Agile Change Management as a Driver of Artificial Intelligence Implementation:A Case Study of Sonatrach .Company Biskra

التغيير الرشيق كعامل محفز لتنفيذ الذكاء الاصطناعي: دراسة حالة شركة سوناطراك بسكرة

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***Abstract*:** For many years, organizations operated in relatively stable environments where change occurred gradually and was easier to manage. Recent advances in artificial intelligence (AI) have significantly accelerated the pace of change and increased uncertainty in business environments. This study examines the role of agile change management in facilitating the implementation of artificial intelligence applications, focusing on Sonatrach as a case study. It explores how agile change dimensions — including framing, training, anchoring, communication, and measurement — influence the adoption of AI technologies such as predictive analytics, intelligent automation (RPA), AI decision support, and smart maintenance systems. Using a quantitative descriptive-analytical approach based on a structured questionnaire administered to 50 Sonatrach employees, and applying Pearson correlation, ANOVA, and multiple regression analysis, the study finds that agile change management has a statistically significant effect on AI application implementation ($R^2 = 0.776$; $F = 9.949$; $p = 0.000$). Anchoring and Training emerged as the most influential dimensions, while Communication and Measurement displayed negative relationships, suggesting the need to adapt these processes for AI-driven environments. These results highlight the importance of combining structured change management with AI adoption strategies to achieve successful digital transformation.

Keywords: Artificial Intelligence; Agile Change Management; AI Implementation; Digital Transformation; Dynamic Capabilities.

JEL classification code : M11, L25 , O33

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1. Introduction :

The concept of agile change has gained increasing importance, particularly in the post-pandemic context, where organizations are required to adopt more flexible and adaptive approaches to manage continuous transformation. Traditional change management models, often characterized by rigid planning and linear processes, are no longer sufficient in environments marked by rapid technological evolution, increasing uncertainty, and growing competitive pressures. In this context, organizations are compelled to rethink how change is implemented, shifting toward agile approaches that emphasize flexibility, responsiveness, and continuous improvement (Drew & Coulson-Thomas, 1997).

Agile change management offers a structured framework to support the implementation of artificial intelligence by enabling organizations to manage the human, organizational, and strategic dimensions of digital transformation. Adopting AI technologies such as Machine Learning (ML), predictive analytics, and robotic process automation (RPA) involves significant organizational disruption that requires careful planning, communication, training, and sustained support. In this regard, Sonatrach, as a leading company in the energy sector, represents a relevant case for examining how agile change management can facilitate AI adoption under pressure to modernize operations and embrace digital transformation.

Despite growing interest in AI and digital transformation, limited research has explored how agile change management specifically facilitates AI implementation, particularly in the energy sector and the North African context. Existing studies often focus on technological adoption without fully addressing the organizational and managerial conditions that support successful AI integration. The main research question of this study is therefore: **To what extent does agile**

change management facilitate the implementation of artificial intelligence applications at Sonatrach in the context of digital transformation?

1.1. Sub-questions:

- To what extent does framing contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent do psychosocial factors contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does impact perception contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does communication contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does training contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does support contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does measurement contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?
- To what extent does anchoring contribute to facilitating the implementation of artificial intelligence applications at Sonatrach?

1.2. Main Hypothesis:

There is a statistically significant relationship between agile management, through its various dimensions, and facilitating the implementation of artificial intelligence applications at Sonatrach.

Sub-hypotheses:

H1: There is a statistically significant relationship between framing and facilitating the implementation of artificial intelligence applications at Sonatrach.

H2: There is a statistically significant relationship between psychosocial factors and facilitating the implementation of artificial intelligence applications at Sonatrach.

H3: There is a statistically significant relationship between impact perception and facilitating the implementation of artificial intelligence applications at Sonatrach.

H4:There is a statistically significant relationship between communication and facilitating the implementation of artificial intelligence applications at Sonatrach.

