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The Impact of Artificial Intelligence Adoption on the Speed of Organizational Decision-Making

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1. Chapter 1: Introduction

1.1. Research Background

The contemporary business environment is characterized by rapid technological transformation, increasing global competition and growing uncertainty. Organizations across industries are required to respond quickly to market changes, customer demands, and competitive pressures. In such a dynamic context, decision-making speed has become a critical factor that determines organizational competitiveness and long-term sustainability. Companies that fail to respond in a timely manner risk losing opportunities, market share, and strategic positioning.

Historically, managerial decision-making relied heavily on human judgment, professional experience, and manually prepared reports. Although these traditional approaches were effective in relatively stable environments, they are often insufficient in today's data-intensive landscape. Modern organizations generate vast amounts of structured and unstructured data from digital platforms, customer interactions, supply chains, financial systems, and operational processes (Chen et al., 2012; Gandomi & Haider, 2015). Processing this data manually requires significant time and effort, which may delay critical decisions.

Artificial Intelligence (AI) has emerged as a transformative technological solution capable of addressing these challenges. AI refers to advanced computational systems that simulate human cognitive functions such as learning, reasoning, pattern recognition, and problem-solving. Through machine learning algorithms, predictive analytics, data mining and intelligent automation, AI systems can process large datasets efficiently and generate actionable insights in real time. These capabilities provide organizations with the potential to enhance both the quality and speed of decision-making (McAfee & Brynjolfsson, 2012; Wamba et al., 2017).

The adoption of AI technologies has expanded significantly across sectors such as banking, healthcare, logistics, telecommunications, manufacturing, and retail. In the banking sector, AI supports fraud detection and credit risk assessment. In healthcare, it assists in diagnostic analysis and treatment planning. In logistics and supply chain management, AI enables demand forecasting and route optimization. Across these industries, AI-driven tools increasingly function as decision-support systems that augment managerial capabilities rather than replace human judgment.

One of the primary expectations associated with AI adoption is the acceleration of organizational processes. By automating repetitive analytical tasks and providing predictive insights, AI reduces the time required to interpret data and evaluate alternatives. Faster access to reliable information allows managers to respond more effectively to emerging opportunities and potential threats. In competitive markets, even small improvements in response time can translate into substantial strategic advantages.

However, while existing research widely acknowledges the positive relationship between AI adoption and organizational performance, limited attention has been devoted specifically to decision-making speed as a distinct outcome variable. Most studies emphasize productivity, cost reduction, or innovation outcomes without isolating the temporal dimension of decision processes. Decision speed plays a crucial role in organizational agility, yet empirical evidence regarding its direct association with AI adoption remains insufficient.

Furthermore, the implementation of AI systems is not free from challenges (Hashem et al., 2016). Organizations must ensure data quality, technological infrastructure readiness, employee training, and alignment with strategic objectives. In some cases, resistance to change or insufficient technical expertise

may slow down the integration process. Therefore, the assumption that AI automatically accelerates decision-making requires empirical validation.

Given the increasing investment in AI technologies and the strategic importance of rapid decision-making, it is essential to examine whether AI adoption genuinely enhances managerial responsiveness. This study seeks to explore the impact of artificial intelligence adoption on the speed of organizational decision-making, thereby contributing to both academic knowledge and managerial practice in the era of digital transformation.

Recent studies have further emphasized the growing strategic role of artificial intelligence in enhancing managerial decision processes. For example, research highlights that AI-driven analytics improves the timeliness and accuracy of executive decisions, particularly in dynamic and uncertain environments (Dwivedi et al., 2023). Similarly, contemporary management research suggests that AI-enabled systems contribute to organizational agility by accelerating information processing and supporting real-time strategic responses (Berente et al., 2021). These developments reinforce the need to empirically examine the specific impact of AI adoption on decision-making speed.

1.2. Research Problem

Despite the growing integration of artificial intelligence technologies within organizations, there is limited empirical clarity regarding their direct impact on decision-making speed. While AI systems are often promoted as tools that accelerate analytical processes, it remains uncertain whether their adoption consistently leads to faster managerial responses in practice.

