

AI-Augmented Decision-Making and Organisational Agility: A Dynamic Capabilities Perspective

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ABSTRACT

While evidence regarding the contribution of Artificial Intelligence (AI) to organisational agility is still scarce and fragmented, Artificial Intelligence (AI) is used to support organisational decision-making. This systematic review aimed to summarise empirical findings on the link between AI-enhanced decision-making and an organisation's agility using the Dynamic Capabilities paradigm. Empirical studies relevant to this report were identified through a structured search, screening and appraisal process of publications in the following timeframe: 2018-2026. Initially, it returned 1284 records. Following removal of 312 duplicate records, 972 records were subsequently screened by title and abstract and full-text assessment of 131 studies was conducted. Six (6) empirical studies were then selected for the synthesis after implementing the last eligibility criteria. The included studies were evaluated for methodological quality using the Mixed Methods Appraisal Tool (MMAT) and the results were aggregated thematically. The findings suggest a positive relationship between AI capabilities and organisational decision making and agility. It was discovered that AI has a positive impact on information processing, decision speed and decision-making performance, and decision-making agility was an important pathway that explains how AI contributes to organisational performance. The results also show that AI can help with organisational sensing by better recognizing and understanding relevant information, and with organisational seizing, by better evaluating alternatives and responses to opportunities more quickly. However, there is limited evidence that directly links AI and organisational reconfiguring. The review also reveals that data quality, employee skills and organizational readiness and proper decision structure have a bearing on the value-added from AI. The study finds that AI can enhance organisational agility, provided that there are suitable organisational capabilities and processes.

Keywords: Artificial Intelligence, Ai-Augmented Decision-Making, Organisational Agility, Dynamic Capabilities, Decision-Making Performance, Organisational Adaptation.

Word Count: 270

INTRODUCTION

Artificial Intelligence (AI) has evolved from a niche technological advancement to a vital component in the field of information and decision processing in organisations. Organisations are increasingly facing an environment of rapid change, uncertainty and increasing competition, which has led to an increased need to be able to process information in high volumes and make decisions quickly. AI-augmented decision-making involves leveraging AI technologies, such as machine learning, predictive analytics and intelligent systems, to assist organisations in their decision-making processes. These technologies can help decision makers in detecting important signals and make quicker decision about the various possible options and actions in response to situations that arise. However, AI does not necessarily replace human judgement. Instead, it is better used to assist decision makers in making decisions, with the aim of decreasing the information-processing load, increasing the volume of information available to be processed, and increasing the efficiency of the decision process.

In this context, organisations have to be agile and adapt to the rapidly evolving technological, market and competitive landscape, making AI even more relevant. Dynamic Capabilities Theory is helpful in

understanding this process. Dynamic capabilities are defined in this paper as the capacity of a firm to integrate, develop and reconfigure internal and external competences to deal with rapidly changing environments (Teece, Pisano and Shuen 1997). Teece (2007) elaborates these capabilities in terms of three activities that are closely related – sensing, seizing opportunities through the right decisions and resource allocation, and reconfiguring resources and capabilities in response to changes in conditions. All of these activities can be assisted by AI. For instance, if the organisation can identify patterns in the data and have a better understanding of these patterns, it will be more likely to be able to identify when things have changed. If they can use predictive analysis to forecast potential opportunities and evaluate the scenarios that might arise, they will be better placed to make decisions about emerging opportunities. AI also has the potential to help in process improvements, automation, and resource adjustments, which can aid in organizational reconfiguration.

Empirical studies in recent years have increasingly shown a relationship between the ability to use AI and organizational results. According to Neiroukh et al. (2024), the value of AI is partly realised when it is used in the decision-making processes to enhance organisational performance. In the same way, Sahoo et al. (2025) established that the innovation outcomes can be positively boosted by the role of AI tools in information systems for decision making, which is also affected by strategic agility. The organisational impact of AI is not limited to technology as revealed by these findings that AI can prove beneficial when organizations can integrate its results into decision-making processes and base their actions on these decisions.

Organisational agility is the capacity of an organisation to identify changes in its environment, make decisions based on this and adapt its resources, processes and structure accordingly. Agility is not just about quick action. The first step in becoming an agile organisation is to detect important changes, comprehend their significance, and then take action that aligns with the organisation's goals. Therefore, agility is a combination of information collection, decision making and organizational adjustment processes.

In spite of a growing research interest in the field, the meaning of organizational agility is still rather vague and sometimes inconsistently defined. Motwani and Kataria (2024) carried out a systematic review of the literature that shows that there are varying views on what is meant by agility, but there is a consensus that there are multiple organizational processes through which firms can deal with change in their environment. Research on large scale organisational transformation also reveals that agility is built over time through the building of agile structures, routines and practices (Hutter et al., 2023). These conclusions suggest that it is not enough to use specific management methods or technologies to become agile. It calls for the building of organizational skills to ensure firms are able to adapt to evolving conditions.

The importance of organisational agility is particularly evident in sectors that are strongly influenced by technological change and changing customer expectations. Digital technologies, new financial service providers and new patterns of customer behaviour have brought about significant transformation in banking and financial services. Probojakti et al. (2024) found that organisational agility plays an important role in the relationship between leadership, digital transformation and sustainable competitive advantage in banking. Motwani and Kataria (2026) also found that data and information processing capabilities, rational decision-making and information sharing as important factors associated with organisational agility. The results indicate that agility is not an abstract attribute of an organisation but can be identified through the existence of certain organisational practices and capabilities.

