

# Leveraging Evolving Artificial Intelligence Solutions and Collaborative Team Dynamics to Drive Organizational Transformation

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## ABSTRACT

Digital transformation driven by advances in artificial intelligence technology has become a strategic priority for organizations in various global industrial sectors. However, in Indonesia, AI implementation often faces obstacles stemming from limited collaborative capabilities, organizational cultural resistance, and low readiness of human resources to adapt to technological changes. This study aims to empirically examine the mediating role of team collaboration in the relationship between the adoption of AI technology and the success of organizational transformation. The research approach uses a quantitative method based on SEM-PLS with data collected from 400 respondents in various industrial sectors that have implemented AI. The results show that AI adoption has a positive and significant effect on organizational transformation through improved operational efficiency, decision-making quality, and business innovation. In addition, AI adoption also increases the effectiveness of team collaboration in cross-functional coordination and communication. The mediation analysis confirms that team collaboration is an important link between AI adoption and successful organizational transformation. In conclusion, the synergy between technological capabilities and human dynamics is the main key for organizations in achieving adaptive and sustainable digital transformation.

**Keywords:** AI Adoption, Artificial Intelligence, Collaborative Team Dynamics, Organizational Transformation.

## INTRODUCTION

The application of Artificial Intelligence (AI) has become the main core in accelerating digital transformation in various global industrial sectors. AI is driving significant changes in work structures and business models by demanding more adaptive and collaborative digital skills (Faradillah et al., 2023; Taufik et al., 2023). This transformation forces organizations to adapt flexible business strategies and work cultures to remain competitive in the era of digital disruption (Alanudin & Permadi, 2024; Nugroho, 2025). On the other hand, the success of AI adoption depends not only on the sophistication of its technology, but also on the ability of organizations to integrate machine intelligence with human potential (Akter et al., 2024). Therefore, the balance between technology investment and human resource development is a key factor in dealing with rapid and complex changes in the digital age (Dima et al., 2024; Fenwick et al., 2024)

In Indonesia, human resource readiness remains a major barrier to AI implementation, with low collaboration and weak transformational leadership limiting effective technology use (Iskandar, 2023; Winanda & Veri, 2025; Nugroho & Hakim, 2023). Many organizations face a gap between available technology and the ability to utilize it, compounded by insufficient integration of business strategy, structure, and cultural readiness (Nurain et al., 2024). Strengthening cross-functional collaboration and adaptive leadership is critical for successful digital transformation (Dash & Gatharia, 2023;

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Sacavém et al., 2025). While AI offers potential to enhance competitiveness through efficiency, better decision-making, and innovation (Najana et al., 2024; Bevilacqua et al., 2025; Ulfha, 2025), deployment often fails due to poor coordination, fragmented communication, and rigid structures (Salgado-Reyes et al., 2023; Aris et al., 2023; Ibrahim & Bencheekroun, 2023; Nguyen & Shaik, 2024). Developing a collaborative, cross-functional culture is essential to ensure AI is effectively integrated across organizational processes (Fahmi, 2024).

The dynamic capabilities framework posits that organizational success in technological change depends on sensing, seizing, and reconfiguring, recognizing opportunities, making strategic decisions, and adjusting structures, which rely on team communication, flexible structures, and collaborative leadership (Teece, 2007; Wang & Ahmed, 2007; Day & Schoemaker, 2016; Kristensen & Shafiee, 2019). Organizations that integrate technological and human capabilities are better prepared for digital disruption, with AI and team collaboration forming a foundation for resilience and adaptability (Syafi et al., 2023; Schmutz et al., 2024; Abbu et al., 2025). In Industry 4.0, AI transforms operations through automation, predictive decision-making, and service personalization, yet few Indonesian companies achieve substantial business value, revealing a gap between adoption and integration into work culture and collaboration (Deep, 2023; Siska et al., 2023). Employee resistance, poor cross-functional communication, and limited collective learning remain key barriers to successful digital transformation (Fulton et al., 2024).

