International Journal of Economics and Management Sciences
Volume 4, Issue 1 (2025), pp. 27-42
ISSN 2823-9350

Leveraging AI for Organizational Resilience: Insights from Literature

Al Shakarchi Alae
Ecole Nationale de Commerce et de Gestion. University Ibn Tofail. Kenitra, Morocco.

Nafzaoui Mohamed Achraf
Ecole Nationale de Commerce et de Gestion. University Ibn Tofail. Kenitra, Morocco.

Correspondence address: ENCG, University Ibn Tofail. Kenitra, Morocco

Cite this article Al Shakarchi, A., Nafzaoui, A. (2025). Leveraging AI for Organizational Resilience: Insights from Literature International Journal of Economics and Management Sciences, Volume 4, Issue 1 (2025), pp. 27-42

Submitted: 30/03/2025
Accepted: 15/04/2025

International Journal of Economics and Management Sciences
Volume 4, Issue 1 (2025), pp. 27-42
ISSN 2823-9350

Abstract

Artificial Intelligence (AI) plays a growing role in enhancing organisational resilience, a field garnering high interest in academic and practical research. This paper presents a literature review examining the impact of AI on organisational resilience (OR). Organisational resilience denotes the ability of organisations to predict, adjust to, and recover from unexpected turbulences and disruptions. Through this study, we screened current theoretical and empirical contributions to the relationship between AI and resilient organisational practices. Numerous studies confirmed that AI boosts resilience by optimizing risk management, refining decision-making amid ambiguity, and automating critical operations. Additional studies underscore how AI helps strengthen organizational knowledge by facilitating predictive analytics, allowing firms to identify subtle indicators and future trends and foresee imminent crises and uncertainties more effectively. Nevertheless, the literature also highlights certain constraints and limitations, especially regarding excessive reliance on technology, which may compromise human adaptability and the capacity for innovation in novel circumstances. In conclusion, although AI is a powerful tool for enhancing OR, its implementation needs to be accompanied by robust human and organisational methods to achieve optimal efficacy.

Keywords: Artificial Intelligence; Organizational Resilience; Literature Review; Crises.

International Journal of Economics and Management Sciences
Volume 4, Issue 1 (2025), pp. 27-42
ISSN 2823-9350

INTRODUCTION

As the business environment changes rapidly, organisations also come across several uncertain aspects, from economic instability to supply chain disruptions, technological change, and climate events. Along with greater globalization of markets and interconnectedness, these challenges require that organisations adopt robust practices to navigate uncertainty, survive, and even flourish. Organisational resilience (OR) is recognized as an organisational ability, performance, and competence to predict, absorb, respond, and adapt in a timely manner to external disruptions. OR has been increasingly regarded as essential for competitive advantage and long-term success.

While the notion of being resilient is certainly not a new concept, the emergence of Artificial Intelligence (AI) has changed some of the calculus on traditional resilience methods. These AI technologies, from machine learning and predictive analytics to robotic process automation, provide new veins of OR enhancement to therapies through supplementary decision-making, continuous operational improvement, and risk mitigation (Brynjolfsson et al., 2014). AI has the ability to conduct risk identification and respond differently within organisations through data-driven insights and automation abilities that allow for timely action in crisis scenarios. However, the exorbitant significance of AI lies in leveraging human capabilities and reframing complex organisational processes (Davenport & Ronanki, 2018).

Nevertheless, bringing AI into organisational resilience strategies has its challenges. While AI provides significant benefits in terms of accuracy and time efficiency compared to traditional means (e.g., hand-coded rules generation), concerns around technology over-reliance, transparency, and data biases highlight the necessity to be careful and balanced when implementing such methods (Lipton, 2018). However, a completely AI-driven approach to resilience might be futile at times and may diminish some vital human aspects such as creativity, moral judgment, and flexibility (Brynjolfsson et al., 2014). Hence, organisations need to leverage the potential of human oversight with AI. Certainly, as (Huang et al., 2018) remark, an effective strategy of resilience is one that does not remove human aspects that give flexibility and moral preservatives but instead effectively integrates AI.

