

AI Revolution: How Artificial Intelligence Transforms the Face of Human Resources and Organizational Behavior

Revolusi AI: Bagaimana Kecerdasan Buatan Mengubah Wajah Sumber Daya Manusia dan Perilaku Organisasi

Purwati

Politeknik Negeri Sriwijaya

*purwati65@gmail.com

*Corresponding Author

ABSTRACT

The artificial intelligence (AI) revolution has brought significant changes in various sectors, including in organizational structures and work patterns. Artificial intelligence, with its advanced analytical capabilities and process automation, has changed the way organizations operate and make decisions. This research aims to explore the impact of AI on organizational structures and work patterns in modern companies. The systematic literature review method with the PRISMA approach was used to collect and analyze relevant articles. The research results show that AI improves operational efficiency, cost savings, and productivity, but also brings challenges in terms of procedural fairness and employee burnout. The implications of this research include adjusting organizational structure and management, increasing decision-making efficiency, as well as changing organizational culture to reduce resistance to AI.

Keywords: Artificial Intelligence, Organizational Structure, Work Patterns, Decision Making, Operational Efficiency, Organizational Culture.

ABSTRAK

Revolusi kecerdasan buatan (AI) telah membawa perubahan signifikan dalam berbagai sektor, termasuk dalam struktur organisasi dan pola kerja. Kecerdasan buatan, dengan kemampuan analitis dan proses otomatisasi yang canggih, telah mengubah cara organisasi beroperasi dan membuat keputusan. Penelitian ini bertujuan untuk mengeksplorasi dampak AI terhadap struktur organisasi dan pola kerja di perusahaan modern. Metode systematic literature review dengan pendekatan PRISMA digunakan untuk mengumpulkan dan menganalisis artikel yang relevan. Hasil penelitian menunjukkan bahwa AI meningkatkan efisiensi operasional, penghematan biaya, dan produktivitas, namun juga membawa tantangan dalam hal keadilan prosedural dan kelelahan karyawan. Implikasi penelitian ini mencakup penyesuaian struktur dan manajemen organisasi, peningkatan efisiensi pengambilan keputusan, serta perubahan budaya organisasi untuk mengurangi resistensi terhadap AI.

Kata Kunci: Artificial Intelligence, Struktur Organisasi, Pola Kerja, Pengambilan Keputusan, Efisiensi Operasional, Budaya Organisasi.

1. Introduction

The integration of Artificial Intelligence (AI) in Human Resource Management (HRM) has brought about significant transformation in organizational practices and behavior. AI technologies, including Machine Learning (ML) and generative AI systems, have revolutionized HRM by optimizing processes, improving decision making, and personalizing employee experiences (Nurimansjah, 2023; Rane, 2024). These changes have given rise to AI-based talent analytics as a crucial component in strategic HR decision making (Olaniyan, 2023). Organizations are increasingly adopting AI to adapt to changing ecosystems, optimize strategic advantages, and increase competitiveness (Wamba-Taguimdjé et al., 2020; Iwuanyanwu, 2021).

AI not only simplifies HR operations but also impacts employee performance and engagement. Studies show that AI can improve employee performance and work engagement,

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with the moderating role of change leadership playing an important part in this dynamic (Wijayati et al., 2022). Furthermore, the adoption of AI in HRM has reduced repetitive and administrative tasks, allowing HR professionals to focus on more strategic and value-added activities (Sithambaram & Tajudeen, 2022).

As organizations navigate the AI revolution in HRM, it is important to address challenges such as data refinement processes, ethical considerations, and the balance between automation and the human touch (Heo et al., 2021; Suneetha, 2024). Proactive steps are needed to effectively harness the potential of AI while ensuring organizational culture, leadership support, and employee skills are aligned with AI technology adoption ("Determinants Influencing the Adoption of Artificial Intelligence in Driving Effective Human Resource Management", 2024; Agustono et al., 2023). In conclusion, the AI revolution in HRM signals a paradigm shift in the way organizations manage human resources, make strategic decisions, and improve overall performance. By embracing AI technology, organizations can unlock new opportunities for innovation, efficiency, and competitiveness in the ever-evolving HRM landscape.

