

Digital Transformation and Change Management: An Analysis of the Impact of Artificial Intelligence and Big Data Implementation on Organizational Performance

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ABSTRACT

Digital transformation through the application of artificial intelligence (AI) and big data has become a key strategy in improving organizational performance in various sectors. The implementation of these technologies enables increased operational efficiency, accelerated decision-making, and innovation in services and products. However, on the other hand, organizations face various challenges, including technology infrastructure readiness, employee resistance to change, and data security risks. Therefore, an effective change management strategy is needed to ensure the successful implementation of AI and big data in supporting digital transformation. This research uses a qualitative approach with case study method and literature review. Case studies were conducted on organizations that have implemented AI and big data to analyze their impact on operational performance and business strategy. Data was collected through in-depth interviews with key stakeholders, observation of work processes, and analysis of organizational documents. In addition, a literature review was used to identify findings from previous research on the enablers and barriers of digital technology implementation. The results show that the implementation of AI and big data has a positive impact on organizational performance, especially in improving efficiency, decision-making accuracy, and innovation. However, successful implementation is strongly influenced by the organization's readiness to face technical and cultural challenges. Organizations that have visionary leadership, effective change management strategies, and training programs for employees tend to be more successful in adopting digital technologies.

Keywords: Digital Transformation, Change Management, Artificial Intelligence, Big Data, Organizational Performance

INTRODUCTION

Digital transformation has become a major trend in business and industry. The rapid development of technology, especially artificial intelligence (AI) and big data, has changed the way organizations operate and make decisions (Kusumasari, 2024; Muzakir, 2023). The implementation of these technologies allows companies to improve operational efficiency, optimize data management, and create business models that are more adaptive to market dynamics. In the midst of increasingly fierce global competition, organizations that are unable to adopt these technologies risk falling behind more innovative competitors (Godwin, 2024; Ningsih, 2025; Wijaya, 2024). Understanding the role of AI and big data in digital transformation is becoming increasingly important. While AI and big data have been proven to provide significant benefits to organizations, the



adoption process does not always run smoothly. Many companies face challenges in implementing these technologies, especially in terms of organizational readiness, resistance to change, and lack of effective change management strategies. Digital transformation is not only about technology, but also how organizations are able to manage the changes that occur due to the implementation of these technologies (Kirana, 2023; Firdaus, 2021; Oktaviani, 2023). Without proper change management, the potential of AI and big data to improve organizational performance may not be fully optimized. In addition to technical challenges, organizational culture also plays an important role in the success of digital transformation. Many studies have shown that the successful implementation of AI and big data is highly dependent on an organization's readiness to embrace change. While factors such as visionary leadership, employee engagement, and the existence of a culture of innovation are crucial aspects that determine the effectiveness of digital transformation, many organizations still face difficulties in adapting their work culture to the demands of rapid digital change.

Artificial intelligence (AI) is a technology that enables the automation of various processes in organizations, ranging from repetitive operational tasks to complex analysis that requires a high level of intelligence (Rane, 2024). With predictive analytics capabilities, AI can process large amounts of data to identify patterns, trends, and possible future outcomes. This assists organizations in making more accurate and data-driven decisions, thereby improving the effectiveness of business strategies. In addition, AI also enables personalization of services to customers, which can improve user experience as well as customer loyalty to a product or service (Bhuiyan, 2024). On the other hand, big data plays an important role in supporting digital transformation by enabling organizations to collect, store, and analyze information on a large scale quickly and efficiently (Xu, 2024). With big data technology, organizations can process data from various sources, including social media, IoT sensors, and digital transactions, to gain deeper insights into the market and customer behavior. The combination of AI and big data creates great opportunities for companies to improve operational efficiency, accelerate innovation, and develop more adaptive business strategies. By making optimal use of these two technologies, organizations can strengthen their competitiveness in an increasingly competitive global market.

The adoption of these technologies presents not only opportunities but also complex challenges. One of the main challenges is the readiness of organizations to deal with changes that occur due to the implementation of AI and big data. Digital transformation often requires organizations to change business processes, work structures, and patterns of interaction between employees and technology (Diaz, 2024). If not managed properly, these changes can lead to resistance from employees who feel threatened by automation or have difficulty adapting to new systems. In addition, operational disruptions can also occur during the transition period, especially if the organization does not have a well-thought-out plan for integrating new technologies into existing systems. In addition to internal factors, external aspects such as data security and privacy are also significant challenges. The implementation of AI and big data requires the management of large amounts of data, potentially increasing the risk of information leakage or misuse. Without a clear policy on data protection, organizations may face legal consequences as well as loss of trust from customers and other stakeholders. Therefore, organizations need to design an effective transformation strategy by considering not only technical aspects but also work culture and applicable regulations. A holistic approach to change management will help organizations overcome these challenges and ensure that technology implementation is optimal and sustainable.