This paper aims to analyze AI's role in improving the resilience of organisations, considering how AI technologies can be employed with respect to three key elements of resilience: risk management, decision-making, and operational continuity ((Onyeka Nwamekwe & Igbokwe, 2024), (Ivanov et al., 2025), (Ahmad et al., 2024), (Rane et al., 2024). This study provides a comprehensive literature review synthesizing existing theoretical and

empirical work about AI and OR while also discussing the pros and cons of using AI for resilience strategies. More specifically, this paper examines the following research questions:

- *To what extent can AI contribute to enhancing organizational resilience in the areas of risk management, decision-making, and operation continuity?*
- *What are the key advantages and limitations of using AI-driven approaches to strengthen organizational resilience?*
- *How should organisations combine AI and human-centric strategies to enhance their resilience capacities?*

The rest of this paper is structured as follows: Section 2 provides a framework to understand organisational resilience and the place of AI in the organizational context. In Section 3, we focus on the contributions of AI to OR in the areas of risk management, decision-making, and operational continuity, complemented by empirical findings illustrated by some examples across different sectors. Section 4 announces the main challenges and limitations of AI use and implementation, and section 5 focuses on the necessity of integrating AI and Human elements for Optimal Resilience.

International Journal of Economics and Management Sciences
Volume 4, Issue 1 (2025), pp. 27-42
ISSN 2823-9350

CONCEPTUAL FRAMEWORK

1. Organizational Resilience defined

The construct of organizational resilience is multidimensional and grounded in the ability of an organization to absorb, bounce back from, and adapt to a diverse number of business disruptions while preserving key functions and harnessing growth opportunities. The approach combines proactive and reactive strategies — one that helps organizations survive adverse events and thrive and use adversity as a foundation for even more robust systems, thus establishing greater competitive advantage (Duchek, 2020).

Organizational resilience can be devided into three core components, anticipation (the ability to identify threats and prepare for them), coping (coping with the disruption and its immediate impact), and adaptation (evolving processes, structures, or strategies so that they are more closely aligned with the new environment (Lengnick-Hall et al., 2011). It also emphasizes the need for leadership, the culture of the organization, and a shared desire to constantly learn and adapt since these are the foundations for how well an organization can dynamically (and creatively) respond to challenges(Vogus & Sutcliffe, 2007).

But organizational resilience is more than recovery — it is transformation; disruptions catalyze strategic evolution and advancement. This forward-looking dimension of resilience ensures that it is not just bouncing back to where you were but bouncing forward to a higher constitutive level of performance and sustainability (Burnard & Bhamra, 2011). Embedding resilience into their operational and strategic frameworks helps organisations develop a greater capacity to respond effectively in uncertain and turbulent times.

2. Artificial Intelligence in organizational contexts

Despite the proliferation of research on AI in recent years, defining what AI is and what it is not remains quite difficult. This is partially connected to the challenge of defining intelligence, which is an inherently complex process. Also, the domain of AI is advancing rapidly, and what used to be considered super intelligent five years ago is now scarcely remarkable. (Kaplan & Haenlein, 2018) define AI as "the *system's ability to interpret external data correctly, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation"*.

When it comes to businesses, AI has already affected every element in a company's value chain and, in the process, fundamentally revolutionized industries (Huang et al., 2018). (Kaplan & Haenlein, 2018) added that AI solutions are utilized in HR management to assist in

CV screening and candidate selection using sophisticated application tracking systems (ATS). AI facilitates enhanced targeting and individualized communication in marketing and sales.

Artificial intelligence systems may recognize numerous psycho types (Kosinski et al., 2013) and generate messages that align with their preferences, resulting in thousands of deviations of the same message used daily. In customer service, AI can be utilised as chatbots that provide automated responses to social media or email inquiries.

The financial sector has experienced the emergence of financial technology (fintech) startups that have transformed asset management via the development of robo-advisors and the analysis of financial transaction data.

AI is actually reshaping the organisational context; its role transcends industries and functional areas, offering organisations the ability to analyze vast datasets, automate repetitive tasks, and adapt to dynamic environments.