1.2.1. Theoretical Gaps

Existing literature primarily focuses on the influence of AI adoption on organizational performance, innovation, operational efficiency, and competitive advantage (Chen et al., 2012; Wamba et al., 2017). However, fewer studies isolate decision-making speed as an independent measurable outcome. Moreover, research often examines AI capabilities at a strategic level without deeply analyzing how AI-supported systems affect managerial responsiveness in time-sensitive decision contexts. This indicates a theoretical gap in understanding the specific temporal implications of AI adoption.

1.2.2. Practical Gaps

From a practical perspective, organizations investing in AI technologies frequently face implementation challenges such as data integration issues, system complexity, skill shortages, and employee resistance. In some situations, these challenges may delay decision processes rather than accelerate them. Managers therefore require empirical evidence to determine whether AI adoption genuinely improves decision speed or introduces additional operational complexities.

Accordingly, the main research question of this study is:

How does the adoption of artificial intelligence technologies affect the speed of organizational decision-making?

1.3. Research Significance

This study is important at both the theoretical and practical levels. As artificial intelligence continues to reshape organizational processes, understanding its specific impact on decision-making speed becomes increasingly relevant. By

examining this relationship, the study contributes meaningful insights to both academic research and managerial practice.

1.3.1. At the theoretical level

At the theoretical level, this study contributes to the expanding body of knowledge on artificial intelligence adoption and technology-enabled decision-making. While previous research has extensively examined the relationship between AI and organizational performance, innovation, and operational efficiency, fewer studies have focused specifically on decision-making speed as a measurable outcome variable. By isolating decision speed as the dependent variable, this research provides a more precise understanding of how AI influences managerial processes.

Additionally, the study enriches theoretical discussions related to organizational agility and digital transformation. Decision-making speed is closely linked to strategic responsiveness and adaptability in dynamic environments. Therefore, investigating the relationship between AI adoption and decision speed extends current theoretical frameworks that explore how emerging technologies enhance organizational capabilities. The findings may also support future research examining mediating or moderating variables within technology–decision relationships.

1.3.2. At the practical level

At the practical level, this study offers valuable insights for managers, executives, and decision-makers who are considering or currently implementing artificial intelligence systems within their organizations. As organizations invest significant financial and strategic resources in AI

technologies, it is essential to evaluate whether these systems effectively accelerate decision-making processes or create additional complexity.

The findings of this research may help organizations assess the real benefits of AI adoption in terms of improving managerial responsiveness. Furthermore, the study may assist leaders in identifying potential implementation challenges such as resistance to change, lack of technical expertise, or data integration issues. By understanding these practical implications, organizations can make more informed strategic decisions regarding digital transformation initiatives and optimize the integration of AI systems into their decision-making frameworks.

1.4. Research Questions

This study seeks to examine the impact of artificial intelligence adoption on the speed of organizational decision-making. In order to achieve this purpose, the study addresses the following research questions:

1. How does the adoption of artificial intelligence technologies affect the speed of organizational decision-making?
2. To what extent does artificial intelligence help organizations process information more quickly and support faster managerial responses?
3. What are the main organizational challenges associated with implementing artificial intelligence in decision-making processes?
4. How does artificial intelligence adoption influence the efficiency and responsiveness of managerial decisions?
5. Does the use of artificial intelligence contribute to improving organizational competitiveness through faster decision-making?

1.5. Research Objectives

The main objective of this study is to examine the impact of artificial intelligence adoption on the speed of organizational decision-making within modern business environments. In light of the increasing reliance on digital technologies, this study aims to explore how artificial intelligence contributes to improving managerial responsiveness and organizational performance.

To achieve this aim, the study seeks to accomplish the following specific objectives:

1. To analyze the role of artificial intelligence technologies in enhancing organizational decision-making processes by enabling faster data processing and real-time insights.
2. To investigate the extent to which artificial intelligence adoption influences the speed of managerial decision-making within organizations operating in dynamic and competitive environments.
3. To evaluate the impact of artificial intelligence on improving decision-making efficiency, accuracy, and responsiveness at different managerial levels.
4. To identify the key organizational and technological challenges associated with the implementation of artificial intelligence systems in decision-making processes, such as data quality, system integration, and employee readiness.
5. To assess the contribution of artificial intelligence adoption to strengthening organizational performance and competitive advantage through faster and more effective decision-making.

6. To provide insights that may support organizations in optimizing the use of artificial intelligence technologies to enhance decision-making speed and overall operational effectiveness.