H5: There is a statistically significant relationship between training and facilitating the implementation of artificial intelligence applications at Sonatrach.

H6: There is a statistically significant relationship between support and facilitating the implementation of artificial intelligence applications at Sonatrach.

H7: There is a statistically significant relationship between measurement and facilitating the implementation of artificial intelligence applications at Sonatrach.

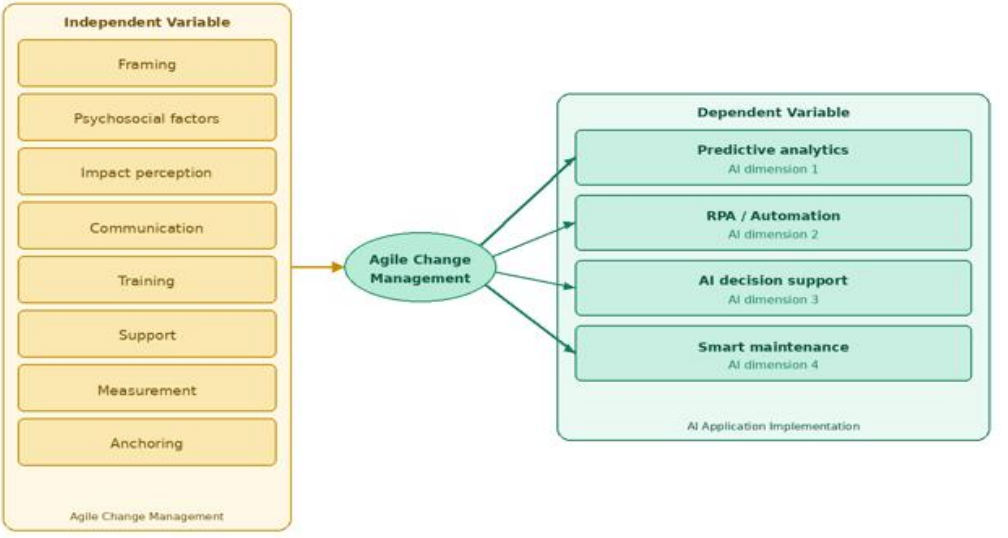
H8: There is a statistically significant relationship between anchoring and facilitating the implementation of artificial intelligence applications at Sonatrach.

1.3. Research Objectives

- To examine the relationship between agile change management and the implementation of artificial intelligence applications at Sonatrach.
- To determine the relative influence of each agile change management dimension on AI application implementation.
- To provide evidence-based recommendations for organizations in the energy sector seeking to integrate agile change management strategies into their digital transformation initiatives.

1.4. Research Model:

It can be summarized in the following points:



Source: Prepared by the researcher

2- Conceptual Background

2.1. Artificial Intelligence

Artificial Intelligence is one of the defining opportunities of the modern era. The term was coined by John McCarthy in 1955, who defined the field as the science of making computers 'smart' (Norvig, 2003). AI can be understood as the ability of a computer program or machine to think and learn from data in ways that approximate human cognition.

AI enhances organizational agility by reducing information asymmetry and decision latency. In traditional models, data must travel through several hierarchical layers before a decision is made. AI flattens this structure by providing real-time insights directly to relevant departments, bypassing bureaucratic delays and enabling faster organizational responses (Mikalef & Gupta, 2021).

Table 1. AI Market Statistics (2025)

Domain	Key Statistic (2025)
Global Market Size	391 billion USD (projected USD 3.5 trillion by 2033) (Gartner, 2025)
Annual Growth Rate	31.5% (IDC, 2025)
Corporate Adoption	78% of companies (Deloitte, 2025)
Professional Adoption	90% of tech professionals (PwC, 2025)
New Jobs Created	170 million by 2030 (McKinsey, 2025)
Jobs Displaced	92 million by 2030 (PwC, 2025)

Source: Compiled by the authors based on Deloitte Insights (2025), Gartner (2025), IDC (2025), McKinsey Global Institute (2025), and PwC (2025).

