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AN ANALYSIS OF THE IMPACT OF AI ON LEADERSHIP MANAGEMENT AND DECISION-MAKING PROCESSES

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Abstract
This study aims to analyze the impact of the application of artificial intelligence (AI) on leadership management and decision-making processes in modern organizations, with a case study at PT. Oupu Building Materials, Tangerang. This study uses a qualitative descriptive approach through in-depth interviews with seven informants consisting of managers, division heads, and sales and promotion employees. The results show that the application of AI brings transformation in the decision-making process, where decisions become faster, more accurate, and data-driven. In addition, AI also changes the leadership style to be more collaborative and adaptive to technological developments. However, this study also identified several key challenges, such as dependence on data quality, the risk of algorithmic bias, and employee resistance to change. Leaders are required to develop ethical, adaptive leadership strategies oriented towards developing employees' digital competencies to maximize the potential of AI without neglecting the human aspect of decision-making. Thus, AI is not only an analytical tool, but also a catalyst in creating innovative.

Keywords: AI, Decision Making, Leadership, Management, PT. Building Materials.

1. Introduction

In today's digital age, technology, especially artificial intelligence (AI), has become an integral part of many aspects of life, including in management and leadership processes. AI not only changes the way organizations operate, but it also influences the decisions made by leaders. Based on the results of a report from the McKinsey Global Institute, about 70% of companies worldwide have adopted AI in some form, and 80% of business leaders believe that AI will be an important part of their strategy in the next five years. This shows that leaders need to understand and leverage these technologies in order to compete in an increasingly complex market (The State of AI in, 2021).

The impact of AI on leadership and decision-making is significant. AI can assist leaders in analyzing big data, predicting market trends, and identifying new opportunities. For example, companies like Amazon and Google have been using AI to optimize their business processes and improve the customer experience. However, he said that the application of AI also presents challenges, including ethical issues, data privacy, and the need to develop new skills among the workforce. Therefore, leaders need to have a deep understanding of these technologies and their impact on their organizations (Nyoto et al., 2024).

One of the most striking aspects of AI's impact is its ability to analyze big data. In this context, leaders can use AI to process information that comes from a variety of sources, such as consumer behavior, market trends, and operational data. With advanced algorithms, AI can identify patterns that may not be visible to humans, helping leaders make more informational decisions. For example, in the retail industry, AI can analyze sales data and customer behavior to predict which products will sell well in a given

season. This allows companies to optimize stock and reduce the risk of losses due to unsold goods (Nguyen & Shaik, 2024).

However, while the benefits offered are enormous, leaders must also be aware of the challenges that come with the adoption of AI. One of the main challenges is the issue of ethics. In the use of AI, questions often arise regarding the decisions made by algorithms. Was the decision fair? Is there any bias stored in the data used? For example, in the field of hiring, if AI algorithms are trained with data that reflects historical biases, then the decisions taken can reinforce existing injustices. Therefore, leaders need to ensure that the use of AI is done with strong ethical principles.

In addition, the application of AI also requires the development of new skills among the workforce. With automation on the rise, many traditional jobs will probably be replaced by machines. Therefore, leaders need to think about training and development strategies to help employees adapt to these changes. For example, companies can offer training programs that focus on analytical skills and technological understanding, so employees can contribute to the most in an AI-dominated environment. This will not only increase productivity, but it will also create a more innovative company culture (Portillo, 2025).

In this journal, we will discuss how AI affects leadership management and decision-making processes, how leadership is transformed through AI technology, what are the challenges and risks of using AI and what the future of leadership in the AI era is. We will explore various aspects, including the advantages and challenges faced by leaders in integrating AI into their strategies.

2. Theoretical Background

Leadership theory has evolved along with the changing times and technology. In this context, modern leaders are required to not only have managerial skills, but also a strong understanding of technology. According to Northouse, leadership is the process of influencing individuals and groups to achieve a common goal. With AI, this process has become more complex, as leaders must be able to integrate technology into their leadership strategies and practices (Andersen, 2022).