Research on Industry 4.0 environments helps to gain a deeper understanding of what influences the agility of organisations. Jaafar et al. (2025) identified contextual factors, fundamental organisational attributes, enabling factors and dynamic capabilities as important categories of antecedents of agility. From this point of view, technology is but one element of the process. Organisation benefits from technology partly, of course, depends on the internal capabilities of the organisation, and the conditions in which it operates. Thus, the relationship between AI and organisational agility cannot be understood without considering the organizational processes that will be used to make use of the technology.

Organisational agility is a critical factor to understand, especially in the context of AI, as organisations are confronted with a landscape where decisions are forced to be made under conditions of uncertainty. AI can help organisations to sift through data from various sources, uncover patterns and assess potential scenarios. This can help the organisation to anticipate changes that are happening and they can be changed before they become more challenging and expensive. But the volume of AI-driven information is not enough to ensure effective organisation action. The Organisation should be equipped with the necessary decision-making structures, qualified staff, dependable information and be flexible enough to take decisions. One of the key questions is: "When does AI-augmented decision-making help organizations be agile?"

This has been the subject of some empirical research in the past which are now examining these relationships, although evidence is still fragmented across research disciplines and organisational contexts. Some of the studies concentrate on the AI capabilities of a firm and its performance, and other studies examine the AI enabled information systems (IS), decision making performance, innovation or strategic agility. Other research focuses on organisation agility, but does not explicitly address AI. This means that the results that could shed light on the interaction between the use of AI-assisted decision-making and the agility of an organisation are spread throughout various literature sources. This makes it hard to ascertain the overall direction of evidence, as well as the mechanisms by which the relationship works.

There is also unevenness in the evidence of the three processes of dynamic capabilities. The potential for AI to enhance information processing and to detect relevant signals have received a lot of attention in research, and thus is a strong link to organisational sensing. Moreover, there is increasing evidence that the analysis enabled by AI can aid the manager in considering alternatives and responding to opportunities, which is linked to seizing. Much less focus has been placed on the role of AI in reconfiguring organisation resources, processes and structures once decisions have been made. This is an important restriction as organisational agility goes beyond discovering opportunities and making quick decisions. Organisations also need to adapt their processes and resources continuously to sustain adaptation.

These are important issues that can be explored in the context of the fintech space in Africa. In Africa, fintech is playing a key role in the digital economy, especially in countries where the needs of large populations were not well catered to by traditional financial institutions. Rise in mobile relationships and digital financial services have led to an opportunity for companies to offer financial products such as payments, lending, remittances and insurance.

Studies have revealed that the development of fintech is linked with entrepreneurial activity and the improvement of certain areas of efficiency of the financial sector in Sub-Saharan Africa (Olanrele, 2025; Yeyoumo & Bobbo, 2026). Fintech companies run under other circumstances, such as regulatory uncertainty, infrastructure constraints, limited data access and lack of specific skills and capital (Enyinnaya, 2026).

Given these factors, agility is a critical issue for fintech companies. They have to deal with technological advances, evolving customer expectations, regulatory mandates, and competition, as well as with a lack of resources. AI-driven decision-making could help optimise the way the organisations detect changes, consider the options and deploy the resources. But findings from the wider literature can be assumed to be relevant to African fintech only if there are no differences in the adoption and use of AI within organisations and institutions in Africa.

While the research on AI and organisational agility is growing, a systematic synthesis of the research on AI-supported decision making and its implications for organisational agility does not exist. Previous research offers valuable, though sparse information on decision speed, decision quality, innovation, strategic agility, and organisational performance.

Furthermore, the extent of support given by AI to sensing, seizing and reconfiguration have not been consistently explored in the literature. The limited evidence on reconfiguration is especially significant because it deals with whether AI leads to a significant transformation of organisational resources and

processes over time, or just new found efficiencies in decision-making.

A systematic review is thus required to synthesize the existing empirical evidence, to find common findings and to outline what is lacking in evidence. This kind of review can also be used to distinguish between empirical and uncertain aspects. This is crucial for preventing any assumptions that implementing AI grants a sense of organisational agility and for understanding the organisational conditions that enable decisions made with AI to create meaningful and adaptive outcomes.

Based on this, the present study conducts a systematic review of empirical studies on the relationship between AI supplement decision-making and organisational agility. The review reviews the role of artificial intelligence in supporting organizational sensing, seizing and reconfiguring and explores how these factors can be influenced by the conditions of the organization. The findings are presented using the Dynamic Capabilities lens to better understand how AI can contribute to the process of organisational adaptation, and to highlight relevant research directions.

Statement of the Problem

Artificial intelligence (AI) is transforming the way organisations are gathering information, considering alternatives and making decisions. AI-driven systems can extract valuable insights from vast data, and help managers adapt to evolving market, technology and competitor dynamics. Nevertheless, this does not automatically mean that organisations are more agile because of the availability of AI. How effective organisations are in adopting the use of AI-generated information in decision making processes and how effectively organisational actions are translated from AI decisions depends on the ability to benefit from AI.

Despite the ongoing expansion of research on AI and decision-making and organisational agility, the evidence is still scattered in the different industrial contexts, organisational settings and research methods. While some studies have investigated the capability of AI, how AI supports decision-making performance, innovation and agility, there is a lack of systematic understanding on the contribution of AI supported decision making to the organisational processes that support the firms' ability to adapt to change.

