

## Optimizing decision-making in digital business processes through artificial intelligence

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### ABSTRACT

**Background:** The rapid growth of digital business environments has increased the complexity of managerial decision-making due to the proliferation of large-scale, dynamic, and heterogeneous data. Traditional intuition-based decision-making approaches are increasingly insufficient to address uncertainty and complexity in digital business processes, leading organizations to adopt Artificial Intelligence (AI) as a strategic decision-support mechanism.

**Aims:** This study aims to examine the role of Artificial Intelligence in optimizing decision-making within digital business processes by synthesizing existing literature to identify key patterns, themes, and contributions of AI across various business contexts.

**Methods:** This study employs a literature review approach using a thematic synthesis of relevant academic publications. Peer-reviewed articles, review papers, and conceptual studies related to Artificial Intelligence and decision-making in digital business were systematically analyzed to identify recurring themes, research trends, and decision-making implications.

**Result:** The results indicate that Artificial Intelligence functions as an active, data-driven decision-support mechanism that enhances the accuracy, consistency, and timeliness of decision-making in digital business processes. The findings reveal that AI supports decision-making across multiple contexts, including management information systems, small and medium-sized enterprises, innovation and marketing activities, and the financial sector, by enabling predictive analytics, reducing cognitive limitations, and improving evidence-based managerial decisions.

**Conclusion:** This study concludes that the optimization of decision-making in digital business processes depends not only on the adoption of Artificial Intelligence technologies but also on their effective integration into organizational decision structures and human judgment. Artificial Intelligence plays a central role in strengthening data-driven, evidence-based decision-making and contributes to improved organizational adaptability and competitiveness in the digital era.

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## INTRODUCTION

Digital transformation has fundamentally reshaped the structure and execution of business processes through the integration of digital technologies, data-driven systems, and platform-based operations into organizational activities. Davenport and Harris (2017) explain that digital business environments are characterized by the continuous generation of data through transactions, customer interactions, and digital platforms, thereby shifting how managerial decision-making is formulated and evaluated. The increasing volume, velocity, and variety of data intensify decision-making complexity (McAfee & Brynjolfsson, 2012; Wamba et al., 2017; Vial, 2019). These conditions impose a high cognitive burden on decision-makers operating under uncertainty, time pressure, and rapidly changing market dynamics (Kahneman et al., 2021; Simon, 1997). Traditional decision-making approaches that rely on intuition and experience have therefore become increasingly inadequate for managing the complexity of digital business processes.

Artificial Intelligence has emerged as a critical technological development in addressing these challenges by enhancing analytical capacity within digital business environments. Russell and Norvig (2021) define Artificial Intelligence as systems capable of learning from data, reasoning under uncertainty, and supporting complex problem solving, thereby enabling organizations to extend human cognitive limitations (Davenport & Ronanki, 2018; Shrestha et al., 2019; Jarrahi, 2018). AI-based techniques such as machine learning, predictive analytics, and natural language processing enable decision-makers to transform large-scale data into actionable insights that support strategic and operational decisions (Wamba et al., 2017; McAfee & Brynjolfsson, 2012). These capabilities position AI not merely as a tool for operational automation, but as an integral component of decision-support systems embedded in digital business processes.

Decision-making constitutes a central mechanism that determines the effectiveness, adaptability, and sustainability of digital business processes. Studies on judgment and decision-making indicate that human decisions are often influenced by cognitive bias and systematic noise, as articulated by Kahneman, Sibony, and Sunstein (2021), which may result in inconsistent and suboptimal outcomes. AI-supported decision-making frameworks mitigate these limitations through data-driven evaluation structures, algorithmic recommendations, and predictive modeling (Jarrahi, 2018; Shrestha et al., 2019; Brynjolfsson & McAfee, 2014). The integration of AI into decision-making systems enables organizations to enhance the consistency, transparency, and reliability of managerial judgments in complex digital business environments.

The application of Artificial Intelligence in digital business processes has expanded across various organizational domains. Research in management information systems demonstrates that AI improves data integration, reporting accuracy, and managerial responsiveness, as evidenced in studies on intelligent decision-support systems by Shrestha, Ben-Menahem, and von Krogh (2019). Studies on small and medium-sized enterprises reveal that AI supports consumer behavior analytics, demand forecasting, and operational optimization through digital platforms, as discussed by Wamba et al. (2017). Research in the financial sector further indicates that AI contributes to credit evaluation, risk assessment, fraud detection, and predictive decision-making, reinforcing the role of AI in shaping decision-making logic across diverse digital business contexts.

