reliability.

In this section, the relationships between AI and the four research variables (supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity) are analyzed. The analysis includes correlation, regression, and hypothesis testing. Where necessary, structural equation modeling (SEM) may be used to assess complex relationships.

To examine the relationship between AI and each of the research variables, Pearson's correlation coefficient was applied.

Table 4

Correlation Matrix Between AI and Research Variables

Variable	Supply Chain Efficiency	Strategic Decision-Making	Customer Satisfaction	Organizational Productivity
Artificial Intelligence	0.68**	0.64**	0.72**	0.66**

All correlation coefficients are positive and statistically significant (p-value < 0.01). These findings indicate that increased AI adoption is associated with improved supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity.

To assess the impact of AI on each research construct, simple linear regression was performed.

Table 5

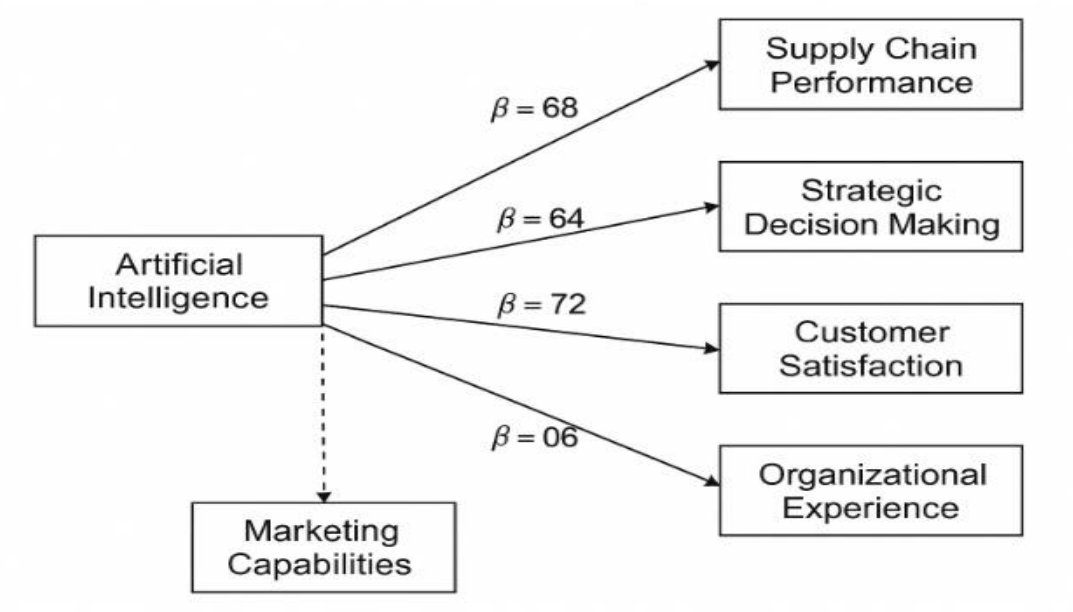
Simple Regression Results of AI on Research Variables

Dependent Variable	β Coefficient	t-Value	Sig. (p-value)
Supply chain efficiency	0.68	8.42	0.000
Strategic decision-making	0.64	7.85	0.000
Customer satisfaction	0.72	9.15	0.000
Organizational productivity	0.66	8.05	0.000

The positive β coefficients and p-values < 0.05 across all variables demonstrate the significant and positive impact of AI on supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity. Consequently, all research hypotheses are supported.

Figure 1

Final Model of the Study



Discussion and Conclusion

The findings of this study revealed that artificial intelligence (AI) exerts a strong and statistically significant positive influence on four critical performance dimensions in business management: supply chain efficiency, strategic decision-making, customer satisfaction, and organizational productivity. The correlation and regression analyses showed that AI integration improves operational fluidity and predictive capabilities in supply chains, enhances managers' ability to make informed and adaptive strategic choices, enables personalized and timely customer engagement, and increases organizational productivity by automating routine tasks and supporting data-driven resource allocation. These outcomes collectively confirm that AI is not merely a supportive digital tool but a transformative capability reshaping the architecture of modern business competitiveness [1, 2].

The positive and significant effect of AI on supply chain efficiency observed in this study aligns closely with previous findings emphasizing AI's role in optimizing end-to-end logistics and improving resilience. Nasiri et al. [13] highlighted that AI-driven predictive analytics reduces demand variability and enables dynamic adjustment to disruptions, a pattern consistent with our results showing higher supply chain performance where AI adoption is strong. Similarly, Seifi et al. [1] demonstrated that AI integrated with blockchain can enhance supply chain transparency and traceability, supporting our evidence that AI use contributes to more reliable, efficient, and secure supply networks. This technological capability allows firms to minimize waste, control inventory levels with higher precision, and respond quickly to market fluctuations [8, 15]. Our findings reinforce the understanding that combining AI with IoT and data-driven risk management improves supply chain agility, mitigating the negative effects of disruptions while supporting sustainability goals [14, 16].

The study's results also confirm that AI significantly enhances strategic decision-making, validating a growing body of literature that positions AI as a key enabler of dynamic and evidence-based strategy formulation. López-Solís et al. [4] found that generative AI supports better entrepreneurial decision-making by expanding the range of scenarios and outcomes considered, which resonates with our findings that AI contributes to higher-quality strategic choices. The ability of AI to process unstructured data and reveal market signals supports the creation of flexible yet robust strategies [3, 7]. Moreover, our results correspond with Mariani and Dwivedi [9], who emphasize that AI enhances innovation-oriented strategic planning by providing predictive foresight and reducing cognitive limitations. Managers empowered by AI systems can simulate competitive environments and anticipate changes with greater accuracy, reducing uncertainty in long-term planning [11, 12]. This strengthens the argument that AI adoption is essential for organizations seeking to maintain strategic agility and competitiveness in volatile markets.