Team collaboration is critical for successful AI-driven digital transformation, as organizations with collaborative cultures demonstrate greater innovation and resilience (Najem et al., 2024; Dell'Acqua et al., 2025; Przegalinska et al., 2025). Visionary leadership, inclusive structures, and responsiveness to external pressures like globalization and market changes are essential for fostering such collaboration (Ofem, 2024; Kolbjørnsrud, 2024). Human-AI teaming positions AI as a collaborative partner rather than merely an automation tool, requiring a shift toward managing human-technology interactions (Simón et al., 2024; Al-Faouri et al., 2024). People-centric change management, emphasizing trust, engagement, and shared vision, is fundamental to realizing sustainable transformation, as AI adoption alone cannot generate lasting value without strong team collaboration and an inclusive organizational culture (Bozkus, 2023; Gusti et al., 2024; Li & Huang, 2024).

Based on this phenomenon, this study aims to empirically examine the relationship between AI technology adoption, team collaboration, and organizational transformation success using a quantitative approach based on Structural Equation Modeling–Partial Least Squares (SEM-PLS). The focus of this research is to analyze the role of team collaboration as a strategic mediating variable that links AI adoption to organizational transformation. By integrating the theory of dynamic capabilities and team effectiveness, this study seeks to fill the gap in the literature that separates the study of technology and organizational behavior.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### The Effect of AI Adoption

Artificial intelligence, particularly generative AI, is reshaping organizational operations by enhancing efficiency, decision-making, and innovation (Golgeci et al., 2025). Collaboration between humans and AI fosters productivity and the development of innovative solutions, with a human-in-the-loop approach ensuring that creativity, ethical judgment, and intuition complement AI's analytical capabilities (Söllner et al., 2025). This human-AI synergy supports more precise, context-aware decision-making, helps manage innovation, reduces bias, and balances automation with creativity (Akinagbe, 2024; Hao et al., 2024). In organizational transformation, AI acts as a change agent by guiding strategy reorientation, restructuring workflows, and enhancing human resource capabilities through automation and data-driven learning (Boussioux et al., 2024).

AI adoption is recognized as a form of dynamic capability, enabling organizations to adapt to rapidly changing environments and enhance productivity through resource reconfiguration. It transforms organizational paradigms from simple automation to continuous learning and data-driven innovation (Gusti et al., 2024). Moreover, AI improves operational efficiency and empowers employees by reducing routine tasks and increasing decision-making accuracy (Leszkiewicz et al., 2022; Popescu et al., 2024). It also aligns individual performance with organizational goals through data analytics (Chen et al., 2022). Human AI collaboration enhances collective cognitive capabilities, creating sustainable competitive advantage (Rożman et al., 2023). Therefore, AI adoption represents both a technological and strategic human empowerment approach.

Effective change management plays an important role in addressing the global challenges arising from AI-based digital transformation. Successful change depends not only on technology strategy, but also on employee engagement, visionary leadership, and organizational cultural readiness (Maicon, 2023). Organizations that are able to manage resistance to automation, improve digital competencies, and strengthen employee commitment to change will have a greater chance of achieving a successful transformation (Holm et al., 2023). Thus, organizational transformation in the digital era must be seen as a sociotechnical process that demands a balanced integration between technological systems and the human dimension (Kolbjørnsrud, 2024).

H1: AI adoption has a significant effect on team collaboration.

H2: AI adoption has a significant effect on organizational transformation.

### **The Effect of Collaboration Teams on Organizational Transformation**

Dynamic Capabilities Theory (DCT) explains how organizations integrate, build, and reconfigure resources to remain competitive in changing environments (Eisenhardt & Martin, 2017). Its pillars, sensing, seizing, and reconfiguring, enable proactive responses to market dynamics (Zhong, 2025). In the AI context, these capabilities manifest through data-driven opportunity detection, value creation, and process restructuring under uncertainty (Hao et al., 2024; Simón et al., 2024). AI enhances decision-making, process efficiency, and innovation, strengthening organizational dynamic capabilities (Akinagbe, 2024). Successful AI adoption depends on supportive culture, workforce readiness, and visionary leadership (Aldoseri et al., 2024). Developing dynamic capabilities requires not only technology investment but also structural and cultural shifts toward experimentation and continuous learning (Holmström, 2022; Oyekunle & Boohene, 2024; Haji-Othman et al., 2024).