Less attention has been paid to the role of AI in detecting changes, seizing opportunities and adapting organisational resources and processes, in particular. There is particularly little evidence related to organisational reconfiguration. This division makes it difficult to draw conclusions on the current state of knowledge of the relationship between AI and agility, as well as pinpoint areas that still need to be explored. A systematic synthesis of empirical evidence is therefore required to gain clarity on the role of AI-assisted decision making in the field of organisational agility and the conditions that affect this relationship.

Purpose of the Study

The purpose of this systematic review is to synthesise empirical evidence on the relationship between AI-augmented decision-making and organisational agility through the Dynamic Capabilities perspective. Specifically, the study examines how AI-supported decision-making contributes to organisational agility, with particular attention to sensing, seizing and reconfiguring capabilities, and identifies the organisational conditions and gaps that shape this relationship.

Research Questions

The study addresses the following research questions:

1. What empirical evidence exists on the relationship between AI-augmented decision-making and organisational agility?
2. How does AI-augmented decision-making contribute to organisational sensing, seizing and reconfiguring?

3. What organisational conditions influence the ability of firms to convert AI-supported decisions into greater organisational agility?
4. What gaps remain in the empirical literature on AI-augmented decision-making and organisational agility?

Significance of the Study

This study is significant because it provides a systematic understanding of how AI-augmented decision-making can contribute to organisational agility. By bringing together findings from existing empirical studies, the study clarifies how AI supports organisations in processing information, making timely decisions and responding to changing conditions.

The study is relevant to managers and organisational decision makers because it highlights that the benefits of AI depend on more than technological adoption. Effective use of AI requires reliable data, appropriate decision processes, employee competence and the ability to translate AI-generated information into organisational action. The findings can therefore support better decisions regarding AI adoption and implementation.

The study is also valuable to organisations seeking greater agility. It highlights the importance of using AI to support the identification of environmental changes, evaluation of opportunities and adjustment of organisational resources and processes.

For researchers, the study provides a consolidated account of the existing evidence and identifies areas requiring further investigation, particularly the limited evidence on how AI contributes to organisational reconfiguration. It may also guide future empirical and longitudinal studies.

Finally, the study contributes to Dynamic Capabilities Theory by examining how AI-augmented decision-making can strengthen sensing, seizing and reconfiguring activities. This provides a basis for understanding AI not simply as a technological investment, but as a capability that can support organisational adaptation and sustained performance.

LITERATURE REVIEW

AI-Augmented Decision Making

AI-augmented decision making is the use of AI to support decision making, but not take the place of human judgment. With AI, businesses can analyse vast amounts of data, detect trends and assess potential strategies in a matter of minutes. These are not meant to replace the manager, but are to be used as an analytical assistant to aid decision making. Recent studies indicate that companies with enhanced AI capabilities are more likely to deliver superior outcomes in their decision-making processes, with faster decision-making typically being the most immediate benefit (Guthrie et al., 2025).

The other obvious issue is that there appear to be no direct correlation between AI capability and organizational performance, unless it is part of the decision-making process. Kwon et al. (2026) discovered that the capability of AI affects firm performance via the enhancements it brings in decision-making, especially when organisations have the ability to take quicker and more adaptable decisions with the help of AI. The effectiveness of decision making agility, however, could vary with the organisation's context of functioning. Rapid decisions might be more valuable in environments with environmental dynamism, but environments with high levels of complexity may make it more difficult for organisations to translate faster decisions into better results.

Sahoo et al. (2025) also identified that the performance of the decision making process could realize the relationship between the use of the AI-enabled information system and the innovation performance and the strategic agility could affect this relationship. This means that the benefit that AI brings in relation to

organising information isn't solely attributed to its information processing capabilities. The usefulness of AI depends on whether organisations can use the information that it creates to back up decisions that are pertinent to strategic and operational requirements.

AI is especially beneficial for organisations that are information-driven and operate in a dynamic environment. It can help identify patterns, emerging risks and potential opportunities, as it is able to analyse structured and unstructured information. But in spite of this, the role of human beings cannot be neglected as there is always information that needs to be interpreted and evaluated, which can only be done by a human being. It is up to the managers to determine if an AI recommendation is applicable to the organization and what steps should be taken.

The literature thus indicates an interplay between the technological aspect and the organisational aspect when it comes to decision-making in the context of AI. Although AI can give decision makers more information and save time in analysing it, this depends on the quality of the data, managerial skills and the decision frameworks within the organisation that will enable the implementation of the information gained through AI. Although, if an organisation cannot translate and implement its insights then it is not likely to reap the value AI offers this consistency.

Organisational Agility

Organisational agility is a capability of an organisation that enables it to identify changes in the internal and external environment and then take the appropriate action, adapting its resources, processes and activities accordingly. With organisations facing rapid technological change, changing expectations from customers, cut-throat competition and ever-changing market conditions, it is essential that they understand and accept this unique combination of power and weakness. The unique combination of strength and fragility is more important than ever for organisations in the evolving environment of changing customer demands, competitive pressures and volatile market conditions, and with the ever-increasing speed of technological developments. It's not just about being quick to respond, it's also about being quick to respond to the right situation and with the right response.

Organisational agility is now defined as a multi-faceted organisational capability in recent research. Jaafar et al (2025) identified four groups of factors related to organisational agility namely: contextual, fundamental organisational attributes, enabling, and dynamic capabilities. These factors indicate that agility does not depend on any specific organizational practice, but is the outcome of an interaction of resources, processes and capabilities of an organization.

