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Enabling B2B Customer Performance Through AI Assimilation: The Mediating Role of Customer Experience in Indonesian Markets

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Abstract

This study examines the influence of AI adoption, social value, informational value, and ease of use on customer experience and their effects on customer performance within the B2B sector in Indonesia. A quantitative methodology was utilized using a Likert-scale questionnaire administered to B2B companies implementing AI, and the data were examined using Structural Equation Modeling (SEM) with AMOS 22. The findings demonstrate that AI adoption, informative value, and usability positively influence consumer experience, whereas dependence obstacles exert a negative impact. Conversely, social value, enjoyment obstacles, and performance barriers exhibit no substantial impact. Moreover, customer experience significantly enhances customer performance. The findings indicate that in the B2B setting, companies emphasize the functional advantages of AI, like information quality and service convenience, over social value or perceived technological obstacles. This study suggests that the degree of AI integration, the quality of value experienced by consumers, and the firm's capacity to control reliance on technology partners are critical elements in optimizing the efficacy of AI in enhancing customer performance.

Keywords: AI Assimilation, Customer Experience, Customer Performance

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INTRODUCTION

The integration of artificial intelligence (AI) with digital transformation inside contemporary business has emerged as a worldwide trend. AI assumes a distinct strategic role in B2B enterprises owing to the intricate nature of transactions (Fong et al., 2025; Hariguna & Ruangkanjanases, 2024). B2B enterprises deploy AI to enhance operational efficiency, deliver more personalized services, and address consumer requirements more swiftly. Nevertheless, the majority of enterprises continue to encounter difficulties in generating AI Romeo & Lacko, 2025. Business-to-business transactions have numerous advantages from AI, encompassing social, informational, and convenience value. Empirical study demonstrates that artificial intelligence profoundly influences customer experience. Nonetheless, uncertainty emerges from the divergence between anticipated and realized value (Bilal et al., 2024). Organizations can provide responsive, interactive, and tailored customer experiences by integrating AI into their digital frameworks (Aggarwal et al., 2025; Massa & Ladhari, 2025).

The usage of AI in Indonesia exhibits substantial development, exceeding global trends. The World Economic Forum's Future of Jobs Report 2025 indicates that digital transformation is a primary concern for Indonesian enterprises. From a technology standpoint, 83% of Indonesian firms recognize AI as a significant catalyst for business transformation (Table 1). This data signifies a pressing necessity for Indonesian B2B enterprises to implement AI-driven technology. The customer experience serves as a vital intermediary, connecting AI adoption to customer performance. Favorable experiences promote more adoption, enhance recurrent purchase intentions, and foster long-term commitment. Conversely, adverse experiences might engender resistance and impede the comprehensive deployment of AI's capabilities within an organization (Bilal et al., 2024; Fadhil Fausta et al., 2023; Fong et al., 2025; Hariguna & Ruangkanjanases, 2024).

Table 1.
Technology Trends Driving Business Transformation in Indonesia

Technology	Indonesia	Global
Artificial Intelligence	83%	86%
Robotics	65%	58%
New Energy	54%	41%
New Materials	52%	30%
Optical Technology	39%	18%
Semiconductors	33%	20%

Source: World Economic Forum, Future of Jobs Report 2025

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This research offers practical suggestions for AI vendors to enhance user experience on their platforms, hence facilitating improved adoption. This paper examines the B2B customer context within the Indonesian manufacturing sector, which has recently embraced AI-based systems, despite notable deficiencies in current knowledge. This research offers both scholarly and practical insights for formulating efficient AI implementation methods within the Indonesian business-to-business sector (Fong et al., 2025; Hariguna & Ruangkanjanases, 2024; Kumar & Shankar, 2025).

