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Enhancing Decision-Making Processes: The Role of Integrated Information Systems in Business Intelligence

Bagus Putu Pramana Putra[1], Nursalim[2], Evi Lestari Pratiwi[3], Abdurrohman[4], M. Irham[5]

Email Correspondent: pram@unmas.ac.id

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Abstract

This study examines the role of Integrated Information Systems (IIS) in enhancing decision-making processes within Business Intelligence (BI) frameworks, focusing on the ability of IIS to centralize data for improved accessibility and real-time insights. Employing a qualitative methodology grounded in literature review and library research, the paper synthesizes findings from existing academic sources to identify how IIS addresses common organizational challenges, such as data silos and information fragmentation. The analysis reveals that IIS contributes significantly to decision-making by providing a unified platform that enables stakeholders across departments to access and analyze data efficiently. Through real- time data integration, IIS supports rapid, informed responses to market shifts, enhancing organizational agility and competitiveness. Additionally, the study highlights challenges in implementing IIS, particularly compatibility with legacy systems, which requires careful planning and phased integration to maximize benefits. This research underlines the essential role of IIS in modern BI processes, promoting an interconnected data landscape that fosters cross-functional collaboration, strategic alignment, and proactive decision-making. By offering a comprehensive view of data through IIS, organizations can drive more accurate and timely decisions, ultimately supporting long-term strategic goals and sustainable growth.

INTRODUCTION

In today's highly dynamic business environment, effective decision-making is critical for maintaining competitive advantage. Organizations rely increasingly on data-driven insights to navigate complex markets and respond to customer needs promptly. Business Intelligence (BI) systems have emerged as essential tools, providing organizations with the ability to analyze vast amounts of data to make informed strategic decisions (Hossain et al., 2024; Sahay & Ranjan, 2008). However, traditional BI systems are often hindered by fragmented data sources, leading to data silos

[1] Universitas Mahasaraswati Denpasar, Indonesia, pram@unmas.ac.id
[2] Universitas Muhammadiyah Palu, Indonesia
[3] Politeknik Negeri Banjarmasin, Indonesia
[4] Universitas Teknologi Bandung, Indonesia
[5] Universitas Pamulang, Indonesia

and information inconsistency. This fragmentation obstructs data accessibility, complicates interdepartmental collaboration, and limits the quality of insights generated (Valleru & Alapati, 2022). Consequently, the need for Integrated Information Systems (IIS) has become apparent as a means to centralize data, ensuring real-time accessibility across all levels of an organization.

A substantial research gap exists regarding the specific mechanisms through which IIS enhances decision-making within BI frameworks. While previous studies acknowledge the value of IIS in centralizing data, few have explored how IIS directly supports decision-making processes by enabling seamless access to real-time, high-quality data (Charles et al., 2023; Zhang et al., 2022). Addressing this gap is critical, as organizations increasingly seek agile solutions to improve strategic responsiveness in volatile markets. Additionally, research into the challenges of IIS implementation, particularly concerning compatibility with legacy systems, remains limited, indicating a need for further exploration (Mintser et al., 2024; Seufert & Schiefer, 2005).

This study aims to bridge these gaps by examining the role of IIS in enhancing BI-driven decision-making processes. Building on the foundation of existing research, this paper employs a literature review and library research to provide a qualitative analysis of how IIS contributes to more informed and collaborative decision-making. The novelty of this research lies in its focus on IIS as a catalyst for data accessibility and cross-functional collaboration, areas that are essential yet underexplored in BI studies.

The findings of this study are anticipated to offer valuable insights for practitioners and scholars alike. By demonstrating the impact of IIS on data centralization and decision-making agility, this research underscores the potential benefits of IIS for organizations seeking to integrate BI more effectively into their strategic processes. Moreover, the study contributes to the broader understanding of IIS implementation, offering recommendations to address compatibility issues and optimize system integration for enhanced decision-making capabilities.