In their paper entitled "Artificial Intelligence for the Real World", (Davenport & Ronanki ,2018) state that "*It is useful for companies to look at AI through the lens of business capabilities rather than technologies. Broadly speaking, AI can support three important business needs: automating business processes, gaining insight through data analysis, and engaging with customers and employees".* Process Automation includes automating repetitive and rule-based tasks like data entry, invoice processing, and fraud detection. Cognitive Insights refer to AI's ability to analyse enormous datasets and find trends, giving organisations a comprehensive overview. Cognitive Engagement consists of AI systems interacting with customers and employees through various channels, including voice chat and text-based conversations (e.g., chatbots and virtual assistants). In the same vein, (Avadhuta, 2019) argues that science has already enabled humanity's freedom from arduous work. The Digital Revolution and AI now promise to free us from the tedium of repeated tasks.

3. The role of ai in enhancing

At the organizational level, AI encompasses areas like machine learning, predictive analytics, and, more recently, natural language processing (NLP) and robotic process automation (RPA). These tools allow organizations the ability to analyze large datasets, provide insights that can be acted on, and automate decision-making with extreme accuracy. Over this time, AI has grown into a vital instrument for improving OR as it facilitates rapid decision-making and operational efficiency while providing the necessary insights to help mitigate risks in advance (Westerman et al., 2014).

The study of (Awad & Martín-Rojas, 2024) has empirically examined the effect of digital transformation on organisational resilience; the authors conclude that to achieve an

International Journal of Economics and Management Sciences
Volume 4, Issue 1 (2025), pp. 27-42
ISSN 2823-9350

effective and high level of resilience that allows companies to keep up with all changes and disruptions, they need to focus on organisational innovation and learning which enhances their ability to act proactively, to make appropriate decisions, and to preserve their existence. In addition, businesses may stay ahead of the curve when it comes to client demands by utilizing digital technology to get their hands on current market data and trends and also to maintain a competitive advantage (Setia et al., 2013).

So, as for OR, we can resume the areas where AI is helping (see the figure bellow):

- *Enhancement of Risk Management*: Through advanced analytics, real-time monitoring of environmental factors, and anomaly detection capabilities, AI adds tremendous value to risk management. Such systems can predict possible disruptions before they occur so the organisation can take preemptive steps to reduce or negate these threats.
- *Enhancement of human Decision-Making*: It offers data-driven insights, simulations, and predictive models that save valuable time for leaders to make inked decisions in an immense timeline, even under unpredicted circumstances.
- *Enhancement of operational Continuity*: AI provides operational continuity by leveraging automation capabilities for key processes, optimizing supply chains, and ensuring quick recovery from disruptions, thus enabling reduced downtime and delivery of critical services.

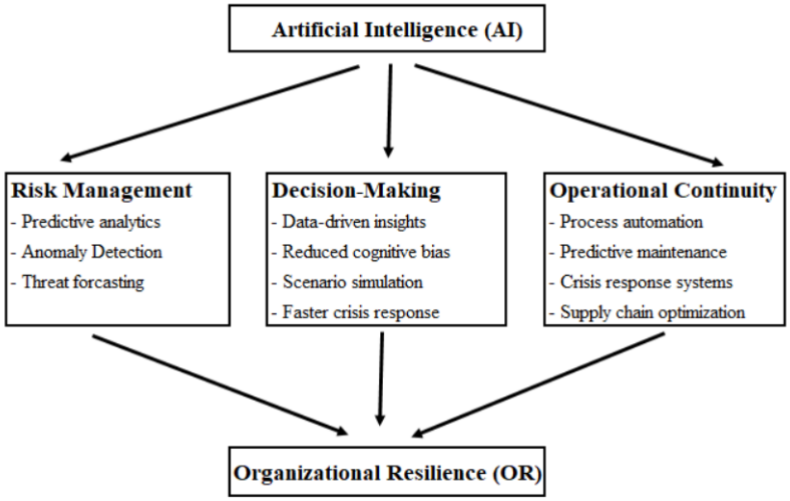

Figure 1: Diagram illustrating the links between AI and Organizational Resilience (By author)

The figure illustrates the central role of AI as the enabling technology that contributes to three main resilience functions: proactive risk management, enhanced decision-making, and ensured operational continuity. By reinforcing these capabilities, organizations would be able to anticipate, absorb, and adapt to disruptions, making them consequently more resilient.

