

Bibliometric Analyses – Artificial Intelligence Attitudes, Business Performance, Digital Orientation, Digital Capabilities, and Burnout in Business

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Abstract

This paper aims to examine how entrepreneurs' attitudes towards artificial intelligence (AI) influence firm performance, by exploring the mediating roles of digital business orientation and digital capabilities, as well as the potential constraining effect of entrepreneurial burnout. The design of this paper is conceptual and is based on a comprehensive review of the existing literature on AI, digital transformation, digital orientation, and organizational performance. It develops a theoretical framework linking entrepreneurs' attitudes towards AI to firm performance through digital orientation and digital capabilities, while considering entrepreneurial burnout as a limiting factor. The paper suggests that positive attitudes towards AI are associated with a stronger digital business orientation, which supports the development of digital capabilities. These capabilities enhance both financial and non-financial performance, including efficiency, innovation, and organizational agility. However, entrepreneurial burnout may negatively affect these relationships, particularly in terms of non-financial outcomes. This paper provides an integrated perspective on the relationship between entrepreneurs' attitudes towards AI and firm performance, highlighting the mediating roles of digital orientation and digital capabilities, and introducing entrepreneurial burnout as a relevant constraint. The findings imply that entrepreneurs should cultivate positive attitudes towards AI and invest in digital capabilities to improve performance, while also addressing burnout to sustain long-term organizational success.

Keywords

Artificial intelligence; digital transformation; digital business orientation; digital capabilities; entrepreneurial burnout; firm performance; entrepreneurship

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Introduction

The rapid evolution of artificial intelligence (AI) technologies is fundamentally transforming the entrepreneurial landscape, offering new opportunities for innovation, efficiency, and data-driven decision-making (Bourezig & Bouguerri, 2024; May et al., 2024). For entrepreneurs and small business owners, AI technologies provide powerful tools for optimizing operations, identifying market opportunities, and improving strategic decision-making. However, the successful integration of AI within entrepreneurial ventures depends not only on technological availability but also on the attitudes and strategic orientations of entrepreneurs towards these technologies (Shore et al., 2024).

Entrepreneurs' attitudes towards AI shape their willingness to experiment with emerging technologies and influence how they integrate digital tools into their business strategies (Troise et al., 2021). Positive perceptions of AI may encourage entrepreneurs to explore innovative business models and invest in digital

transformation initiatives (Singh et al., 2026). At the same time, the ability of firms to benefit from AI technologies depends on their digital orientation and digital capabilities, which enable them to identify digital opportunities and effectively integrate technological solutions into their operations (Truong et al., 2023; Upadhyay et al., 2021).

Despite the growing relevance of AI in entrepreneurship, the mechanisms through which entrepreneurial attitudes towards AI influence business performance remain insufficiently explored. In particular, there is limited understanding of how strategic orientations towards digital technologies and organizational capabilities interact to translate technological attitudes into tangible business outcomes.

Furthermore, entrepreneurial processes are strongly influenced by psychological factors. One such factor is entrepreneurial burnout, which arises from prolonged exposure to the intense demands of entrepreneurial activity and may impair decision-making, innovation, and strategic engagement (Delladio & Caputo, 2024). Burnout may therefore influence how effectively entrepreneurs leverage digital resources and technological capabilities.

To address these gaps, this study examines the relationships between entrepreneurial attitudes towards AI, digital business orientation, digital capabilities, entrepreneurial burnout, and business performance. Specifically, the study proposes a conceptual model in which digital orientation and digital capabilities sequentially mediate the relationship between AI attitudes and business performance, while entrepreneurial burnout moderates the effectiveness of these relationships.

By integrating psychological perspectives grounded in Conservation of Resources theory to elucidate entrepreneurial burnout, strategic orientations, and technological frameworks such as the Technology Acceptance Model for AI (Davis et al., 1989) adoption, this research contributes to a deeper understanding of how entrepreneurs can effectively leverage AI-driven digital transformation to enhance organizational performance. It also aims to contribute to the nascent literature on AI-digital entrepreneurship by exploring critical factors influencing the acceptance of AI by entrepreneurs (Upadhyay et al., 2021).

