

Impact of artificial intelligence implementation in companies: a systematic review

Impacto de la implementación de la inteligencia artificial en las empresas: revisión sistemática

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Abstract

The implementation of artificial intelligence (AI) has emerged as a strategic driver of digital transformation and the enhancement of business competitiveness. This study aimed to analyze the scientific evidence regarding the impact of AI implementation in organizations through a systematic literature review conducted in accordance with the PRISMA 2020 guidelines. The literature search was carried out between January 15 and March 30, 2025, across the Scopus, Web of Science, ScienceDirect, and PubMed databases, including peer-reviewed scientific articles published in English and Spanish between 2019 and 2025. A total of 83 records were identified, and after the application of the inclusion and exclusion criteria, 30 studies were selected for qualitative synthesis. The findings demonstrated that AI implementation enhances operational efficiency, productivity, process automation, data-driven decision-making, and customer experience across a wide range of business sectors. The review also identified challenges associated with organizational resistance to change, shortages of specialized talent, implementation costs, and ethical and regulatory considerations. By integrating the available evidence into common analytical categories, the review provided an organizational perspective on the impact of AI that extends beyond sector-specific applications. It is concluded that value creation through artificial intelligence depends on the alignment of technological, organizational, and human capabilities, as well as on governance strategies that support responsible, ethical, and sustainable implementation within organizations.

Keywords: artificial intelligence; businesses; digital transformation; business innovation; systematic review

Resumen

La implementación de la inteligencia artificial (IA) se ha consolidado como un factor estratégico para la transformación digital y el fortalecimiento de la competitividad empresarial. El objetivo de este estudio fue analizar la evidencia científica sobre el impacto de la implementación de la IA en las empresas mediante una revisión sistemática de la literatura, siguiendo las directrices de la declaración PRISMA 2020. La búsqueda bibliográfica se realizó entre el 15 de enero y el 30 de marzo de 2025 en las bases de datos Scopus, Web of Science, ScienceDirect y PubMed, considerando artículos científicos revisados por pares publicados en inglés y español durante el periodo 2019-2025. Se identificaron 83 registros y, tras aplicar los criterios de inclusión y exclusión, se seleccionaron 30 estudios para la síntesis cualitativa. Los hallazgos evidencian que la implementación de la IA favorece la eficiencia operativa, la productividad, la automatización de procesos, la toma de decisiones basada en datos y la mejora de la experiencia del cliente en diversos sectores empresariales. Asimismo, se identificaron desafíos relacionados con la resistencia al cambio organizacional, la escasez de talento especializado, los costos de implementación y las implicaciones éticas y regulatorias. La revisión permitió integrar la evidencia disponible mediante categorías analíticas comunes, proporcionando una visión organizacional del impacto de la IA que trasciende las aplicaciones sectoriales. Se concluye que la generación de valor mediante la inteligencia artificial depende de la articulación entre capacidades tecnológicas, organizacionales y humanas, así como de estrategias de gobernanza que promuevan una implementación responsable, ética y sostenible en las organizaciones.

Palabras clave: inteligencia artificial; empresas; transformación digital; innovación empresarial; revisión sistemática

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Fecha de recepción: 17/junio/2025 | **Fecha de aceptación:** 07/enero/2026 | **Fecha de publicación:** 03/agosto/2026

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INTRODUCTION

Artificial intelligence (AI) has emerged as one of the most disruptive technologies driving digital transformation, generating significant changes in business models, organizational management, and value creation processes across enterprises. Recent advances in generative artificial intelligence and Large Language Models (LLMs), such as GPT, Gemini, and Claude, have substantially expanded capabilities for automation, predictive analytics, content generation, and decision support, enabling new forms of interaction among organizations, employees, and customers (OpenAI, 2023; World Economic Forum [WEF], 2025). Simultaneously, the increasing availability of large-scale datasets, enhanced computational infrastructure, and the integration of technologies such as machine learning, deep learning, and advanced analytics have accelerated the adoption of intelligent solutions across virtually all productive sectors (OECD, 2024).

Within the business context, AI is no longer viewed solely as a technological tool but rather as a strategic resource capable of transforming operational processes, strengthening analytical capabilities, and creating sustainable competitive advantages. International reports indicate that organizations integrating AI technologies into their processes achieve improvements in productivity, operational efficiency, supply chain optimization, service personalization, innovation, and decision-making speed (McKinsey & Company, 2024; Gartner, 2024). Furthermore, the deployment of intelligent systems has facilitated the automation of repetitive tasks, real-

time analysis of vast amounts of information, and the development of predictive models that enhance organizational responsiveness in highly dynamic and uncertain environments.