3.1. Risk Management

By means of predictive analytics, AI offers new forms of risk management and helps organisations to discover potential crises and head them off even before they occur. The cornerstone of modern risk management has become AI-powered predictive analytics, according to (Chen et al., 2012). It enables organizations to anticipate risks from the data trail left behind and potentially keep a lid on any potential disruption that arrives. For instance, in the field of supply chain management, AI can analyze geopolitical trends and weather data to forecast potential disruptions. It can also examine a supplier's performance records (Ivanov & Dolgui, 2020).

(Duan et al., 2019) noted that sectors such as finance rely heavily on AI-based tools for risk management, processing complex real-time data sets to help companies catch fraud and respond immediately to cyber risks. AI systems analyse transactional data directly using machine learning algorithms to detect anomalies and then alert managers if potential risks are detected (Davenport & Ronanki, 2018). AI enables risk management through increased situational awareness — the ability to digest real-time information from relevant sources more quickly and accurately than humans, allowing organisations to defend proactively rather than reactively.

The integration of AI into risk management has revolutionized the way of identifying, assessing, and mitigating risks, including speed and precision, thus enhancing OR. AI can predict risks based on large historical datasets, enabling proactive risk management (Makridakis, 2017). Real-time monitoring and anomaly detection enable immediate responses, reducing potential losses and ensuring operational continuity (Kaplan & Haenlein, 2018). AI facilitates scenario analysis and simulation, particularly in finance and logistics, helping decision-makers evaluate risk mitigation strategies (Chen et al., 2012). AI automates risk assessments, reducing human error and ensuring robust governance (Duan et al., 2019). AI supports decision-making under uncertainty by synthesizing data from multiple sources, providing risk scores, prioritizing threats, and recommending actions (Davenport & Ronanki, 2018). AI also supports portfolio risk management by diversifying investments and optimizing asset allocations. AI's adaptive algorithms enable it to respond to emerging risks. As AI technology continues to evolve, its role in managing complex and dynamic risks will become more critical, making it an indispensable tool for resilient organizations.

3.2. Decision-Making

Many organisations have leveraged technology to enhance efficiency and profitability via improved business decisions (Durkin, 1996); the author discussed how technology, specifically expert systems, could handle complex information and recommend relevant resolutions based on predefined rules and knowledge bases. These systems enhance the quality of decisions by providing automated, consistent, and data-driven assessments, which are particularly valued in structured decision contexts where rules and parameters are clear.

AI aids in data-driven insights that provide organisations with the basis to respond to uncertainty — and thus, it is key in making more effective decisions. Deciding in a crisis scenario demands intuition and split-second judgment; it requires making decisions even with partially complete information. AI does this by aggregating information from a variety of sources, enabling leaders to assess possible results and choose the best course of action (Duan et al., 2019).

More specifically, AI-powered systems assist healthcare professionals through the interpretation of patient data and comparisons to past outcomes (Topol, 2019). Likewise, in finance, AI-driven decision-support systems help managers make investment decisions by analyzing economic indicators and market trends. (Duan et al., 2019) argue that artificial intelligence minimizes cognitive biases and increases the accuracy of decisions in high-stakes scenarios.

Artificial Intelligence has been utilised across various areas, with multiple terminologies employed to characterise AI-based decision-making systems, including knowledge-based systems, expert systems, intelligent decision support systems, intelligent executive systems, and intelligent software agent systems.

AI tools are frequently used for business decision-making at multiple levels and in distinct roles. In their article, (Edwards et al., 2000) categorized decision-making into strategic, tactical, and operational levels and analysed the effectiveness of the use of AI, mainly expert systems, within each: At the Strategic level – expert systems help provide insights to leaders based on analyzing vast amounts of data so that they can identify trends and make high-level decisions. However, at this level, systems are less common because strategic decisions can be that much complex and murky.