LITERATURE REVIEW

Artificial Intelligence Assimilation

The Technology Acceptance Model (TAM), created by Davis (1985), provides a theoretical framework for elucidating the determinants of users' acceptance of novel technology. The Technology Acceptance Model posits that perceived usefulness and perceived ease of use are the two primary determinants of user adoption behavior (Fred D. Davis, 1985). The TAM model possesses robust empirical validity and is applicable across diverse technical contexts and system implementations (Venkatesh & Davis, 2000). TAM has faced criticism for its oversimplification, as it neglects contextual elements like as organizational dynamics, societal influence, and ethical considerations in contemporary AI applications (Kumar & Shankar, 2025). AI assimilation can be classified into four tiers: individual, group, organizational, and ecosystem, according to its extent and influence. Every step of absorption distinctly influences value generation, competitive advantage, and subsequent organizational change (Lita Arfah, 2025; Liu et al., 2025; Mohd Amin et al., 2025).

Perceived Value

Three critical elements in AI adoption are social value, informational value, and convenience value, which concurrently affect the decision to apply this technology (Kumar & Shankar, 2025). Social value encompasses utilitarian and symbolic advantages, including the augmentation of company credibility, enhancement of business image, and improvement of community engagement, all of which influence competitive advantage (Agag et al., 2025). Information value pertains to the precision and significance of insights acquired by clients, facilitating informed business decision-making (Kumar & Shankar, 2025). Convenience value pertains to the simplicity of transactions and process efficiency, which diminishes operational obstacles and facilitates smoother procedures (De Keyser et al., 2025). The benefit of convenience promotes

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utilization by minimizing obstacles to regular system engagement over an extended period (Agag et al., 2025; Hitti & Ramadan, 2025).

Barriers

Amenability barriers to AI acceptance emerge from the incongruence between AI systems and the particular needs and requirements of customers (Kumar & Shankar, 2025). These obstacles arise when AI solutions are misaligned with the current procedures, infrastructure, and business models of an enterprise (Sarkar & Pandey, 2025). Realization obstacles denote the protracted timescales and ambiguities associated with deriving benefit from AI investments, which render firms reluctant to make commitments (Kumar & Shankar, 2025). Investment in organizational learning and employee training necessitates substantial expenditures prior to the tangible and quantifiable realization of benefits (Kumar & Shankar, 2025; Liu et al., 2025). Effective change management, organizational support, and thorough implementation techniques are essential for surmounting these obstacles in organizational practice (Fong et al., 2025).

Customer Experience

Customer Experience (CX) encompasses the entirety of interactions and connections that customers have with an organization across diverse channels and platforms (Hariguna & Ruangkanjanases, 2024). CX includes functional, emotional, social, and ethical aspects that together influence reported experiences and levels of customer satisfaction (De Keyser et al., 2025; Kumar & Shankar, 2025). In the B2B environment, customer experience encompasses intricate, long-term connections among diverse stakeholders and decision-makers, emphasizing efficiency, value generation, and the sustainability of strategic collaboration (Agag et al., 2025; De Keyser et al., 2025). AI technology is radically transforming customer experience by enabling extensive service personalization, delivering round-the-clock support, offering predictive analytics insights, and automating repetitive tasks.

Customer Performance

Customer Performance (CP) denotes the preparedness and capacity of customers to proficiently embrace AI technologies. In the B2B setting, CP signifies the degree of customer confidence in the AI technology employed. A comprehensive understanding of AI generally enhances trust and facilitates efficient utilization in business processes. Customers that exhibit discomfort with AI are likely to eschew or restrict its use (Agag et al., 2025; Hariguna & Ruangkanjanases, 2024). Assessing CP necessitates a methodology that gauges client preparedness for the adoption and engagement with AI (Fong et al., 2025;

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Utama et al., 2025). The customer's comfort level with AI is a crucial metric for assessing CP. B2B organizations that effectively enhance customer CP are likely to attain enduring adoption and loyalty (Hariguna & Ruangkanjanases, 2024; Hautala-Kankaanpää, 2022; Rodriguez et al., 2025).

