

Navigating Disruption: A Bibliometric Analysis of Emerging Technologies Adopted in Organizational Decision-Making for Sustaining Financial Performance

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Abstract

The present study examines the use of emerging technologies in organizational decision-making processes, with its primary objective focusing on identifying the most widely adopted digital tools by managers. Arguing that the use of such instruments comes down to the need to maintain financial performance in an increasingly disruptive business environment. The research methodology approached is based on a bibliometric analysis applied on data retrieved from the Web of Science Core Collection, with VOSviewer used to map the keyword and temporal structure of the research field. In this sense, the analysis results identified artificial intelligence as the dominant driver. The structural mapping also revealed that big data and blockchain form the backbone of modern management, while the temporal map indicated a decisive shift from earlier theoretical challenges toward the practical implementation of intelligent strategies in 2024. The research concludes over the idea that navigating today's volatile landscapes, requires, more than ever, a transition toward data-centric governance. More important, these finding demonstrate that innovative digital tools, have become essential pillars for maintaining the economic stability, thus providing managers with a clear view over the technologies that are necessary in order to sustain a competitive advantage as well as a long-term financial performance. The research results offer managers a clear hierarchy of essential digital tools, emphasizing the critical pillars used for navigating in this complex economy.

Keywords

Artificial intelligence; Big data; Decision-making; Financial performance; Emerging technologies; Blockchain

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Introduction

Looking into the current global economic landscape, one can notice the rapid volatility and digital disruption that are forcing organizations to rethink their strategic foundations in order to remain competitive and performant. The 21st century has brought in a wave of many emerging technologies, ranging from the well-known artificial intelligence (AI), machine learning (ML) to innovations such as digital twins or edge computing. All of which are no longer a mere optional tool but rather key components of the modern corporate climate. As the market dynamics are shifting, the ability that an organization possesses in navigating these disruptions depends greatly on its decision-making view. For today's managers, the adoption of such digital tools can be seen as a calculated strategical move, aimed at ensuring organizational financial performance in the long run. With literature often arguing that emerging technologies and

technological competitiveness are key factors enabling organizations to keep pace with the industrial evolution (Alvarez-Aros & Bernal-Torres, 2021). More important is that current research in field highlights the existence of a significant shift from traditional management to the so-called data driven decision-making. Researchers arguing that the integration of big data or other innovative digital tools, enhances operational efficiency and transparency, thereby exerting direct influence on profitability (Itani et al., 2024). Additionally, recent studies emphasize on the fact that the acceptance and adoption of such disruptive innovation can be seen as primary determinants of a firm's market value (Chen et al., 2023).

However, while the apparition of these tools was well documented over time (Noh et al., 2016), it remains to be seen which specific technologies are prioritized by the decision makers in the organization context. In this regard, it can be noted that this paper stems from the idea of the rapidly evolving nature that the digital landscape hold and which has created a fragmented body of knowledge. Hence why it could be said that there is a pressing need to synthesize an up-to-date mapping of the current literature in the research filed of emerging technologies used by the decision-makers in order to obtain organizational financial gain. While many studies either pick on AI or ML, focusing on individual technologies, few papers provide a larger view. To address this specific gap, the study focuses on answering the following research questions (RSQ): What are the most prevalent emerging technologies that are identified in the global literature that managers systematically used within the decision-making processes in order to sustain and drive organizational financial performance?

Thus, in order to answer this question, the present study focuses on a bibliometric analysis approach and that by extracting data from the Web of Science Core Collection. Furthermore, by utilizing VOSviewer, the paper aims to identify the technologies that are most frequently associated with managerial decision-making in the perspective of the global scientific community.

In order to be able to reach the pursued results, the study follows a classical academic structure, with the next part exploring the theoretical motivation behind why managers choose to adopt these new digital tools and also looking into the machoism through which these technologies enhance financial performance. After the reviews of the scientific literature part, the research methodology section will detail the criteria used for the bibliometric analysis, deepening the construction of the research. Finally, the results and discussion section will put into perspective the findings, highlighting which are the most prevalent digital tools in the literature and discussing their financial strategic implications for modern firms.

1. Review of the scientific literature

The nowadays business environment is determined by unprecedent volatility and rapid digital transformation, compelling organizations to transform their strategic frameworks. In this regard, it can be argued that a central element of this evolution is represented by the increasing integration of emerging technologies into organizational management. This transformation highlights the growing dependence of modern companies on digital tools and data-driven systems in order to improve strategic planning, operational efficiency and institutional adaptability. At the same time, the integration of advanced technologies supports faster information processing and more informed managerial decisions, contributing to the modernization of organizational governance and communication practices (Valaskova et al., 2025).