At the Tactical level, expert systems are more common since decisions are semi-structured and require data analysis as well as human interpretation. In these systems, recommendations based on pre-defined decision-making criteria support middle managers in making decisions.

At the Operational level, expert systems are used, where super routine and well-structured decisions are made. They automate repetitive tasks, enhance efficiency, and minimize human mistakes, making them suitable for high-frequency decision contexts like transaction processing.

(Edwards et al., 2000) conclude that expert systems are a valuable tool that can augment decision-making at every level. However, effectiveness is contingent on the decision context and the complexity of the role. The authors highlight that successful integration of expert systems requires aligning the system's capabilities with the specific needs of each decision level, ensuring that human expertise and AI tools complement each other.

Along the same vein, research conducted by (Jarrahi, 2018) and (Huang et al., 2018) points to the improvement of decision quality due to the analytical depth provided by AI, limit on intuition reliance by managers through presenting alternatives created with diverse opinion modeling in their minds towards a specific organization challenge. Nevertheless, organisations also need to mitigate risks around AI-driven decisions like algorithmic bias or data misinterpretation.

3.3. Operational Continuity

The strategic usage and implementation of digital transformation compels firms to develop dynamic capabilities and deploy all available resources, leading to a higher level of performance (Awad & Martín-Rojas, 2024).

AI contributes to operational continuity by automating core business functions, keeping businesses stable despite adversity. AI-enabled predictive maintenance, which allows companies to monitor and evaluate the condition of their machines in order to avoid unexpected breakdowns and minimize downtime. For instance, in logistics, AI systems can help optimize the inventory level and predict demand so that supply chains become robust against fluctuations of demand or any other disturbances (Dolgui & Ivanov, 2020).

In cases such as the financial sector, automated systems can operate continuously without being affected by human limitations and sudden disruptions. Automation aids operational efficiency and reduces human error, which can be particularly expensive during a crisis (Brynjolfsson et al., 2014). AI-enhanced operational continuity makes organizations less susceptible to disruption and helps them perform consistently, even in tough situations.

Focusing on supply chain resilience, (Mızrak, 2024) highlights how innovation strategies directly support operational continuity by allowing organizations to maintain critical functions during disruptions. Tools such as AI, IoT, and block chain incorporated within supply chain management enable organizations to respond quickly and preserve operations amidst

undesirable circumstances like the COVID-19 pandemic. For example, predictive analytics powered by AI technologies helps prevent delays and optimize logistics to sustain workflows (Real-time monitoring).

4. Challenges and limitations of ai for or

Although numerous organisations have acknowledged the necessity of a digital strategy, integrating individual digitization initiatives into a strategic concept and developing the strategy in a structured manner continues to pose obstacles. Companies frequently experience a lack of clarity regarding the direction they should pursue in terms of their digital strategy, as well as the general principles and options that should be implemented (Schallmo et al., 2019). Before implementing AI, firms must understand which technologies execute which tasks and their strengths and weaknesses.

(Davenport & Ronanki, 2018) point out that AI systems need to meet business needs and be effectively integrated in order to work in the 'real world. ' They contend that businesses frequently overexpose themselves in terms of what AI can do and even more in what is needed to put it into practice. This viewpoint corresponds with the idea that even though AI enhances the resilience of the organization, factors like the cost of integration, data quality, and people management still need to be resolved.

Through their survey among 250 executives, (Davenport & Ronanki, 2018) identified a number of factors that can stall or derail AI initiatives, which we mention here:

- Integration challenges: It is very often difficult to align AI technologies with existing processes, mentalities, and workflows.
- High cost of technology and expertise: Especially for medium and small companies, the cost of AI technologies acquisition and training exceeds organisational budgets.
- Knowledge gaps among managers and users: Sometimes the lack of a clear understanding of how AI technologies function leads to ineffective implementation and utilisation.
- Shortage of skilled AI professionals: Companies encounter difficulties in finding and maintaining skilled professionals to develop and deploy AI technologies.
- Immaturity of AI technologies: When AI tools are still in the development stages, companies face underperformance and reliability issues.
- Market overhype of AI capabilities: Unrealistic marketing often misleads organisations.