The artificial intelligence (AI) revolution has brought significant changes in various sectors, including in organizational structures and work patterns. Artificial intelligence, with its advanced analytical capabilities and process automation, has changed the way organizations operate and make decisions. Implementation of AI in organizations enables higher operational efficiency, cost savings, and increased productivity. However, the impact of AI is not just limited to efficiency; AI also influences hierarchical structures, decentralizes decision making, and creates new functions and roles in organizations.

However, there is a significant gap in the existing literature regarding the impact of AI on organizational structures and work patterns. Much research has focused on the technical and operational aspects of AI, but few have discussed in depth how AI is changing the internal dynamics of organizations. These gaps include a lack of understanding of changes in organizational hierarchies, decentralization of decisions, and adaptation of organizational culture to new technologies. Additionally, the impact of AI on work patterns, such as increased remote working and work flexibility, and how this affects employee productivity and engagement, is also less explored.

The research question raised in this study is: how does AI influence organizational structures and work patterns in modern companies? This question is important to answer considering the rapid development of technology and the need for organizations to adapt to these changes. This research aims to fill existing gaps in the literature and provide more comprehensive insights into the transformation caused by AI in the context of organizations and work patterns.

The urgency of this research lies in its relevance to the context of technological development and digital transformation in the world of work. Organizations need to understand how AI can be used effectively to increase efficiency and innovation without neglecting important aspects such as fairness, ethics and employee engagement. It is also hoped that this research can provide guidance for policy makers in formulating policies that support the responsible adoption of AI.

The uniqueness of this research lies in its specific focus on the impact of AI on organizational structures and work patterns, an area that has received insufficient attention in the existing literature. By using a systematic literature review method and the PRISMA approach, this research not only identifies existing findings but also explores areas that require further research. Focusing on the structural and operational aspects of AI implementation provides a more holistic and in-depth perspective.

The contribution of this research to academics is to provide a conceptual framework that can be used for further studies regarding the impact of technology on organizations. For HR practitioners, this research offers practical insights into how to manage changes caused by

AI, including in terms of job design, skills development and performance management. Policy makers can also use the findings of this research to formulate policies that support the ethical and effective adoption of AI, ensuring that technological transformation brings maximum benefits to organizations and employees. Thus, this research not only aims to fill the gap in the literature but also to make a meaningful contribution to management practice and public policy regarding the adoption of AI technology in organizations.

2. Research Methods

2.1. Article Collection

Articles for this research were collected from reputable international databases such as Scopus, Web of Science, and Google Scholar. This database was chosen because it includes journals with a high reputation and provides access to articles that have passed a rigorous peer-review process. The use of multiple databases ensures broad and comprehensive coverage in identifying relevant literature.

2.2. The PRISMA method

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used to ensure traceability and transparency in article selection. This process involves several stages, namely identification, screening, eligibility, and inclusion. At the identification stage, articles are collected based on predetermined keywords. In the filtering stage, irrelevant articles were removed. Next, at the eligibility stage, articles are assessed based on inclusion and exclusion criteria. Finally, at the inclusion stage, articles that met all criteria were included in the final analysis. The use of PRISMA allows this research to have a clear and systematic methodology, while minimizing selection bias.

2.3. Keywords Used

Keywords used in the article search included "artificial intelligence", "AI", "organizational structure", "work patterns", "HR", "automation", and "remote working". These keywords were chosen to cover various aspects of the impact of AI on organizational structures and work patterns. These keyword combinations are used in various variations to ensure all relevant articles are identified.

2.4. Number of Articles Retrieved

An initial search using predefined keywords yielded a large number of articles from the selected databases. For example, a search in Scopus yields 30 articles, Web of Science produced 11 articles, and Google Scholar produced 71 articles. The total number of articles obtained from these three databases was 112 articles.

2.5. Article Inclusion and Exclusion Techniques

Inclusion and exclusion criteria were applied to ensure only relevant and high-quality articles were included in the analysis. Inclusion criteria include:

1. Articles that are relevant to the research topic.
2. Articles published in reputable journals.
3. Articles published within the last 5 years to ensure the data is up to date and relevant.

Exclusion criteria include:

1. Articles that are not relevant to the research topic.
2. Non-academic publications such as industry reports or white papers.
3. Articles with weak or unclear methodology.