Conceptual Framework

The correlation between AI implementation and customer performance is affected by customer experience, as indicated by prior empirical research (Kumar & Shankar, 2025). The perceived benefits of AI boost customer experience quality, hence improving corporate performance (De Keyser et al., 2025). Conversely, obstacles to AI implementation diminish customer experience quality and impede the attainment of anticipated performance results (Liu et al., 2025). This research advances the area by evaluating an integrated model that connects the determinants of adoption with performance outcomes (Liu et al., 2025). The conceptual framework for this research is delineated as follows:

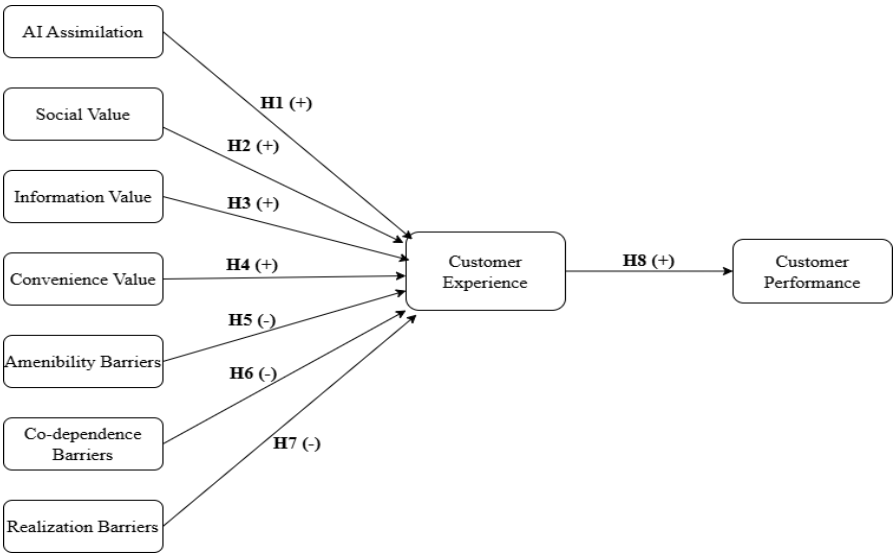

Figure 1.
Conceptual Framework
Source: Author

RESEARCH METHOD

This study used a quantitative methodology to evaluate hypotheses concerning the influence of variables and pertinent elements. The study sample comprises personnel or managers from B2B companies directly engaged in the AI deployment process. Respondents are persons who have utilized AI technology for a minimum of one year within their organizational operations. Data was gathered using a structured survey with a validated questionnaire distributed to

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350 respondents and only 190 respondents qualified and were included as the sample.

The sample technique employs purposive sampling with pre-established respondent criteria defined beforehand. Data was gathered via an online e-questionnaire disseminated to participants. The questionnare comprises 40 indicators with 1-5 point Likert Scale, from strongly disagree to strongly agree. The questions were modified from prior research instruments to align with the Indonesian context for improved comprehension by respondents. Data analysis utilized Structural Equation Modeling (SEM) via AMOS 22 software to evaluate the research model. Validity testing was performed with factor loadings to confirm the data validity of each indicator. Reliability assessment was performed with Cronbach's Alpha to ascertain the internal consistency of the research instrument. Hypothesis testing was performed with a one-tailed test, as all hypotheses were constructed directionally.

RESULTS AND DISCUSSION

According to Table 2, the validity test findings indicate that all measurement indicators possess factor loading values exceeding 0.45. This signifies that each indicator significantly contributes to representing the variable it measures, hence establishing the instrument's construct validity (Dash & Paul, 2021). The reliability assessment for all variables produced values exceeding 0.7. This figure verifies that the instrument exhibits good internal consistency, indicating that this questionnaire can yield stable and reliable measurement data upon repeated usage (Tavakol & Dennick, 2011). Upon meeting these criteria, the study data are deemed appropriate and reliable for advancing to the structural model analysis and hypothesis testing phase.

Table 2.
Construct Validity, Reliability, and Descriptive Statistics

Variable	Items	Factor Loading	Cronbach Alpha
AIA	AI assists me in structuring my daily activities.	0.874	0.939
	AI assists me in locating information or resolving my inquiries.	0.879	
	AI assists me in forecasting my requirements.	0.882	

