International Journal of Technology, Management and Social Sciences (IJTMSS)
[ISSN: 2583-8482]
Volume 4_Issue 3 [July-Sept 2026]

Adopting IoT-Driven Decision Support System for Organizational Performance: Challenges, Opportunities and A Way Forward

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Abstract

The rapid proliferation of the Internet of Things (IoT) has transformed organizational decision-making by enabling real-time data collection, intelligent analytics, and automated operational processes. This paper examines the adoption of IoT-driven Decision Support Systems (DSS) as a strategic approach to enhancing organizational performance while critically exploring the associated challenges, emerging opportunities, and future directions. Using a comprehensive review and synthesis of contemporary literature, the study identifies key barriers including cybersecurity risks, data privacy concerns, interoperability issues, high implementation costs, and organizational resistance to technological change. Simultaneously, it highlights significant opportunities such as predictive analytics, operational efficiency, resource optimization, data-driven strategic planning, and improved customer-centric decision-making. The paper proposes a forward-looking framework emphasizing robust governance, scalable digital infrastructure, AI-enabled analytics, workforce capability development, and sustainable IoT integration. The findings provide valuable insights for managers, policymakers, and researchers seeking to leverage IoT-enabled decision support for achieving organizational resilience, innovation, competitiveness, and long-term sustainable performance in an increasingly digital business environment.

Keywords: *Internet of Things (IoT); Decision Support Systems (DSS); Organizational Performance; Data-Driven Decision Making; Digital Transformation; Predictive Analytics; Smart Organizations*

Submitted: May 15, 2026 **Revised:** June 25, 2026 **Accepted:** July 5, 2026 **Published:** July 10, 2026

DOI: 10.5281/zenodo.21341997

1. Introduction

The accelerating convergence of the Internet of Things (IoT), cloud computing, artificial intelligence, and advanced analytics has fundamentally transformed organizational decision-making across industries. IoT enables billions of interconnected devices to continuously collect, transmit, and exchange real-time operational data, thereby creating intelligent ecosystems capable of supporting evidence-based managerial decisions. Unlike conventional Decision Support Systems (DSS), which primarily depend on historical and structured databases, IoT-driven DSS continuously integrates live sensor data with predictive analytics to improve responsiveness, operational visibility, and strategic planning. This technological evolution aligns with the objectives of Industry 4.0, where digital intelligence, automation,

and cyber-physical systems facilitate agile organizational performance. The organizations are increasingly adopting IoT-enabled decision environments to optimize production, monitor assets, enhance customer experiences, and reduce operational uncertainties while strengthening long-term competitiveness (Malik et al., 2024). The theoretical foundation of IoT-driven Decision Support Systems extends beyond information systems by integrating the Resource-Based View (RBV), Dynamic Capability Theory, Knowledge-Based View, and organizational decision theories. These perspectives suggest that organizational competitiveness increasingly depends on the ability to transform real-time data into strategic knowledge and actionable intelligence. IoT technologies facilitate this transformation by integrating heterogeneous data streams from sensors, machines, enterprise systems, and external environments into unified analytical platforms. Such intelligent decision ecosystems enable organizations to predict equipment failures, optimize supply chain operations, improve inventory control, and enhance service quality through proactive rather than reactive decision-making. As organizations pursue digital transformation initiatives, IoT-driven DSS has emerged as a critical enabler of organizational flexibility, resilience, and innovation across manufacturing, healthcare, logistics, energy, agriculture, and smart city applications (Cosa & Torelli, 2024).