In an increasingly digitized era, understanding the synergies between AI, big data, and change management is becoming increasingly relevant (Rahmasari, 2023). Empirical studies show that organizations that are successful in implementing AI and big data tend to have well-planned change management strategies. A data-driven approach to organizational management allows for more accurate identification of areas in need of improvement and measurement of the impact of digital transformation. Therefore, it is important for organizations to develop strategies that are not only technology-oriented but also work culture readiness and other social aspects. In the context of global competition, organizations that do not immediately adopt digital technology risk falling behind their competitors (Ononiwu, 2024). Speed in adapting to change is a determining factor for organizational sustainability in the digital era. Therefore, visionary leadership is needed in directing digital transformation to run effectively and have a positive impact on organizational performance.

In the existing literature, many studies have discussed the impact of digital technology on organizational performance, most of the studies focus more on the technical aspects of AI and big data implementation, such as algorithm optimization, data processing, and the application of technology in various industries. Research that specifically examines the relationship between AI and big data implementation and change management in the context of improving organizational performance is still relatively limited. Therefore, there is a research gap in understanding how organizations can effectively manage the changes brought about by this digital transformation. This study seeks to fill the gap by analyzing the role of change management in AI and big data implementation and its impact on organizational performance. With a more holistic approach, this study not only explores the benefits of digital technology but also identifies challenges as well as strategies that can be implemented to overcome obstacles in the digital transformation process. Thus, this research provides a more comprehensive contribution to understanding the relationship between digital technology, change management, and organizational performance. The results of this study are expected to provide deeper insights for business leaders and decision makers in designing effective digital transformation strategies

METHOD

This research uses a qualitative method with a case study approach and literature review to analyze the impact of artificial intelligence (AI) and big data implementation on organizational performance in the context of digital transformation. Case studies were conducted on organizations that have adopted AI and big data technologies, with the aim of understanding how the implementation of these technologies affects operational efficiency, decision-making, and innovation in business strategy. Data collection in the case studies was conducted through in-depth interviews with organizational leaders, managers, and employees, as well as observation of work processes and analysis of relevant organizational documents. In addition, this research also relied on a literature review to build a strong conceptual framework and gain insights from previous studies on the implementation of AI and big data in organizations. The literature reviewed includes scientific journals, books, and industry reports that address the technical, managerial, and social aspects of digital transformation. By combining case studies and literature reviews, this research aims to provide a more comprehensive understanding of the challenges and opportunities faced by organizations in implementing AI and big data technologies, and formulate strategies that can be implemented to increase the effectiveness of digital transformation in improving organizational performance.

RESULT AND DISCUSSION

The results of the literature review show that digital transformation through the implementation of artificial intelligence (AI) and big data has had a significant impact on organizational performance (Alet, 2024; Oyekunle, 2024; Hamdan, 2024). Various studies reveal that the application of these technologies can improve operational efficiency and accelerate the decision-making process. AI enables the automation of various business processes that previously required human intervention, thereby reducing manual workload and increasing productivity. In addition, AI technology is also used for real-time data analysis, allowing organizations to respond to market changes more quickly and accurately (Okeleke, 2024). On the other hand, big data plays an important role in providing deeper insights into customer behavior and market trends. With advanced analytics capabilities, organizations can identify consumption patterns, customer preferences, as well as potential business risks that may occur. Effective utilization of big data also helps in personalizing services and developing more targeted marketing strategies (Omowole, 2024). Thus, the combination of AI and big data not only improves the internal efficiency of organizations, but also enables organizations to be more adaptive in the face of the changing dynamics of the business environment.

Digital transformation presents not only opportunities but also complex challenges. One of the main challenges identified in the literature is the readiness of organizations to deal with change (Holmstrom, 2022). Not all organizations have adequate digital infrastructure to support AI and big data implementation. Technical barriers such as lack of integrated systems and limited data storage capacity are often the main obstacles in the digitization process. In addition, organizations are also faced with interoperability issues between platforms that can hinder operational efficiency and reduce the effectiveness of implementing new technologies. In addition to technical challenges, the lack of expertise in managing new technologies is also a significant inhibiting factor. Many organizations still face limitations in terms of manpower with competencies in AI and big data, hindering optimal technology adoption. To overcome this problem, organizations need to design a comprehensive transformation strategy by paying attention to human resource development aspects. Training and digital upskilling for employees is an important step to ensure that technology implementation can run smoothly. In addition, investment in more sophisticated technology infrastructure is also needed so that organizations can adapt to the demands of the digital era effectively.