The data in Table 1 shows that the global AI market is expanding rapidly, reaching USD 391 billion in 2025 and projected to grow to USD 3.5 trillion by 2033 (Gartner, 2025). Adoption rates are

high, with 78% of companies and 90% of professionals integrating AI into their workflows (Deloitte, 2025). Employment effects are mixed: AI is expected to create 170 million jobs but also displace 92 million by 2030 (McKinsey, 2025). These figures highlight AI's dual role as both an economic driver and a labor market disruptor.

2.2. Agile Change

Agile change is an approach to change management drawing on agile development philosophy, aiming to provide an operational response to change-related challenges by enhancing responsiveness and flexibility, while placing people at the center of the change process and reducing obstacles (Le Grand & Deneckere, 2019). The Instrumental Model of Change Management (Autissier & Moutot, 2015) structures this process into three pillars:

The Diagnostic Pillar

This phase focuses on understanding the current state and defining the scope of change through scoping (defining project scale, affected populations, and risk assessment), psycho-social diagnosis (identifying resistance levels, key stakeholders, and cultural barriers), and impact studies (formalizing the gap between the current state and the desired destination).

The Levers Pillar (Implementation Tools)

These are the active instruments driving change forward: communication (establishing key messaging and tailored communication plans), training (building new competencies through educational modules), and support/coaching (helping employees adapt through change networks and key influencers).

The Steering Pillar

This phase ensures change is monitored and sustained through measurement (tracking progress via KPI dashboards) and anchoring

(post-deployment sustainability and a capitalization plan to formalize lessons learned).

2.3. The Role of Agile Change Management in Enabling AI Adoption

Framing and Strategic Readiness for AI

The first condition for successful AI adoption is organizational readiness, which begins with clear framing of the change initiative. Defining the scope of AI implementation, assessing its impact on existing processes, and identifying potential resistance are foundational steps that determine whether AI projects succeed or stall. Organizations that invest in psycho-social diagnosis and structured impact studies are better equipped to manage the human dimensions of AI integration, reducing uncertainty and aligning stakeholders around shared objectives (Autissier & Moutot, 2015; Mikalef et al., 2020).

Communication and Training as Levers for AI Integration

Communication and training represent the active levers of agile change management that directly influence employees' capacity to adopt new AI-based systems. Transparent communication of AI objectives, timelines, and expected impacts reduces resistance and builds organizational trust. Concurrently, targeted training programs develop the technical and adaptive competencies required to operate AI tools effectively. Organizations that prioritize these levers create a workforce capable of engaging with AI-driven processes, thereby accelerating adoption and improving implementation outcomes (Overby, Bharadwaj & Sambamurthy, 2006; Vial, 2019).

Measurement, Support, and Anchoring for Sustainable AI Adoption

The steering dimensions of agile change management — measurement, support, and anchoring — are critical for ensuring that AI adoption is sustained beyond initial deployment. Performance measurement through AI-specific KPI dashboards enables

organizations to track adoption progress and identify gaps in real time. Continuous support mechanisms help employees navigate difficulties during transition, while anchoring institutionalizes new AI-enabled practices within the organizational culture, preventing regression to pre-transformation behaviors. Together, these dimensions transform AI deployment from a one-time project into a durable organizational capability (Autissier & Moutot, 2015; Teece, 2018).

3- Study Methodology

This study adopts a descriptive-analytical methodology, which constitutes the systematic approach through which the researcher investigates the phenomenon under study in order to uncover the underlying reality and address the research questions raised. This methodology is grounded in a structured set of scientific procedures that work in an integrated manner to describe the phenomenon objectively, through the collection, classification, and rigorous analysis of relevant facts and data, with the aim of deriving meaningful insights and formulating conclusions and generalizations applicable to the studied phenomenon. The choice of this approach is justified by its suitability for examining the relationship between agile change management and the implementation of artificial intelligence applications at Sonatrach, as it enables the researcher to capture the current state of the phenomenon.