From a conceptual perspective, artificial intelligence can be defined as a set of technologies capable of replicating cognitive processes associated with learning, reasoning, and decision-making through computational algorithms (Russell & Norvig, 2021). In contemporary organizational settings, its adoption is closely linked to digital transformation processes, understood as strategic changes aimed at enhancing organizational adaptability, innovation capacity, and value generation through the use of emerging technologies. In this regard, the implementation of AI extends beyond the technological dimension and constitutes an organizational phenomenon that reshapes structures, processes, and management dynamics.

The strategic relevance of artificial intelligence can be explained through the Resource-Based View (RBV), which posits that sustainable competitive advantages arise when organizations develop valuable resources that are difficult to imitate and effectively integrated into strategic processes (Barney, 1991). From this perspective, AI represents a strategic resource whose potential depends not solely on the technology itself but also on the organization's ability to effectively combine it with human expertise, available information, and technological infrastructure. Consequently, differences in organizational outcomes may be partially explained by how firms

develop and align internal capabilities to leverage opportunities derived from artificial intelligence.

Complementarily, the Dynamic Capabilities Theory provides an explanatory framework for understanding technology adoption processes in environments characterized by uncertainty and continuous change. According to Teece, Pisano, and Shuen (1997), organizations achieve sustainable advantages when they develop the capacity to integrate, reconfigure, and continuously renew their resources in response to environmental transformations. From this perspective, the successful implementation of artificial intelligence requires ongoing organizational learning, innovation, strategic adaptation, and change management processes, all of which enable the conversion of technological potential into tangible improvements in organizational performance.

Nevertheless, the adoption of artificial intelligence also presents important technical, organizational, economic, and ethical challenges. Key barriers identified in the literature include resistance to organizational change, shortages of specialized talent, the need to develop new digital competencies, high implementation costs, limitations in technological infrastructure, and risks associated with data privacy, algorithmic transparency, bias in AI models, and compliance with emerging regulatory frameworks (OECD, 2024; WEF, 2025). Therefore, the successful implementation of these technologies depends not only on the availability of advanced tools but also on the organization's capacity to manage

digital transformation processes in a strategic, ethical, and sustainable manner.

METHODS, TECHNIQUES AND INSTRUMENTS

This study was conducted through a systematic review of the scientific literature with the aim of identifying, analyzing, and synthesizing the available evidence regarding the impact of artificial intelligence (AI) implementation in business organizations. The review followed the guidelines established in the PRISMA 2020 Statement (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), which provides a standardized methodological framework to ensure transparency, traceability, and reproducibility throughout the processes of evidence identification, selection, and synthesis (Page et al., 2021).

The literature search was carried out between January 15 and March 30, 2025, using the databases Scopus, Web of Science Core Collection, ScienceDirect, and PubMed, selected because of their extensive multidisciplinary coverage and high indexing of scientific literature related to management, business administration, innovation, and emerging technologies. PubMed was included due to the growing number of interdisciplinary studies addressing artificial intelligence applications in organizational management, innovation, and information systems. The search strategy was developed by combining controlled terms and keywords associated with artificial intelligence and the business environment, using Boolean operators

(AND, OR, and NOT) to maximize the retrieval of relevant studies.

Search equations were adapted to the specific syntax requirements of each database. The following search strategy was applied in Scopus:

TITLE-ABS-KEY ("Artificial Intelligence" OR "Machine Learning" OR "Deep Learning" OR "Generative AI" OR "Large Language Models") AND (Business OR Enterprise OR Organization* OR Company*)

In Web of Science, the following query was used:

TS = (("Artificial Intelligence" OR "Machine Learning" OR "Deep Learning" OR "Generative AI" OR "Large Language Models") AND (Business OR Enterprise OR Organization* OR Company*))

For ScienceDirect, the search equation was:

("Artificial Intelligence" OR "Machine Learning" OR "Generative AI") AND (Business OR Enterprise OR Organization)

Finally, in PubMed, the search was conducted using:

("Artificial Intelligence"[Title/Abstract] OR "Machine Learning"[Title/Abstract] OR "Generative AI"[Title/Abstract]) AND (Business[Title/Abstract] OR Enterprise[Title/Abstract] OR Organization*[Title/Abstract])

The inclusion criteria were as follows: (a) original research articles or systematic reviews published in peer-reviewed journals; (b) publications written in

English or Spanish; (c) studies published between 2019 and 2025; (d) research focused on the implementation or application of artificial intelligence in business settings; (e) full-text availability; and (f) studies reporting findings related to the benefits, challenges, applications, or organizational impacts of AI.