1.6. Research Hypotheses

The formulation of the research hypotheses is based on the theoretical framework and the research objectives of this study, which examine the relationship between artificial intelligence adoption and the speed of organizational decision-making. In this context, artificial intelligence adoption represents the independent variable, while the speed of organizational decision-making represents the dependent variable.

The hypotheses are developed to test the expected relationships between these variables, taking into consideration the role of artificial intelligence in enhancing efficiency, responsiveness, and organizational performance, as well as the potential challenges associated with its implementation.

- **Main Hypothesis**

H1:

There is a statistically significant positive relationship between artificial intelligence adoption and the speed of organizational decision-making.

- **Sub-Hypotheses**

H1a:

Artificial intelligence adoption has a statistically significant positive effect on the efficiency of organizational decision-making processes by enabling faster data processing and analysis.

H1b:

Artificial intelligence adoption has a statistically significant positive impact on managerial responsiveness, as it reduces the time required to interpret information and make strategic decisions.

H1c:

Artificial intelligence adoption significantly improves the accuracy and quality of decisions, which contributes to accelerating the overall decision-making process.

H1d:

Implementation challenges associated with artificial intelligence adoption—such as data quality issues, system integration complexity, lack of technical expertise, and resistance to change—have a statistically significant negative effect on the speed of organizational decision-making.

H1e:

Artificial intelligence adoption has a statistically significant positive effect on organizational performance through enhancing the speed and effectiveness of decision-making.

H1f:

Artificial intelligence adoption contributes to achieving a competitive advantage by enabling organizations to respond more quickly to market changes and environmental uncertainties.

1.7. Research Model

The research model of this study is developed to examine the relationship between artificial intelligence adoption and the speed of organizational decision-making.

The model is based on the assumption that the integration of advanced technologies, particularly artificial intelligence, plays a critical role in enhancing

managerial capabilities and accelerating decision-making processes within modern organizations.

In this study, artificial intelligence adoption is considered the independent variable, as it represents the primary factor influencing organizational processes. Artificial intelligence technologies, including machine learning, predictive analytics, and intelligent automation, enable organizations to process large volumes of data quickly and generate actionable insights in real time.

On the other hand, the speed of organizational decision-making is identified as the dependent variable, as it reflects the outcome affected by the level of artificial intelligence adoption. Faster decision-making is essential for organizations operating in dynamic and competitive environments, as it allows them to respond more effectively to market changes, customer demands, and emerging opportunities.

Furthermore, the model incorporates additional dimensions that explain the relationship between the independent and dependent variables. These include:

- Decision-making efficiency, which refers to the ability of organizations to make accurate and timely decisions using AI-supported systems.
- Managerial responsiveness, which reflects how quickly managers can react to internal and external changes based on AI-generated insights.
- Organizational performance, which is enhanced through improved decision speed and quality.
- Competitive advantage, which results from the organization's ability to act faster than competitors.

- Implementation challenges, such as data quality issues, lack of technical expertise, and resistance to change, which may weaken or negatively influence the relationship between AI adoption and decision-making speed.

Accordingly, the research model assumes that artificial intelligence adoption has a direct positive effect on the speed of organizational decision-making, as well as indirect effects through improving efficiency, responsiveness, and overall organizational performance. However, this relationship may be partially influenced by the challenges associated with AI implementation.