As the theory of leadership continues to develop, one of the proofs of its development is the emergence of the concept of transformational leadership. first introduced by James MacGregor Burns in the late 1970s, emphasizing the role of leaders as agents of change that encourage followers to transcend personal interests for the sake of collective goals. This concept was later developed by Bass and Avolio, highlighting four main dimensions: idealistic influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration. Transformational leadership theory is one of the most influential approaches in modern leadership studies. This theory emphasizes the ability of leaders to inspire, motivate, and transform followers and organizations through individual vision, values, and attention (Moradi Korejan & Shahbazi, 2022).

The development of AI is very rapid as well as the development of AI theory itself, one of the theories about AI is the Explainable AI theory which states that even though AI is developing more complex, it can still be understood by humans. By providing transparent and easy-to-understand explanations, XAI increases trust, reliability, and responsible use of AI (Rawal et al., 2022).

AI offers a variety of tools and techniques that can assist leaders in decision-making. For example, AI-based data analytics can provide more accurate insights into consumer behavior and market trends. A study by PwC shows that 63% of business leaders believe

that AI can help them make better and faster decisions. However, the use of AI also requires a good understanding of the algorithms and the underlying data, which is often a challenge for many leaders (PwC, 2021).

In the context of modern leadership, it is important to understand that technology is not only a tool, but can also be a strategic partner in achieving organizational goals. For example, the use of AI in data analysis can help leaders make better and faster decisions. By leveraging data obtained from a variety of sources, leaders can identify trends, understand consumer behavior, and formulate more effective strategies. This shows that leaders must have strong analytical skills to be able to make optimal use of technology. The integration of artificial intelligence (AI) in leadership has given birth to the theory of hybrid leadership, in which AI acts as a supporting tool that accelerates, strengthens, and expands leaders' ability to make strategic decisions. AI enables leaders to analyze large amounts of data, predict outcomes, and provide data-driven recommendations, resulting in the decision-making process being 58% faster and 41% more accurate, as well as improving forecasting accuracy by up to 89% (Ramli et al., 2024) (Joshi, 2025).

Furthermore, leaders in the digital era are also required to have high adaptability. Bevilacqua said that AI is driving the emergence of hybrid decision-making processes, where leaders combine human intuition with AI analysis to generate decisions that are more adaptive and responsive to environmental changes. Rapid technological changes force leaders to continue learning and innovating. For example, many companies are adopting cloud technology to improve operational efficiency. Leaders who are able to understand and implement these technologies well will have a competitive advantage in the market. This shows that leaders must be proactive in finding out about the latest technology trends and how they can be applied in their organizations (Bevilacqua, Ferraris, et al., 2025).

Rapid technological changes force leaders to continue learning and innovating. In this regard, many companies are adopting cloud technology to improve operational efficiency. For example, companies that switch to cloud computing solutions not only reduce IT infrastructure costs, but also improve data flexibility and accessibility. Leaders who are able to understand and implement these technologies well will have a competitive advantage in the market. They can quickly adjust business strategies based on more accurate and up-to-date data. Therefore, it is important for leaders to be proactive in finding out about the latest technology trends and how they can be applied in their organizations. Thus, they not only become followers in trends, but also pioneers who can create new opportunities for growth and innovation (Jaboob et al., 2025).

Effective leadership also involves the ability to build a solid and collaborative team. In the digital age, teams made up of individuals with a wide range of backgrounds and skills are becoming increasingly important. Leaders must be able to create an inclusive work environment, where every team member feels valued and motivated to contribute. For example, in a new product development project, leaders can combine the technical expertise of the engineers with the market insights of the marketing team to create a product that better suits customer needs. This shows that cross-functional collaboration can lead to better innovation (Bevilacqua, Masárová, et al., 2025).