The massive volume, velocity, and variety of IoT-generated data further complicate decision quality unless supported by robust analytics and governance mechanisms. The successful IoT-driven DSS implementation requires comprehensive digital strategies that combine technological readiness with organizational learning, leadership commitment, employee competence, and effective change management practices to realize sustainable business value (Hima et al., 2024). IoT-driven Decision Support Systems create unprecedented opportunities for enhancing organizational performance through intelligent automation, predictive analytics, and continuous operational monitoring. Real-time visibility into organizational processes enables managers to optimize resource allocation, minimize operational risks, improve quality assurance, reduce maintenance costs, and accelerate strategic responses to market changes (Bhanot & Gaikwad, 2024). Integration with artificial intelligence, edge computing, blockchain, and cloud platforms further enhances decision accuracy by facilitating autonomous and semi-autonomous decision processes across complex business environments. Organizations utilizing IoT-driven DSS are also better positioned to improve sustainability performance through energy optimization, waste reduction, carbon monitoring, and responsible resource utilization. These capabilities contribute not only to operational excellence but also to innovation-driven competitive advantage and organizational resilience within increasingly dynamic global markets (Soori et al., 2024). Although the existing literature acknowledges the growing significance of IoT-enabled decision systems, much of the current research concentrates on technological architectures, sensor networks, or individual industrial applications rather than providing an integrated organizational perspective. Limited attention has been devoted to understanding how technological capabilities, organizational readiness, governance mechanisms, managerial competencies, and strategic alignment collectively influence the successful adoption of IoT-driven DSS and their impact on organizational performance. Addressing this research gap, the present study critically examines the challenges, opportunities, and future pathways associated with IoT-driven Decision Support Systems by synthesizing recent theoretical developments and practical organizational evidence. The findings are expected to provide meaningful insights for researchers, practitioners, policymakers, and industry leaders seeking to leverage IoT-enabled decision intelligence for sustainable organizational growth, digital transformation, and long-term strategic performance.

2. Background of Study

The emergence of the Internet of Things (IoT) has revolutionized the digital landscape by enabling interconnected physical devices to communicate, collect, and exchange data autonomously through intelligent networks. The proliferation of sensors, embedded systems, cloud computing, and wireless communication technologies has generated unprecedented volumes of real-time data that organizations can leverage for informed decision-making. Traditionally, organizational decisions relied heavily on historical reports and managerial intuition, often resulting in delayed responses to dynamic business environments. The evolution of IoT has shifted organizational focus toward real-time, predictive, and data-driven decision processes that enhance operational efficiency, strategic responsiveness, and business resilience. This transformation has significantly strengthened the role of Decision Support Systems (DSS), making them more intelligent, adaptive, and capable of supporting complex managerial decisions across various industrial sectors (Atzori et al., 2024). The concept of IoT-driven Decision Support Systems represents the convergence of IoT infrastructure, artificial intelligence, machine learning, cloud computing, edge computing, and advanced business analytics. Such integration enables organizations to transform heterogeneous sensor-generated data into actionable insights that support operational, tactical, and strategic decision-making. Modern enterprises increasingly utilize IoT-enabled DSS for predictive maintenance, intelligent supply chain management, asset tracking, customer behaviour analysis, smart manufacturing, healthcare monitoring, and energy optimization. Unlike conventional DSS, IoT-driven platforms continuously learn from environmental changes and organizational operations, thereby facilitating proactive rather than reactive management practices. This technological advancement has become a critical component of digital transformation initiatives aimed at improving organizational agility and sustainable competitive advantage (Radanliev et al., 2024).

Global industrial transformation under the paradigm of Industry 4.0 has further accelerated investments in IoT-enabled intelligent decision ecosystems. Manufacturing organizations employ Industrial IoT (IIoT) to optimize production scheduling, improve equipment reliability, reduce downtime, and enhance quality control through predictive analytics (Gaikwad, 2024). Smart cities increasingly integrate IoT technologies into transportation, public safety, environmental monitoring, and energy management to improve governance and citizen services. These diverse applications demonstrate that IoT-driven decision intelligence has evolved from an operational support mechanism into a strategic organizational capability that directly influences innovation, productivity, and sustainable development (Javaid et al., 2024). Data interoperability among heterogeneous devices, cybersecurity risks, privacy concerns, infrastructure complexity, high implementation costs, and integration with legacy enterprise systems remain persistent barriers to successful deployment (Ben-Daya et al., 2024). The growing importance of IoT-driven Decision Support Systems has attracted considerable attention from researchers, policymakers, and industry practitioners seeking to understand their contribution to organizational performance. Nevertheless, much of the existing literature remains fragmented by emphasizing technological architectures or sector-specific implementations while providing limited insight into the integrated organizational, managerial, and strategic dimensions of adoption. Consequently, there is an increasing need for comprehensive research that simultaneously examines the challenges, opportunities, governance mechanisms, and future directions associated with IoT-driven DSS adoption. Addressing this gap, the present study seeks to provide a holistic understanding of how IoT-enabled decision support systems can enhance organizational performance while promoting sustainable digital transformation, innovation, and long-term organizational competitiveness (Nguyen et al., 2025).