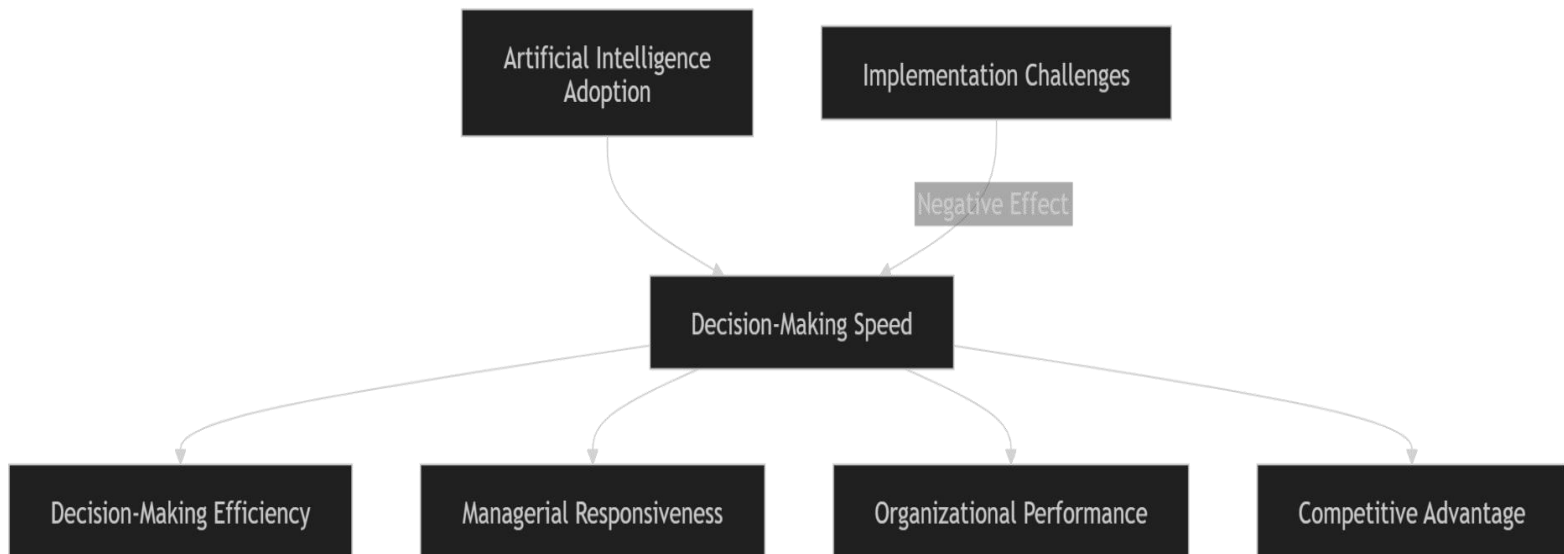


Figure 1: Research Model of the Impact of Artificial Intelligence Adoption on the Speed of Organizational Decision-Making

1.8. Research Methodology

This study is conducted within the context of Saudi Arabia's rapid digital transformation. This section explains the methodological approach adopted in this study to examine the impact of artificial intelligence adoption on the speed of organizational decision-making. It outlines the research design, data collection methods, sampling technique, and data analysis procedures used to achieve the research objectives and test the proposed hypotheses.

Research Approach

This study adopts a quantitative research approach, as it is suitable for examining relationships between variables and testing hypotheses statistically. The quantitative method enables the researcher to collect measurable data and analyze it using statistical techniques to determine the strength and significance of the relationship between artificial intelligence adoption and decision-making speed.

Research Design

The study uses a descriptive and analytical research design. The descriptive aspect aims to provide a clear understanding of how artificial intelligence is used in organizational decision-making processes, while the analytical aspect focuses on examining the relationship between the independent variable (artificial intelligence adoption) and the dependent variable (speed of organizational decision-making).

Data Collection Method

Primary data will be collected using a structured questionnaire designed specifically for this study. The questionnaire will consist of closed-ended questions based on a Likert scale (e.g., strongly agree to strongly disagree), allowing respondents to express their perceptions regarding the role of artificial intelligence in decision-making.

The questionnaire will include several sections, such as:

- Artificial intelligence adoption within the organization
- Decision-making speed and efficiency
- Managerial responsiveness
- Challenges related to AI implementation

This method is appropriate because it allows for the collection of standardized data from a large number of respondents in a relatively short period.

Population and Sample

The target population of this study consists of employees and managers working in organizations that utilize artificial intelligence technologies, particularly within sectors such as banking, telecommunications, healthcare, and other technology-driven industries in Saudi Arabia. A sample will be selected using a convenience sampling technique, due to accessibility and time constraints. The sample size is expected to include an adequate number of respondents to ensure reliable statistical analysis.

Data Analysis Techniques

The collected data will be analyzed using statistical software such as SPSS (Statistical Package for the Social Sciences).

The analysis will include:

- Descriptive statistics (mean, standard deviation) to summarize the data
- Correlation analysis to examine relationships between variables
- Regression analysis to test the impact of artificial intelligence adoption on decision-making speed
- Hypothesis testing to determine the statistical significance of the proposed relationships

These techniques will help in validating the research hypotheses and providing empirical evidence for the study.