METHOD

The research employs a qualitative approach, using library research and literature review methods to explore the role of Integrated Information Systems (IIS) in enhancing decision-making processes within Business Intelligence (BI) (Creswell & Creswell, 2017). This type of study is exploratory-descriptive, aimed at gathering and synthesizing insights from existing academic sources to build a comprehensive understanding of IIS's impact on BI frameworks. Given the evolving nature of technology and information systems, a qualitative approach is appropriate for analyzing complex, contextual factors and identifying patterns within the literature.

Data for this study are derived from secondary sources, including peer- reviewed journal articles, books, conference proceedings, and relevant industry reports. These sources were selected based on their contributions to existing knowledge on Integrated Information Systems, Business Intelligence, and decision-making. Databases such as JSTOR, ScienceDirect, and IEEE Xplore were utilized to ensure that the literature reflects current perspectives and developments within the field. Criteria for selecting sources included publication within the past decade, relevance to IIS and BI, and credibility as validated by academic peer-review processes (Snyder, 2019).

Data collection was conducted through systematic review and synthesis of the selected literature. This involved a structured analysis of the concepts, theories, and findings presented across sources, allowing for an in-depth exploration of IIS's role in overcoming data accessibility challenges and facilitating strategic decision-making. The analysis focused on identifying common themes and gaps, particularly regarding data centralization, real- time integration, and cross-functional collaboration enabled by IIS.

Data analysis followed a thematic approach, wherein recurring patterns and insights related to IIS and BI frameworks were identified, categorized, and interpreted (Bowen, 2009). This process involved coding key themes, such as data accessibility, integration challenges, and cross-functional support, to generate a cohesive narrative. By synthesizing the literature, this study offers an integrated perspective on how IIS enhances decision-making in BI, providing actionable insights for both researchers and practitioners in the field.

RESULT AND DISCUSSION

Enhancing Data Accessibility through Integrated Information Systems

The integration of diverse data sources within a unified platform is one of the fundamental benefits of Integrated Information Systems (IIS). IIS centralizes data across various departments, breaking down data silos that often impede information flow in traditional Business Intelligence (BI) systems. This centralized structure allows decision-makers to access relevant, consolidated data quickly, supporting faster and more informed decision-making processes. By reducing barriers to information access, IIS enhances data transparency and availability across an organization, ensuring that all relevant stakeholders can utilize the same data sources to make strategic decisions.

Further, IIS improves data consistency and accuracy, two critical factors for reliable BI analysis. By consolidating information into a single system, IIS minimizes discrepancies that arise when data is stored and processed in isolated systems. The result is a more coherent and accurate data landscape, facilitating analysis that genuinely reflects organizational realities. Improved data accessibility provided by IIS also enables organizations to leverage advanced BI tools more effectively, as these tools rely on integrated data sources to provide precise and timely insights (Vargas et al., 2021).