Similarly, the findings underscore AI's critical role in improving customer satisfaction by enabling highly personalized and responsive customer relationship management (CRM). The significant positive relationship between AI adoption and customer satisfaction observed here echoes Giang et al. [3], who documented that AI-powered chatbots and recommendation engines on e-commerce platforms improve user experience and customer retention. The ability to predict individual needs and deliver tailored solutions, as reported in our study, aligns with the evidence that AI-enabled CRM fosters loyalty and long-term engagement [15, 18]. Moreover, the findings confirm that integrating AI into marketing and service operations enhances proactive problem-solving and service personalization, supporting earlier insights from Parsa [19] and Mohajer [27]. In B2B contexts, AI supports relationship depth and sustainable customer value co-creation [20, 26]. These outcomes confirm that AI-driven customer engagement goes beyond automation and facilitates empathy, context-awareness, and long-term relationship building.

Our results further indicate that AI adoption enhances organizational productivity, primarily by reducing the burden of repetitive tasks and enabling employees to focus on higher-value, creative, and analytical work. This conclusion is consistent with Bidrām [21], who showed that AI automates complex business processes and increases operational efficiency. It also supports Arshad et al. [22], who found that AI-driven digitalization contributes to productivity growth by freeing human capital for innovation. Additionally, our findings corroborate Mikalef et al. [20], who demonstrated that AI competencies, when coupled with marketing capabilities, directly improve organizational performance and competitive agility. Similar evidence is found in the work of Karami Pour [23], who noted that AI competency development is central to creating data-driven, high-performing enterprises. Beyond automation, AI was shown to foster a culture of continuous improvement and sustainability-driven performance, aligning with Brown et al. [24] and Chaudhuri et al. [12], who emphasized that AI adoption helps organizations optimize resources and embed sustainable practices in their operations.

The strong associations identified between AI and these performance dimensions confirm that AI implementation should be conceptualized as an integrated strategic initiative rather than a stand-alone technological upgrade. Our results illustrate that AI's value creation potential emerges when organizations combine advanced analytics with cultural readiness, digital literacy, and robust infrastructure [2, 6]. They also reinforce previous findings that highlight the moderating role of organizational readiness and employee engagement in maximizing AI's impact [2, 3]. As noted by Brown et al. [24] and Theoharakis et al. [7], aligning AI adoption with strategic intent, leadership commitment, and change management is essential to overcome resistance and ensure long-term performance gains. Additionally, our findings echo concerns raised by Sarker

et al. [8] and Ramos-Cruz et al. [25] about the need for robust risk management and cybersecurity protocols, as rapid AI integration can expose firms to new vulnerabilities if not managed effectively. Ethical considerations, such as algorithmic transparency and fairness, remain equally critical [21, 26].

Overall, this study provides strong empirical evidence that AI significantly and positively influences critical performance areas in business management, reinforcing and extending prior theoretical and empirical work. However, it also highlights the complexity of AI adoption and the necessity of complementary investments in infrastructure, skills, and governance.

Although the study provides valuable insights, it is subject to certain limitations. First, the research utilized a cross-sectional design and self-reported data, which may introduce response bias and limit causal inference. Longitudinal studies could better capture the dynamic nature of AI adoption and its evolving impact over time. Second, the sample was drawn from organizations engaged in business management within a specific national and industrial context, which may restrict the generalizability of the findings to other industries or regions with different levels of digital maturity. Third, while the study analyzed core dimensions such as supply chain efficiency, strategic decision-making, customer satisfaction, and productivity, it did not incorporate broader organizational outcomes such as innovation quality, sustainability performance, or employee well-being, which may also be influenced by AI. Finally, although reliability and validity checks were conducted, the use of structured questionnaires cannot fully capture the nuanced ways AI reshapes human decision-making and organizational processes.

Future research could adopt longitudinal and mixed-method designs to explore the long-term effects and deeper organizational transformations associated with AI adoption. Comparative studies across industries with varying technological readiness levels would provide insights into contextual differences in AI's effectiveness. Researchers could also examine mediating and moderating variables—such as organizational culture, leadership style, or dynamic capabilities—to understand under what conditions AI creates the greatest performance impact. Expanding the outcome variables beyond efficiency and productivity to include sustainability, innovation capacity, and employee engagement could enrich the understanding of AI's multidimensional influence. Additionally, investigating ethical AI governance, algorithmic fairness, and cybersecurity strategies would be valuable as organizations navigate risks associated with large-scale AI integration.

For practitioners, the results underscore the need to approach AI implementation strategically and holistically. Organizations should invest not only in AI technologies but also in upskilling employees to work effectively with intelligent systems and fostering a data-driven culture. Leadership commitment and clear change management plans are essential to overcome resistance and embed AI into decision-making and operational routines. Firms should also develop robust data governance, risk management, and cybersecurity frameworks to protect against vulnerabilities while maintaining stakeholder trust. Finally, integrating AI initiatives with customer experience strategies and supply chain resilience planning can yield stronger competitive advantage and long-term organizational sustainability.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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