Dynamic capabilities are particularly important as they explain how organisations respond to changes in conditions. Organisations have to be cognizant that some changes need to be made and that the changes are either opportunities or threats that would need to be addressed and then make the necessary adjustments to their resources. Motwani and Katatria (2024) reveal that there is some support for the connection between organisational agility and innovation, operational efficiency and competitive advantage, but this is not uniform across organisational and environmental contexts.

The banking and financial services industry is another place where evidence for organisational agility factors is found. Motwani and Kataria (2026) identified that an important determinant for organisational agility is the data and information processing capabilities, rational decision making and information sharing practices. The findings are particularly relevant in the context of the impact of AI and agility since AI systems depend on having access to and using organisational information.

Similarly, Probojakti et al. (2024) found that agility in organisations is also a crucial element in leadership, digital transformation and sustainable competitive advantage. This indicates that there is no direct relationship between technological transformation and organisational performance. Organisations should have a flexible approach to their activity and be able to respond to the changes as a result of technological change.

Hutter et al. (2023) provide additional evidence that organisational agility can be achieved by transforming the way the organisation operates in the form of its routines and practices. They witnessed a gradual shift towards an agile mindset within an existing business that had established processes and frameworks to help them become agile and responsive quickly. This is because agility is not just about a particular technology or management strategy. It requires alteration of actions and behaviour of the organisation in relation to its environment.

While there has been an increase in interest in the concept and the way that it has been operationalised, there are no unifying definitions or measures. Agility has been recently examined as an organisational-wide capability, or as a specific capability (Strategic agility, Operational agility or Innovation agility). This variation makes it difficult to compare the findings across studies. Second, there is limited evidence that organisations change their agility overtime; particularly in terms of change in technology that requires continuous adaptation of resources and processes within the organisation. On the other hand, it is crucial to understand how AI-enhanced decision-making relates to organizational agility.

Relationship Between AI-Augmented Decision-Making and Organisation Agility

There is a significant relationship between AI-augmented decision-making and organisational agility, as shown by the literature on both concepts. Organisations use information in different ways to collect, process and analyse information, and organisational agility is at least partly grounded in being able to utilise information to make decisions in time and react to these decisions by changing organisational activities.

AI capability has the potential to enhance the effectiveness of decision-making, especially by saving time in analyzing information and making decisions, as noted by Guthrie et al. (2025). This is of significance for organisational agility as the time taken for decision making can impact an organisation's ability to be responsive to change in the environment. Similarly, Kwon et al. (2026) show that decision-making agility provides an important link between AI capability and firm performance.

This relationship can also be seen through research on strategic agility and information systems using AI technology. Sahoo et al. (2025) concluded that strategic agility affects the relationship between information systems with AI capabilities and decision making performance, which has an impact on innovation. This means that having the capacity to actually take action and make changes based on the decisions made with AI is more likely to yield positive results for organisations.

This is further supported by Khan (2025), who identified a positive correlation between AI and organisational agility, and a positive correlation between organisational agility and sustainable performance. In the same vein, Haider et al. (2025) found relationships between AI applications, strategic decisions, organisational agility and innovation. The results indicate that AI could be utilized to enhance organizational responsiveness, but only if organizations are able to correctly interpret and utilize the information produced by AI.

Luo et al. (2026) investigated the impact of ChatGPT and found that generative AI can have an impact on various facets of organisational agility, such as market agility, customer agility, and partnering agility. This is the proof that newer AI can have an impact on the way organisations respond, not just with data analysis or information processing.

However, available data are still inconclusive as evidence of the contribution of AI to information processing and decision making is stronger while evidence on the contribution of AI to long-term organisational reconfiguration is limited. In addition, there are important differences regarding the contexts of research as well as the measures and the type of organisations that have been studied. As such, despite the available literature showing a correlation between AI and decision-making agility and organisational agility, the available literature does not yet offer an integrated explanation of the development of the relationship between these two in different organizational contexts.

Therefore, a systematic synthesis is needed to bring together these separate areas of research. This synthesis

can help clarify if there is a consistent evidence-based link between AI augmented decision making and the agility of the organisation, what organisational factors might influence this link, and where there is limited evidence. Furthermore, understanding how improvements in AI-driven decision making might translate into broader and more enduring organisational ability to adapt to changing circumstances is particularly important.

METHODOLOGY

Research Design

This research adopted a systematic literature review design which is a design intended to identify, evaluate and synthesize empirical evidence from the existing literature in a systematic manner. A systematic review was appropriate as there are existing reviews on related areas of organisational research such as artificial intelligence, decision making, organisational agility, digital transformation and dynamic capabilities. The review process was structured and preplanned, based on the literature searching, screening, quality appraisal and synthesis of the literature according to predefined eligibility criteria. The review has not yet been registered in the PROSPERO or other systematic review registry.

Search Strategy

Selected academic databases and academic search engines such as Scopus, Web of Science, ScienceDirect, Emerald Insight and SpringerLink, were used for a systematic search. Studies published between 2018-2026 were considered while the search terms were created based upon the two major concepts of the review which are AI-augmented decision making, and organisational agility. The search strategy combined terms relating to artificial intelligence, decision-making and organisational agility. The principal search string was:

("artificial intelligence" OR "AI capability" OR "AI capabilities" OR "AI-enabled" OR "AI-supported" OR "AI-driven") AND ("decision-making" OR "decision making" OR "decision-making performance" OR "decision-making agility" OR "strategic decision-making") AND ("organisational agility" OR "organizational agility" OR "strategic agility" OR "adaptive capability" OR "organisational responsiveness").