Team collaboration is a critical element in ensuring the successful adoption of AI because it allows for cross-disciplinary integration between data scientists, technologists, and business practitioners. Collaboration effectiveness increases when organizations have an open work culture and adaptive communication systems (Rick et al., 2024). In the context of AI, team collaboration serves as a link between machine intelligence and human intelligence to generate innovation (Ju & Aral, 2025; Dell'Acqua et al., 2025). Studies show that AI can improve the productivity of individuals and teams through process automation, increased accuracy, and data-driven decision support (Przegalinska et al., 2025). However, the effectiveness of human-AI collaboration remains dependent on the level of trust, engagement, and ethical understanding within the team (Schmutz et al., 2024). Therefore, collaborative design that puts humans at the center of interaction with technology is key to ensuring the success of organizational transformation (Najana et al., 2024; Nguyen & Shaik, 2024).

H3: Team collaboration has a significant effect on organizational transformation.

### **Team Collaboration as a Mediator Variable**

Organizational transformation in the digital era involves adapting business strategies, structures, and processes to respond to technological advances, especially artificial

intelligence (Fahmi, 2024). This process is disruptive because it challenges old paradigms and forces organizations to build new models that are more responsive and flexible (Cruz-Sánchez et al., 2020; Agustian et al., 2023). In this context, digital transformation emphasizes not only the technical aspect but also the social dimension that includes team collaboration, organizational learning, and innovative culture (Murire, 2024).

Organizations that are able to reflect on their practices, identify gaps, and adapt to changing environments (Alzadjali et al., 2023). Team collaboration is a key tool in creating collective learning that enables knowledge exchange and continuous innovation (Haidar et al., 2025). The perspective of the socio-technical system also emphasizes the need for a balance between technology and people to ensure the success of the transformation (Butt et al., 2024; Fenwick et al., 2024). Without strong collaboration, support, and effective cross-functional communication, AI adoption is at risk of failure due to resistance and a lack of adaptation to work culture (Dash & Gatharia, 2023; Li & Jiang, 2025). Therefore, the synergy between technology and human behavior is the main foundation for the success of sustainable digital transformation (Cheng et al., 2024).

Team collaboration acts as a strategic mediator that connects AI adoption to successful organizational transformation (Ali et al., 2024; Hao et al., 2024). Effective collaboration facilitates information flow, cross-functional communication, and evidence-based decision-making that strengthens synergy between humans and technology (Popescu et al., 2024). This synergy creates operational efficiency, continuous innovation, and a work environment that is adaptive to change (Kolbjørnsrud, 2024).

H4: Team collaboration mediates the effect of AI adoption on organizational transformation.

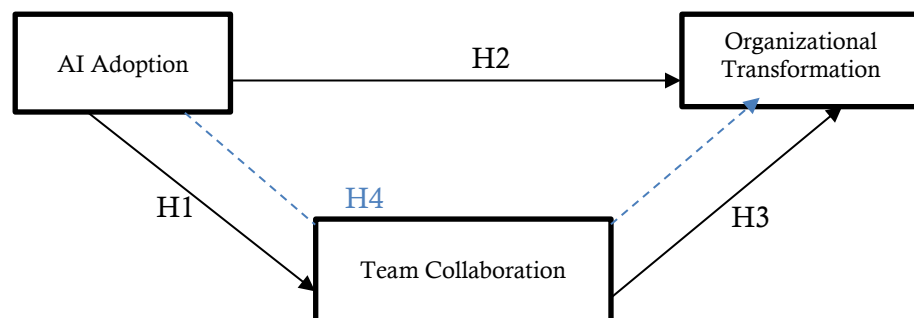


Figure 1. Conceptual Framework

Figure 1 shows a conceptual framework illustrating the relationship between AI adoption, team collaboration, and organizational transformation. AI adoption acts as a primary variable that directly influences organizational transformation (H2) and team collaboration (H1). Furthermore, team collaboration also has a direct influence on organizational transformation (H3) and serves as a mediating variable (H4) that bridges the relationship between AI adoption and organizational transformation. This aligns with the concept that team collaboration is a crucial process that transforms organizational inputs into more effective outcomes. Thus, this model emphasizes that the success of organizational transformation is determined not only by technology adoption but also by the quality of team collaboration as its connecting mechanism.