1. Literature review

Entrepreneurs' attitudes towards artificial intelligence represent an important determinant of technology adoption and strategic innovation within entrepreneurial ventures (Troise et al., 2021). These attitudes reflect entrepreneurs' perceptions regarding the usefulness, applicability, and potential impact of AI technologies on business activities (Salama et al., 2025). These perceptions play an important role in shaping entrepreneurs' willingness to invest in and integrate AI into their business operations, as well as their ability to generate value from these technologies (Julie et al., 2024). When entrepreneurs hold positive attitudes towards AI, they are more likely to embrace digital innovation and adopt advanced tools such as ChatGPT within their ventures (Duong, 2024). This openness to AI not only supports the adoption of new technologies, but also encourages entrepreneurs to actively explore and capitalize on digital business opportunities. As a result, it can influence their entrepreneurial direction and strengthen their orientation towards careers and ventures in the digital economy (Bui & Duong, 2024; Duong et al., 2025;).

Positive attitudes towards AI may increase entrepreneurs' willingness to experiment with digital tools and integrate them into their organizational processes (Upadhyay et al., 2021). When entrepreneurs perceive AI as accessible and beneficial, they are more likely to adopt AI-driven solutions for data analysis, forecasting, and operational optimization.

Conversely, negative attitudes towards AI, often driven by concerns regarding technological complexity, implementation costs, or potential workforce displacement, may hinder technology adoption and limit opportunities for innovation (Ivchik, 2024; Rane et al., 2024). In entrepreneurial environments characterized by high uncertainty and resource constraints, attitudes towards AI may therefore significantly influence whether firms exploit digital opportunities or remain constrained by traditional business practices (Duong, 2024; Ngo et al., 2025).

Entrepreneurs who develop a favorable outlook towards AI are more likely to recognize how intelligent technologies can simplify complex decision-making processes and provide valuable insights for identifying new opportunities (Duong et al., 2025). Through improved data processing, pattern recognition, and predictive capabilities, AI technologies can enhance entrepreneurial orientation by supporting risk-taking, proactiveness, and innovation (Shore et al., 2024).

2. Methodology

This study employed a bibliometric research design to systematically examine the scientific literature concerning the relationship between artificial intelligence attitudes, business performance, digital orientation, digital capabilities, and employee burnout in organizational settings. Bibliometric analysis was selected because it enables the quantitative evaluation of large scientific corpora, identification of publication trends, influential studies, leading journals, and dominant thematic areas within a research domain.

The study followed a performance analysis and science mapping approach, allowing for the investigation of both the intellectual structure and the conceptual evolution of the field.

2.1. Data Collection Procedure

The bibliographic dataset was collected using Data Sweep, an AI-powered research and bibliometric analysis platform that enables large-scale academic literature retrieval and automated research mapping. A structured search strategy was applied to identify studies positioned at the intersection of artificial intelligence attitudes, business performance, digital orientation, digital capabilities, and employee burnout.

The search process incorporated a combination of keywords and alternative expressions related to the investigated constructs to ensure broad yet relevant coverage of the literature. Based on the defined search criteria, Data Sweep automatically retrieved and processed the relevant academic records and generated a bibliometric report, including publication trends, citation patterns, leading journals, influential publications, author productivity, and keyword analysis.

The platform enabled the systematic organization of bibliographic information and facilitated the identification of dominant research themes and emerging directions within the field. The resulting dataset provided the basis for the bibliometric performance analysis conducted in this study.