4- Results and Discussion

Statements	Correlation Value	sig
Change objectives are clearly defined and understood by	0.815**	0.000
There is a clear strategic vision for leading change	0.900**	0.000
Potential risks and response plans are identified	0.794**	0.000
Framing	0.742**	0.000
Resistance to change within the organization is limited	0.697**	0.000
The organizational climate helps ensure the success of the change process	0.802**	0.000
Psycho-sociaux	0.791**	0.000
Change contributes to improving employee performance	0.711**	0.000
Change results are continuously evaluated	0.834**	0.000
Impact	0.793**	0.000
Employees are regularly informed about the stages of change	0.672**	0.000
Effective communication channels exist between management and employees	0.863**	0.000
Communication	0.764**	0.000
Appropriate training programs are provided to support change	0.667**	0.000
Training helps employees adapt to change	0.907**	0.000
The effectiveness of training is evaluated after implementation	0.795**	0.000

Training	0.831**	0.000
Employees are supported throughout the different stages of change	0.838**	0.000
Mechanisms are available to help employees when facing difficulties	0.894**	0.000
Continuous guidance is provided during change implementation	0.813**	0.000
Support	0.816**	0.000
Performance indicators are used to measure the success of change	0.711**	0.000
The measurement tools used are accurate and effective	0.836**	0.000
Measurement results are used to improve the change process	0.897**	0.000
Mesure	0.905**	0.000
Corrective actions are applied after implementing change	0.761**	0.000
There is a plan to ensure the continuity of the change process	0.874**	0.000
Anchoring	0.718**	0.000

Source: Prepared by the students based on the SPSS V25program.

The table presents the correlation coefficients and significance levels (Sig) related to different dimensions of change management. All significance values are equal to 0.000, indicating that the relationships are statistically significant at a very high confidence level. The correlation coefficients are generally high, ranging from 0.667 to 0.907, which reflects strong positive relationships between the statements and their respective dimensions.

The "Framing" dimension shows strong correlations, particularly regarding the existence of a clear strategic vision for leading change (r = 0.900), which indicates that strategic clarity is a key factor in successful change management. The identification of risks and change objectives also demonstrates strong relationships, confirming the importance of planning and clear orientation during change initiatives.

For the "Psycho-social" dimension, the organizational climate has a high correlation (r = 0.802), suggesting that a supportive work environment significantly contributes to the success of change processes. Resistance to change shows a comparatively lower correlation (r = 0.697), though it still remains statistically significant, indicating that minimizing resistance remains an important challenge.

The "Impact" dimension highlights that continuous evaluation of change results has a strong correlation (r = 0.834), showing that monitoring outcomes is essential for improving employee performance and ensuring the effectiveness of change initiatives.

Regarding "Communication," the strongest relationship is observed in the existence of effective communication channels between management and employees (r = 0.863). This demonstrates that transparent and regular communication is a critical success factor in organizational change.

The "Training" dimension records some of the highest correlation values in the table. In particular, the statement "Training helps employees adapt to change" has the strongest correlation overall (r = 0.907). This emphasizes the crucial role of training programs in facilitating employee adaptation and improving the success of change implementation.

The "Support" dimension also presents high correlations, especially concerning the availability of mechanisms to assist employees when facing difficulties (r = 0.894). This indicates that continuous support and guidance are essential for reducing uncertainty and improving employee engagement during change.

In the "Measurement" dimension, the use of measurement results to improve the change process shows a very strong correlation (r = 0.897), while the overall dimension correlation is the highest among all dimensions (r = 0.905). This confirms that performance measurement and feedback mechanisms are fundamental components of effective change management.

Finally, the "Anchoring" dimension demonstrates significant correlations, particularly regarding the existence of a continuity plan for sustaining change (r = 0.874). This suggests that maintaining and institutionalizing change through corrective actions and long-term planning is necessary to ensure lasting organizational improvement.