## RESEARCH METHODS

This study employs a quantitative explanatory design using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) to test relationships between variables. SEM-PLS is suitable for examining simultaneous causal effects among complex latent constructs, handling non-normal data, predictive modeling, and small to medium sample sizes (Sarstedt et al., 2014; Haji-Othman & Yusuff, 2022; Haji-Othman et al.,

2024). The explanatory approach allows both partial and holistic assessment of how one construct influences another within the theoretical model.

The study population comprises work teams in private sector organizations implementing AI solutions, focusing on those actively involved in technology adaptation, team collaboration, and changes in work behavior. Purposive sampling was used to select 400 respondents who are members of active teams directly participating in AI integration, ensuring relevant knowledge and experience (Kasih et al., 2023). This sample size exceeds the recommended minimum for SEM-PLS analysis (100–200) and is expected to provide representative, stable, and valid results for testing relationships between latent variables (Hair & Alamer, 2022).

Data were collected via an online survey distributed to respondents meeting the inclusion criteria, chosen for its efficiency and suitability for a digitally engaged workforce. Respondents rated statements on a 5-point Likert scale, capturing perceptions and attitudes toward the constructs. The instrument was based on validated theoretical constructs adapted to organizations implementing AI solutions, such as chatbots, recommendation systems, data analytics, and task automation, which enhance operational efficiency, team collaboration, and organizational adaptation. The study measured three main constructs: AI adoption, representing acceptance, use, and integration of AI technology (Chatterjee & Chaudhuri, 2022). Team collaboration, assessing collaborative performance and goal achievement (Salas et al., 2008). Organizational transformation, evaluating the organization’s achievement in digital strategic changes (Trunk et al., 2020; Tribuana et al., 2025).

Data analysis was conducted using SEM-PLS via the latest SmartPLS software, suitable for predictive and exploratory models with moderate sample sizes (Hasbiah et al., 2024; Sarstedt & Cheah, 2019; Sayyida, 2023). Construct validity was assessed through convergent validity ( $AVE \geq 0.50$ ) and discriminant validity using Fornell–Larcker and HTMT criteria, while reliability was evaluated with Cronbach’s Alpha and Composite Reliability ( $CR \geq 0.70$ ) (Putri & Idriyani, 2020; Peterson et al., 2020). Hypotheses were tested using bootstrapping to obtain path coefficients, t-statistics, and p-values at a 5% significance level. The mediating effect of team collaboration between AI adoption and organizational transformation was examined following Baron and Kenny (1986) and supported by bootstrapping, determining whether mediation was partial or full.

## RESULTS

Based on a sample of 400 respondents, the characteristics of the respondents were explained based on gender, age, position in the organization, length of work, and experience in the implementation of AI technology. These demographic and professional profiles provide an essential foundation for understanding the distribution of respondents and ensuring the representativeness of the sample. Furthermore, it offers important context for interpreting the subsequent empirical findings related to AI adoption and its impacts within organizations.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percent (%)
Gender	Woman	218	54.5
	Man	182	45.5
	Total	400	100.0
Age	< 25 years old	242	60.5
	25 – 34 years old	73	18.3
	35 – 44 years old	47	11.8
	≥ 45 years old	38	9.5
	Total	400	100.0
Position in Organization	CEO-Director	9	2.3
	Head of Division (Vice President-General Manager-etc equivalent)	14	3.5
	Head of Department (Senior Manager-Manager-Asst. Manager)	46	11.5