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	AI assists in minimizing the duration required to accomplish everyday tasks.	0.871	
	AI facilitates my access to and management of information.	0.836	
SV	AI helps me talk to people in social situations.	0.876	0.886
	AI helps me get others to like me	0.833	
	AI makes me stand out from my peers.	0.838	
IF	AI helped me learn more about what customers want	0.796	0.907
	I like using AI to learn about business more than the old ways of doing things.	0.794	
	The knowledge that AI gives us is faster and more accurate	0.822	
	AI gives us reliable information	0.824	
	AI gives us correct information	0.834	
CV	I like how easy it is to use AI.	0.861	0.931
	Something I really like about AI technology in my daily work is how easy it is to use.	0.848	
	AI helps me save time and work	0.849	
	Computers are simple for me to use	0.872	
	AI's design is easy to use	0.846	
AB	AI is not straightforward to update.	0.884	0.930
	AI cannot be upgraded through tweaks.	0.839	
	AI cannot improve by keeping it updated.	0.867	
	AI faces integration hurdles.	0.858	
	There are various technological complexities in using AI.	0.815	
CB	I can only use the full spectrum of AI after purchasing additional goods.	0.850	0.899
	Once I own other products, I will be able to use all of the AI's functions.	0.847	
	To use AI and all of its functions, I must purchase extra items.	0.829	
	Using AI relies heavily on external parties.	0.803	

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RB	It can take some time until the benefits of adopting AI evolve.	0.883	0.893
	I might need to wait till I see the advantages of adopting AI.	0.886	
	Benefits of adopting AI may take some time to occur.	0.810	
CE	AI has helped my company handle data more quickly and correctly, which has sped up the decision-making process.	0.844	0.933
	AI has helped my business become more efficient by getting rid of time-consuming, repetitive jobs	0.874	
	The use of AI by my company has made customers happier by giving them faster and more personalized services.	0.873	
	AI has made it easier for my business to customize goods and services for each customer, making them feel like they are important and valued.	0.838	
	There are some problems with putting AI to use in my business, but I think the pros are much greater than the cons.	0.861	
CP	Business AI CP depends on trust and grasp of technology.	0.871	0.937
	Customers who understand AI are more likely to trust and apply it in company.	0.863	
	Business customers who are uneasy with AI or don't grasp it avoid employing it.	0.858	
	Effective AI use improves CP and business value.	0.870	
	Involved and knowledgeable customers are more trusting and open to AI in their business.	0.862	

Source: AMOS 22

Table 2 presents the outcomes of the descriptive statistical analysis for these variables. The variables AI Assimilation, Social Value, Information Value, and Convenience Value exhibit mean values of roughly 3.95–3.96, suggesting that

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most respondents have realized concrete advantages from utilizing AI in the B2B setting. The standard deviation of 0.84–0.89 indicates that, while the advantages of AI are broadly acknowledged, the degree of benefits experienced differs among firms, attributable to variations in business scale, system integration levels, and internal competencies in managing AI solutions. In contrast, the variables Amenability Barriers, Co-dependence Barriers, and Realization Barriers exhibit average values ranging from 3.41 to 3.54, signifying that resistance and limitations to AI remain pronounced. A standard deviation of 1.31–1.37 signifies a considerable disparity in perception, with some companies encountering substantial impediments such as inadequate organizational readiness, reliance on legacy systems or partners, and ambiguity regarding the risks and benefits of AI, whereas other companies are comparatively well-prepared and do not regard these factors as major hindrances. Moreover, Customer Experience, with a mean of 4.032 and a standard deviation of 0.878, together with Customer Performance, which has a mean of 4.011 and a standard deviation of 0.907, exhibit the highest average values among all variables. This suggests that the advantages of AI are predominantly realized in enhancing customer interactions and overall business performance; however, the degree of this impact is contingent upon the extent to which companies can incorporate AI into their service processes and decision-making.