The exclusion criteria comprised duplicate records, editorials, book chapters, conference proceedings, theses, gray literature, studies focused exclusively on the technical development of algorithms without business applications, articles without full-text access, and publications whose content was not directly aligned with the objectives of the review.

Study selection was performed according to the four stages proposed by PRISMA 2020. During the identification phase, 83 records were retrieved from the selected databases. After the removal of five duplicate records, 78 studies remained for screening. Following the review of titles and abstracts, nine studies were excluded for failing to meet the scope of the review, and six studies were excluded because full-text access was unavailable. During the eligibility assessment, the complete texts of 63 articles were reviewed, of which 33 studies were excluded because they did not provide evidence regarding the organizational impact of artificial intelligence. Consequently, 30 studies met all eligibility criteria and were included in the qualitative synthesis. The complete process of identification, screening, eligibility assessment, and study inclusion is presented in Figure 1.

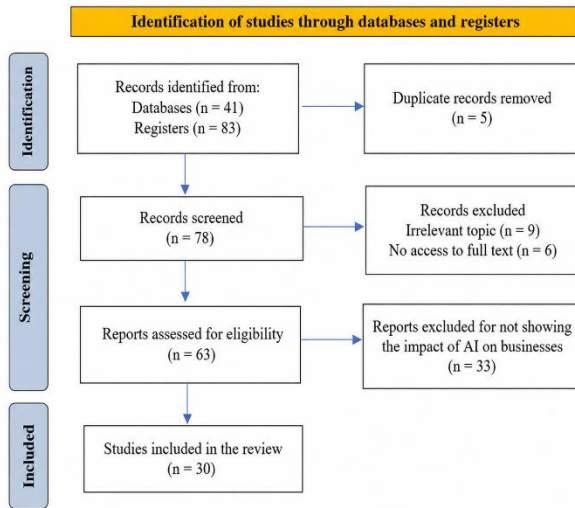


Figure 1. Flow diagram of the scientific article selection process

The information from the included studies was extracted using a previously designed data extraction matrix to ensure consistency and standardization in data recording. The variables collected included author, year of publication, country of origin, business sector analyzed, methodological design, type of artificial intelligence application, principal benefits identified, reported challenges, and relevant conclusions. Subsequently, the evidence was organized into thematic categories related to operational efficiency, productivity, process automation, data-driven decision-making, customer experience, organizational transformation, and ethical considerations.

To enhance the methodological rigor of the review, the quality of the included studies was assessed using the Mixed Methods Appraisal Tool (MMAT), version 2018, a widely recognized instrument for evaluating qualitative, quantitative, and mixed-methods

research. The assessment was conducted independently by two reviewers, and any discrepancies were resolved through consensus, thereby ensuring consistency and reliability in the methodological appraisal process (Table 1).

Table 1. Assessment of methodological quality

Quality Level	Studies (n)	Frequency (%)
High (80-100%)	18	60.0
Moderate (60-79%)	9	30.0
Low (<60%)	3	10.0

Source: Authors' own elaboration, 2026

The methodological quality assessment conducted using the Mixed Methods Appraisal Tool (MMAT), version 2018, indicated that most of the included studies demonstrated either high or moderate methodological quality. Although no studies were excluded on the basis of quality assessment, the appraisal results were taken into consideration during the interpretation of findings in order to minimize potential biases associated with methodological limitations.

Finally, given the heterogeneity of the methodological designs and organizational contexts examined across the selected studies, evidence synthesis was conducted through a narrative thematic analysis, whereby findings were grouped into common analytical dimensions. In addition, potential sources of bias, including publication bias, selection bias, and language bias, were acknowledged and considered during the interpretation of the results to enhance the transparency and overall validity of the systematic review.