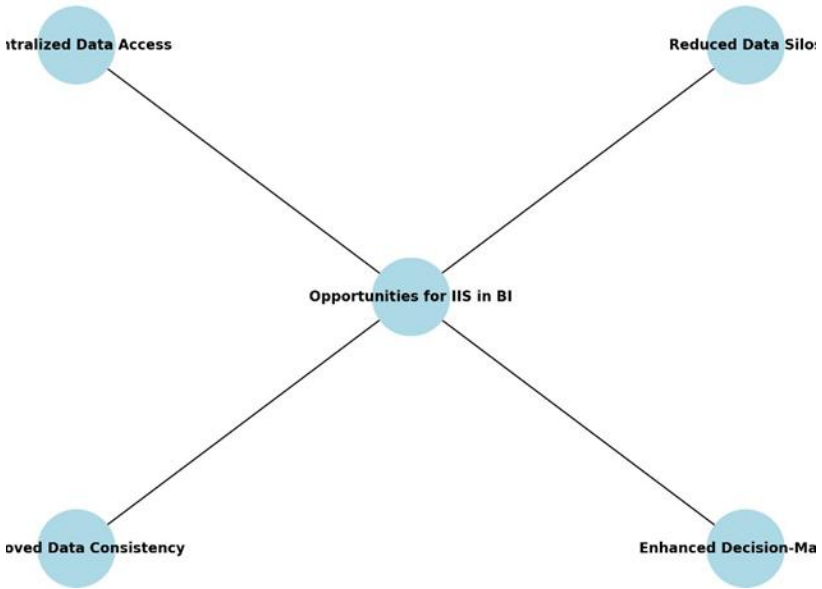

Figure 1. Enhancing Data Accessibility through Integrated Information System

Real-Time Data Integration for Agile Decision-Making

Real-time data integration is a significant feature of IIS that enhances the agility of decision-making processes. IIS ensures continuous updates of data as it flows into the system, enabling BI applications to access real-time information crucial for responding promptly to changes in the business environment. This real-time capability is especially advantageous for organizations in

volatile markets, where timely adjustments to strategy are essential to maintain competitiveness. By allowing instantaneous data access, IIS shifts decision-making from a reactive to a proactive approach, empowering decision-makers to anticipate and respond to market dynamics effectively (Carroll, 1966).

The benefit of real-time integration extends beyond responsiveness; it also fosters efficiency in monitoring business processes. With IIS, managers can observe operations in real-time, identifying inefficiencies and opportunities for improvement immediately. This level of operational oversight supports continuous process optimization, which can significantly enhance an organization's overall productivity. Moreover, real-time data integration mitigates the risks associated with outdated information, which can lead to misguided decisions and missed opportunities (Biswas et al., 2024).

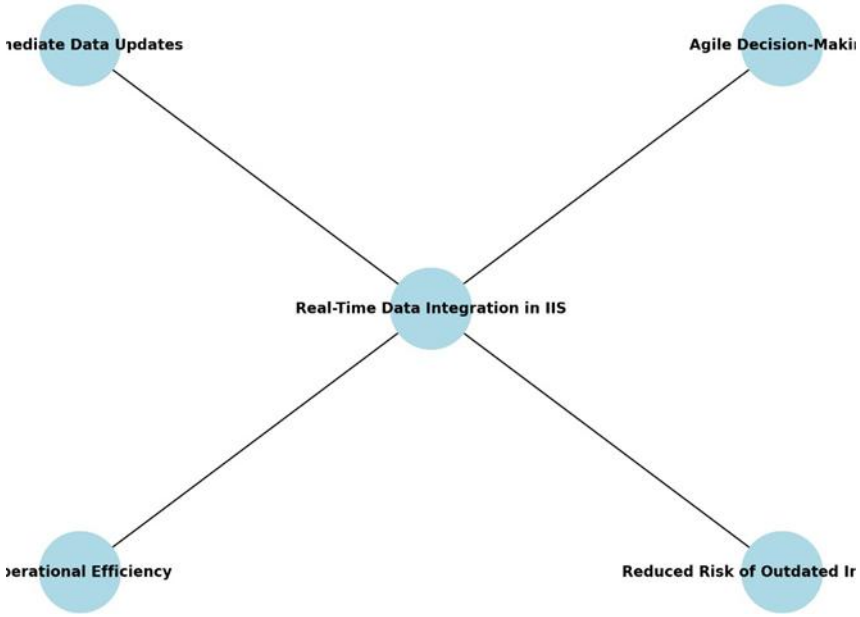

Figure 2. Real-Time Data Integration in IIS for Agile Decision-Making

Promoting Cross-Functional Collaboration through Information Sharing

IIS promotes cross-functional collaboration by creating a shared data platform accessible to multiple departments. Traditionally, information silos have limited the flow of data across departments, restricting each team to its own isolated dataset. By consolidating data into an integrated system, IIS enables a collaborative environment where insights are shared across functions. This cross-departmental access is particularly important in complex decision-making scenarios, where diverse perspectives contribute to a more comprehensive understanding of strategic challenges and opportunities.