Another major challenge we need to mention is the governance challenge. Sometimes, the opacity of some AI tools, often mentioned as the "black box" problem, complicates the

ability of decision-makers to trace or elucidate the outputs generated by AI (Lipton, 2018). This absence of transparency poses a challenge to fundamental governance principles, including accountability and due diligence. This governance issue is mainly explained by the presence of algorithmic biases since AI systems that are trained on historical or skewed datasets may unintentionally reinforce existing inequalities, leading to discriminatory outcomes in customer service decisions, lending, or even hiring (Kaplan & Haenlein, 2018; Jarrahi, 2018).

These factors taken together explain why organisations find it challenging to tap long-term benefits of AI investment and underline the importance of strategic planning, realistic expectations and targeted investment.

Numerous real-world examples testify to the difficulties in implementing AI tools that have led to serious breaches and governance failures. Amazon's AI recruitment tool showed discrimination against women since it has been trained on resumes submitted mostly from men for more than 10 years. Another gender bias has been discovered for the Apple card proposed by Goldman Sachs. The credit-scoring algorithm purposely offers women lower credit limits than men with identical financial profiles. Customer service failures, such as Microsoft Tay Chatbot, which started posting racist, sexist, and offensive tweets within 24 hours of launch, and Air Canada, which had to pay refunds that its AI algorithm promised in error, reveal accountability gaps. Privacy violations and manipulative marketing, as manifested by Clearview AI's unauthorized scraping of facial recognition data, Meta's exploitative targeting of ads, and Uber's surge pricing during crises, make ethical threats apparent. All these examples collectively highlight the urgent need for robust AI governance frameworks emphasizing transparency, fairness, and legal accountability.

5. Integrating ai and human elements for optimal resilience

Technological support may significantly transform tragedies into opportunities for resilient and sustainable growth. Technologies are only as effective as their users. Artificial Intelligence (AI) should be regarded solely as an adjunct and not a replacement for Natural Intelligence (NI) (Avadhuta, 2019).

Certain AI practitioners and researchers contend that AI ought to enhance human judgment rather than facilitate automation, asserting that "*AI systems should be designed with the intention of augmenting, not replacing, human contributions*" (Jarrahi, 2018).

It is a reasonable conclusion by (Davenport & Ronanki, 2018) that AI is not to be deployed in the place of humans but rather to enhance human abilities, and organizations must have a

realistic strategy that involves starting tiny and expanding AI initiatives as they prove their worth. This delicate standpoint illustrates the necessity of fusing human flexibility with AI capacity in order to broaden resilience in a practical form.

Technology is only as effective as the individuals who utilize it and the objectives for which it is employed. In light of the potential harm posed by egocentric individuals, it is imperative to establish AI Codes, AI Regulators, and Ethical Frameworks to address concerns regarding safety, fairness, transparency, and the communal good from the beginning (Avadhuta, 2019).

(Jarrahi, 2018) argues that AI has the potential to overhaul decision-making processes within organisations in ways that create a symbiotic human–AI partnership. As the author explains, although AI is great at analyzing, examining, and sorting through massive sets of data to find patterns, human cognitive skills like intuition, judgment in evaluating ethical considerations, and imagination in generating solutions will always need to be a part of the equation. The figure below illustrates how humans and AI cooperate to enhance decision-making across three contexts: **Uncertainty**, **Complexity**, and **Equivocality**.

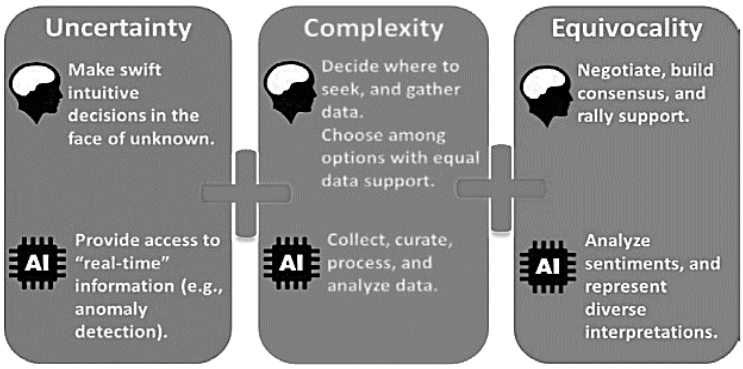

Figure 2: Complementarity of humans and AI in decision-making situations, typically characterised by uncertainty, complexity and equivocality (by (Jarrahi, 2018))