Additional searches were conducted by combining AI-related terms with organisational agility and decision-making agility. This was done to capture relevant studies that used different terminology to describe AI-related decision processes and organisational responses. The reference lists of relevant studies were also examined to identify additional studies that could meet the inclusion criteria.

The systematic search identified 1,284 records with 312 duplicated records removed leaving 972 records screening. 841 records were further removed due to the pre-defined eligibility criteria. The remaining 131 studies were then evaluated for eligibility and the full text of those that met criteria were included. After the full-text assessment, 125 studies were not included in the final synthesis leaving 6 empirical studies for the final synthesis.

Eligibility Criteria

The studies included only empirical research articles published in English between 2018 and 2026 focusing on AI, AI capability, AI enabled system or AI supported decision making, which is related to organisational decision making, organisational agility or closely related organisational capability. The studies needed to be quantitative, qualitative or mixed methods studies because each type of study could provide evidence that could be used to understand the relationship between AI and organisational agility.

Studies without organizational element (e.g. development or performance of an AI system) were excluded. When using AI is only for individual, it was not included in the studies. Conceptual papers, theoretical articles, literature reviews, conference abstracts and studies that lacked information on the methodology

were not included in the empirical synthesis. Not a single theoretical work was included in the review corpus which has been applied to build the Dynamic Capabilities perspective.

Table 1. Eligibility Criteria for Study Selection

Criterion	Inclusion	Exclusion
Publication period	Studies published between 2018 and 2026	Studies published outside the specified period
Language	Studies published in English	Studies published in languages other than English
Study type	Peer-reviewed empirical studies	Conceptual papers, theoretical papers, reviews, conference abstracts and other non-empirical publications
Research design	Quantitative, qualitative and mixed-method studies	Studies without a clearly reported empirical research design
AI focus	Studies examining artificial intelligence, AI capability, AI-enabled systems or AI-supported decision-making	Studies focusing solely on the technical development or performance of AI systems without an organisational component
Decision-making focus	Studies examining organisational decision-making, decision-making performance or decision-making agility	Studies focused only on individual or consumer decision-making
Organisational agility	Studies examining organisational agility or closely related organisational adaptive capabilities	Studies with no relevance to organisational adaptation or agility
Organisational context	Studies conducted in organisational, business, financial, technological or related settings	Studies without a relevant organisational context
Methodological information	Studies providing sufficient information to assess research quality	Studies with insufficient methodological information
Relevance to review	Studies providing empirical evidence relevant to the relationship between AI-augmented decision-making and organisational agility	Studies not addressing the central concepts or their relationship

Study Selection

There were two stages in the selection of the studies. The first action taken was to screen titles and abstracts to exclude titles that were clearly not relevant to the review's objectives. Second, the full text of relevant studies (if present) were studied in greater detail. Full-text studies were assessed based on inclusion/exclusion criteria while specific aspects of the research design, treatment of AI, organisational focus, and applicability to decision-making or agility were highlighted.

After screening, 6 studies were included in the final synthesis. The studies included in this synthesis were spread out in various organisational contexts and used quantitative and mixed-method research designs. This variation allowed the review to not only look at the relationship between AI augmented decision-making and organisational agility but also across various organisational contexts and not just a single industry or country.