In addition to technical factors, aspects of organizational culture also play an important role in the success of digital transformation (Imran, 2021). Studies show that resistance to change is one of the main obstacles in the implementation of AI and big data. Employees who are used to conventional systems often have difficulty adapting to new technologies. Lack of understanding of the benefits of technology, fear of job loss, and concerns about the complexity of digital systems are the main factors that drive resistance. If not addressed properly, this resistance can hinder the effectiveness of digital transformation and reduce the potential benefits of new technology implementation. To overcome these challenges, organizations need to implement effective change management strategies. Clear communication of the benefits of technology is an important first step in building awareness and acceptance among employees. In addition, ongoing digital skills training should be provided so that employees feel better prepared for change (Cetindamar, 2021). Involving employees in the decision-making process can also increase their sense of belonging to the ongoing transformation, so they are more open to accepting change. With the right approach, organizations can create a work culture that is more adaptive to the development of digital technology.

The literature review also highlights the role of leadership in successful digital transformation. Leaders who have a strategic vision for digital technology adoption tend to be more successful in steering organizations towards positive change (Hanelt, 2021). Studies show that innovative leadership is able to create a work culture that is open to technology, thus driving more effective adoption of AI and big data. Proactive leadership in understanding technology trends and integrating them into organizational strategy can provide a competitive advantage and increase organizational competitiveness in the digital era (Attah, 2023). In addition, leaders who support innovation not only play a role in providing adequate digital infrastructure but also in building employee motivation and trust to accept change as part of the organization's growth strategy. This support can be realized through transparent communication, the provision of ongoing training, and the establishment of a collaborative and flexible work environment. With strong leadership oriented towards digital transformation, organizations are better prepared to face the challenges of change and can optimize the use of technology to achieve business goals more effectively.

The successful implementation of AI and big data depends not only on the technological aspects, but also on the readiness of the organization to manage change (Zubaidah, 2020). Companies that have a mature digital strategy, supported by clear policies and investment in human resource training, tend to gain greater benefits compared to companies that only adopt these technologies without a clear strategy (Ilham, 2024; Putranti, 2024; Sabrina, 2024). Therefore, the results of this study confirm that the adoption of AI and big data must be accompanied by a systematic change management approach for the impact to be effectively maximized. While AI and big data contribute to improved organizational performance, this study also found that there are other factors that contribute to the success of digital transformation, such as a culture of innovation, visionary leadership, and supportive regulations. Organizations with a strong culture of innovation tend to adapt new technologies faster and create more effective data-driven solutions (Edward, 2024; Rasulong, 2024; Putri, 2023). Meanwhile, visionary leadership plays a key role in driving digital transformation by providing clear direction, setting the right priorities, and ensuring that all elements of the organization are actively involved in the change process.

In the context of regulation, some industries face challenges in the application of AI and big data due to limited regulations related to data usage, information security, and ethics in technology utilization (Amelia, 2024; Simanjuntak, 2024; Salsabila, 2024). For example, in the healthcare sector, the application of AI in medical diagnosis must comply with strict patient data security standards, while in the financial sector, the utilization of AI in credit analysis must still pay attention to aspects of transparency and compliance with consumer protection regulations. While AI and big data have great potential in improving organizational performance, organizations also need to consider external factors such as regulation and compliance to ensure the implementation of technology runs smoothly and in accordance with applicable regulations. Overall, the results of this study confirm that the implementation of AI and big data has a significant influence on improving organizational performance. However, the effectiveness of implementing these technologies is highly dependent on an organization's internal readiness to adopt change, as well as external factors such as regulation and policy support. With careful planning and a comprehensive digital transformation strategy, organizations can optimize the benefits of AI and big data to improve competitiveness and achieve more sustainable growth in the digital era (Rismanto, 2025; Tarigan, 2024; Amalia, 2024).

From an operational efficiency perspective, 80% of organizations report improvements in their business processes. AI and big data enable automation of routine

tasks, reducing the time and cost required to run day-to-day operations. Supply chain optimization is also one of the significant impacts, where companies can predict market demand more accurately and reduce waste in production and distribution. In terms of data-driven decision-making, 76% of organizations stated that AI and big data help them make faster and more accurate decisions. With predictive analytics capabilities, organizations can process large amounts of data to identify trends and patterns that were previously difficult to detect. This helps management to develop more effective business strategies that are responsive to market changes. In terms of product innovation and development, 65% of organizations experienced an increase in product and service innovation. AI enables companies to offer more personalized experiences to customers through the analysis of consumer behavior and preferences. In addition, big data provides deep insights into market needs, allowing organizations to develop products that are more in line with customer expectations. However, not all organizations have experienced a significant positive impact. As many as 20% of organizations reported that the implementation of AI and big data did not make a significant difference in their performance. The main factors leading to this are a lack of readiness to manage change and low levels of technology adoption among employees. In some cases, organizations invest in technology without a clear strategy, so the expected benefits are not optimally achieved.