Characteristics	Category	Frequency	Percent (%)
	Officer (Head of Unit-Senior Staff)	331	82.8
	Total	400	100.0
Long Career	< 1 year	141	35.3
	1 – 3 years	128	32.0
	4 – 6 years	52	13.0
	≥ 7 years old	79	19.8
	Total	400	100.0
Engagement in Cross-Functional Teams Using AI	Yes	182	45.5
	No	218	54.5
	Total	400	100.0

According to Table 1, out of 400 respondents, 218 (54.5%) were women and 182 (45.5%) were men, showing a slightly higher female participation in AI implementation teams and reflecting a positive shift toward diversity in technology. The age distribution was dominated by respondents under 25 years (60.5%), followed by 25–34 years (18.3%), 35–44 years (11.8%), and ≥45 years (9.5%), highlighting the strong involvement of digitally literate younger generations, while cross-generational collaboration balances innovation with experience. Most respondents (82.8%) held officer-level positions, with fewer in managerial (11.5%), divisional (3.5%), or executive roles (2.3%), indicating that AI implementation is largely driven by technical personnel, supported by strategic oversight.

Regarding experience, 35.3% of respondents had worked <1 year, 32% for 1–3 years, 13% for 4–6 years, and 19.8% ≥7 years, showing organizational workforce renewal alongside adaptation to digital technologies. While 45.5% were involved in cross-functional AI teams, 54.5% were not, suggesting that AI adoption remains partial but increasingly integrative. Thus, 64.3% of respondents reported AI implementation in their organizations, mostly in 2025 (68) and 2024 (32), reflecting rapid growth in AI adoption as a driver of operational efficiency, innovation, and cross-departmental collaboration.

Table 2. Convergent Validity and Reliability Test

Variable	Item	Factor Loading	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
AI Adoption	AA1	0.903	0.945	0.947	0.958	0.821
	AA2	0.874				
	AA3	0.922				
	AA4	0.922				
	AA5	0.907				
Team Collaboration	TC1	0.863	0.923	0.932	0.942	0.764
	TC2	0.899				
	TC3	0.880				
	TC4	0.851				
	TC5	0.876				
Organizational Transformation	OT1	0.890	0.937	0.937	0.952	0.800
	OT2	0.829				
	OT3	0.919				
	OT4	0.924				
	OT5	0.909				

Based on Table 2 and Figure 2, all indicators in the variables of AI adoption, team collaboration, and organizational transformation have a loading factor value of > 0.70, meeting the criteria for convergent validity. This shows that all questionnaire items can represent the construct well and are understood consistently by the respondents. All variables show Cronbach's alpha and Composite Reliability values > 0.70 with AVE > 0.50, indicating excellent internal reliability and consistency. The research model has met the criteria of validity and reliability for use in subsequent structural analyses.