In addition, IIS supports the alignment of departmental objectives with overarching organizational goals. By facilitating access to the same data, IIS ensures that departments can coordinate their efforts, avoiding duplication and aligning their strategies more effectively. This alignment fosters a holistic approach to strategic planning and execution, enabling the organization to leverage collective insights in a unified manner. The enhanced collaboration brought about by IIS ultimately leads to more cohesive decision-making processes, with a shared understanding and vision across the organization (Cui, 2016).

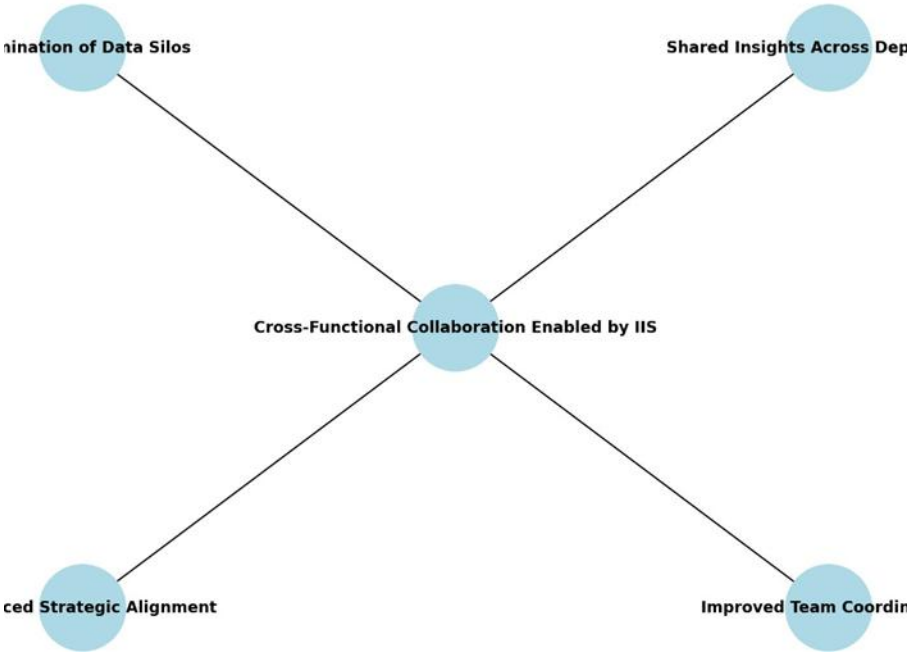

Figure 3. Cross-Functional Collaboration Enabled by IIS

Addressing Integration Challenges and Ensuring System Compatibility

While IIS offers significant benefits, the process of integrating these systems with existing BI frameworks presents challenges, particularly regarding compatibility with legacy systems. Many organizations face difficulties in connecting IIS with older technologies, leading to interruptions in data flow and potential inconsistencies in information processing. Compatibility issues can hinder the seamless integration of IIS, reducing the overall effectiveness of the BI system. These challenges highlight the need for careful planning and phased implementation to ensure smooth transitions and avoid operational disruptions (Williams, 2019).

To overcome these integration barriers, organizations often need to invest in new technologies or update their IT infrastructure to support IIS. Furthermore, effective change management and training are crucial, as employees accustomed to traditional systems may resist adopting new workflows. Ensuring user proficiency and acceptance through training can mitigate resistance, fostering a smoother transition. Addressing these integration challenges is essential to realizing the full potential of IIS in supporting BI processes and enhancing decision-making capabilities (Henricks, 2000).