3. Results and discussion

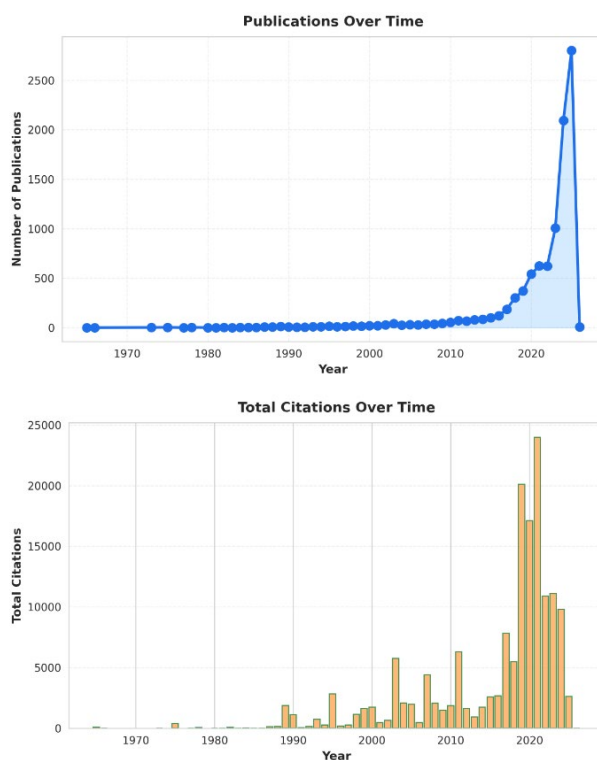


Figure no. 1. Temporal Evolution of Publications and Citations in Research on Artificial Intelligence Attitudes, Business Performance, Digital Orientation, Digital Capabilities, and Employee Burnout

The publication trend reveals a relatively limited scholarly interest between 1965 and approximately 2015, Figure no. 1, characterized by a low and stable number of annual publications. Beginning in the late 2010s, however, the field experienced a substantial acceleration, with publication output increasing sharply after 2018, and reaching its highest level in recent years. This pronounced growth indicates an emerging and rapidly expanding research domain, likely stimulated by the increasing integration of artificial intelligence technologies into organizational processes, the acceleration of digital transformation initiatives, and growing concerns regarding employee well-being in technology-intensive workplaces.

The steep increase observed after 2020 may also be interpreted in the context of the post-pandemic digital transformation era, during which organizations intensified the adoption of digital technologies and AI-enabled systems to maintain operational resilience and competitiveness. Simultaneously, researchers increasingly investigated the psychological and organizational implications of these transformations, particularly concerning employee stress, adaptation challenges, and burnout.

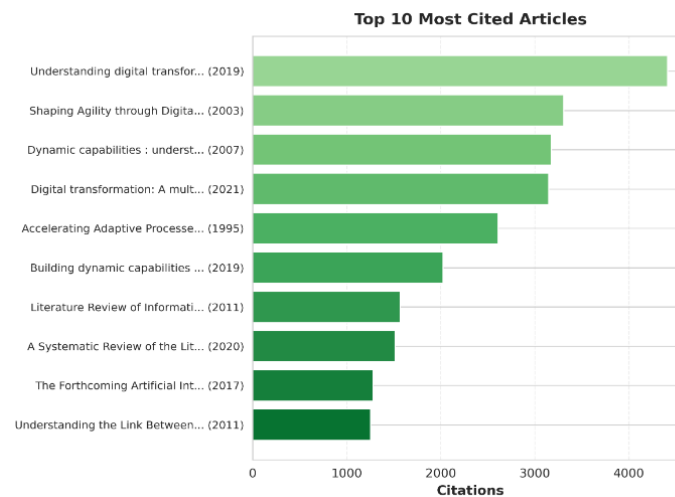


Figure no. 2. Top 10 Most Cited Articles in Research on Artificial Intelligence Attitudes, Digital Capabilities, Business Performance, and Employee Burnout

The citation trend further reinforces the growing academic relevance of this field. Citation counts remained relatively modest until the early 2000s but increased substantially during the last decade, reaching their highest values between 2018 and 2023. This pattern suggests that the field is not only expanding in publication volume but is also gaining scientific legitimacy and visibility through highly influential contributions. The concentration of citations in recent years may indicate the emergence of seminal studies that have shaped contemporary discussions surrounding AI adoption, digital capabilities, organizational performance, and workforce well-being, Figure no. 2.

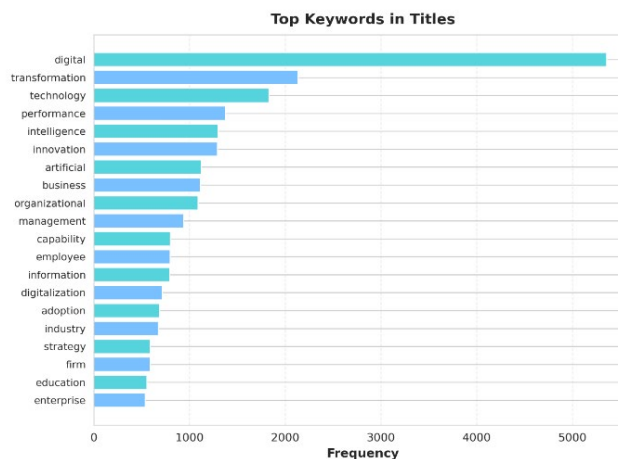


Figure no. 3. Most Frequently Occurring Keywords in Article Titles within the Research Domain