This can also be viewed as a move that is primarily driven by the managerial need to sustain financial performance amidst complex disruptions. In this regard, it must be noted that recent literature often identifies AI as the pillar of modern managerial toolkits (Gucciardello & Persson, 2025; Cimino et al., 2025). According to systematic literature reviews studies, artificial intelligence transforms the decision-making process by enabling advanced predictive modelling (Vudugula et al., 2023) as well as offering support to the examination of heterogeneous data (Winata, 2022).

Today's managers use AI not solely for automation, but rather as a strategic asset for reducing information asymmetry and enhancing forecasting accuracy (Pal et al., 2023). By leveraging on machine learning algorithms, decision-makers can discover hidden patterns in the market behaviour, which in the end leads to a more precise resource management as well as an enhanced risk mitigation strategy (Faisal et al., 2025). Situations from which outcomes several financial outcomes may surface, such as an improved return on investment (Aziz et al., 2025) as well as operational stability (Sundaramurthy et al., 2022).

In addition to these, big data analytics (BDA) can be seen as the evidence for data-driven governance (Awan et al., 2021). BDA produces the shift from the traditional centralized decisions to decentralized frameworks, where organizations can better manage complex data. Some scholars argue that the ability to work in real time with vast volumes of data, allows managers to move more faster during market disruptions (Atlas et al., 2025). This kind of agility can be perceived as crucial for organizations, in a sense that it maintains

competitive advantages. Organizations that can successfully integrate big data into their financial workflows, can expect to see enhanced budgeting precision as well as a more effective cost-control mechanism due to the fact that it helps managers into transforming difficulties or even challenges produced by the turbulence often found in the market, into positive outcomes such as increased sales revenue (Itani et al., 2024).

Subsequently, blockchain technology emerged as a critical digital instrument for ensuring transactional transparency and integrity (Smith & Dhillon, 2020). When it comes to financial performance, it can be said that managers look towards blockchain as a means of reducing security risks in financial transactions (Yoo, 2017). Furthermore, the literature also highlights the fact that the adoption of emergent technologies can no longer be seen as a matter of technical experimentation but rather as a strategic necessity for financial sustainability (Umair et al., 2025). It can thus be said that as disruptive forces become more prevalent, the reliance on traditional analysis methods comes as insufficient and instead, managers should adopt a more digital-looking approach, where emerging technologies provide the strategic foresight that is needed in order to navigate economic instability.

One can argue that choosing innovative digital tools goes beyond mere operational efficiency and it is directly linked to the long-term financial sustainability. By focusing on the usage of predictive analytics and artificial intelligence, decision-makers can easily anticipate their next investment decisions, which will allow them to see opportunities where otherwise they would have been missed. As it can be noted, it is not all about seeing risk before they have time to produce effects, but it is also about seeing potential before the change could be missed.

However, as literature often remarks, it must be taken into account that the simple adoption of such technologies does not guarantee success and that because managers must also possess the so-called digital literacy (Jiang et al., 2025) among with digital financial literacy (Zaimovic et al., 2025). These skills are what make it possible for leaders to interpret sophisticated data analytics, so that they can make more informed decisions with precise strategic alignment. Nonetheless, a digitally literate manager could effectively bridge the gap that can be found between teams and business goals, all the while ensuring that adopted technologies are implemented in agreement with ethical (Kamal et al., 2025) and legal norms.

In view of the above, it can be marked that the existing literature maintains a predominant focus on three transformative technologies, more exactly: artificial intelligence, big data and blockchain. Research consistently highlighted the relevance that such tools hold when it comes to redefining contemporary business models. By combining data-driven insights with secure and decentralized frameworks, these tools have become critical in the way modern organizations work. In the end, they all enable companies to achieve unprecedented levels of strategic, transparent and efficient decisions, reflecting in the overall financial performance.

2. Research methodology

With the aim of being able to achieve a comprehensive overview of the current scientific literature framework, the paper chose the bibliometric analysis as the adequate approach. A method often chosen in doing quantitative evaluation of academic literature (Karantali & Panagiotidis, 2024). The selected research methodology helps identifying patterns, trends and even intellectual structures within a field of study (Zhong & Lin, 2022). In this sense, the research method was structured into three important phases: the collection of data, the mapping and visualization and the results synthesis. The retrieval of data was conducted on the Web of Science Core Collection (WoS), using a multi-layered search and which was designated to capture the intersection of technology adoption, decision-making and organizational context.