Through the application of these inclusion and exclusion criteria, the number of articles analyzed was further refined to approx 76 articles of the most relevant and high quality. This screening process ensures that the literature review conducted has a solid foundation and high validity.

3. Results and Discussions

3.1. Impact of AI on Organizational Structure

3.1.1. Changes in Organizational Hierarchy

Artificial Intelligence (AI) significantly influences organizational structures, especially in terms of hierarchies and decision-making processes. Research shows that AI has a direct impact on organizational performance (Alshamsi, 2024). The presence of AI increases organizational agility, which in turn improves performance outcomes (Alshamsi, 2024). Additionally, AI impacts organizational justice and project performance, indicating a shift in traditional hierarchical structures (Zhang, 2024). The impact of AI on employee performance and work engagement is moderated by change in leadership, demonstrating the complex relationship between AI and organizational dynamics (Wijayati et al., 2022).

Companies are experiencing changes in their organizational structures due to the implementation of AI. AI technology is changing management hierarchies and work arrangements, potentially increasing burnout among employees (Kong et al., 2021). In addition, AI is transforming operational efficiency and strategy in various sectors, including Human Resource Management (HRM) (Ghaffar, 2024). The adoption of AI in the context of HR decision making can reduce employees' perceptions of procedural justice, affecting their work attitudes and behavior (Wang, 2023).

Furthermore, the impact of AI on organizational productivity is being investigated, with a focus on the mediating role of organizational adaptation and AI training (Nurlia, 2023). Strong managerial capabilities play an important role in improving organizational culture, improving communication, and supporting the integration of AI technology in the company (Odeibat, 2023). AI applications also improve organizational innovation and quality of work life for employees, including those with disabilities (Alnaggar, 2023). In conclusion, AI is revolutionizing organizational structures by influencing decision-making processes, employee engagement, and overall performance. Companies need to adapt to these changes by driving agility, strong leadership, and effective integration of AI technologies to thrive in the ever-evolving business landscape.

3.1.2. Decentralization and Decision Making

Artificial Intelligence (AI) significantly impacts organizational structures by driving decentralization and influencing decision-making processes. Nguyen (2024) highlights the positive impact of AI on communication systems, feedback mechanisms, tracking systems, and decision-making processes in organizations. Rudko et al. (2021) emphasize that the influence of AI on organizational structures has been studied from a technological and decision-making perspective. Wang (2023) discusses how algorithmic decision making by AI can lower perceptions of procedural justice among employees, affecting work attitudes and behavior, thereby emphasizing the need for an inclusive organizational climate to reduce negative impacts.

Furthermore, Nurlia (2023) shows that AI implementation affects workforce productivity by requiring organizational adaptations in structure, culture, policies and processes to support the integration of AI technology. Decentralization, as discussed by Cao (2022), complements centralization to achieve multifaceted goals and consequences in organizations. Knebel & Seele (2019) note that AI, Big Data, and the Internet of Things are creating a rapidly changing environment for organizations, impacting their structure and complexity.

In terms of decision making, AI plays a crucial role in supporting the decision making process, increasing operational efficiency, and strengthening organizational accountability, as shown by Maryanti (2024). Additionally, the transformational impact of AI on various sectors, including Human Resource Management (HRM), was noted by Ghaffar (2024), indicating a shift towards operational efficiency and strategic transformation. Reim et al. (2020) discuss how AI implementation is leading to the transformation of core business operations, organizational structures, and management concepts, emphasizing the need for business model innovation. In conclusion, AI drives decentralization in organizations by overhauling structures, processes, and culture to accommodate AI technology. AI also significantly impacts decision-making processes by increasing efficiency, accountability, and strategic transformation in organizations.

3.1.3. New Functions and Roles in Organizations

The integration of Artificial Intelligence (AI) in organizations has resulted in new functions and roles, which have an impact on existing roles. Research has shown that AI technology directly influences organizational performance (Alshamsi, 2024). This impact is further strengthened by organizational agility (Alshamsi, 2024). Studies show that AI significantly increases organizational competitiveness (Iwuanyanwu, 2021) and influences organizational justice, decision analysis, and project performance (Zhang, 2024). The application of AI covers various organizational aspects such as research and development, sales, marketing, and production, which affects employee work performance and engagement (Wijayati et al., 2022).