3. Rationale of Study

The rapid proliferation of Internet of Things (IoT) technologies has significantly transformed organizational processes by enabling real-time data acquisition, intelligent monitoring, and automated decision-making. Despite substantial investments in IoT infrastructure across manufacturing, healthcare, logistics, retail, finance, and smart governance, many organizations continue to struggle with translating IoT-generated data into actionable strategic decisions that consistently improve organizational performance. Existing studies have predominantly focused on technological advancements, communication protocols, sensor architectures, or individual industrial applications, while comparatively limited attention has been devoted to understanding how IoT-driven Decision Support Systems (DSS) contribute to organizational effectiveness through an integrated managerial and strategic perspective. This research therefore seeks to bridge the gap between technological innovation and organizational decision intelligence by synthesizing contemporary evidence on the adoption of IoT-driven DSS (Dwivedi et al., 2023). A comprehensive examination of the technological, organizational, and managerial factors influencing IoT-driven DSS adoption is essential for developing sustainable digital transformation strategies and enhancing organizational resilience. The findings of this study are expected to provide valuable theoretical insights for researchers while offering practical guidance for managers, policymakers, and technology practitioners seeking to maximize organizational performance through intelligent decision ecosystems (Mikalef et al., 2024).

4. Objectives of Study

- To examine the conceptual foundations and technological architecture of Internet of Things (IoT)-driven Decision Support Systems and their role in organizational decision-making
- To identify and analyze the major technological, organizational, managerial, and security challenges associated with the adoption of IoT-driven Decision Support Systems
- To evaluate the opportunities and potential contributions of IoT-driven Decision Support Systems in enhancing organizational performance, operational efficiency, innovation, and sustainable competitive advantage
- To explore the integration of emerging digital technologies, including Artificial Intelligence (AI), Machine Learning (ML), cloud computing, edge computing, and big data analytics
- To propose strategic recommendations and a future roadmap for the successful adoption and effective implementation of IoT-driven Decision Support Systems

5. Review of Literature

The growing body of literature highlights that the Internet of Things (IoT) has become a fundamental driver of organizational digital transformation by enabling continuous data collection and intelligent decision-making. Early IoT applications primarily focused on device connectivity and operational monitoring; however, contemporary research emphasizes the integration of IoT with enterprise decision support systems to enhance organizational intelligence. IoT-enabled Decision Support Systems (DSS) provide real-time situational awareness by combining sensor-generated data with cloud-based analytical platforms, thereby improving forecasting accuracy, operational transparency, and managerial responsiveness. Such systems have demonstrated considerable potential in optimizing business processes, reducing operational inefficiencies, and facilitating evidence-based strategic decisions. The literature further indicates that IoT-driven DSS contributes significantly to organizational agility by enabling managers to respond proactively to rapidly changing business environments (Awan et al., 2024).

The integration of Artificial Intelligence (AI) with IoT has emerged as one of the most influential developments in intelligent decision support. Researchers argue that AI algorithms enhance the

analytical capabilities of IoT-driven DSS by transforming large volumes of real-time data into predictive insights and autonomous recommendations. Machine learning models facilitate anomaly detection, predictive maintenance, demand forecasting, quality assurance, and customer behaviour analysis, thereby improving both operational efficiency and strategic planning. Furthermore, AI-powered IoT ecosystems enable adaptive learning, allowing decision support systems to improve continuously through data-driven feedback mechanisms. Such intelligent integration is increasingly recognized as a critical enabler of organizational resilience and sustainable digital transformation across multiple industrial sectors (Abbas et al., 2024).