The results indicate a strong predominance of the terms “digital” and “transformation,” suggesting that the literature is largely framed within the context of digital transformation and organizational change. The

prominence of keywords such as “technology,” “performance,” “innovation,” and “management” highlights the strategic focus of the field and the increasing emphasis on technological capabilities for enhancing organizational performance, Figure no. 3.

Moreover, the recurrent appearance of “artificial,” “intelligence,” and “adoption” confirms the growing relevance of AI-related constructs in business research, reflecting increasing scholarly interest in the implementation and integration of artificial intelligence in organizations. The presence of terms such as “employee,” “organizational,” and “capability” further suggests that the literature extends beyond technological perspectives by incorporating human and organizational dimensions, including workforce adaptation and organizational readiness.

Overall, the keyword distribution reflects an evolving and multidisciplinary research field that integrates digital transformation, artificial intelligence, organizational management, and employee-related outcomes.

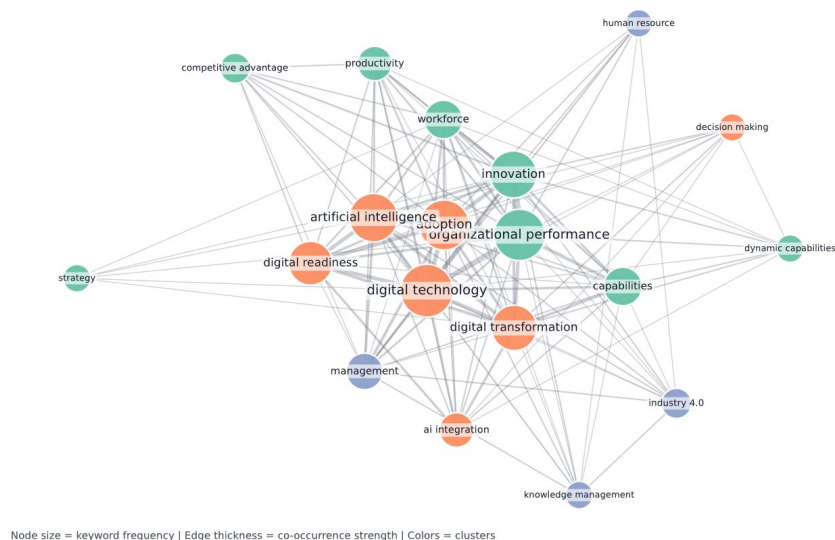


Figure no. 4. Keyword Co-occurrence Map of the Analyzed Scientific Literature

The visualization highlights the relationships among the most frequently occurring concepts, where node size reflects keyword frequency and link thickness indicates the strength of co-occurrence between terms, Figure no. 4.

The findings reveal that artificial intelligence, digital transformation, innovation, productivity, and workforce-related concepts represent the core themes of the literature. Strong connections between artificial intelligence and digital transformation suggest that AI is predominantly discussed within the context of organizational digitalization. Additionally, the links between innovation, organizational performance, and productivity indicate a research focus on the impact of emerging technologies on organizational outcomes.

Overall, the map suggests that the analyzed literature is structured around the integration of AI, innovation, and digital transformation, emphasizing their implications for organizational performance and workforce adaptation.

Conclusion

Digital orientation refers to a firm’s strategic posture toward identifying, adopting, and exploiting digital technologies to create value and achieve competitive advantage (Troise et al., 2021; Upadhyay et al., 2021). Similar to market or entrepreneurial orientation, it reflects a proactive mindset encouraging organizations to embrace technological change and explore digital opportunities (Kautish et al., 2025; Liu et al., 2024). Firms with strong digital orientation actively pursue digital transformation, foster innovation, and invest in digital infrastructure and capabilities to remain competitive (Shore et al., 2024; Kallmuenzer et al., 2025). Beyond technology adoption, digital orientation represents a strategic commitment to integrating digital tools into business models, organizational processes, and value creation activities (Truong et al., 2023; Uriarte et al., 2025). In the context of AI, such orientation facilitates recognition of intelligent technologies’ strategic potential and stimulates investments in digital competencies (Yu & Moon, 2021).