The implementation of AI is changing jobs, employment, and the work environment by integrating the technology into processes and tasks (Dietzmann & Alt, 2020). The influence of AI on employee attitudes and behavior in organizations is clear, with employees perceiving lower information transparency in AI algorithmic decision making compared to supervisory decision making (Wang, 2023). An organization's AI governance structure must address stakeholder voting rights, risks, benefits, and AI decisions (Sidorova & Saeed, 2022). In addition, AI adoption has an impact on employee job satisfaction and organizational commitment (Zafar, 2023).

AI adoption also impacts employee motivation, satisfaction with job security, and organizational commitment, especially during events such as the COVID-19 pandemic (Rughoobur-Seetah, 2022). The impact of AI on organizational effectiveness can be observed through elements such as system quality, information quality, service quality, and system use (Johari, 2023). Resource allocation in an Accounting Information System (AIS) improves organizational culture, making companies more resilient to changes in the business environment (Hosain, 2019). In conclusion, the introduction of AI in organizations brings new functions and roles that impact organizational performance, competitiveness, employee attitudes and decision-making processes. It is important for organizations to adapt their structures and processes to effectively leverage the benefits of AI technology.

3.2. Impact of AI on Work Patterns

3.2.1. Automation of Tasks and Jobs

AI has significantly impacted work patterns by automating both routine and complex tasks across industries. In the accounting industry, AI has revolutionized the way things work by automating tasks to increase accuracy and identify patterns (Schweitz, 2024). The use of AI in project management is predicted to transform the workforce by detecting trends, patterns, and replacing physical activity with automation (Niederman, 2021). AI systems have been proven to reduce errors and allow employees to focus on higher-value tasks that require creativity and critical thinking by automating routine tasks (BALBAA, 2024).

In healthcare and finance, AI-driven automation has transformed employee job tasks and working conditions, with AI automating tasks such as appointment scheduling and

medication reminders, allowing healthcare providers to focus on more complex tasks (Rathore & Rathore, 2023). Additionally, AI has played an important role in automating repetitive tasks in the gig economy, such as scheduling and data entry, enabling more efficient operations (Nimmagadda, 2024).

Furthermore, AI has been integrated into sales activities, providing suggestions and assisting in task prioritization, thereby increasing efficiency in the sales process (Kaliuta, 2023). In the educational environment, AI has automated routine tasks, enhanced predictive analytics for budgeting, and optimized resource allocation, transforming financial operations within educational institutions ("The Transformative Impact of Artificial Intelligence on Educational Financial Management", 2023). Overall, AI's impact on work patterns is seen in its ability to automate tasks, increase efficiency, and allow employees to focus on more strategic and complex aspects of work. The transformative effect of AI on various industries emphasizes the need for organizations to adapt to the changing work landscape brought about by automation and technological advances.

3.2.2. Remote Working and Work Flexibility

Artificial Intelligence (AI) has significantly influenced work patterns, especially in terms of remote working and work flexibility. The integration of AI technology has revolutionized remote work by increasing accessibility and flexibility in task management (Alsubhi, 2024). AI-powered work practices can be described as a combination of human and algorithmic intelligence, working collaboratively to improve performance or compete in the decision-making process (Bader & Kaiser, 2019). Jobs involving routine cognitive activities, which are closely related to AI, have shown an increased demand for flexibility, emphasizing the need for employee self-organization (Warning et al., 2022).

Furthermore, AI has had a positive impact on work flexibility, autonomy, creativity, innovation and overall work performance (Malik et al., 2021). The potential of AI in improving work patterns spans various sectors, such as mental health, where machine learning techniques help in identifying behavioral patterns, predicting disease progression, and personalizing therapy (Thieme et al., 2020). In addition, AI technology has played an important role in optimizing routing techniques, load balancing, and network scalability in large-scale networks (Udayaprasad, 2024).