Overall, the results indicate that all dimensions of change management are positively and significantly related to organizational change success, with training, measurement, communication, and strategic framing emerging as the strongest contributing factors.

Correlation Table for the Artificial Intelligence Applications Variable

Statements	Correlation Value	Sig
The organization relies on data analysis technologies to support decision-making	0.576**	0.000
Artificial intelligence systems contribute to predicting problems before they occur	0.732**	0.000
Intelligent analytics tools help improve strategic planning	0.797**	0.000
Big Data is used to improve performance	0.668**	0.000
Predictive Analytics	0.831**	0.000
The organization uses intelligent automation systems to perform routine tasks	0.624**	0.000
Automation contributes to reducing human errors	0.890**	0.000
Intelligent systems help accelerate administrative processes	0.662**	0.000
Automation contributes to improving performance efficiency within the organization	0.824**	0.000
RPA / Automation	0.920**	0.000
Management relies on intelligent systems in decision-	0.638**	0.000

making		
Artificial intelligence technologies help improve decision quality	0.762**	0.000
Intelligent systems provide accurate and timely information	0.640**	0.000
These systems contribute to reducing uncertainty	0.827**	0.000
AI Decision Support	0.917**	0.000
The organization uses intelligent systems to identify potential risks	0.726**	0.000
Artificial intelligence technologies help predict failures (predictive maintenance)	0.733**	0.000
Intelligent systems contribute to improving operational safety	0.879**	0.000
These systems help reduce operational costs	0.796**	0.000
Intelligent automation contributes to protecting sensitive data and information	0.755**	0.000
Risk Management and Smart Maintenance	0.896**	0.000

Source: Prepared by the students based on the SPSS V25program.

The table presents the correlation coefficients and significance levels related to the impact of artificial intelligence, predictive analytics, intelligent automation, and smart maintenance systems on organizational performance and decision-making. All significance values are equal to 0.000, which indicates that all relationships are statistically significant at a very high confidence level. The correlation coefficients range between 0.576 and 0.920, demonstrating strong positive relationships between the variables and their respective dimensions.

The "Predictive Analytics" dimension shows a strong overall correlation (r = 0.831), indicating that predictive technologies play a major role in improving organizational effectiveness. Among the related statements, the use of intelligent analytics tools to improve strategic planning records a strong correlation (r = 0.797), highlighting the importance of data-driven planning in organizational success. Similarly, AI systems that predict problems before they occur show a significant relationship (r = 0.732), emphasizing the proactive role of artificial intelligence in anticipating operational issues. The use of Big

Data to improve performance also demonstrates a positive correlation (r = 0.668), confirming the value of large-scale data analysis in performance enhancement. However, reliance on data analysis technologies for decision-making records the lowest coefficient in the table (r = 0.576), suggesting that some organizations may still face challenges in fully integrating analytical technologies into managerial processes.

The "RPA / Automation" dimension records the highest overall correlation in the table (r = 0.920), which indicates that automation technologies are among the most influential factors in organizational performance improvement. The statement "Automation contributes to reducing human errors" has a very high correlation (r = 0.890), demonstrating that intelligent automation significantly improves operational accuracy and reliability. In addition, automation contributes strongly to enhancing organizational efficiency (r = 0.824), while intelligent systems accelerate administrative processes (r = 0.662). These findings confirm that automation technologies are essential for optimizing workflows, improving productivity, and reducing operational inefficiencies.

The "AI Decision Support" dimension also demonstrates a very strong overall correlation (r = 0.917), reflecting the strategic importance of artificial intelligence in supporting managerial decisions. The strongest relationship within this dimension concerns the reduction of uncertainty through intelligent systems (r = 0.827), suggesting that AI-based systems improve managerial confidence and support more effective strategic choices. Furthermore, AI technologies improve the quality of decisions (r = 0.762) by providing accurate and timely information, while reliance on intelligent systems in decision-making remains significantly correlated (r = 0.638). These results highlight the increasing role of AI in enhancing organizational responsiveness and decision quality.