Several empirical studies have examined the relationship between IoT adoption and organizational performance. Findings consistently suggest that organizations implementing IoT-enabled decision support systems experience improvements in productivity, operational efficiency, supply chain visibility, customer satisfaction, and resource optimization. Real-time information sharing enhances coordination among functional departments, minimizes process delays, and supports collaborative decision-making. In manufacturing environments, IoT-driven DSS contributes to predictive maintenance and quality control, whereas healthcare organizations employ similar systems for patient monitoring and clinical decision support. The literature therefore establishes a strong positive association between IoT-enabled analytical capabilities and enhanced organizational performance, particularly when supported by effective digital leadership and strategic alignment (Kamble et al., 2024).

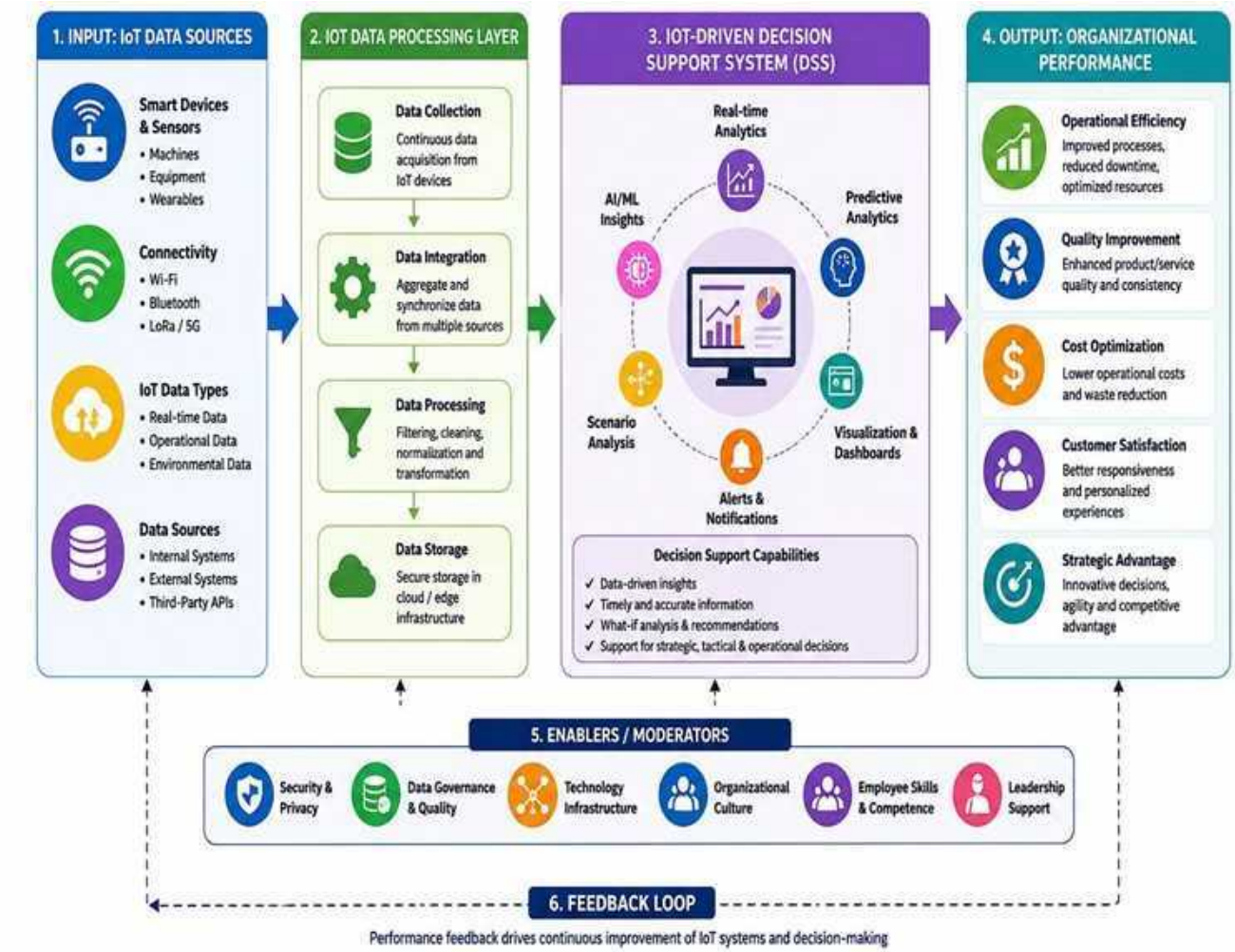
The researchers have identified numerous barriers that hinder the successful implementation of IoT-driven Decision Support Systems. Cybersecurity remains one of the most significant concerns due to increasing cyber-attacks targeting connected devices and enterprise networks. Additional challenges include data privacy risks, interoperability among heterogeneous IoT platforms, lack of standardized communication protocols, high implementation costs, infrastructure limitations, and integration with legacy information systems. Organizational factors such as employee resistance, insufficient digital competencies, inadequate governance structures, and uncertain return on investment further complicate adoption. The literature emphasizes that technological sophistication alone cannot ensure successful implementation without corresponding organizational readiness and robust governance frameworks (Khan et al., 2024).