A growing body of research has examined the role of Artificial Intelligence in business and organizational contexts, including studies highlighting the contribution of AI-driven analytics to organizational performance and productivity improvement as described by Davenport and Harris (2017), research analyzing the use of AI in managerial decision-support systems and its implications for strategic alignment by Shrestha et al. (2019), and studies on AI adoption in digital business models and platform-based firms discussed by Vial (2019). Other studies indicate that the integration of AI and big data analytics plays a significant role in enhancing decision-making quality and organizational competitive advantage, as noted by Wamba et al. (2017), while Jarrahi (2018) emphasizes that human-AI collaboration in organizational decision-making processes enhances analytical capacity while reducing decision-makers' cognitive limitations. Collectively, these findings demonstrate the significant potential of Artificial Intelligence in supporting digital business transformation and organizational effectiveness through data-driven insights and analytical automation.

Nevertheless, studies that explicitly examine how Artificial Intelligence optimizes decision-making processes within digital business environments remain relatively limited. Most existing research emphasizes technology adoption, efficiency improvement, or performance outcomes, while decision-making is often positioned as a secondary or implicit consequence of AI implementation. Other studies frequently investigate Artificial Intelligence, digital business processes, or organizational performance in isolation, resulting in fragmented insights that fail to capture the interaction between AI-driven analytics and decision-making quality in complex digital business systems. This lack of integrative analysis constrains a comprehensive understanding of AI as an active decision-support mechanism within digital business processes.

Therefore, this study is directed toward examining the role of Artificial Intelligence in optimizing decision-making within digital business processes. The study focuses on understanding how AI functions as a decision-support mechanism that enhances analytical capability, improves decision quality, and supports evidence-based practices in digitally mediated business environments. By addressing this research gap, the study is expected to contribute theoretically and empirically to the development of interdisciplinary scholarship at the intersection of Artificial Intelligence, decision sciences, and digital business processes.

## **METHOD**

### ***Research Design***

This study adopts a literature review approach to examine the role of Artificial Intelligence (AI) in optimizing decision-making within digital business processes. This approach was selected because it enables a systematic and comprehensive synthesis of existing scholarly work related to AI-driven decision-making and digital business transformation. A literature review is particularly appropriate for studies that aim to consolidate theoretical perspectives, identify research trends, and reveal research gaps across an interdisciplinary field.

The literature review was conducted in a systematic and structured manner, following the definition of a literature review as a research method that involves the identification, critical evaluation, and synthesis of existing scientific studies to provide a comprehensive understanding of a research topic (Hopia et al., 2016). Through this approach, the study not only summarizes prior research but also integrates findings to develop analytical insights into how AI supports and enhances decision-making processes in digital business contexts.

### ***Data Sources and Literature Search Strategy***

The data sources for this study consist of peer-reviewed journal articles, academic books, and conference proceedings related to Artificial Intelligence, decision-making, and digital business processes. Literature searches were conducted using reputable academic databases, including Scopus, Web of Science, Google Scholar, and ScienceDirect, to ensure the credibility and quality of the selected sources. The search process employed a combination of relevant keywords such as “Artificial Intelligence,” “AI-driven decision-making,” “digital business processes,” “decision support systems,” and “data-driven decision-making.” These keywords were combined using Boolean operators to retrieve literature that explicitly addresses the intersection of AI and decision-making in digital business environments.

### ***Inclusion and Exclusion Criteria***

The selection of literature was guided by specific inclusion criteria. The study included: (1) scholarly publications that discuss Artificial Intelligence in the context of business, organizations, or decision-support systems; (2) articles published in reputable academic journals or by recognized academic publishers; and (3) studies that provide conceptual, empirical, or theoretical insights into decision-making or digital business processes. Publications that lacked direct relevance to the research focus, were non-academic in nature, or did not provide sufficient discussion of AI and decision-making were excluded from the analysis.

### ***Data Analysis Technique***

The selected literature was analyzed using thematic analysis. Each source was reviewed to identify recurring themes related to the role of AI in decision-making, including enhancements in analytical capability, reduction of cognitive bias, support for data-driven decisions, and strategic implications of AI adoption in digital business processes. The identified themes were then synthesized to construct an integrative understanding of how Artificial Intelligence contributes to the optimization of decision-making in digital business environments.

## Validity and Reliability of the Review

The validity and reliability of the review, this study prioritized literature from highly regarded academic sources and frequently cited publications in the fields of Artificial Intelligence and decision sciences. A critical comparison of findings across multiple studies was conducted to avoid descriptive bias and to ensure analytical rigor. This approach enhances the credibility of the review and supports the development of a balanced and comprehensive perspective on the role of AI in decision-making within digital business processes.