The "Risk Management and Smart Maintenance" dimension presents a high overall correlation (r = 0.896), showing the growing importance of intelligent systems in operational risk management and predictive maintenance. The strongest correlation in this dimension is related to

improving operational safety (r = 0.879), indicating that smart technologies contribute significantly to safer and more reliable operations. Predictive maintenance technologies also show strong relationships through their ability to predict failures before they occur (r = 0.733), which helps reduce downtime and maintenance-related disruptions. In addition, intelligent systems contribute to reducing operational costs (r = 0.796) and protecting sensitive information and data (r = 0.755), demonstrating that digital technologies also strengthen cybersecurity and organizational resilience.

Overall, the results indicate that artificial intelligence, predictive analytics, intelligent automation, and smart maintenance systems have significant positive effects on organizational efficiency, operational performance, strategic planning, and risk management. Among all dimensions, RPA/Automation and AI Decision Support emerge as the most influential factors, highlighting the strategic value of digital transformation and intelligent technologies in modern organizations.

Table : Regression Coefficients

Source of variation	Sum of Squares	Df	Mean Square	F-value	Sig
Regression	8.304	08	1.038	9.949	0.000
Residual	2.400	23	0.104		
Total	10.703	31			

Source: Prepared by the students based on the SPSS V25program.

The table presents the results of the ANOVA test for the regression model examining the effect of Agile Change as the independent variable on Artificial Intelligence Applications as the dependent variable.

The regression results indicate that the model is statistically significant, as the significance value (Sig = 0.000) is lower than the commonly accepted significance level of 0.05. This means that Agile Change has a statistically significant effect on Artificial Intelligence Applications, and the relationship observed is not due to random chance.

Independent variables	R	R^2
AI Decision Support	0.783	0.614

R=0.881AI D

R^2=0.776

The table presents the coefficient of correlation (R) and the coefficient of determination (R^2) for the relationship between the independent variable and the dimension "Artificial Intelligence."

The correlation coefficient (R = 0.783) indicates a strong positive relationship between the independent variable and Artificial Intelligence. This means that as the independent variable improves, the effectiveness and implementation of Artificial Intelligence applications also tend to increase significantly.

The coefficient of determination (R^2 = 0.614) shows that approximately 61.4% of the variance in Artificial Intelligence can be explained by the independent variable included in the model. This represents a relatively high explanatory power, indicating that the model is effective in explaining changes related to Artificial Intelligence. The remaining 38.6% of the variance may be attributed to other external variables or factors not included in the study.

Table : Multiple Regression Coefficients

Independent variables	B Value	Beta	t -value	Sig
Framing	0,122	0,184	1,215	0,353
Psycho-sociaux	0,117	0,177	0,948	0,941
Impact	0,009	0,014	0,075	0,661
Communication	-0,068	-0,069	-0,444	0,050
Formation	0,385	0,475	2,065	0,793
Accompagnement	0,044	0,062	0,266	0,190
Mesure	-0,269	-0,355	-1,352	0,001

Ancrage	0,409	0,592	3,767	0,353

Source: Prepared by the students based on the SPSS V25program.

The table presents the results of a multiple regression analysis examining the influence of Agile Change dimensions on Artificial Intelligence within the organization. The analysis includes regression coefficients (B Value), standardized coefficients (Beta), t-values, and significance levels (Sig) for each independent variable.

The results indicate that the dimensions of Agile Change do not have the same level of impact on Artificial Intelligence. Some dimensions demonstrate stronger explanatory power and influence than others.

The dimension "Anchoring" (Ancrage) records the highest standardized coefficient (Beta = 0.592) and the highest t-value (t = 3.767), indicating that sustaining and institutionalizing change practices has the strongest positive influence on Artificial Intelligence implementation. The positive regression coefficient (B = 0.409) confirms that reinforcing anchoring mechanisms contributes significantly to improving the adoption and integration of AI technologies within the organization.