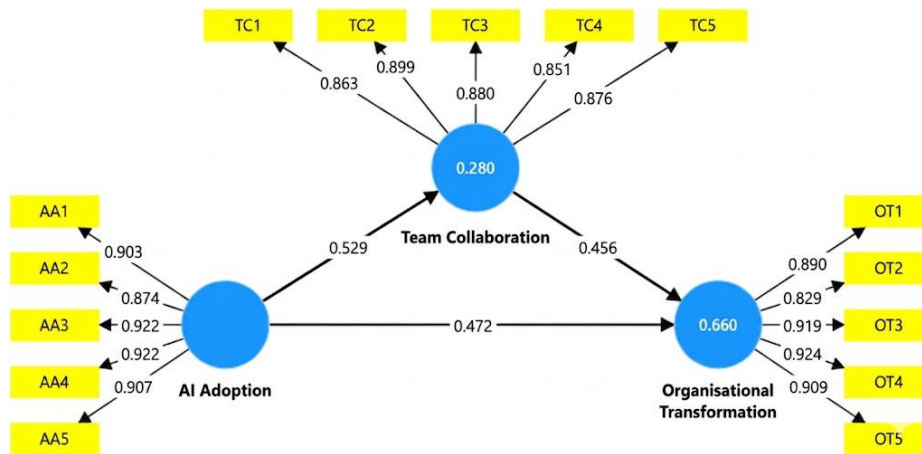


Figure 2. Structural Model

Table 3. Discriminant Validity

Variable	Item	AI Adoption	Team Collaboration	Organizational Transformation
AI Adoption	AA1	0.903	0.488	0.645
	AA2	0.874	0.422	0.608
	AA3	0.922	0.443	0.644
	AA4	0.922	0.521	0.661
	AA5	0.907	0.514	0.671
Team Collaboration	TC1	0.583	0.863	0.674
	TC2	0.518	0.899	0.676
	TC3	0.386	0.880	0.543
	TC4	0.359	0.851	0.553
	TC5	0.414	0.876	0.607
Organizational Transformation	OT1	0.570	0.674	0.890
	OT2	0.778	0.499	0.829
	OT3	0.601	0.689	0.919
	OT4	0.639	0.648	0.924
	OT5	0.601	0.648	0.909

Table 3 presents the discriminant validity results using cross-loadings for three constructs: AI adoption, team collaboration, and organizational transformation. Each item shows the highest loading on its intended construct compared to the other constructs, for example, items AA1–AA5 load highest on AI adoption (0.874–0.922), items TC1–TC5 on team collaboration (0.851–0.899), and items OT1–OT5 on organizational transformation (0.829–0.924). These results indicate that each item clearly represents its respective construct while remaining distinct from the others, confirming the discriminant validity among the constructs.

Table 4. Fornell-Larcker Criterion

Variable	AI Adoption	Team Collaboration	Organizational Transformation
AI Adoption	0.906		
Team Collaboration	0.529	0.874	
Organizational Transformation	0.714	0.706	0.895

Table 4 presents the Fornell-Larcker criterion for assessing discriminant validity among AI adoption, team collaboration, and organizational transformation. The diagonal values, representing the square root of AVE, are higher than the off-diagonal correlations between constructs (0.906 for AI Adoption, 0.874 for team collaboration, and 0.895 for organizational transformation), indicating that each construct shares more variance with its own indicators than with other constructs. Combined with the cross-loading results, these findings confirm that the measurement model demonstrates strong discriminant validity and that the constructs are clearly distinguishable from one another.

Table 5. F-Square

Variable	F-Square	R-Square	Adjusted R-Square
AI Adoption -> Team Collaboration	0.388	0.280	0.278
AI Adoption -> Organizational Transformation	0.472	0.660	0.658
Team Collaboration -> Organizational Transformation	0.441		

According to Table 5, the R<sup>2</sup> value for team collaboration is 0.280 and for organizational transformation is 0.660. This means that 28% of the variation of team collaboration is explained by AI adoption, while 66% of the variation of organizational transformation is explained by AI adoption and team collaboration. This model is included in the good category. The F<sup>2</sup> value showed a large influence for the entire relationship between variables: AI adoption on team collaboration (0.388), AI adoption on organizational transformation (0.472), and team collaboration on organizational transformation (0.441). These findings confirm that the contribution of each construct to the model is strong and significant.

Table 6. Model Fit

Statistics	Saturated model	Estimated model
SRMR	0.070	0.070
d_ULS	0.595	0.595
d_G	0.272	0.272
Chi-square	620.078	620.078
NFI	0.898	0.898

Based on Table 6, an SRMR value of 0.070 indicates that the model has a good match rate (<0.08), indicating a fit between the theoretical model and the empirical data (Hair et al., 2014). Thus, the structure of the relationship between variables can be validly interpreted.