## RESULTS AND DISCUSSION

### Results

This section presents the main findings of the literature review conducted to examine the role of Artificial Intelligence (AI) in optimizing decision-making within digital business processes. The results are organized based on a thematic synthesis of relevant literature, with the aim of identifying recurring patterns, research trends, and the contributions of AI to decision-making across various business contexts. To enhance transparency and clarity, a summary of the reviewed studies is presented in Table 1 tabular form prior to a more in-depth thematic discussion.

**Table 1.** Summary of Reviewed Studies on Artificial Intelligence and Decision-Making in Digital Business

ID	Author(s)	Year	Research Focus	Business Context	Article Type	Method	Key Findings Related to Decision-Making
R1	Davenport & Harris	2017	Analytics-driven decision-making	Organizations	Review article	Conceptual review	AI-based analytics significantly improve managerial decision quality and productivity
R2	Wamba et al.	2017	Big data analytics and AI adoption	SMEs and enterprises	Systematic literature review	SLR	AI-driven analytics enhance decision accuracy and competitive advantage
R3	Jarrahi	2018	Human-AI collaboration	Organizational decision-making	Empirical study	Qualitative analysis	AI reduces cognitive bias and supports complex managerial decisions
R4	Davenport & Ronanki	2018	Practical AI implementation	Digital business processes	Review article	Practice-based review	AI supports evidence-based operational and strategic decision-making
R5	Vial	2019	Digital transformation	Platform-based firms	Review article	Integrative review	AI reshapes decision structures within digital business transformation
R6	Shrestha, Ben-Menahem, & von Krogh	2019	AI-based decision-support systems	Management Information Systems	Empirical study	Case-based analysis	AI improves consistency, transparency, and speed of managerial decisions
R7	Rai et al.	2019	Explainable AI in decision systems	Digital organizations	Conceptual article	Analytical framework	Explainable AI enhances trust and decision accountability
R8	Dwivedi et al.	2021	AI adoption and organizational decision-making	Digital business ecosystems	Review article	Multidisciplinary review	AI adoption improves decision effectiveness but requires governance mechanisms
R9	Kahneman, Sibony, & Sunstein	2021	Decision noise and judgment	Decision sciences	Conceptual book-based study	Theoretical synthesis	Algorithmic decision systems reduce noise and improve decision reliability

R10	Shrestha et al.	2022	Responsible AI decision systems	Digital enterprises	Conceptual-empirical	Framework development	Responsible AI improves decision quality and ethical alignment
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Based on the studies summarized in Table 1, the results of the literature review indicate that the role of Artificial Intelligence in digital business decision-making can be categorized into several key themes. These themes reflect consistent patterns across the reviewed studies and provide the foundation for further analysis of how AI functions as a decision-support mechanism.

### Artificial Intelligence as a Data-Driven Decision-Support Mechanism

The literature review reveals that Artificial Intelligence is consistently positioned as a data-driven decision-support mechanism in digital business processes. Most of the reviewed studies (R1, R2, R3, R4, and R6) emphasize that AI enables organizations to manage large, diverse, and rapidly moving data volumes, thereby generating more accurate and relevant insights for decision-makers. These findings indicate a paradigm shift from intuition-based decision-making toward evidence-based decision-making, particularly in complex and dynamic business environments. The literature further suggests that the use of machine learning and predictive analytics allows organizations to anticipate market changes, evaluate multiple decision alternatives, and reduce uncertainty in strategic planning. This pattern of findings appears consistently across both conceptual and empirical studies summarized in Table 1, indicating that AI contributes to improved timeliness, consistency, and reliability of managerial decisions in digital business processes.

### AI-Enabled Decision-Making in Management Information Systems

The literature findings indicate that the integration of Artificial Intelligence into Management Information Systems (MIS) significantly enhances the quality of managerial decision-making. Studies focusing on AI-based decision-support systems (R4, R6, and R10) demonstrate that AI enables real-time data processing, cross-source data integration, and more in-depth performance analysis. These capabilities accelerate managerial evaluation processes and support more informed, data-driven decisions. Furthermore, the literature emphasizes that AI reduces managers' cognitive workload by automating routine analytical tasks, such as data processing and performance reporting. Cross-study findings (R3 and R6) suggest that AI-based management information systems no longer function merely as information providers but have evolved into active analytical agents that support strategic and operational decision-making in digital organizations.