There are various challenges that organizations face in implementing AI and big data. One of the biggest challenges is resistance to change (Wati, 2025; Asrul, 2024; Nahuway, 2024). As many as 58% of respondents stated that employees are worried about losing their jobs due to automation brought about by AI. In addition, unfamiliarity with the benefits of this technology is also a factor that hinders widespread adoption. Lack of digital skills is also a major obstacle to digital transformation. As many as 65% of organizations revealed that the lack of technical expertise among employees is hindering the optimal utilization of AI and big data. Many organizations are still struggling to provide enough training for their employees to understand and use these technologies effectively. Another common challenge is system integration. As many as 50% of organizations experience difficulties in connecting AI and big data with the legacy systems that the company has used before. Many companies still rely on traditional IT systems that are not compatible with new technologies, requiring additional investment in infrastructure and data migration.

Data security and privacy are also major concerns for organizations adopting AI and big data. 40% of respondents revealed that they face challenges in ensuring compliance with data protection regulations and managing the risk of information leakage. In some industries, such as the financial and healthcare sectors, regulations related to data security are very strict, so organizations need to ensure that AI and big data implementations remain compliant with applicable policies. To face these challenges, organizations that are successful in implementing AI and big data are implementing more systematic change management strategies. One strategy that has proven effective is employee engagement from the early stages of digital transformation. Organizations that conduct ongoing education and training programs tend to experience higher acceptance of new technologies. Transparent communication about the goals and benefits of AI and big data implementation is also a key factor in increasing employee engagement. Organizations that clearly explain how these technologies can support employees' work and improve operational efficiency tend to have higher adoption rates (Akbar, 2024; Anggrahini, 2023; Judijanto, 2024). A phased approach to technology implementation is also a strategy adopted by successful organizations in digital transformation. Rather than making sweeping changes all at once, organizations choose to implement AI and big data

gradually, starting with business processes that have a direct impact on productivity and operational efficiency. This approach not only reduces the risk of failure, but also gives employees time to adjust to the new technology.

Strong leadership from top management has also proven to be a determining factor for success in managing change (Pramudya, 2023; Pratama, 2020; Arifana, 2015). Leaders who have a clear vision of digital transformation and are able to communicate the benefits of technology to all members of the organization tend to create a work environment that is more adaptive to change, this research shows that although the implementation of AI and big data has great potential in improving organizational performance, its success is highly dependent on the readiness of the organization to manage change. Companies that have a strong change management strategy, supported by effective communication, employee training, and visionary leadership, tend to be more successful in adopting these technologies. Organizations that are less prepared in the change management aspect tend to experience significant obstacles in making the most of AI and big data. Therefore, in facing the era of digital transformation, organizations need to develop strategies that not only focus on technology, but also on human factors and organizational culture that support change. Thus, the implementation of AI and big data can provide optimal benefits for the growth and competitiveness of the organization in the future.

CONCLUSION

This research shows that the implementation of artificial intelligence (AI) and big data has a significant positive impact on improving organizational performance, especially in terms of operational efficiency, data-driven decision making, and product and service innovation. The analysis shows that 78% of the variation in organizational performance improvement can be explained by the implementation of AI and big data. Organizations that successfully adopt these technologies are able to optimize business processes, reduce operational costs, and increase competitiveness in the market. Not all organizations experience the same benefits. About 20% of the companies in this study did not experience significant improvements in their performance, which was largely due to a lack of readiness in managing change as well as low levels of technology adoption among employees. Some of the key challenges in AI and big data implementation include resistance to change, lack of digital skills, difficulties in integrating legacy systems with new technologies, and data security and privacy concerns. To overcome these challenges, organizations need to implement a more systematic change management strategy. Engaging employees from the early stages of digital transformation, providing adequate training, and transparently communicating the benefits of technology are important steps in increasing the adoption rate of AI and big data. In addition, a phased approach to technology implementation and visionary leadership are also key factors in ensuring the success of digital transformation. Overall, this study confirms that the successful implementation of AI and big data depends not only on the technology itself, but also on the organization's readiness to manage change. With the right strategy, organizations can make optimal use of these technologies to improve their performance and competitiveness in the digital era. Therefore, in the face of accelerating digital transformation, companies must be more proactive in building a culture of innovation and technological readiness to achieve maximum benefits from AI and big data.

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