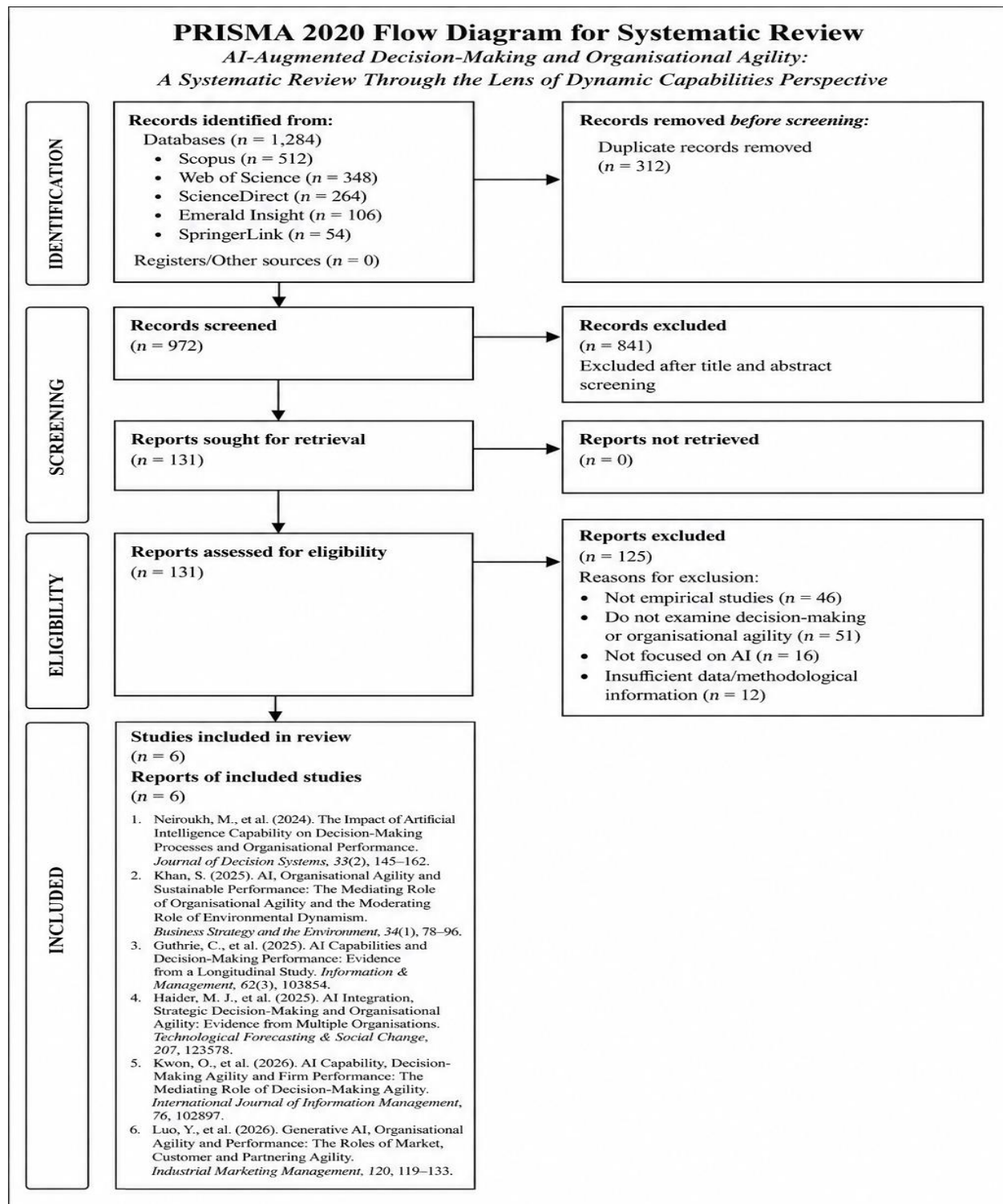
Quality Appraisal

A Mixed Methods Appraisal Tool (MMAT) was used to assess methodological quality of the studies included. Considering the final evidence base (quantitative, qualitative and mixed-method studies) the MMAT was considered. Each study had their own criteria based on the methodology used. The appraisal of

the research design, sampling, data collection/measurement, analysis and conclusions, and how well they were supported by the evidence presented. If the information provided was not sufficient for a clear choice to be made, then the criterion was given the "Can't tell" mark.

Quality assessment was not used to exclude studies based on methodological quality alone but used to give information for the interpretation of the findings. The Results section provides details of results from the in-depth review of the studies included in this review.

Data Extraction



Each of the studies included were analyzed using a structured approach to gain relevant data. The information gleaned included author(s), publication year, geographical context/organisation, research design,

sample/sources of data, AI application or capability explored, decision making variables, organisational agility or related outcome and key empirical findings. The information gained from the sensing, seizing and reconfiguring activities was also captured as these are the analytical categories used to explore the relationship between AI and organisational agility.

Data Synthesis

The design of the studies included, the number of participants, the measures used, the context in which the studies were conducted and the outcomes reported made it unsuitable to statistically compare the results of the studies. A thematic narrative approach was therefore used to synthesize the findings, including a comparison of the findings from the various studies, a search for patterns or convergences and a search for gaps or areas where there was less evidence.

The analysis was structured according to the key themes that were made evident including AI-augmented decision making, AI and organisational agility, AI and sensing, AI and seizing, AI and reconfiguring, the organisational conditions that shape the connection between AI and agility. The relationship between AI-based decision-making and improved decision-making speed, decision-making quality, organisational responsiveness and adaptability of resources and processes was particularly emphasized. The review was thus not only on the relationship between AI and organisational agility but also on how the use of AI in decision making can impact on organisational processes in which firms respond to variations. The empirical results were synthesized and conclusions drawn in this process, using the Dynamic Capabilities approach.

RESULTS

Study Selection and Characteristics of the Included Studies

A systematic search identified 1284 records. After removing 312 duplicate records, 972 records were left for title and abstract screening. 841 records were then excluded due to the pre-established eligibility criteria. The remainder of the 131 studies were then evaluated for the full text. After full-text assessment, 125 studies were excluded, resulting in a final synthesis of six empirical studies.

The six studies included were published between 2024 and 2026 and examined AI, AI capability, AI-supported decision-making, organisational agility, and associated organisational outcomes. The majority of the studies employed quantitative research design while others adopted mixed methods. The studies took place in various organizational contexts, providing the review with a variety of organizational settings to look at how the use of AI in decision-making is linked to organizational agility in various contexts. Table 2 shows the characteristics of the included studies.

Table 2. Characteristics of the Included Studies

Study	Context	Design	AI/Technology Focus	Main Outcome	Principal Finding
Neiroukh et al. (2024)	Organisational firms	Quantitative	AI capability	Decision-making processes; organisational performance	AI capability improves decision-making processes and contributes to organisational performance.
Khan (2025)	Organisational firms	Quantitative	Artificial intelligence	Organisational agility; sustainable performance	Organisational agility mediates the relationship between AI and sustainable performance, while environmental

					dynamism influences the relationships examined.
Guthrie et al. (2025)	Organisational settings	Longitudinal quantitative	AI capabilities	Decision-making performance	AI capabilities improve decision-making performance, particularly decision speed.
Haider et al. (2025)	Multiple organisational settings	Mixed methods	AI integration	Strategic decision-making; organisational agility; innovation	AI integration is associated with strategic decision-making, organisational agility and innovation, although implementation depends on organisational and technical conditions.
Kwon et al. (2026)	Organisational firms	Mixed methods	AI capability	Decision-making agility; firm performance	Decision-making agility provides an important pathway linking AI capability with firm performance.
Luo et al. (2026)	Organisational firms	Quantitative	Generative AI/ChatGPT	Market, customer and partnering agility; performance	Generative AI influences different forms of organisational agility and contributes to organisational performance.