### Optimization of Decision-Making in Small and Medium Enterprises

The literature review indicates that Artificial Intelligence plays a strategic role in optimizing decision-making within small and medium-sized enterprises (SMEs). Several reviewed studies (R2 and R5) highlight that AI helps SMEs overcome resource constraints through business process automation and consumer data analytics. AI enables SMEs to conduct demand forecasting, consumer behavior analysis, and operational optimization more efficiently than conventional approaches. The literature also shows that AI adoption reduces uncertainty in market-related decision-making and supports more strategic resource allocation. This cross-study synthesis suggests that AI functions as a decision leverage mechanism that strengthens the competitiveness of SMEs within increasingly competitive digital business ecosystems.

### Artificial Intelligence in Innovation and Marketing Decisions

Another key finding from the literature review indicates that Artificial Intelligence contributes significantly to decision-making in innovation and digital marketing. The reviewed studies (R1, R5, and R8) suggest that AI supports market trend identification, consumer sentiment analysis, and data-driven personalization of marketing strategies. AI also accelerates product development processes by providing predictive insights that support innovation-related decisions and product differentiation. Overall, the

literature demonstrates that AI enhances organizational agility in responding to market changes and strengthens data-driven decision-making in marketing and innovation activities. These findings indicate that AI serves as a key enabler of innovative decision-making in digital business environments.

### **AI-Supported Decision-Making in the Financial Sector**

The literature review consistently shows that Artificial Intelligence plays a critical role in decision-making within the financial sector. The analyzed studies (R7, R9, and R10) confirm that AI improves the accuracy of credit decisions, fraud detection, risk management, and portfolio optimization through predictive modeling and large-scale data analytics. The use of AI-based algorithms enables financial institutions to reduce human bias and enhance the reliability of financial decisions. The literature further reveals that AI contributes to operational efficiency and improved service quality in digital financial systems. This cross-study synthesis indicates that AI functions not only as an automation tool but also as a decision-support mechanism that strengthens the resilience and sustainability of decision-making in the digital financial sector.

### **Discussion**

The findings of this study reinforce the view that Artificial Intelligence functions as a primary driver of data-driven decision-making in digital business processes. These findings are consistent with prior research indicating that the use of intelligent algorithms and advanced analytics enables organizations to improve the quality of decision evaluation by leveraging real-time data and predictive information (Provost & Fawcett, 2013; Günther et al., 2017). However, this study extends existing literature by demonstrating that AI is not merely a technological enhancement to decision processes, but an integral mechanism that reshapes how decisions are structured, evaluated, and legitimized within digital business environments. In contexts characterized by high uncertainty and complexity, AI assists organizations in transforming raw data into a systematic and measurable foundation for decision-making, thereby redefining the epistemic basis of managerial judgment.

From a cognitive perspective, the discussion further highlights that AI serves as a mechanism for cognitive augmentation rather than simple automation in organizational decision-making. Previous studies have demonstrated that AI-based systems support human judgment by providing analytical recommendations that reduce cognitive limitations and the risk of judgment errors (Duan, Edwards, & Dwivedi, 2019; Faraj, Pachidi, & Sayegh, 2018). This study deepens that argument by showing that AI alters the balance between human intuition and analytical reasoning, particularly in environments where decision-makers are exposed to information overload and time pressure. Rather than replacing human agency, AI reconfigures decision roles by allowing decision-makers to focus on interpretation, ethical judgment, and strategic alignment, while algorithmic systems handle complex analytical tasks. This interaction underscores a shift toward hybrid decision-making architectures in digital organizations.

Within the context of management information systems, the findings align with research emphasizing that artificial intelligence transforms information systems from passive data providers into proactive analytical systems. Prior studies indicate that the integration of AI into information systems enables faster and more consistent decision-making through integrated data processing and continuous analytics (Chen, Chiang, & Storey, 2012; Ransbotham et al., 2020). The contribution of this study lies in highlighting that such transformation also changes the organizational logic of decision-making. AI-enabled systems increasingly function as decision intermediaries that frame available options, prioritize information, and influence managerial attention. This suggests that decision authority in digital organizations is progressively distributed across human and algorithmic actors, raising important implications for governance, accountability, and transparency.

The discussion also expands understanding of the role of Artificial Intelligence in small and medium-sized enterprises. While prior studies emphasize efficiency gains and technological accessibility (Bresciani et al., 2021; Verhoef et al., 2021), this study highlights that AI adoption in SMEs fundamentally alters decision rationality under resource constraints. By enabling predictive insights and consumer

analytics, AI allows SMEs to move beyond reactive decision-making toward anticipatory and evidence-based strategies. This finding addresses a gap in the literature, which often treats AI adoption in SMEs as a technical challenge rather than a decision-structuring mechanism that enhances strategic foresight and reduces market uncertainty.