The "Training" (Formation) dimension also shows a strong positive influence with a Beta value of 0.475 and a B coefficient of 0.385. This suggests that employee training and skill development play a critical role in supporting Artificial Intelligence applications. The positive relationship indicates that improving training programs enhances employees' ability to adapt to AI technologies and digital transformation processes.

The "Framing" (Le cadrage) dimension demonstrates a moderate positive effect (Beta = 0.184), indicating that clear strategic orientation and planning positively support Artificial Intelligence implementation. Similarly, the "Psycho-social Factors" dimension records a positive Beta value (0.177), which suggests that organizational climate and psychological factors may facilitate AI adoption, although their influence remains relatively limited compared to other dimensions.

The “Impact” dimension shows a very weak positive relationship (Beta = 0.014), indicating that this factor contributes only marginally to explaining changes in Artificial Intelligence implementation within the organization.

On the other hand, the “Communication” dimension presents a slight negative relationship with Artificial Intelligence (Beta = -0.069; B = -0.068). This negative sign may indicate that existing communication practices are not fully aligned with the requirements of digital transformation and AI integration.

The “Measurement” (Mesure) dimension also records a negative effect (Beta = -0.355; B = -0.269), despite having a relatively important absolute Beta value. This result may suggest that current measurement systems and performance indicators are not adequately adapted to evaluate Artificial Intelligence initiatives effectively, which may create challenges for successful AI implementation.

Finally, the “Support” (Accompagnement) dimension demonstrates only a weak positive effect (Beta = 0.062), indicating that support mechanisms alone are insufficient unless combined with stronger strategic and operational factors such as training and anchoring.

Overall, the regression results highlight that Anchoring and Training are the most influential dimensions affecting Artificial Intelligence within the organization. In contrast, Communication and Measurement display negative relationships, which may reflect organizational and managerial challenges associated with adapting traditional systems to AI-driven environments.

Study Results

The study results revealed that Agile Change has a significant role in enhancing Artificial Intelligence applications within the organization. Statistical analysis demonstrated the existence of strong and significant relationships between the dimensions of Agile Change and the effectiveness of Artificial Intelligence implementation.

The findings showed that all correlation coefficients were positive and statistically significant, indicating that improvements in Agile Change practices contribute directly to strengthening Artificial Intelligence adoption and performance. Among the studied dimensions, "RPA / Automation" and "AI Decision Support" recorded the highest correlation values, reflecting the strategic importance of intelligent automation and AI-based decision systems in improving organizational efficiency and operational performance.

The results also indicated that predictive analytics contributes significantly to strategic planning and problem anticipation. Artificial Intelligence systems were found to support organizations in predicting failures, improving operational safety, reducing human errors, and enhancing decision quality through accurate and timely information.

The regression analysis demonstrated that the dimensions of Agile Change do not influence Artificial Intelligence equally. "Anchoring" emerged as the most influential dimension, confirming that sustaining and institutionalizing change practices is essential for the successful integration of Artificial Intelligence technologies. "Training" also showed a strong positive effect, highlighting the importance of employee skill development and capacity building in facilitating digital transformation and AI adoption.

In contrast, the dimensions of "Communication" and "Measurement" displayed negative relationships with Artificial Intelligence. These findings suggest that traditional communication practices and existing performance measurement systems may not yet be fully adapted to the requirements of AI-driven environments and digital transformation processes.

The ANOVA results confirmed the overall significance of the regression model, indicating that Agile Change significantly affects Artificial Intelligence applications. The model demonstrated strong explanatory power, proving that Agile Change dimensions explain an important proportion of the variance related to Artificial Intelligence implementation.

Overall, the study concludes that Agile Change constitutes a critical factor in supporting Artificial Intelligence within organizations. The success of AI implementation depends largely on effective training, sustainable change practices, intelligent automation, predictive analytics, and strategic decision-support systems. At the same time, organizations need to improve communication mechanisms and adapt performance measurement systems to better align with the requirements of Artificial Intelligence and digital transformation.

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