In uncertain circumstances, humans make decisions guided primarily by intuition, while AI brings the latest data into play to help the decision-maker quickly decide. For complex decisions, AI assists with gathering and analyzing the information, but the human mind makes sense of the data together with the results from AI to act on the insight. Whereas, in equivocal situations with multiple interpretations, the consensus-building process is managed by human beings but supported by AI sentiment analysis and representation of diverse viewpoints. This model illustrates the complementary strengths of humans and AI in organizational decision-making.

CONCLUSION

In this paper, we have synthesized findings from the literature and discussed the role of AI as a key enabler of organisational resilience. These results drew attention to the fact that AI boosts resilience with predictive analytics, decision-making optimization, and business continuity. Using tools such as predictive analytics, real-time monitoring, and automation, organisations are able to anticipate risks, respond to changing conditions, and keep critical functions operational in times of crisis (Kaplan & Haenlein, 2018).

The literature, however, also highlights that resilience is as much an organisational challenge as a technological one. The true power of AI needs to be supported by human flexibility, creativity, and oversight. There has to be a balanced approach whereby AI augments human capabilities rather than replaces them in complex, unpredictable situations requiring flexibility and innovation (Dosi, 2000).

Getting people to work together and learn, in turn, becomes a vital part of effectively embedding AI in an organisation. This consistent adaptation, supported by both data-driven insights and human expertise, prepares organizations for future uncertainties (Ransbotham et al., 2020). This is where investing in digital infrastructure, building AI literacy amongst leaders, and handling ethical concerns like data privacy and algorithmic bias will also be vital to lasting resilience.

As the integration of AI into organizational resilience strategies continues to evolve, future research should delve into industry-specific studies to identify its applicability across different sectors. Longitudinal studies exploring the sustained effects of AI on resilience will clarify the transformation of short-term gains into long-term organizational adaptability and stability. In addition, there is an increasing necessity to explore the ethical and regulatory limitations of AI in resilience frameworks, with particular regard to issues of data privacy, algorithmic bias, and long-term responsibility. Future research can also explore how small and medium-sized enterprises (SMEs) can capitalize on AI under limited resource constraints.

To sum it up, while AI can drive business growth, building organizational resilience requires a well-rounded approach combining both technological and human capabilities. Those organisations that seek balance by embedding AI within adaptive frameworks will be more resilient in the face of a far more turbulent and complex global environment. Future research needs to be more sector-wise specific and investigate the long-term effects of AI-enhanced strategy building for resilience in order to guarantee that these ideas are fairly and well implemented as AI continues to develop (Brynjolfsson et al., 2014).

References

Ahmad, K., Rozhok, A., & Revetria, R. (2024). Supply Chain Resilience in SMEs : Integration of Generative AI in Decision-Making Framework. *2024 International Conference on Machine Intelligence and Smart Innovation (ICMISI)*, 295-299. https://doi.org/10.1109/ICMISI61517.2024.10580495

Avadhuta, D. A. S. (2019). *The Challenge of Resilience in the Age of Artificial Intelligence*.

Awad, J. A. R., & Martín-Rojas, R. (2024). Digital transformation influence on organisational resilience through organisational learning and innovation. *Journal of Innovation and Entrepreneurship*, *13*(1), 69. https://doi.org/10.1186/s13731-024-00405-4

Brynjolfsson, E., McAfee, A., & Spence, M. (2014). *New World Order : Labor, Capital, and Ideas in the Power Law Economy*.