Additionally, AI can affect team dynamics and communication within organizations. Effective leaders must be able to manage the changes brought about by this technology, including how teams collaborate and communicate. In this context, transformational leadership theory can be applied, where leaders seek to inspire and motivate team members to adapt to the changes that occur. Research by Bass and Riggio shows that

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transformational leaders can create an environment that supports innovation and collaboration, which is especially important in the digital age (Bass & Riggio, 2023)

However, ethical challenges also arise along with the use of AI in leadership. Issues such as algorithmic bias and data privacy are a major concern for many organizations. Said by joshi the main challenges that arise are the issues of ethics, transparency, and trust in AI systems, as well as the need to maintain a balance between algorithmic efficiency and human judgment, Leaders must be able to navigate these challenges wisely, ensuring that technology is used fairly and transparently. According to a report by the World Economic Forum, 84% of leaders believe that companies should be responsible for the social impact of the technology they use. This shows the importance of leaders to have ethical awareness in decision-making involving AI (Joshi, 2025) (World Economic Forum, 2022)

As such, a deep understanding of leadership theory and AI technology is essential for today's leaders. They must be able to integrate these two aspects to optimize management and decision-making processes. In the next section, we will discuss more about the specific impact of AI on the decision-making process in the context of leadership.

3. Methods

The approach in this study uses a qualitative descriptive approach to explore the impact of artificial intelligence (AI) technology on leadership management and decision-making. This research was conducted at PT. Oupu Building Materials, Tangerang in 2025. The informants of this study are 7 people with various parts, including: managers, heads of divisions and employees in the sales and promotion division at PT. Construction materials. The qualitative approach was chosen because it allows researchers to gain an in-depth understanding of how AI affects leadership processes in various organizations. Data was collected through in-depth interviews and case studies involving leaders from relevant sections. The organizational structure in PT. The Building Materials are:

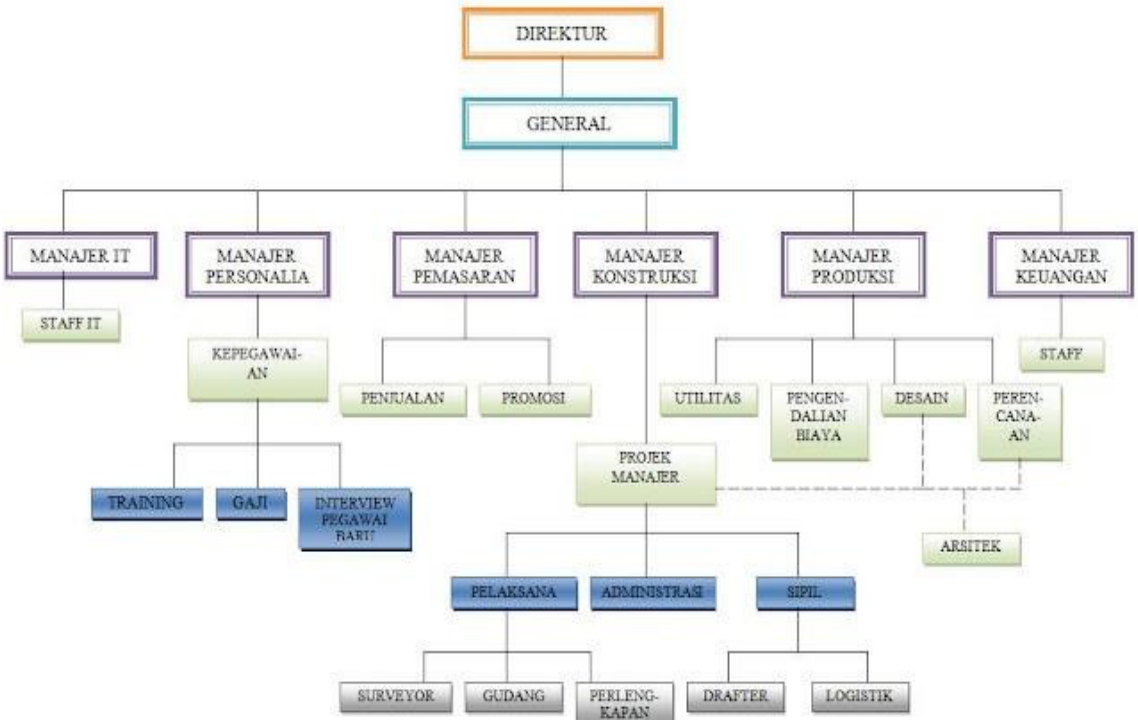

Figure 1. Organizational Structure

4. Results and Discussion

4.1 The Influence of AI on Decision Making.

At PT. Oupu Building Materials there are several statements that can be informative, the results of interviews with marketing and promotion managers stated that "Since the application of Artificial Intelligence (AI) technology at PT. In the case of Building Materials, the decision-making process in the field of marketing has undergone significant changes. Previously, decisions were largely based on experience, intuition, and manual analysis of sales data. Now, with AI, we can make faster, more accurate, and data-driven decisions.". In addition, the head of the sales division said about the great transformation in the decision-making process: "I see that the application of Artificial Intelligence (AI) technology has brought a great transformation in the decision-making process in our company. Where previously strategic decisions were made based on historical reports and subjective considerations from the team, now the process is much more structured, data-based, and results-oriented.", this is in line with what one of the sales division employees said that: "AI systems help us in predicting customer needs more accurately. For example, AI can provide recommendations to sales teams about which customers are potentially making a repeat purchase or which products are experiencing an increase in demand. This allows us to work more efficiently and proactively in serving customers". In addition to the promotion division said significant changes in the decision-making process: "I see that the application of Artificial Intelligence (AI) technology has brought about very significant changes in the decision-making process, especially in the planning and execution of promotional strategies, Before AI, promotional decisions were generally based on team experience and manual analysis of sales data and market response. Now, AI allows us to make data-driven decisions quickly and accurately."

In accordance with the results of the interview above, PT. Oupu Building Materials has leveraged AI for its decision-making process in terms of analyzing consumer behavior and predicting market trends. By using the machine learning algorithm of PT. Oupu Building Materials can provide more precise product recommendations to its customers, which ultimately improves sales and customer satisfaction. In addition, AI also assists managers at PT. Oupu Building Materials in identifying risks and opportunities that may not be visible to ordinary human analysis. In this context, AI serves as a tool that provides support in fast and accurate decision-making.

The influence of AI in decision-making processes in today's digital era, artificial intelligence (AI) has become a very influential tool in the decision-making process in various organizations. AI can perform large amounts of data analysis and provide deeper insights compared to traditional methods. In line with a report from McKinsey, companies that adopt AI in the decision-making process can increase their productivity by up to 40%. This shows that the use of AI is not just a trend, but also one of the strategic steps that can improve managerial efficiency and effectiveness (The State of AI in 2021, 2021).

However, while AI offers many advantages, there are also challenges to face. One of them is the reliance on quality data. If the data used to train the AI model is inaccurate or biased, then the resulting decisions will also be questioned. A study by Harvard Business Review shows that 60% of organizational leaders feel that they don't have enough data to make the right decisions. Therefore, it is important for leaders to ensure that the data used in the AI process is relevant and trustworthy (Harvard Business Review, 2021).

Furthermore, the use of AI in decision-making also raises ethical questions. For example, what if a decision made by AI negatively impacts a group of people? In this regard, leaders must be able to strike a balance between the efficiencies offered by AI and

their social responsibility. Research shows that leaders who pay attention to ethics in decision-making will be more appreciated by employees and stakeholders. Therefore, leaders need to develop a clear ethical framework in the use of AI (Brown & Treviño, 2023).

4.2 Leadership Transformation through AI Technology

The interview conducted at PT. Oupu Matériaux Bangunan got some information related to leadership transformation through AI technology, the marketing manager explained about the role of leadership in the context of the application of AI technology: "The role of leadership in the context of the application of AI technology is to ensure that digital transformation runs in line with the company's strategic vision. We act as a bridge between the technical capabilities of AI and real business needs. In addition, I also see the importance of leadership in building an adaptive culture in the team, so that all members can accept change and make optimal use of technology, not just as a tool, but as part of an ongoing decision-making process." Then the head of the promotion division explained his experience in using AI technology to improve decision-making at the managerial level: "AI plays a big role in speeding up the evaluation process of promotional campaigns. We use AI-based analytics technology to assess the effectiveness of messages, media channels, and audience engagement levels in real-time. As a result, decisions in determining the next strategy become more precise." The head of the sales division explained about the transformation of leadership through AI technology to the work culture and collaboration in the company: "Leadership transformation through AI makes the work in the promotion division more effective and measurable. We're used to using data to assess the results of our work and determine the next steps. Collaboration also increases as AI helps clarify each member's role in promotional projects. Even so, I see the importance of the role of leaders in keeping the work atmosphere warm and creative, so that not everything is only seen in terms of numbers or data".