The query builder was constructed on the link between four specific topics set, having the AND Boolean operator (Berkholz et al., 2025) as a bridging point. The technology set included the following keywords: “artificial Intelligence” OR “big data” OR “blockchain” OR “machine learning” OR “emerging technologies” OR “edge computing” OR “digital twin”; the decision-making set included: “decision-making” OR “organizational decision-making” OR “managerial decision-making”; the organization context set focused on: “organization” OR “business” OR “firm”; and an adoption process set integrated: “adoption” OR “acceptance”. After combining these, the strategic construction of the keywords set returned a total number of 949 publications

However, in order to ensure methodological transparency, several operation choices need justification. First of all, there were no additional filters applied to the initial number of publications retrieved from Web of Science on April 19, 2026. This choice prevented the exclusions of critical regional insights and avoided depleting an already compact dataset, as the relatively small number of initial results can confirm that this

is a highly emergent field of research. Secondly, the records generated in WoS were then exported as plain text files (full records and cited references) and subsequently processed using VOSviewer for visual mapping.

The mapping phase involved two primary techniques, more exactly a Co-occurrence network map and an overlay visualization. Both of the maps focused on all keywords (not authors keywords), using the full counting method and having established a minimum threshold of 3 occurrence per word, as a higher threshold (for example 5) would have eliminated important trends, while a lower one would have affected the scientific rigor.

In accordance with the above, while the network map showed the distribution of keywords based on their „weight” in the data set, the overlay visualization was used for analysis the temporal distribution of the said keywords with the software automatically identifying and processing the timeframe of the results, which predominantly concentrated between the years 2022 and 2025. In the end, for the purpose of proving a categorical precision, the visual insights were supplemented by a quantitative synthesis using Excel Pivot Tables. This hybrid approach allows for a robust interpretation of the occurrence of technologies mentioned in the data set. All the while effectively mapping how emerging digital tools are prioritized by decision-makers. Furthermore, it enables a deeper understanding of the relationship between technological innovation and organizational strategic objectives. The analysis emphasis not only the frequency of digital concepts, but also the relevance that they hold in shaping managerial practices and institutional adaption processes.

Nevertheless, it should be mentioned that there is a clear recognized limitation that comes from the exclusive reliance on the Web of Science Core Collection. More exactly, while WoS guarantees high quality papers, its strict selection criteria naturally yield fewer documents in comparison to alternative databases, which could potentially omit niche or regional studies.

3. Results and discussion

This part will present the findings of the bibliometric analysis, starting with the structural mapping of the field. In this regard, the following Figure no. 1 will illustrate the keyword co-occurrence network, underscoring the conceptual pillars along with the dominant technological trends that form modern organizational decision-making.

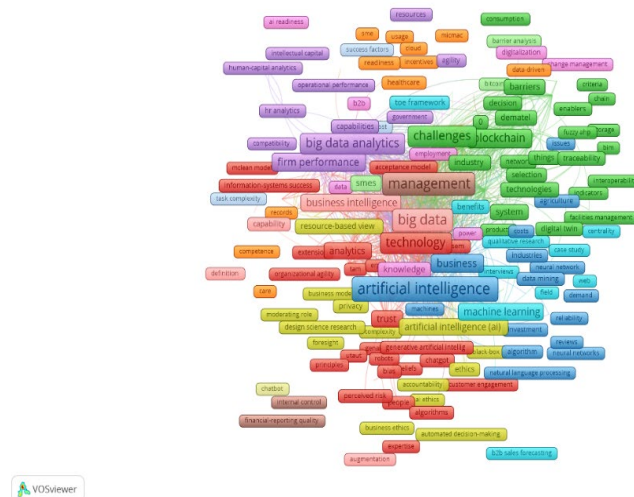


Figure no. 1. Keywords co-occurrence mapping

The network visualization map from Figure no. 1 reveals a structure that is highly integrated. As it can be observed, artificial intelligence stands out as the most prominent node and acts as the central anchor of the framework. This ranking is closely supported by keywords such as management and big data, a fact which highlights the strategic shift towards the data-driven governance that is happening within organizations. Moreover, the presence of other strong keywords, such as business, technology and challenges, emphasizes the complexity of adopting such digital tools. Subsequently suggesting that managers prioritize AI and

analytics in order to navigate operational obstacles as well as to maintain financial performance in disruptive economies. These findings also provide an alternative reflection of reality, highlighting the main areas of interest in practice and in research as well.