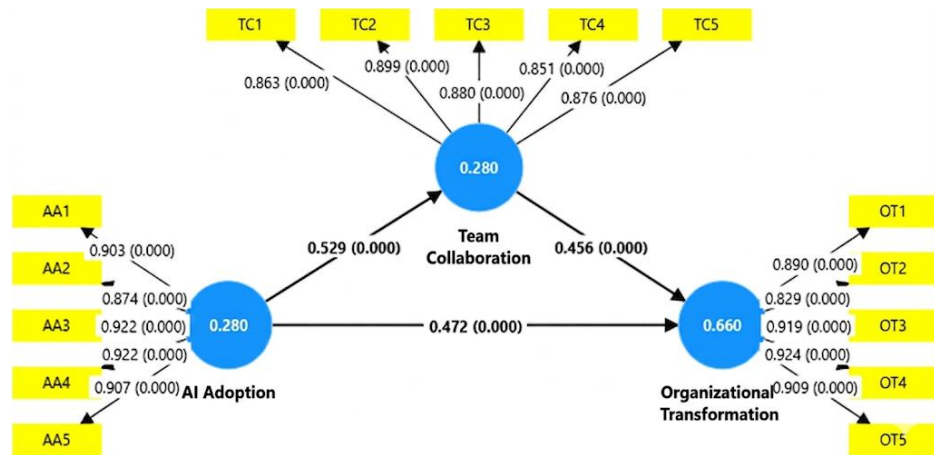


Figure 3. Bootstrapping Results

Table 7. Hypothesis Testing Results

Variable	Original Sample	Sample Mean	Standard Deviation	t-statistics	p-values
AI Adoption -> Team Collaboration	0.529	0.530	0.048	10.940	0.000
AI Adoption -> Organizational Transformation	0.472	0.474	0.058	8.177	0.000
Team Collaboration -> Organizational Transformation	0.456	0.455	0.067	6.798	0.000
AI Adoption -> Team Collaboration -> Organizational Transformation	0.241	0.240	0.039	6.186	0.000

The results in Table 7 and Figure 3 indicate that AI adoption has a significant positive effect on team collaboration ( $\beta = 0.529$ ;  $t = 10.940$ ;  $p < 0.001$ ) and organizational

transformation ( $\beta = 0.472$ ;  $t = 8.177$ ;  $p < 0.001$ ), while team collaboration also significantly influences organizational transformation ( $\beta = 0.456$ ;  $t = 6.798$ ;  $p < 0.001$ ). Additionally, team collaboration partially mediates the relationship between AI adoption and organizational transformation ( $\beta = 0.241$ ;  $t = 6.186$ ;  $p < 0.001$ ), highlighting that successful AI adoption relies not only on technological implementation but also on effective collaboration within teams to align strategies, enhance communication, and drive digital transformation outcomes.

## DISCUSSION

The study results indicate that AI adoption has a positive and significant effect on organizational transformation, with a path coefficient of 0.472, t-statistic of 8.177, and p-value of 0.000. This demonstrates that AI implementation is not merely a technical investment but a strategic driver that enhances an organization's capacity for change and innovation (Li & Huang, 2024). AI acts as a catalyst for operational efficiency and data-driven decision-making, supporting alignment with strategic objectives (Subramaniam et al., 2023). Prior research similarly highlights that AI integration improves performance through automation and adaptive capabilities (Ofem, 2024; Gusti et al., 2024). Successful digital transformation also depends on sufficient technological infrastructure and effective data management to maximize benefits. Furthermore, fostering team trust through transparent communication about AI capabilities and potential changes in job roles is critical to minimizing resistance. Positive attitudes toward AI and high performance expectations further strengthen employees' intention to adopt the technology (Emon, 2023). These findings underscore that AI adoption requires careful planning, clear communication, and supportive infrastructure to translate technological investment into measurable organizational transformation.

The study found that AI adoption positively and significantly influences team collaboration, with a path coefficient of 0.529, t-statistic of 10.940, and p-value of 0.000. AI enhances operational efficiency while improving coordination and interaction through integrated, data-driven systems. Tools such as virtual assistants, intelligent communication platforms, and collaborative analytics enable rapid, accurate information exchange, strengthening joint decision-making (Najana et al., 2024). Human-AI collaboration has been shown to improve team dynamics and innovation outcomes, supporting task performance across automated and creative processes (Przegalińska et al., 2024; Ofem, 2024). AI adoption also fosters creativity, idea exploration, and organizational innovation capabilities, while allowing managers to make faster, data-driven decisions and promoting inclusive communication (Li & Huang, 2024; Ali et al., 2024). These results highlight AI as a critical enabler of stronger team collaboration and responsiveness in the digital workplace.