Furthermore, the use of AI-driven chatbots has shown promise in complementing the work of clinicians, thereby increasing access to affordable and effective mental health services (Khawaja, 2023). In the context of the COVID-19 pandemic, AI-driven systems have been developed to provide hierarchical community risk assessments, assisting in the development of strategies to deal with the evolving crisis (Ye et al., 2020). The integration of AI in various domains, such as smart cities, transportation, and health, has the potential to drive positive change towards sustainable and efficient practices in resource use (Nikitas et al., 2020). In conclusion, AI is not only transforming work patterns by increasing remote working capabilities and flexibility, but also showing potential in various sectors by improving efficiency, decision-making processes and overall performance. The integration of AI technology continues to shape the future of work, offering new opportunities for innovation and advancement in a variety of fields.

3.2.3. Productivity and Work Efficiency

Artificial Intelligence (AI) has been proven to have a significant impact on employee productivity and work efficiency in various organizational environments. Research shows that the fast data processing capabilities of AI can improve marketing and sales strategies, which in turn improves effectiveness and financial results (STILL, 2023). Additionally, AI has the potential to revolutionize work processes, making them more efficient, intelligent, and adaptable to the ever-evolving demands of the modern workplace (Woźniak-Jęchorek, 2023).

Studies show that AI can increase employee productivity through real-time monitoring, sentiment analysis, and natural language processing, creating a work environment that supports clarity, skill development, recognition, and well-being (Fitri, 2023). Additionally, the combination of transformational leadership and AI has been shown to positively influence employees' innovative behavior, confirming the role of AI in increasing productivity (Odugbesan et al., 2022). The influence of AI also extends to creative activities in organizational behavior, with the ability to automate and simplify tasks, potentially replacing human work (Paesano, 2021). Research has also explored the role of organizational adaptation and AI training in increasing workforce productivity through AI implementation (Nurlia, 2023).

Empirical investigations show significant increases in employee productivity after AI implementation, highlighting the benefits of AI in automating repetitive tasks and increasing overall efficiency (Shchepkina, 2024). Additionally, AI is associated with positive outcomes such as work flexibility, autonomy, creativity, innovation, and improved work performance (Malik et al., 2021). In conclusion, the literature supports the view that AI has an important role in enhancing human capabilities, optimizing workflows and increasing productivity in organizations. By automating routine tasks, offering data-driven insights, and creating a more engaging work environment, AI contributes to higher efficiency and better work patterns.

3.3. Challenges and Obstacles in AI Implementation

3.3.1. Technological Challenges

The implementation of artificial intelligence (AI) in organizations faces various technological challenges and technical obstacles. These problems encompass a wide range of issues that hinder the successful integration of AI systems. Common challenges include high implementation costs, limited training programs for AI competencies, slow adaptation of curricula to AI advances, and inadequate understanding and support from professionals (Saputra, 2023). Additionally, barriers to AI implementation in organizations can be categorized into data-related organizational capabilities, AI-specific individual competencies, and general implementation barriers observed in previous research (Bérubé et al., 2021).

In specific sectors such as healthcare, AI implementation challenges include limited clinical data, ethical concerns regarding data use, trust in AI models, regulatory barriers, and lack of clinical acceptance due to inadequate understanding of AI (Borkowski, 2022). Similarly, in library services, challenges such as poor networks, lack of trained personnel, outdated technology, and economic factors need to be addressed before AI implementation can take place (Hussain, 2023). Additionally, in developing countries, financial constraints, inadequate infrastructure, and lack of technical expertise pose significant obstacles to successful AI integration (Barsha & Munshi, 2023).

Furthermore, challenges such as the absence of comprehensive databases, shortage of AI experts, potential algorithm bias, and high cost of technological tools hinder the implementation of AI in specialized fields such as vascular surgery (Siddiqui, 2024). In the radiology context, budget constraints and the high costs of AI adoption remain major barriers to AI utilization in public hospitals (Leeuwen et al., 2023). Overcoming challenges related to ethics, data security, system integration, and employee training is essential for the successful implementation of AI in strategic management (Zabranskyi, 2024).

Additionally, challenges such as the absence of a legal framework, lack of human resources, high implementation costs, and limited public awareness hinder the application of AI in the provision of legal aid (Hakim, 2024). In manufacturing companies, barriers to AI implementation include issues related to digital transformation, highlighting the importance of identifying and overcoming these challenges (Ahmad et al., 2022). Additionally, concerns about the evidence supporting AI applications in health may hinder its implementation, leading to uncertainty and ambiguity regarding AI functionality (Silkens, 2024).