Burnard, K., & Bhamra, R. (2011). Organisational resilience : Development of a conceptual framework for organisational responses. *International Journal of Production Research*, *49*(18), 5581-5599. https://doi.org/10.1080/00207543.2011.563827

Chen, Chiang, & Storey. (2012). Business Intelligence and Analytics : From Big Data to Big Impact. *MIS Quarterly*, *36*(4), 1165. https://doi.org/10.2307/41703503

Davenport, T. H., & Ronanki, R. (2018). *Don't start with moon shots.*

Dolgui, A., & Ivanov, D. (2020). Exploring supply chain structural dynamics : New disruptive technologies and disruption risks. In *International journal of production economics* (Vol. 229, p. 107886). Elsevier. https://www.sciencedirect.com/science/article/pii/S0925527320302498

Dosi, G. (2000). *The Nature and Dynamics of Organizational Capabilities*. Oxford University Press.

Duan, Y., Edwards, J. S., & Dwivedi, Y. K. (2019). *Artificial intelligence for decision making in the era of Big Data – evolution, challenges and research agenda (An opinion paper for International Journal of Information Management)*.

Duchek, S. (2020). Organizational resilience : A capability-based conceptualization. *Business Research*, *13*(1), 215-246. https://doi.org/10.1007/s40685-019-0085-7

Edwards, J., Duan, Y., & Robins, P. (2000). *An analysis of expert systems for business decision making at different levels and in different roles*.

Huang, H. H., Kerstein, J., & Wang, C. (2018). The impact of climate risk on firm performance and financing choices : An international comparison. *Journal of International Business Studies*, *49*(5), 633-656.

Ivanov, M.-I., Ghercă, A.-M., & Gafencu, L.-N. (2025). Artificial Intelligence and Sustainable Development : Reducing Food Waste, Building Resilient Organisations, and Enhancing Public Financial Administration. *BRAIN. Broad Research in Artificial Intelligence and Neuroscience*, *16*(1), 243. https://doi.org/10.70594/brain/16.1/18

Jarrahi, M. H. (2018). Artificial intelligence and the future of work : Human-AI symbiosis in organizational decision making. *Business horizons*, *61*(4), 577-586.

Kaplan, A., & Haenlein, M. (2018). Siri, Siri, in my hand : Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence. *Business Horizons*, *62*. https://doi.org/10.1016/j.bushor.2018.08.004

Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, *21*(3), 243-255. https://doi.org/10.1016/j.hrmr.2010.07.001

Makridakis, S. (2017). The forthcoming Artificial Intelligence (AI) revolution : Its impact on society and firms. *Futures*, *90*, 46-60. https://doi.org/10.1016/j.futures.2017.03.006

Onyeka Nwamekwe, C., & Igbokwe, N. C. (2024). Supply Chain Risk Management : Leveraging AI for Risk Identification, Mitigation, and Resilience Planning. *International Journal of Industrial Engineering, Technology & Operations Management*. https://doi.org/10.62157/ijietom.v2i2.38

Rane, N., Choudhary, S., & Rane, J. (2024). Artificial intelligence for enhancing resilience. *Journal of Applied Artificial Intelligence*, *5*(2), 1-33. https://doi.org/10.48185/jaai.v5i2.1053

Ransbotham, S., Khodabandeh, S., Kiron, D., Candelon, F., Chu, M., & LaFountain, B. (2020). *Expanding AI's impact with organizational learning*. http://dln.jaipuria.ac.in:8080/jspui/bitstream/123456789/10852/1/MITSMR-BCG-Report-2020-Expanding%20AI%20impact%20with.pdf

Schallmo, D., Williams, C. A., & Lohse, J. (2019). DIGITAL STRATEGY — INTEGRATED APPROACH AND GENERIC OPTIONS. *International Journal of Innovation Management*, *23*(08), 1940005. https://doi.org/10.1142/S136391961940005X

Setia, P., Venkatesh, V., & Joglekar, S. (2013). Leveraging Digital Technologies : How Information Quality Leads to Localized Capabilities and Customer Service Performance. *MIS Quarterly*, *37*(2), 565-590. https://doi.org/10.25300/MISQ/2013/37.2.11

Vogus, T. J., & Sutcliffe, K. M. (2007). Organizational resilience : Towards a theory and research agenda. *2007 IEEE International Conference on Systems, Man and Cybernetics*, 3418-3422. https://doi.org/10.1109/ICSMC.2007.4414160

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.