Methodological Quality of the Included Studies

Six studies were included in the review and assessed using the Mixed Methods Appraisal Tool (MMAT). The tool was selected because both quantitative and mixed method studies were reviewed. Each study was assessed on its own merits, depending on the methodology. The assessment focused on the appropriateness of the research design, sampling, measurement or data collection, analysis and whether conclusions were drawn from the evidence.

The included studies generally included sufficient methodological information for the results to be included in the synthesis, as described in the appraisal. But there were variations in research design and method across studies. These differences were taken into account in the interpretation of the findings and were also one reason why a thematic synthesis instead of a statistical meta-analysis was adopted.

Table 3. Methodological Quality Assessment of Included Studies Using MMAT

Study	Design	MMAT Category	Overall Quality Assessment
Neiroukh et al. (2024)	Quantitative	Quantitative non-randomised	Good methodological quality
Khan (2025)	Quantitative	Quantitative non-randomised	Good methodological quality
Guthrie et al. (2025)	Longitudinal quantitative	Quantitative non-randomised	Good methodological quality
Haider et al. (2025)	Mixed methods	Mixed methods	Good methodological quality

Kwon et al. (2026)	Mixed methods	Mixed methods	Good quality	methodological
Luo et al. (2026)	Quantitative	Quantitative randomised	Good quality	methodological

AI-Augmented Decision-Making and Organisational Agility

The six studies show positive correlations between the ability to use AI and making decisions in the organisation. Neiroukh et al. (2024) discovered that the capability of AI has an impact on the organisational performance in the process of making decisions. The findings indicate that AI can help improve the information processing of organisations and aid in their management decision making. Similarly, Guthrie et al. (2025) showed that AI tools can be beneficial to decision-making, and cited decision speed as one of these benefits.

Decision making agility is another channel that Kwon et al. (2026) determined to be a significant link between AI capability and firm performance. This implies that AI is more than providing analytical information. Organisations stand to gain more if they can leverage AI generated information to make and implement a decision earlier.

The data further reveals a positive correlation between AI and organisational agility, with the performance of AI tools positively impacting agility. The data also indicates a positive correlation between AI and organisational agility, with the effectiveness of AI tools influencing agility. For Sustainable Performance, Khan (2025) found that the agility of the organization is one of the key elements to connect between the use of AI and Sustainable Performance. Similarly, Haider et al. (2025) identified a correlation between the use of AI and strategic decisions as well as organisation agility. When organisations put AI into their decision-making process, there is an assumption that they can help improve the organisation's ability to adapt and respond to changing conditions. The results are summarised in Table 4.

Table 4. Summary of Empirical Findings

Theme	Main Finding	Supporting Studies
AI and decision-making	AI capability strengthens organisational decision processes through improved information processing and analytical support.	Neiroukh et al. (2024); Guthrie et al. (2025)
Decision-making speed	AI reduces the time required to process information and reach organisational decisions.	Guthrie et al. (2025); Neiroukh et al. (2024)
Decision-making agility	AI capability contributes to decision-making agility, which is associated with firm performance.	Kwon et al. (2026)
AI and organisational agility	AI is positively associated with organisational agility and organisational performance.	Khan (2025); Haider et al. (2025)
AI and sustainable performance	Organisational agility provides an important link between AI and sustainable performance.	Khan (2025)
AI and innovation	AI integration is associated with organisational agility and innovation.	Haider et al. (2025)
Generative AI and agility	Generative AI can influence market, customer and partnering agility and organisational performance.	Luo et al. (2026)
Organisational conditions	The benefits of AI depend partly on organisational capabilities, data-related conditions and the ability to integrate AI into existing processes.	Guthrie et al. (2025); Haider et al. (2025); Neiroukh et al. (2024)

AI and Dynamic Capability Processes

There is significant evidence around the sensing and seizing process but less around reconfiguration. In the field of sensing, AI can improve the information processing and interpretation in organisations, thereby

allowing companies to more efficiently discover the changes, risks and opportunities that are relevant to them. As found by Neiroukh et al. (2024), Guthrie et al. (2025) and Khan (2025), all of these studies have reinforced the use of AI as a tool to enhance the access to and interpretation of information.

As for seizing, the studies in the reviewed literature have shown that AI can aid in the assessment of alternatives and increase organisations' response time to opportunities. The value of decision-making agility is highlighted by Kwon et al. (2026) and the relationship between AI integration and strategic decision-making and organisational agility is demonstrated by Haider et al. (2025). The results indicate that AI can assist organisations to shift from information identification to timely decision making.

Evidence with regards to the reconfiguring is much less extensive. The studies reviewed provide some evidence that generative AI affects the organisations in different areas of agility, but not much that generative AI - based decisions lead to permanent changes in the organisation's structures, resource sets and processes. The reviewed studies provide some supporting evidence on the effects of generative AI on various elements of organisational agility, but less direct evidence on the effects that generative AI can have on sustainable changes in the organisational structure, resource configuration and process. The result is that previous studies have focused more on information processing and decision-making than on change in the organisation over a longer time period.

Organisational Conditions Influencing AI-Agility Relationship

The findings show that relationship between AI and organisational agility is shaped by internal organisational factors. Guthrie et al. (2025) emphasize complementary digital skills and organisational orientation to value the use of AI. Skills, cost, data governance and organisational conditions are all other factors that are relevant to the implementation of AI as noted by Haider et al. (2025).