Reliability and Validity

To ensure the quality of the research, the study will consider:

- Reliability, by using consistent measurement scales and testing internal consistency (e.g., Cronbach's Alpha)
- Validity, by designing the questionnaire based on existing literature and ensuring that it accurately measures the intended variables

Ethical Considerations

This study will adhere to ethical research standards by:

- Ensuring voluntary participation of respondents
- Maintaining confidentiality and anonymity of participants
- Using collected data strictly for academic purposes

Limitations of the Study

Despite its contributions, the study may face certain limitations, including:

- Limited generalizability due to the use of convenience sampling
- Potential bias in self-reported data from respondents
- Time and resource constraints affecting data collection

1.9. Scope of The Study

The scope of this study defines the boundaries within which the research is conducted in terms of subject, geographical area, time frame, and target population. This study focuses on examining the impact of artificial intelligence adoption on the speed of organizational decision-making within modern business environments.

From a subject perspective, the study is limited to analyzing the relationship between artificial intelligence technologies as the independent variable and the speed of organizational decision-making as the dependent variable. It specifically explores how AI contributes to improving decision-making efficiency, managerial responsiveness, and overall organizational performance, while also considering the challenges associated with its implementation.

From a geographical perspective, the study is conducted within the context of Saudi Arabia, where organizations are increasingly adopting artificial intelligence technologies as part of digital transformation initiatives aligned with Vision 2030. The study particularly focuses on sectors that actively utilize AI, such as banking, telecommunications, healthcare, and other technology-driven industries.

From a time perspective, the study examines the current use of artificial intelligence technologies in organizations over recent years, reflecting the rapid growth of digital transformation and AI adoption. The data collected for this research represents a specific period during which the questionnaire is administered.

From a population perspective, the study targets employees and managers working in organizations that have adopted or are in the process of adopting artificial intelligence technologies. The focus on this group is due to their direct involvement in decision-making processes and their ability to provide relevant insights into how AI influences decision speed and efficiency.

Furthermore, the study is limited to using primary data collected through questionnaires, which reflects respondents' perceptions and experiences. As a result, the findings may not fully capture all aspects of artificial intelligence implementation in different organizational contexts.

1.10. The Suggested Project Structure

The proposed structure for the research project is as follows:

1. **Introduction:** It provides an overview of the study including the background information, research problem, objectives, and the significance of the research.

- 1.1. **Research Background:** It illustrates the historical and conceptual foundations of the research topic.

- 1.2. **Research Problem:** It reflects the gap in the current literature or practice that the study seeks to investigate.

- 1.3. **Research Significance:** It clarifies the importance of the study at both the theoretical and practical levels.

- 1.4. **Research Questions:** It presents the main and sub-research questions of the study.

- 1.5. **Research Objectives:** It identifies the specific goals that the research aims to achieve.

- 1.6. **Research Hypotheses:** It presents the hypotheses that will be tested in the study.

- 1.7. **Research Model:** It explains the conceptual framework of the study and the relationship between variables.

- 1.8. **Research Methodology:** It outlines the research approach, data collection methods, and analysis techniques.

- 1.9. **Scope of the Study:** It defines the boundaries of the research in terms of subject, location, and population.

2. **Literature Review:** It presents a critical review of existing studies related to artificial intelligence adoption and decision-making speed, and identifies research gaps.
3. **Research Methodology:** It provides a detailed explanation of the methods used to conduct the study, including research design, sampling, data collection, and data analysis.
4. **Data Analysis and Results:** It presents and analyzes the collected data using appropriate statistical techniques.
5. **Discussion:** It interprets the findings and links them to the existing literature.
6. **Conclusion and Recommendations:** It summarizes the key findings and provides recommendations for future research and practice.
7. **References:** It includes all sources cited in the study following the required referencing style.
8. **Appendices:** It contains supporting materials such as the questionnaire and additional data.

2.Chapter 2: Literature Review

2.1. Introduction

In recent years, the rapid development of digital technologies has significantly transformed how organizations operate and make decisions. Among these technologies, Artificial Intelligence (AI) has emerged as a critical tool that enables organizations to process large volumes of data and generate valuable insights.

Organizations are no longer relying solely on intuition or past experience when making decisions. Instead, they depend on data-driven approaches that improve accuracy, reduce uncertainty, and enhance overall performance.