Organizations increasingly utilize IoT platforms to achieve Environmental, Social, and Governance (ESG) objectives while simultaneously improving financial performance and regulatory compliance. These findings suggest that IoT-driven decision support extends beyond operational efficiency to become an essential strategic instrument for achieving sustainable organizational development and long-term stakeholder value creation (Bag et al., 2024). Although substantial progress has been made in IoT research, the existing literature remains fragmented across technological, industrial, and application-specific perspectives. Limited research has comprehensively examined the combined influence of technological infrastructure, organizational capabilities, governance mechanisms, managerial competencies, and strategic decision-making on organizational performance through IoT-driven DSS. The further research is required to develop holistic adoption models that bridge technological innovation with organizational strategy and managerial effectiveness. The present study addresses this research gap by synthesizing contemporary evidence on challenges, opportunities, and future directions for IoT-driven Decision Support Systems in improving organizational performance (Zhang et al., 2025).

6. Discussion and Analysis

The adoption of IoT-driven Decision Support Systems (DSS) represents a paradigm shift from conventional data management toward intelligent, real-time decision ecosystems that enhance organizational performance. The literature consistently indicates that IoT technologies enable organizations to collect, process, and analyze continuous streams of operational data from interconnected devices, thereby improving decision quality, responsiveness, and strategic agility. Unlike traditional DSS, IoT-enabled systems integrate sensor data with artificial intelligence, cloud computing, and advanced analytics to generate predictive and prescriptive insights. The Resource-Based View (RBV) and Dynamic Capability Theory explain that IoT-enabled analytical capabilities constitute valuable organizational resources that strengthen competitive advantage through enhanced adaptability and knowledge-based decision processes (Mikalef et al., 2024). Organizations frequently encounter issues related to cybersecurity, data privacy, and interoperability among heterogeneous IoT platforms, integration with legacy enterprise systems, and the management of large-scale real-time data. In addition, organizational barriers such as inadequate digital competencies, resistance to technological change, limited financial resources, and insufficient governance mechanisms often reduce implementation effectiveness.