In this sense, it can be noted that these findings align with similar bibliometric studies from the literature, as AI regularly holds one of the most influential positions within network maps that are technology-driven (de Paulo & Brambilla, 2025; Wu & Junior, 2023). Next, in order to complement the structural analysis, an overlay visualization that illustrates the temporal distribution of the previously presented keywords was generated, a map that is extremely useful in identifying the technological priorities between 2022-2025 (Figure no. 2).



Figure no. 2. Temporal distribution of keywords

The temporal distribution from Figure no. 2 appears to be stable across the period of 2022-2025, hence reflecting a steady evolution of this field of research. The early focus from year 2023 centred on subjects such as challenges and knowledge, while those such as management and firm performance gained interest between 2023-2024. More recently, towards 2024, keywords like artificial intelligence, business and technologies have significantly increased in frequency, suggesting that the discourse shifted from theoretical perspectives to active technological implementation.

In accordance with recent literature (Benatiya Andaloussi, 2024), the surge in artificial intelligence related terms reflects a shift from the conceptual adoption models towards practical organizational implementation of digital tools, prioritizing real world impact over theory. This transition illustrates how companies are increasingly focusing on the operation value of AI, integrating these innovative solutions into decision-making, communication as well as into the strategic management processes. Consequently, the growing emphasis on implementation demonstrates that institutions are no longer analysing AI only as an emerging technology, but rather as a necessary component for improving efficiency, adaptability and organizational performance. These developments could also indicate a broader transformation in managerial practices, where data-driven processes and digital competencies become essential elements of modern organizational governance.

Following the visual insights presented in the previous maps, the next section will introduce a more in depth view of the quantitative ranking of the top 25 keywords that will highlight the most influential technologies based on their total occurrence score in the data set (Table no. 1).

Table no. 1. Quantitative ranking of key emerging technologies

Keywords	Their occurrence
artificial intelligence	224
big data	184
artificial-intelligence	113
big data analytics	111

blockchain	76
business intelligence	54
machine learning	49
ai	46
artificial intelligence (ai)	40
data analytics	39
predictive analytics	36
business analytics	34
blockchain technology	30
pls-sem	23
digital twin	18
ai adoption	17
e-commerce	15
cloud computing adoption	15
generative ai	15
large language models	12
hr analytics	11
decision support systems	11
chatgpt	11
cloud computing	11
data mining	10
Total occurrence	1.205

The occurrence ranking from Table no. 1. confirms artificial intelligence as the dominant theme, as it appears in multiple variations that highlight its diverse premutation (224; 113; 46; 40). Similarly, big data (184; 111) and blockchain (76; 30) maintain strong presence, both having double entries and securing their roles as foundational pillars. In contrast, specialized methodologies like PLS-SEM or emerging concepts such a digital twin, show lower usages, defining the specialized marking of today's technological landscape. In addition, the literature confirms the critical synergy between AI and big data in modern management (Muvva, 2024), as traditional centralized architectures are significantly being replaces by decentralized frameworks in order to handle de rapidly rising volume as well as the complexity of data-drive ecosystems.

Conclusions

The bibliometric analysis from the present paper confirms the navigating organizational disruption requires managers to opt for a strategic transition towards a data centric governance. The study identified AI, BD and blockchain as digital tool often encountered in contemporary decision-making. With the findings revealing a decisive shift in literature, from focusing on theoretical concepts to the practical implementation of emerging technologies. For today's managers, the ability of successfully integrate these emerging tools into the decision-making processes can no longer be perceived as merely trying something innovative, but rather as a necessity for them to be able to sustain a financial performance. Ultimately, it must be noted that the adoption of decentralized and agile data remains the primary driver of long-term financial resilience and stability. Additionally, future research should extend this study to specific industry sector or to different databases, while practitioners could apply these finding in designing digital literacy training programs.

Finally, certain limitation of this research must be acknowledged to strengthen its academic rigor. Relying on a single database and extracting data over a restricted time span, implicitly constrained the dataset, potentially omitting relevant topics. In addition, a minor language bias exists due to variations in terminology withing the literature, for instance the discrepance found between the use of artificial intelligence versus artificial-intelligence; which could affect keyword indexing and the co-occurrence mapping. Moreover, this also suggest that future studies should integrate broader multi-database queries and advanced keyword standardization.

As a key practical contribution, the findings of the paper provide a sequential roadmap for managerial decision making, starting from the fact that all enterprises should prioritize immediate investments in artificial intelligence and big data in order to establish data-driven baselines; as well as leveraging accessible cloud tools and generative AI. Subsequently, high tech or large-scale organizations should focus on adopting blockchain and digital twins in order to secure decentralized networks and run predictive simulations.

Generative Artificial Intelligence (GenAI) usage statement:

No GenAI tool was used in the development of this paper.

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