AI technology has not only influenced decision-making processes, but has also transformed leadership styles. PT. Oupu Building Materials has adopted a more collaborative and data-driven approach to leadership. They use AI to collect feedback from employees and analyze work patterns, allowing them to make more informational and inclusive decisions. This approach not only increases employee engagement, but also creates a more innovative work environment.

Effective leaders in the digital age must be able to adapt quickly to the changes brought by technology. According to research by Deloitte, 78% of leaders believe that the ability to adapt to new technologies is key to the future success of organizations. This shows that good leadership today requires a deep understanding of technology and how to leverage it to achieve organizational goals (Deloitte, 2021)

However, this transformation also brings new challenges. Leaders must be able to overcome the resistance to change that often arises among employees. According to a study by PwC, 60% of employees are worried about the impact of AI on their work. Therefore, it is important for leaders to communicate the benefits of AI technology and engage employees in the change process. In this way, leaders can build trust and create an organizational culture that supports innovation (PwC, 2021).

Furthermore, leaders must also pay attention to the development of digital competencies among employees. In a study conducted by the World Economic Forum, it is estimated that 85 million jobs will be lost to automation, but at the same time, 97 million new jobs will be created. Therefore, leaders must invest in training and skills development

to ensure that their employees are prepared for future challenges (World Economic Forum, 2022).

4.3 Challenges and Risks in AI Deployment

The interview conducted at PT. Finding important information on the challenges and risks of AI implementation, the marketing manager explained about the biggest challenge faced when applying AI in leadership management: "The biggest challenge I faced in applying AI to leadership management was adapting the team's mindset to technological changes. Not all team members are immediately comfortable with AI-based systems, especially when it comes to reading and interpreting complex data. As a leader, I must ensure that this technology is not perceived as a threat, but rather as a decision-support tool. In addition, another challenge is maintaining a balance between the results of AI analysis and market intuition, which often changes rapidly in the building materials industry." In addition, the head of the sales division explained about the risks identified in the application of AI in leadership management environments: "the biggest risk is the mismatch between the results of AI analysis and the real conditions in the field. AI works based on historical data, while the building materials market is highly dynamic and is influenced by many external factors such as construction projects, weather, and material price trends. If not balanced with human supervision, the decisions taken can become irrelevant. In addition, another risk is a decrease in employee confidence who feel their role is reduced due to automation". Later, one of the employees of the promotion division explained about the role of AI in supporting or hindering effective leadership in the company: "AI helps make work more measurable and makes the decision-making process easier, so that leaders can focus more on long-term strategies. However, I also see potential bottlenecks when leaders rely too much on data and ignore input from the team. Effective leadership still needs open communication, while AI should be a support tool, not a decision-making center."

From the results of the interview of PT. Oupu Building Materials developed a clear policy regarding the use of AI and data. This policy should cover aspects such as data collection, use of algorithms, and privacy protection. By having transparent policies in place, organizations can build trust with stakeholders and reduce the risks associated with using AI.

In addition, there is also a risk of bias in AI algorithms. If the data used to train AI models is not representative, then the resulting results may reflect such biases. In line with the research conducted by Nyoto, it shows that algorithms in AI have a level of error in terms of the decision-making process when all decisions depend on AI and not just a source of information, which can lead to decision-making errors. Therefore, it is important for leaders to understand this potential bias and take steps to minimize their impact (Nyoto et al., 2024)

Therefore, PT. Oupu Building Materials must also consider the social impact of the application of AI. For example, automation can result in wrong decision-making, job loss for some employees, and so on. Therefore, leaders need to plan strategies to support affected employees, such as providing retraining or career transition programs. This will not only help employees, but it will also strengthen the organization's reputation as a socially responsible company.