In conclusion, successful implementation of AI in organizations requires addressing a variety of challenges that include technical and financial constraints, as well as regulatory and ethical considerations. Overcoming these obstacles requires a comprehensive approach that addresses issues related to data, competency, infrastructure, and public awareness to harness the full potential of AI technology.

3.3.2. Ethical and Privacy Issues

The implementation of artificial intelligence (AI) presents various ethical challenges and privacy issues that must be handled carefully. Doubts about AI implementation arise from issues such as inconsistent performance of AI systems, uncertainty regarding the value of AI algorithms, and concerns about data privacy and security (Hergan, 2022). In the health sector, stakeholders, including radiologists and clinicians, show a cautious acceptance of the consequences of considering privacy and security issues in health systems (Hergan, 2022). Additionally, the early stages of AI clinical implementation emphasize the importance of addressing data transparency and AI algorithms, as well as patient privacy (Lim et al., 2022).

In the business sector, challenges in adopting AI practices include issues with the transparency of AI algorithms, software vulnerabilities, bias in problem analysis, concerns regarding intellectual property rights, and privacy and data protection issues (Singh et al., 2023). The potential for privacy violations and social injustice arises from the misuse of personal data by large companies developing AI systems (Hermansyah et al., 2023). Additionally, the lack of transparency in AI algorithms exacerbates privacy concerns, limiting individuals' control over their personal data ("Ethical Considerations in AI-Enabled Big Data Research: Balancing Innovation and Privacy", 2020).

To ensure ethical implementation of AI technologies, strategic planning for sustainable implementation, building AI capacity, prioritizing ethical AI development, and encouraging collaboration are essential (Mahmud, 2024). Policymakers, developers, and researchers must work together to establish ethical guidelines for AI systems, addressing issues of accountability and transparency (Huriye, 2023). In addition, the integration of AI in education requires serious attention to data privacy and security issues (Hakim, 2023).

In conclusion, addressing ethical challenges and privacy issues in AI implementation requires a multidimensional approach that considers transparency, accountability, data privacy, and collaboration between stakeholders. By prioritizing ethical AI development, encouraging transparency, and protecting privacy, organizations can navigate the complexities associated with AI implementation while upholding ethical standards and protecting individual privacy rights.

3.3.3. Organizational Culture Change

Implementation of artificial intelligence (AI) in organizations brings significant changes in organizational culture. The integration of AI technology demands changes in the way employees work and interact with technology. Challenges that arise in workforce adaptation to this digital transformation include algorithm discrimination, technology ethics, threats to autonomy, and skills shortages (Ghaffar, 2024; Wang, 2023; Wijayati et al., 2022). These challenges can lead to resistance from employees and negative outcomes for the organization (Wang, 2023). Therefore, it is very important for organizations to realize the importance of organizational culture in driving successful AI implementation (Rožman et al., 2023). Companies must ensure that managers implement an agreed organizational culture to align employee behavior with organizational expectations and increase productivity (Maryati et al., 2022; Bahri et al., 2021).

In addition, the success of AI implementation is highly dependent on leadership commitment, open communication, and the development of a positive organizational culture ("Determinants Influencing the Adoption of Artificial Intelligence in Driving Effective Human

Resource Management", 2024; Azmy, 2023). Organizations that promote transformational leadership and a supportive culture can increase employee satisfaction, responsiveness, and performance, thereby encouraging innovation (Azmy, 2023). Furthermore, studies on the impact of AI on employee performance emphasize the need for ongoing training, ethical considerations, and algorithm transparency to ensure successful AI integration (Du, 2024).

In conclusion, overcoming the challenges of AI implementation in organizational culture requires a holistic approach that considers leadership, communication, training, and the development of a positive organizational culture. By addressing these aspects, organizations can effectively manage the changes brought by AI technology and harness its disruptive potential for innovation and performance improvement.

3.4. Case Studies and Best Practices

The implementation of artificial intelligence (AI) in business models has become an important strategy for organizations looking to increase efficiency and encourage innovation (Olutimehin, 2024). Case studies and industrial examples in various sectors such as finance, health, retail, and manufacturing have demonstrated the positive impact of AI implementation strategies (Olutimehin, 2024). Companies that have innovated their business models using AI have demonstrated the transformational potential of this technology (Lee et al., 2019). AI governance practices play an important role in ensuring the development of robust AI applications within organizations, as well as guarding against negative impacts (Papagiannidis et al., 2021).