The results indicate that team collaboration has a positive and significant effect on organizational transformation (path coefficient 0.456;  $t = 6.798$ ;  $p = 0.000$ ), highlighting that transformation success depends not only on technology or management strategies but also on effective teamwork in sharing information, integrating perspectives, and supporting decision-making. Strong collaboration fosters an adaptive and innovative work environment, forming a foundation for ongoing organizational change (Li et al., 2022; Li et al., 2024; Tummalapalli et al., 2025). Effective communication and diverse idea exchange enhance change navigation, trust, and employee engagement (Nguyen & Shaik, 2024; Najana et al., 2024). Evidence shows that AI improves performance and managerial empowerment when combined with robust team collaboration (Li & Huang, 2024). Integrated technology-based management systems further support collaboration by providing rapid and accurate access to information, enhancing organizational responsiveness (Insyifani et al., 2023). A technology-enabled collaborative environment also promotes sustainable innovation and competitive advantage, emphasizing the synergy between teamwork and digital adoption in driving successful transformation (Moeliadi et al., 2025).

The results show that team collaboration significantly mediates the effect of AI adoption on organizational transformation, with a path coefficient of 0.241,  $t = 6.186$ , and  $p = 0.000$ . This indicates that AI influences transformation not only directly but also through social mechanisms within teams. AI adoption fosters a collaborative environment, enabling teams to focus on strategic, creative, and problem-solving activities while automating routine tasks (Przegalinska et al., 2025). Prior research also highlights that AI enhances performance and managerial empowerment through employee engagement as a key mediator (Li & Huang, 2024). By providing predictive and prescriptive insights, AI strengthens decision-making and supports proactive responses to challenges. Generative AI further accelerates knowledge flows, contributing to organizational innovation (Rasheed et al., 2024; Khan, 2024). The study emphasizes that digital readiness is critical for maximizing AI benefits. Organizations with sufficient technological resources can optimize AI adoption to streamline processes, enhance collaboration, and improve operational efficiency, positioning AI as both a tool and a catalyst for cultural and organizational transformation.

## CONCLUSION

The results of this study show that the adoption of Artificial Intelligence (AI) technology has a positive and significant influence on organizational transformation and team collaboration. The application of AI has been proven to improve operational efficiency, strengthen data-driven decision-making, and drive innovation, thereby accelerating an organization's digital transformation process. In addition, AI technology serves as a facilitator of cross-functional coordination and communication, allowing teams to work more synchronously and respond to the dynamics of change. Team collaboration has also proven to be crucial in the success of organizational transformation, where synergy between team members strengthens the integration of strategy, technology, and operational execution. These findings are in line with dynamic capabilities theory and ambidexterity theory that emphasize the importance of adaptive capabilities, innovation exploration, and teamwork effectiveness in the face of digital challenges.

Furthermore, the study confirms that team collaboration significantly mediates the relationship between AI adoption and organizational transformation success. The implementation of digital transformation is not only determined by technological readiness, but also by the team's ability to adapt, coordinate, and optimize the use of AI in work processes. The integration of technological aspects and human dynamics is a key factor for the success of sustainable organizational transformation. Thus, a holistic approach that combines AI adoption, strengthening team collaboration, and effective change management is an important foundation for organizations to improve competitiveness and readiness for the digital age.

This study has several limitations. The sample was limited to private-sector teams, which may reduce generalizability, and the cross-sectional design captures only a single point in time, limiting causal inference. Self-reported measures may also introduce bias. Future research could use longitudinal designs, include diverse industries or sectors, and combine surveys with objective performance data. Examining moderating factors such as organizational culture, leadership, or digital readiness could further clarify how AI adoption drives team collaboration and organizational transformation.

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manuscript. After using this tool/service, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

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