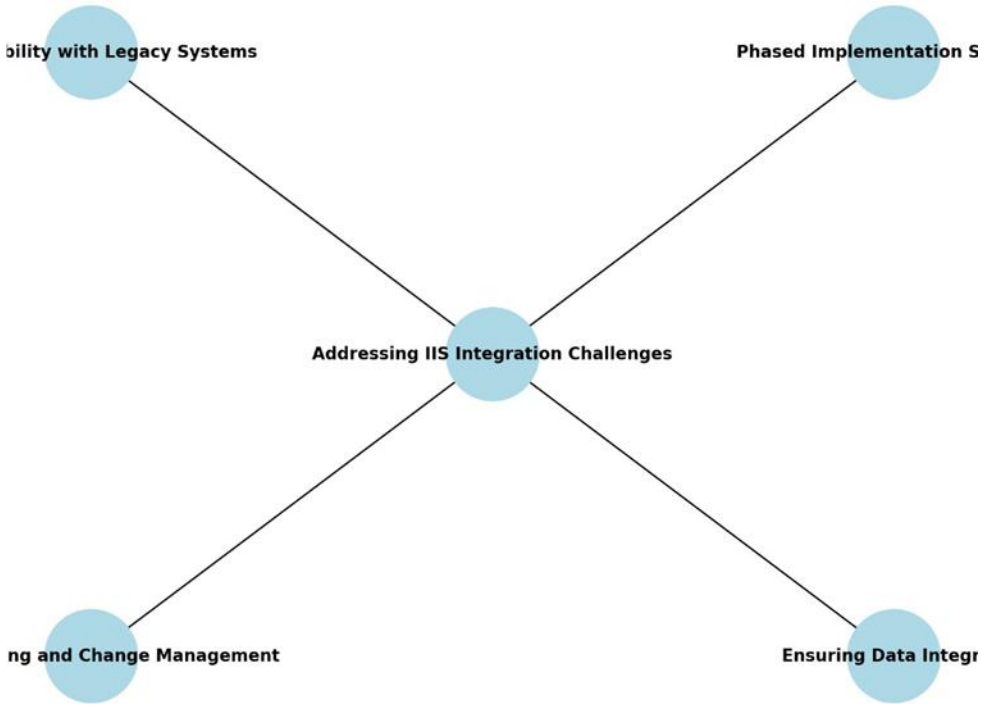

Figure 4. Addressing IIS Integration Challenges

CONCLUSION

The integration of Integrated Information Systems (IIS) into Business Intelligence (BI) frameworks offers substantial benefits to organizational decision-making processes. This discussion has highlighted four key areas where IIS enhances BI capabilities and fosters more effective strategic management.

First, IIS significantly improves data accessibility by centralizing information from various sources, thereby reducing data silos and ensuring that decision-makers and analysts have consistent, accurate data at their disposal. This centralized approach to data management is essential for organizations aiming to make rapid and well-informed decisions in today's competitive environment.

Second, the real-time data integration enabled by IIS supports agile decision-making. With continuous data updates, organizations can monitor changes in real-time, respond proactively to market shifts, and reduce the risk of basing decisions on outdated information. This capability is particularly valuable in fast-paced industries, where timely responses can confer a competitive advantage.

Third, IIS fosters cross-functional collaboration by creating a shared data platform accessible to multiple departments. This collaborative framework breaks down information silos, promotes strategic alignment across functions, and improves team coordination. By providing a unified view of data, IIS enables departments to work together more effectively toward organizational goals.

Lastly, while IIS provides many benefits, its integration with existing BI systems can present challenges, especially regarding compatibility with legacy systems, phased implementation needs, and the necessity of staff training. Addressing these challenges is crucial to maximize the effectiveness of IIS and ensure smooth transitions during system upgrades.

In summary, IIS serves as a powerful tool in BI environments, enhancing data accessibility, supporting real-time insights, promoting cross- departmental collaboration, and enabling agile, informed decision-making. When implemented thoughtfully, IIS not only strengthens organizational BI processes but also empowers organizations to respond to evolving market demands with greater

flexibility and insight. These advancements underscore the strategic importance of IIS in modern business settings, where data-driven decision-making is essential for long-term success.

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