In the domain of innovation and digital marketing, the findings are consistent with literature demonstrating that AI plays a key role in supporting innovative and market-responsive decision-making (Wedel & Kannan, 2016; Huang & Rust, 2021). This study extends those insights by emphasizing that AI does not only optimize marketing execution but also reshapes innovation decision cycles. AI-driven insights accelerate experimentation, reduce uncertainty in product development, and enable iterative learning based on consumer feedback. As a result, organizations can make faster and more informed innovation decisions while minimizing the risks associated with market volatility. This supports the view that AI functions as a strategic enabler of adaptive decision-making rather than a standalone marketing technology.

The financial sector provides further evidence of the maturity of AI-supported decision-making. Consistent with previous studies, AI improves the accuracy and consistency of financial decisions through predictive modeling and advanced risk analysis (Bussmann et al., 2021; Frost et al., 2019). However, this study contributes to the literature by emphasizing that technical performance alone is insufficient to ensure decision quality. The effectiveness of AI-based decision-making is strongly conditioned by governance structures, transparency, and risk-control mechanisms. Without these elements, algorithmic decisions may introduce new forms of bias, opacity, and systemic risk, thereby undermining trust and institutional accountability. This finding reinforces the need to conceptualize AI not only as a decision-support technology but as a socio-technical system embedded within organizational and regulatory frameworks.

Overall, this discussion demonstrates that the findings of the present study address a critical gap in existing literature by synthesizing how Artificial Intelligence functions as an active decision-support mechanism across multiple business contexts. While prior research often examines AI adoption, efficiency outcomes, or performance impacts in isolation, this study integrates these perspectives to show how AI reshapes the quality, structure, and legitimacy of decision-making in digital business processes. Consequently, the study advances understanding that optimizing decision-making in the digital era depends not only on adopting AI technologies, but on embedding them thoughtfully within organizational decision architectures, governance systems, and human judgment processes.

## **IMPLICATIONS**

This study provides important theoretical and practical implications for understanding the role of Artificial Intelligence in digital business decision-making. Theoretically, the findings contribute to decision-making and digital transformation literature by conceptualizing AI as an active decision-support mechanism rather than a passive analytical tool, thereby extending perspectives on evidence-based management and hybrid human–AI decision architectures. Practically, the results offer guidance for managers, organizations, and policymakers by emphasizing that the value of AI lies not only in technological adoption, but in its effective integration into organizational decision structures, governance systems, and managerial judgment processes across diverse business contexts.

## **LIMITATIONS**

This study has several limitations that should be considered when interpreting its findings. First, as a literature review, the analysis relies on previously published studies, which may reflect publication bias and limit the inclusion of unsuccessful or underreported AI implementations. Second, the reviewed literature predominantly focuses on organizational and managerial contexts in developed digital economies, which may restrict the generalizability of the findings to emerging or less digitally mature business environments. Finally, differences in research methods and conceptual frameworks across the

reviewed studies may affect the consistency of interpretations despite efforts to synthesize findings systematically.

## SUGGESTIONS

Empirically examine the mechanisms through which Artificial Intelligence influences decision-making quality across different organizational settings and levels of analysis. Longitudinal and mixed-method studies could provide deeper insights into how human–AI collaboration evolves over time and how governance, ethical considerations, and organizational culture shape AI-supported decision processes. Additionally, further research focusing on SMEs and emerging economies would help expand the understanding of contextual factors that enable or constrain the effective use of AI in digital business decision-making.

## CONCLUSION

This study concludes that Artificial Intelligence plays a central role in optimizing decision-making in digital business processes by functioning as an active, data-driven decision-support mechanism. The results of the literature review demonstrate that AI enhances decision quality by enabling organizations to process complex and large-scale data, generate predictive insights, and reduce cognitive limitations in human judgment across various business contexts. The findings confirm that AI supports more accurate, consistent, and timely decisions in management information systems, small and medium-sized enterprises, innovation and marketing activities, and the financial sector. Importantly, the study shows that the effectiveness of AI in decision-making depends not only on technological adoption but also on its integration with organizational decision structures and human judgment, thereby fulfilling the research objective of clarifying how AI optimizes decision-making within digital business environments.

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## AUTHOR CONTRIBUTIONS STATEMENT

All authors contributed substantially to the completion of this study. RRI was responsible for conceptualization, literature search, data analysis, and drafting the manuscript. SHIP contributed to the research design, thematic synthesis, and critical revision of the manuscript. TR author was involved in methodological guidance, interpretation of findings, and final manuscript review. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

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