Digital capabilities refer to organizational competencies that enable firms to adopt, integrate, and leverage digital technologies effectively (Truong et al., 2023; Upadhyay et al., 2021). These include technological expertise, data analytics skills, and the ability to reconfigure resources to support innovation (Al-Mamary, 2025). In entrepreneurial ventures, digital capabilities often evolve from basic digital awareness toward advanced competencies such as AI-driven analytics and automated decision-support systems (Utomo & Cham, 2023). When effectively implemented, these capabilities enhance operational efficiency, innovation, and responsiveness to market changes, thereby strengthening business performance (Cao, 2025; Rastogi & Pandita, 2025).

Business performance in entrepreneurship research is commonly conceptualized as a multidimensional construct comprising financial and non-financial outcomes. Seminal studies emphasized the validity of subjective measures when objective data are unavailable and highlighted the importance of combining financial, operational, and perceptual indicators for a comprehensive assessment (Dess & Robinson, 1984; Venkatraman & Ramanujam, 1986; Richard et al., 2009). Entrepreneurship studies frequently assess performance through indicators such as sales growth, profitability, venture survival, innovation, and employment growth (Ashkani et al., 2026; Motsoetla, 2024). In digital contexts, performance increasingly includes innovation, adaptability, operational efficiency, and market responsiveness (Baharuddin & Omar, 2024). Accordingly, both financial indicators (e.g., profitability, ROI, revenue growth) and non-financial dimensions (e.g., customer satisfaction, innovation, organizational adaptability) are considered critical to organizational success (He et al., 2024; Shore et al., 2024). Strong digital capabilities contribute to these outcomes by improving operational processes, decision-making, and innovation (Al-Mamary, 2025; Utomo & Cham, 2023).

Burnout refers to emotional, cognitive, and physical exhaustion resulting from prolonged entrepreneurial demands (Delladio & Caputo, 2024; Maslach, 1998; Maslach et al., 2001). Entrepreneurs often operate under uncertainty, financial pressure, and excessive workloads, which may deplete psychological resources and impair decision-making, innovation, and strategic thinking (Rastogi & Pandita, 2025). In digital transformation contexts, burnout may reduce entrepreneurs' ability to implement technological initiatives and coordinate innovation-related resources. Consistent with Conservation of Resources theory, resource depletion under stress weakens strategic action and increases risk aversion (Hobfoll, 1989; Hobfoll, 2011). Similarly, the Job Demands–Resources model suggests that burnout can weaken the positive influence of resources, such as digital capabilities, on performance outcomes. As reliance on digital technologies grows, understanding the balance between technology adoption and entrepreneurial well-being becomes increasingly important (Simba et al., 2024).

This bibliometric review highlights the growing importance of AI in entrepreneurship and business performance within digital transformation contexts. Existing studies suggest that entrepreneurs' attitudes toward AI significantly influence technology adoption and strategic integration into business operations. The literature further confirms the role of digital capabilities in enhancing both financial and non-financial performance outcomes, including profitability, innovation, agility, and customer satisfaction. At the same time, entrepreneurial burnout emerges as an important constraint that may impair motivation, cognitive resources, and decision-making, thereby limiting the effective exploitation of digital opportunities. Overall, the relationship between AI and business performance appears complex and multidimensional, shaped by the interaction between technological attitudes, strategic orientation, digital capabilities, and individual well-being.

Generative Artificial Intelligence (GenAI) usage statement:

Generative Artificial Intelligence (GenAI) tools, including ChatGPT Pro (OpenAI), Jenni AI, Gemini, and Claude, were used in the preparation of this manuscript to support language improvement, English writing refinement, and preliminary research assistance. These tools were primarily employed to enhance clarity, readability, and linguistic accuracy of the text. All AI-assisted outputs were subsequently reviewed, verified, and edited by the authors, who take full responsibility for the final content, interpretation, and scientific accuracy of the manuscript.

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