RESULTS AND DISCUSSION

Of the 83 records initially identified, 30 studies met the established eligibility criteria and were included in the qualitative synthesis. The analysis revealed seven recurring thematic categories associated with the impact of artificial intelligence (AI) implementation in business organizations: improved operational efficiency, increased productivity, process automation, enhanced decision-making, optimization of customer experience, transformation of talent management, and implementation challenges. Table 2 presents the frequency with which each category appeared across the analyzed studies.

Table 2. Results of the systematic review

Category	Studies (n)	Frequency (%)
Improved operational efficiency	19	63.3
Increased productivity	14	46.7
Process automation	18	60.0
Enhanced decision-making	17	56.7
Optimization of customer experience	8	26.7
Talent management and organizational transformation	11	36.7
Ethical, regulatory, and organizational challenges	21	70.0

Source: Authors' own elaboration, 2026

The evidence indicates that the most frequently reported benefits were related to improvements in operational efficiency, productivity gains, process automation, strengthened decision-making capabilities, and enhanced customer experience. At the same time, the literature highlights several challenges associated with talent management, organizational transformation, and the ethical and regulatory implications of adopting these technologies. Collectively, these findings suggest that AI is no longer regarded merely as a technological

tool but rather as a strategic resource capable of transforming organizational structures and operational processes, consistent with contemporary perspectives on digital transformation and business value creation (McKinsey & Company, 2024; OECD, 2024).

Improved operational efficiency emerged as the most extensively documented benefit, being identified in nineteen of the thirty studies reviewed. The findings indicate that AI-based systems facilitate the optimization of administrative, production, and logistics processes through large-scale data processing and the automation of repetitive tasks. This pattern was observed across sectors such as manufacturing, logistics, administration, auditing, financial services, and supply chain management, where AI contributed to reduced response times, more effective resource allocation, and increased organizational adaptability in environments characterized by high levels of uncertainty and dynamism.

These findings are consistent with those reported by McKinsey & Company (2024), who documented that organizations with higher levels of AI maturity achieved substantial improvements in operational efficiency through intelligent automation and advanced data analytics. Similarly, the OECD (2024) emphasized that AI enhances process optimization by enabling more efficient resource allocation and greater responsiveness to changes in competitive environments.

In addition, increased productivity was reported in fourteen studies, which consistently indicated that AI improves the utilization of both human and technological resources by reducing the burden of routine activities and enabling employees to focus on higher-value strategic functions. Several studies documented increases in profitability, reductions in operational costs, and improvements in organizational performance indicators resulting from more effective information utilization and the ability of intelligent systems to optimize internal processes.

From a theoretical standpoint, these findings can be interpreted through the lens of the Resource-Based View (RBV), which argues that sustainable competitive advantages are generated when organizations develop valuable and difficult-to-imitate resources and capabilities (Barney, 1991). Within this framework, AI represents a strategic resource whose value depends on its integration with organizational knowledge, human capital, and technological infrastructure.

Process automation emerged as another major driver of organizational transformation, being identified in eighteen studies. Reported applications included chatbots, expert systems, machine learning solutions, natural language processing technologies, computer vision systems, and predictive algorithms. These technologies enabled the automation of repetitive tasks, streamlined administrative procedures, and strengthened both operational and logistical processes. The evidence suggests that such tools increase operational speed, reduce errors associated

with manual processes, and enhance organizational flexibility. These findings align with the observations of the World Economic Forum (2025), which identified intelligent automation as one of the principal drivers of business competitiveness and digital transformation during the current decade.

Regarding decision-making, seventeen studies reported that AI significantly strengthens organizational analytical capabilities through the advanced processing of large volumes of information, pattern recognition, and predictive modeling. These capabilities allow strategic decisions to be grounded in objective evidence and real-time analyses, particularly in areas such as finance, marketing, auditing, business administration, and organizational planning.

This finding is consistent with Gartner (2024), whose research suggests that AI is evolving from a process automation tool into a strategic decision-support system. Consequently, the value of AI extends beyond the replacement of routine tasks and increasingly resides in its ability to enhance organizational intelligence and reduce uncertainty in complex decision-making environments.

The optimization of customer experience also emerged as a relevant dimension, although it was reported less frequently than other categories, appearing in eight studies. The reviewed evidence indicates that the adoption of virtual assistants, recommendation systems, and natural language processing tools enables organizations to provide

more personalized services, respond more rapidly to customer needs, and strengthen customer retention processes.