The integration of AI into service desk operations through project management, agile methodologies, and generative AI has demonstrated significant success in revolutionizing operations (Sharma, 2024). Leveraging AI to set strategic marketing goals involves applying industry best practices and case studies to develop a practical methodology (Anjorin, 2024). Successful case studies provide a scientific basis for formulating strategies to overcome the challenges faced by organizations adopting AI in testing practices ("undefined", 2024).

AI's multifaceted impact on innovation management, including ideation, prototyping, and collaboration, highlights its transformational role in shaping organizational creativity (Mirzani, 2024). Generative AI has been shown to have a significant impact on program management, as evidenced by real-world case studies and emerging trends (Badmus, 2023). Integrating automation with process optimization for AI-powered digital transformation has become an important strategy for increasing efficiency and competitiveness in organizations (Aldoseri, 2023).

Effective integration of AI into business strategy requires key axes such as resource optimization, human-centered implementation processes, and syncretic management of innovative projects (Alet, 2023; Böhme, 2024; Bushuyev, 2024). The transformational impact of AI on HR practices, including recruitment, training, and employee engagement, emphasizes the need for organizations to adapt to these changes (Ganatra, 2023). Assessing an organization's readiness for AI-based digital transformation is critical so that organizations can utilize AI technology effectively (Aldoseri, 2024).

AI capabilities in HR management can be developed through human resource training, strengthening technological infrastructure, and establishing an organizational culture that supports AI technology (Agustono et al., 2023). AI can serve as a catalyst for business model innovation, providing organizations with new opportunities for growth and development (Reim et al., 2020). Successful adoption of AI in integrated CRM systems in organizations is influenced by factors such as perceived usefulness and ease of use (Chatterjee et al., 2020).

Ethical considerations are critical in AI implementation, emphasizing autonomy, well-being, safety, transparency, and accessibility (Subasi, 2024). The role of AI in improving customer experience highlights the importance of trust, perceived sacrifice, convenience, personalization, and service quality (Ameen et al., 2021). The value of AI as an enabler for

companies lies in its ability to provide operational and competitive advantages, which significantly contribute to business success (Mishra & Pani, 2020). In conclusion, successful implementation of AI in organizations requires a strategic approach that includes governance practices, innovative business models, and ethical considerations to harness the full potential of AI technology.

4. Conclusion

AI is significantly changing organizational structures by influencing hierarchy, decentralization, and new roles in organizations. The advent of AI increases organizational agility and operational efficiency, but also brings challenges in terms of procedural fairness and employee burnout. The use of AI in decision making plays an important role in supporting efficiency and accountability, while this technological transformation creates new functions and roles that influence employee attitudes and behavior. Additionally, AI transforms work patterns by automating routine and complex tasks, increasing work flexibility and productivity. However, AI implementation is also faced with challenges of technology, ethics, privacy, and changes in organizational culture.

4.1. Implications

1. Management and Organizational Structure: Companies need to adapt their structure and management to support AI integration by adopting strong and flexible leadership, as well as enhancing employee skills through continuous training.
2. Decision Making: AI can be used to increase efficiency and accountability in decision-making processes, but companies must ensure transparency and fairness in the use of algorithms.
3. Organizational culture: Changes in organizational culture are needed to reduce resistance to AI and promote innovation and employee satisfaction. Effective communication and commitment from leadership is essential.
4. Ethics and Privacy: Organizations must address ethical and privacy issues by implementing clear policies on data use, ensuring data security, and prioritizing transparency in AI algorithms.

4.2. Future Research

1. Long Term Impact Evaluation: Further research is needed to evaluate the long-term impact of AI on organizational structure, productivity and employee well-being.
2. Change Management Strategy: Develop and test effective change management strategies to overcome employee resistance to AI.
3. Ethics Policy Development: Further studies on developing effective ethics and privacy policies in the use of AI in various sectors.
4. Organizational Adaptation: Research into ways organizations can adapt to AI technology, including employee training and skill development, is necessary to ensure successful integration of this technology.

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