This chapter aims to review previous studies related to Artificial Intelligence (AI) and its role in business decision-making. It focuses on three main areas:

- The concept of Artificial Intelligence (AI) (independent variable)
- Business decision-making (dependent variable)
- The relationship between both variables

This review helps in identifying research gaps and supporting the current study.

2.2. The independent variable

Artificial Intelligence (AI) refers to the ability of computer systems to perform tasks that normally require human intelligence, such as learning, reasoning, problem-solving, pattern recognition, and decision support. In organizations, AI includes technologies such as machine learning, natural language processing, expert systems, and predictive models that help managers analyze information and make faster and more accurate decisions.

According to McAfee and Brynjolfsson (2012), organizations that adopt Artificial Intelligence (AI) tend to outperform their competitors because they make better and faster decisions. AI systems allow organizations to process data and generate meaningful insights that can guide strategic planning.

Davenport and Harris (2017) emphasized that Artificial Intelligence (AI) plays a key role in improving organizational efficiency by providing accurate and real-time information. This helps managers identify opportunities and solve problems more effectively.

In modern environments such as smart cities, Artificial Intelligence (AI) becomes even more important. Smart cities like NEOM rely heavily on Artificial Intelligence technologies and real-time data collected from sensors, digital platforms, and connected devices (Kitchin, 2014). This enables organizations to operate more efficiently and respond quickly to changes.

Furthermore, AI applications are strengthened by advanced technologies such as machine learning, deep learning, big data infrastructure, and cloud computing. These technologies allow organizations to process complex datasets, detect patterns, and generate predictive insights in real time (Wamba et al., 2017).

However, the effectiveness of Artificial Intelligence (AI) depends on several factors. Gandomi and Haider (2015) highlighted that data quality, system integration, and organizational readiness are essential for successful implementation. Without these factors, organizations may fail to benefit from Artificial Intelligence (AI).

2.3. The dependent variable

Business decision-making refers to the process through which organizations evaluate information and choose appropriate actions to achieve their goals. It is a critical function that affects organizational performance and competitiveness.

Traditionally, decision-making was based on experience, intuition, and limited data. However, this approach is no longer sufficient in today's complex and dynamic business environment.

According to Chen et al. (2012), modern organizations rely on data-driven decision-making, which uses Artificial Intelligence (AI) to support decision processes. This approach improves accuracy, reduces risks, and enhances efficiency.

Data-driven decision-making also allows organizations to respond quickly to market changes. This is particularly important in fast-moving environments such as smart cities and digital economies.

In the context of NEOM, decision-making is expected to be more advanced due to the availability of real-time data and digital infrastructure. Businesses can analyze large amounts of data instantly and make more informed decisions.

However, several challenges may affect decision-making quality. These include lack of technical skills, data complexity, and integration issues. Additionally, organizations may face resistance to adopting new technologies, which can slow down decision processes.

2.4. The relationship between the independent and the dependent variables

Many previous studies have explored the relationship between Artificial Intelligence (AI) and business decision-making. Most of these studies confirm that Artificial Intelligence (AI) has a positive impact on decision-making processes.

McAfee and Brynjolfsson (2012) found that organizations that rely on Artificial Intelligence (AI) tend to achieve better performance because they make more accurate and informed decisions.

Similarly, Wamba et al. (2017) showed that Artificial Intelligence (AI) enhances organizational agility by enabling faster responses to changes. This improves competitiveness and operational efficiency.

In smart cities, the relationship becomes even stronger. Kitchen (2014) explained that real-time data allows organizations to make proactive decisions rather than reactive ones. This leads to better planning and improved outcomes.

However, some studies highlight challenges that may weaken this relationship. Hashem et al. (2016) pointed out that issues such as data security, governance, and lack of expertise can reduce the effectiveness of Artificial Intelligence (AI).

Therefore, while Artificial Intelligence (AI) generally improves decision-making, its success depends on proper implementation and organizational capabilities.

2.5. Conclusion

This chapter reviewed the literature related to Artificial Intelligence (AI) and business decision-making. It highlighted the importance of Artificial Intelligence

(AI) as a tool that enhances decision-making processes and improves organizational performance.

The review also showed that although many studies confirm the positive impact of Artificial Intelligence (AI), there is still a gap in understanding its application in smart cities such as NEOM.

This gap justifies the need for the current study, which aims to explore how Artificial Intelligence (AI) influences decision-making in a modern digital environment.

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