4.4 The Future of Leadership in the Age of AI

An interview conducted related to the future of leadership in the AI era found that the head of the sales division discussed how the role of leadership is changing as AI

technology advances in the company: "The role of leadership in the AI era has become more strategic and transparent. With AI, we can monitor team performance in real-time and make faster, more objective decisions. However, this change also requires leaders to better understand technology so that they don't just rely on reports, but are actually able to interpret data wisely. Leadership is now also more collaborative, where leaders must guide the team to be ready to adapt to digitalization without losing the values of cooperation and trust". Furthermore, the head of the promotion division discussed the skills that are key for future leaders to succeed in the AI era: "The most important skills are the ability to think critically and creatively in utilizing AI. Leaders should not only rely on data, but also be able to develop new ideas that are relevant to changing market behavior. In addition, leaders must be flexible and have high learning abilities, as AI technology will continue to evolve and demand rapid adaptation". The marketing manager discusses the strategies used to leverage AI technology in decision-making in the team: "The strategy I use is to make AI a supporting tool for market analysis and consumer behavior. We leverage AI-based systems to collect and process data quickly, so marketing decisions can be made more accurately. In addition, I also make sure the team understands how to read the analysis results from the system, through internal training and regular discussions. That way, the use of AI is not only limited to technology, but also part of a data-driven work culture."

From the results of the interview above, it can be concluded that it is important for leaders to continue to learn and innovate in their approach. In this context, leaders should encourage a culture of learning within the organization, where employees are encouraged to explore new technologies and share knowledge. This way, organizations can stay relevant and adapt quickly to changes happening in the market.

Looking ahead, the future of leadership in the AI era will largely depend on leaders' ability to adapt to technological changes. In line with what Zaidi said, successful leaders will be those who not only understand technology, but are also able to utilize it to create value for organizations and society. And in line with a study by Forrester, 65% of leaders admit that they need to improve their digital capabilities to stay competitive (Zaidi et al., 2024) (Wisdom, 2024)

In conclusion, AI offers a great opportunity to improve leadership management and decision-making processes. However, the challenges and risks associated with its implementation must be managed carefully. Effective leaders in the age of AI will be those who are able to adapt, manage change, and build strong relationships with their teams.

5. Conclusion

This research confirms that artificial intelligence (AI) has a significant impact on leadership management and decision-making processes in modern organizations. In a study conducted at PT. In the case of Building Materials, it was found that the application of AI not only improves efficiency, but also improves accuracy and speed in data-driven decision-making. For example, by using machine learning algorithms, companies can analyze sales data and consumer behavior in real-time, allowing leaders to make faster and more informed decisions. In this context, AI serves as a tool that strengthens leaders' analytical capabilities, providing deeper insights into market trends and consumer preferences. Thus, AI is becoming an integral component in data-oriented business strategies.

However, behind the benefits offered, the use of AI also presents a number of challenges that organizations need to face. One of the main challenges is the ethical issue related to the use of data and algorithms. For example, algorithms used in AI systems can contain biases derived from unrepresentative data. This can lead to decisions being taken to be unfair or discriminatory. In addition, reliance on data quality is a crucial factor; if the data used is inaccurate or incomplete, then the results of the analysis generated by AI will also be flawed. Employee resistance to technological change is also a significant challenge. Many employees feel threatened by the presence of new technologies, which can result in rejection of the application of AI in the work process. Therefore, leaders need to prioritize clear communication and build trust to overcome these fears, as well as uphold ethical principles and transparency in the implementation of AI.

From a leadership perspective, AI technology is driving the birth of a new leadership style that is more collaborative, adaptive, and data-driven. Today's leaders are not only required to rely on instinct and experience, but must also be able to interpret the data generated by AI systems. They need to develop an organizational culture that supports continuous learning, where employees are encouraged to improve their digital competencies. For example, companies can hold regular training on the use of basic data analysis and programming tools to improve employees' digital skills. Thus, employees will feel more prepared and confident in facing the ever-evolving technological transformation. In addition, effective leaders must also be able to create innovative work environments, where new ideas can develop and be tested without fear of failure.

Overall, AI is not just an auxiliary tool, but has evolved into a strategic partner in decision-making and organizational development. Successful leaders in the AI era are those who are able to integrate technology with human values. They must be wise in managing the risks that arise from the use of AI and remain committed to ethical principles in every decision made. In this context, building an innovative and sustainable work environment is crucial. Leaders need to ensure that every team member feels valued and has the opportunity to contribute to the innovation process. Thus, organizations will not only be able to adapt to change, but will also be able to lead in this increasingly complex digital era.

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