Nevertheless, several authors cautioned that the automation of customer interactions should be complemented by human oversight to preserve trust and maintain service quality. These findings are consistent with the work of OpenAI (2023) and McKinsey & Company (2024), both of which recognize the potential of large language models to enhance user experiences while emphasizing the importance of human supervision to mitigate risks associated with errors, algorithmic bias, and diminished empathy.

Furthermore, the review demonstrated that AI implementation generates substantial transformations in talent management and organizational structures. Eleven studies highlighted the need to develop new digital competencies, redefine job roles, and implement continuous training strategies to facilitate employee adaptation to evolving technological environments. These findings support organizational change management models, which posit that the successful adoption of innovations depends on leadership, communication, and the development of institutional capabilities that reduce resistance to change (Kotter, 1996). They may also be interpreted through the perspective of dynamic capabilities proposed by Teece et al. (1997), according to which organizations achieve sustainable advantages by continuously integrating,

reconfiguring, and renewing resources in response to rapidly changing environments.

Finally, challenges associated with AI implementation constituted the most frequently reported category, appearing in twenty-one studies. The principal barriers included resistance to organizational change, shortages of specialized talent, technology adoption costs, limitations in digital infrastructure, and ethical concerns arising from the use of intelligent algorithms. Moreover, several studies emphasized the importance of strengthening regulatory frameworks related to personal data protection, algorithmic transparency, bias mitigation, and the assignment of legal responsibilities associated with automated systems.

These findings are consistent with the recommendations of the OECD (2024) and the World Economic Forum (2025), both of which identify governance, regulation, and workforce development as critical factors for ensuring the responsible and sustainable adoption of AI. Overall, the evidence suggests that the creation of competitive advantages through AI depends not only on technological availability but also on the organizational capacity to effectively integrate resources, competencies, leadership, and ethical principles into digital transformation initiatives.

Although the literature consistently reports substantial benefits associated with AI implementation, discrepancies were observed regarding the magnitude of its effects on productivity

and employment. While some studies argue that automation significantly enhances organizational efficiency, others highlight potential adverse consequences related to task displacement and the emergence of new digital skills gaps. These differences suggest that implementation outcomes are influenced by contextual factors such as industry characteristics, levels of digital maturity, and the change management strategies adopted by individual organizations.

CONCLUSIONS

This systematic review provided an integrated understanding of artificial intelligence (AI) implementation in business organizations, demonstrating that its adoption should be viewed as a process of organizational transformation rather than merely the incorporation of an emerging technology. From this perspective, AI constitutes a strategic resource whose value creation potential depends on the alignment of technological, organizational, and human capabilities, as well as the existence of institutional conditions that facilitate its integration into innovation and digital transformation processes.

The primary contribution of this study lies in its organization of the available scientific evidence into common analytical dimensions that help explain the factors influencing AI implementation across diverse business contexts. This synthesis contributes to reducing the fragmentation that has traditionally characterized the literature, which has largely focused on sector-specific applications, and provides an

integrative framework that facilitates a broader understanding of the phenomenon from both organizational and strategic perspectives.

The implications derived from this review suggest that the successful implementation of AI requires multidimensional approaches that integrate leadership, digital capability development, change management, data governance, and ethical principles. In this regard, the generation of sustainable competitive advantages will increasingly depend on organizations' ability to combine technological potential with organizational learning processes and continuous adaptation.

Among the principal limitations of this review are the restriction to publications written in English and Spanish, the exclusion of gray literature, and the concentration of the search strategy within four international databases. In addition, the methodological heterogeneity observed among the selected studies limited the possibility of conducting meta-analytical procedures and necessitated the use of a narrative synthesis approach. Furthermore, the rapid evolution of the field of artificial intelligence must be acknowledged, as it may lead to significant and continuous changes in the available evidence.

Future research should further explore the longitudinal assessment of the organizational impact of artificial intelligence, incorporate comparisons across economic sectors and geographical regions, and examine in greater depth the role of generative AI, Explainable Artificial Intelligence (XAI),

algorithmic governance, and digital maturity models. Moreover, empirical studies are needed to validate the critical factors identified in this review and to advance the development of conceptual models that explain AI adoption processes and value creation mechanisms within organizations.

From a practical perspective, the findings suggest that organizations seeking to implement AI-based solutions should develop comprehensive strategies that combine technological investment, continuous workforce training, digital leadership, robust data governance, and ethical oversight mechanisms. The successful adoption of these technologies will increasingly depend on the institutional capacity to manage technological, human, and organizational factors in an integrated manner.

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