Goodness-of-fit testing is performed to verify that the constructed model aligns well with the empirical data. The analytical results demonstrate excellent outcomes across multiple measurement dimensions. An RMSEA value of 0.034 signifies that the model has a commendable goodness of fit, remaining below the upper threshold of 0.08. The GFI value of 0.825 is categorized as mediocre fit, while it is near the minimal standard of 0.90. Incremental fit measurements demonstrated outstanding performance. The IFI (0.976), TLI (0.974), and CFI (0.976) values surpassed the minimum threshold of 0.90, signifying that the proposed structural model exhibited a substantial match with the data. The NFI value of 0.879 fell inside the marginal fit category, however the RFI of 0.868 remained below the minimum level of 0.90. The AGFI value of 0.799 signifies a satisfactory fit, while the CMIN/DF value of 1.217, falling within the optimal range of 1-5, shows that the model is neither over-fitted nor unacceptable. The model fit test findings affirm that the structural model of this study is appropriate for hypothesis testing (Dash & Paul, 2021). Figure 2 illustrates the framework of the model fit test results, referred to as model fit, which must be performed as a prerequisite prior to evaluating the study hypotheses utilizing the SEM model.

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This study employed the AMOS 22 structural equation model for multivariate data analysis to examine the relationships among variables.

The comprehensive outcomes of the hypothesis testing for this investigation are presented in Table 3. According to Table 3, five of the eight hypotheses are supported: H1, H3, H4, H6, and H8. The five hypotheses exhibit a p-value of less than 0.05 (Dash & Paul, 2021), and the computed coefficients align with the anticipated direction of the hypotheses. **H1**, AI assimilation positively influences customer experience, evidenced by a coefficient of 0.138 and a p-value of 0.044, which is below the threshold of 0.05. This outcome verifies that the successful integration of AI technology into B2B enterprises enhances the customer experience substantially. This finding aligns with existing literature on technology assimilation, indicating that the adoption of mature and integrated technology enhances the value proposition for customers, especially in the B2B context, where operational efficiency directly influences service quality (Hariguna & Ruangkanjanases, 2024).

Table 3.
Results of Research Hypothesis Testing

	Hypothesis Description	Estimate	P-Value	Remarks
H1	AI Assimilation Positively Influences Customer Experience	0.138	0.044	Supported
H2	Social Values Positively Influence Customer Experience	0.081	0.169	Not supported
H3	Information Values Positively Influence Customer Experience	0.363	0.000	Supported
H4	Convenience Values Positively Influence Customer Experience	0.146	0.032	Supported
H5	Amenability Barriers Negatively Influence Customer Experience	0.311	0.034	Not supported
H6	Co-dependence Barriers Negatively Influence Customer Experience	- 0.330	0.017	Supported
H7	Realization Barriers Negatively Influence Customer Experience	0.043	0.382	Not supported
H8	Customer Experience Positively Influences Customer Performance	0.536	0.000	Supported

Source: AMOS 22

H3, which asserts that Information Values positively impact Customer Experience, is robustly substantiated with the maximum coefficient of 0.363 and

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a p-value of 0.000, indicating high significance. This signifies that the Information Values variable exerts the most significant influence among all Customer Experience antecedents in this study. This discovery corresponds with the characteristics of B2B commerce, which is characterized by numerous transactions and a wealth of information, where clients rely significantly on the quality, precision, and pertinence of the information supplied by suppliers. The system's capacity to produce valuable insights and facilitate consumer decision-making is a key factor in driving happiness and positive experiences in AI implementation (Kumar & Shankar, 2025; Venessya & Sugiyanto, 2023).

H4, representing Convenience Values, exerts a positive influence on Customer Experience, evidenced by a coefficient of 0.146 and a p-value of 0.032, indicating statistical significance. While its impact is less pronounced than that of Information Values, this outcome nonetheless suggests that accessibility, an intuitive interface, and the efficacy of interactions with AI-driven systems substantially enhance Customer Experience. In a competitive B2B environment, Convenience Values embody contemporary customer anticipations for a seamless digital experience and minimized friction at all interaction points. This aligns with prior studies regarding this variable as indicated by (Kumar & Shankar, 2025; Muhyiddin & Fauziah, 2022; Ridho & Tajuddien, 2025).

H6, pertaining to Co-dependence Barriers, adversely affects Customer Experience, evidenced by a coefficient of -0.330 and a p-value of 0.017. This outcome corroborates the hypothesis that excessive dependence on a particular system or vendor diminishes user pleasure. This finding is noteworthy as it contrasts with the research conducted by Kumar (2025), which deemed this barrier unimportant in the adoption of AI. This disparity indicates that participants in this study have a strong sensitivity to technological reliance. When users perceive an inability to exit the system or have concerns on challenges associated with transitioning to an alternative, their satisfaction and experience diminish significantly. The ability to choose without being constrained by a singular technology is a crucial criterion for evaluating the quality of AI-driven services.