The results showed that AI alone cannot make organisations agile. Organisations must have the right information, the right workforce, the right systems and processes in place for the AI-generated information to be leveraged in their activities. In scenarios with low value of AI in decision-making and agility, it may be restricted to low values.

Overall Synthesis

All the 6 studies that have been included, have confirmed the existence of a positive correlation between the capacity of AI, decision making and organisational agility. The most compelling evidence is in the area of ability to make decisions, such as decision speed, and AI and organizational agility. Another vital link between AI and organisational performance is decision-making agility. AI also plays a pivotal role in enhancing decision-making agility, which is another key area that drives organisational success.

But the longer-term reconfiguration of organisational resources and processes is less secure, however. Thus, the results suggest that information processing and decision-making is better validated with the assistance of AI than is the goal of achieving lasting organisational change.

DISCUSSION OF FINDINGS

This systematic review reveals the positive correlation between the use of AI supported decision-making and organisational agility. In the six studies, AI was related to greater information processing, decision-making performance and organisational responsiveness. Neiroukh et al. (2024) and Guthrie et al. (2025) argue that AI's capabilities can be applied in an organizations decision making, particularly in the context of speed in information processing and decision making. The discovery shows that one of the most impactful ways AI is assisting organisations to become agile is by cutting the time lag from information to action.

The results indicate agility in decision making is one of the areas in which AI value can be added to organisations. Kwon et al. (2026) concluded that decision making agility is associated with AI capability and firm performance while Khan (2025) suggested organisational agility as an important mechanism that links

AI with sustainable performance. These results imply that the use of AI is not enough to enhance organisational performance if the organization does not have a high level of technology. The value depends on its ability to help organizations to take timely action and appropriately to evolving situations with information generated by AI. This underlines the wisdom that the agility of an organization to some extent depends on the quality and speed of the decision making in the organization.

The results also give support to the applicability of sensing and seizing within the Dynamic Capabilities perspective. AI enhances organisations' capability to handle information and identify pertinent changes, aiding in the sensing component. It also assists in analyzing options and making a decision on the responses, which aids in capturing opportunities. But there is little evidence about reconfiguration. The research reviewed here provides limited evidence of the resulting long lasting changes in organizational resources, structures and processes due to decisions made with AI. This is because current research has tended to look more at the results of present decisions, instead of longer term change within the organisations to make them agile.

Yet another key discovery is that the use of AI is not enough to make an organisation agile. Guthrie et al. (2025) and Haider et al. (2025) show that complementary conditions such as digital skills, employees' skills, data governance and organisational readiness have an impact on the advantages to be derived from AI. This further reinforces the need to think of AI as a part of an organization's ecosystem rather than a one-off technological investment. Without being understood and put into action in organisations, without the skills, structures and processes being in place, the information produced by AI doesn't lead to the expected benefits in agility.

RECOMMENDATIONS

AI should not be considered as a separate product or investment in technology but rather as an addition to existing decisions-making processes. The use of AI-generated information must be combined with professional judgment and knowledge, and it should be well documented by managers.

Organisations should invest in data quality, as well as employee skills and competencies with AI. Staff should have a sufficient understanding of the output of AI to evaluate its importance, limitations and inaccuracies. Additionally, data governance should be put in place to guarantee the trustworthiness of data fed into AI systems.

Organisational conditions that enable quick action needs to be considered. The relevant managers should be able to act from information containing AI without delay while utilizing decision frameworks. At the same time, proper monitoring and control should be applied to ensure that the decisions are not degraded by going too quickly.

More research should be conducted into the relationship with AI and reconfiguring more directly. Longitudinal studies would be particularly useful to evaluate the sustainability of changes in organizational resources, processes and structures that may emerge as a consequence of enhanced decision-making based on AI. Additionally, the influence of various other factors, including the size of the organisation, industry, environmental dynamism and the competence of employees in the use of AI, should be investigated as part of future research.

Limitation of the Study

The final synthesis was carried out using six empirical studies. In general, the results of these studies have been consistent and convincing, although the number of studies is small and results may not be generalized to other industries or organizational settings.

Also, there was a variety of research designs, measures and situations in which the available studies were conducted. This variation made it hard to make the statistical comparison and so instead of a meta-analysis, the thematic narrative synthesis method was used.

In addition, most evidence referred to the capability of AI, decision-making and organisational agility, with limited evidence to be found specifically on the topic of organisational reconfiguration in the long-term. Any conclusions drawn on the implications of AI for reconfiguring organisational resources and processes should be considered with a pinch of salt.

Lastly, only studies that met the above search and eligibility criteria were reviewed, meaning that not all studies that met the criteria for emerging AI application were necessarily included in the review.

CONCLUSION

This systematic review is evidence that AI decision-making is positively correlated with organisational agility. The evidence shows that AI has the potential to enhance information processing, decision speed and decision-making performance in supporting organisations' ability to respond to changing conditions. The influence of artificial intelligence in aspects of Decision-Making Agility and Organisation Agility appears to be the one of the major impacts on organisation outcomes.

However, it does not imply that an organisation has to be agile for using AI. The benefits of integrating AI rely on supporting organisational environments, such as the availability of data, employee capability, decision frameworks, and the ability to interpret AI insights and act on them. The evidence is now stronger for the transformative power of AI with regard to sensing and seizing rather than reconfiguration. It is thus important that further research is conducted that would look more into the effect of AI in the ways in which an organisation continues to adapt and change over time rather than just in the moment that it is affecting decision making.

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