Figure 1: Conceptual Framework: IoT-Driven Decision Support System



The conceptual framework demonstrates that **IoT-enabled data** collected from smart devices, sensors, enterprise systems, and connected networks serves as the primary input for organizational decision-making. After data collection, integration, processing, and secure storage, the **IoT-Driven Decision Support System (DSS)** employs real-time analytics, artificial intelligence, predictive analytics, scenario analysis, visualization dashboards, and automated alerts to generate actionable insights. These insights facilitate strategic, tactical, and operational decisions that improve **organizational performance** through enhanced operational efficiency, quality improvement, cost optimization, customer satisfaction, and sustainable competitive advantage. The framework further highlights that factors such as technology infrastructure, data governance, cybersecurity, organizational culture, employee competencies, and leadership support moderate the effectiveness of the DSS, while a continuous feedback mechanism enables ongoing learning, system refinement, and performance improvement. IoT-driven Decision Support Systems are expected to become increasingly intelligent through deeper integration with generative artificial intelligence, edge computing, digital twins, blockchain, and federated learning. These emerging technologies will enable autonomous decision support, decentralized analytics, enhanced cybersecurity, and real-time optimization across manufacturing, healthcare, logistics, agriculture, retail, and public administration. Furthermore, IoT-enabled DSS is likely to play a pivotal role in advancing sustainability by facilitating energy efficiency, predictive maintenance, carbon monitoring, circular economy practices, and ESG-driven performance management. The organizations that strategically align IoT adoption with innovation, governance, and human capital development will be better positioned to achieve operational excellence, organizational resilience, and long-term sustainable competitive advantage in the evolving digital economy (Porter & Heppelmann, 2023).

7. Findings of Study

- The study reveals that the adoption of Internet of Things (IoT)-driven Decision Support Systems (DSS) has emerged as a transformative approach for enhancing organizational decision-making and overall performance. By integrating real-time data collection with advanced analytical capabilities, IoT-enabled DSS facilitates faster, more accurate, and evidence-based managerial decisions across operational, tactical, and strategic levels. Organizations adopting IoT technologies have reported improvements in operational efficiency, predictive maintenance, supply chain optimization, resource utilization, customer satisfaction, and service quality.
- The findings further indicate that the convergence of IoT with Artificial Intelligence (AI), Machine Learning (ML), cloud computing, and edge computing significantly enhances the intelligence, adaptability, and responsiveness of modern decision support systems, thereby contributing to organizational agility and sustainable competitive advantage.
- The study also identifies several critical barriers that influence the successful implementation of IoT-driven Decision Support Systems. Technological challenges such as cybersecurity threats, data privacy concerns, interoperability among heterogeneous devices, infrastructure complexity, and integration with legacy enterprise systems remain significant obstacles. The findings suggest that successful implementation requires a holistic digital transformation strategy encompassing technological readiness, organizational culture, employee capability development, data governance, and strategic leadership rather than focusing solely on technological investments.
- The study indicates that organizations capable of strategically integrating IoT-driven DSS with innovation, governance, and human capital development will be better positioned to achieve long-term organizational performance, digital resilience, and sustainable growth in the evolving Industry 5.0 and data-driven business environment.

8. Conclusion

The adoption of Internet of Things (IoT)-driven Decision Support Systems (DSS) represents a significant advancement in the evolution of organizational decision-making by integrating real-time data, intelligent analytics, and digital technologies into a unified decision ecosystem. This review demonstrates that IoT-enabled DSS enhances organizational performance by improving operational efficiency, predictive capabilities, resource optimization, supply chain visibility, and strategic responsiveness. The convergence of IoT with Artificial Intelligence, Machine Learning, cloud computing, edge computing, and big data analytics has transformed traditional decision support mechanisms into intelligent systems capable of delivering timely, accurate, and evidence-based managerial insights. IoT-driven DSS has become a strategic enabler of digital transformation, organizational agility, innovation, and sustainable competitive advantage across diverse industrial sectors. The successful adoption of IoT-driven Decision Support Systems requires organizations to address critical technological, organizational, and managerial challenges. Cybersecurity risks, data privacy concerns, interoperability issues, infrastructure limitations, governance complexities, and shortages of digital competencies remain key barriers to implementation. Therefore, organizations must adopt a holistic approach that combines technological investment with strategic leadership, robust data governance, organizational readiness, employee capability development, and continuous innovation. Organizations that effectively embrace these technological advancements while maintaining ethical, secure, and sustainable governance practices will be better positioned to achieve resilient organizational performance and long-term success in the rapidly evolving digital economy.

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