H8, which asserts that Customer Experience positively impacts Customer Performance, exhibits the most robust statistical support, evidenced by a coefficient of 0.536 and a p-value of 0.000. This outcome confirms that enhanced customer experience derived from AI integration directly influences corporate performance. This outcome corresponds with the research conducted by Hariguna (2024), which demonstrated that successful AI deployment enhances Customer Performance by fostering tailored and efficient encounters. Although

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the prior research by Hariguna (2024) indicated that Customer Experience's effect on Customer Performance was mediated by relationship quality, this study demonstrates a strong direct influence. This suggests that the participants in this study perceive the advantages of experiences, such as the convenience and precision of information from AI, as directly contributing to company performance gains, including operational efficiency and enhanced customer loyalty. This affirms the role of Customer Experience as a crucial factor in connecting AI technology with concrete commercial results.

Currently, three hypotheses remain unsupported: H2, H5, and H7, due to a p-value beyond 0.05 or a discrepancy between the coefficient's direction and the hypothesis. **H2**, which posits that Social Values positively influence Customer Experience, has a p-value of 0.169, rendering it statistically inconsequential, despite the positive coefficient. This corresponds with Leszkiewicz (2022), who elucidate that the social benefit of AI is more pronounced at the corporate and societal levels, rather than exerting immediate effects on individual consumer experiences. The B2B respondents in this survey appear to prioritize practical benefits (information, convenience of use, performance) over the symbolic social value of AI.

H5, which posits that Amenability Barriers negatively influence Customer Experience, lacks support due to the contrary direction of the coefficient. Amenability Barriers were anticipated to diminish Customer Experience; however, the coefficient is both positive and substantial. Kumar (2025) characterize amenability hurdles as the belief that technology is challenging to tailor to organizational requirements. Within this research framework, favorable outcomes may be construed as a contrast effect: when participants recognize technological obstacles or modifications, they genuinely value each enhancement in AI-driven services that is well executed. This circumstance renders the enhanced client experience noteworthy, despite the internal processes being perceived as neither totally user-friendly nor adaptable.

H7, which posits that Realization Barriers negatively influence Customer Experience, lacks support as the p-value is 0.382 and the coefficient is minimal, rendering its effect on Customer Experience negligible. Barriers to realization indicate the belief that the advantages of AI require considerable time to manifest. This lack of importance corresponds with the research by Panniello (2024), which indicated that the influence of obstacles on customer satisfaction is significantly contingent upon the industry sector. Some restrictions may be inconsequential in particular service sectors, provided the service's attributes permit adaptability. In

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this B2B research environment, respondents perceive realization obstacles as justifiable challenges that do not significantly detract from the overall customer experience, particularly when the functional advantages of AI, such as information quality, are mostly fulfilled.

CONCLUSION

This study seeks to examine the impact of AI assimilation, the value provided, and associated challenges on customer experience and performance. The research findings indicate that the entire application of AI delivers an exceptional customer experience, especially in terms of information quality and service convenience. The findings suggest that clients prioritize the practical advantages of AI over its aesthetic attributes or technical obstacles. AI integration, informational value, and convenience value were identified as enhancing consumer experience, however co-dependency obstacles were discovered to detract from it. Ultimately, a favorable customer experience was demonstrated to substantially enhance customer performance, affirming that customer experience is the principal avenue via which AI influences organizational success.

This research indicates that AI solution providers must prioritize the enhancement of information quality and service accessibility, particularly in customer-facing procedures. Moreover, alleviating the perception of excessive vendor reliance through system adaptability, transparent communication, and assurances of data autonomy is an essential technique for sustaining a positive customer experience. Future research should refine respondent criteria at the strategic management level and conduct segmentation based on AI adoption maturity and specific industry sectors to comprehend the evolution of value perceptions and barriers to this technology in various organizational contexts.

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