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RESEARCH ARTICLE

Section: *Literature, Linguistics & Criticism***The impact of artificial intelligence on developing strategic decisions within smart organizations**Rakan Nayef M. Al Sbeihi^{1*}, Tareq Al-Billeh², Sura Abdel Ra'uof Ahmad Alkasasbeh³, Mohammed A. Aladaseen⁴, Saif Ibrahim Mohammad Almasarweh⁵, Abdelrauof Ahmad Mfleh Alkasasbeh⁵, Omar D. Alatawi⁶ & Salah Mohammed Awaisheh⁷¹Legal Researcher and Jordanian²Department of Law, United Arab Emirates University, United Arab Emirates³Microcare, Jordan⁴Department of Private Law, Faculty of Law, Mutah University, Jordan⁵Mutah University, Jordan⁶University of Tabuk, Saudi Arabia⁷Private Law Department, Faculty of Law, Applied Science Private University, Jordan*Correspondence: rakansbeihi@gmail.com**ABSTRACT**

The world has witnessed a rapid digital transformation in recent decades that has reshaped the nature of corporate work, management mechanisms, and decision-making processes. Artificial intelligence has played a prominent role in this transformation, being one of the most important technological tools capable of analyzing big data, predicting future variables, and supporting management leaders in making more accurate and effective decisions. Smart institutions have increasingly relied on artificial intelligence systems to develop their strategic decisions, due to the ability of these systems to process vast amounts of information in a short time and extract complex patterns and relationships that may be difficult for the human mind to discover thru traditional methods. The importance of this topic becomes evident in light of the intensifying global competition and the growing need for flexible strategic decisions that quickly respond to economic, technological, and market changes. This research discusses the impact of artificial intelligence on the development of strategic decisions within smart institutions, by clarifying the nature of the relationship between artificial intelligence technologies and strategic management processes, and demonstrating the role played by intelligent algorithms in improving decision quality, reducing risks, and enhancing institutional performance efficiency. The research also addresses the challenges associated with the application of artificial intelligence in the institutional environment, such as ethical issues,

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information security, over-reliance on technological systems, and the readiness of human resources to deal with these transformations. The research concludes that artificial intelligence has become a pivotal element in building modern smart institutions, and that the success of these institutions in benefiting from it requires an advanced digital infrastructure, a clear digital transformation strategy, and an organizational culture capable of adapting to continuous innovation. The research also confirms that the balanced integration of human expertise and intelligent systems represents the true foundation for building effective and sustainable strategic decisions.

KEYWORDS: artificial intelligence, strategic decisions, smart institutions, digital transformation, strategic management

1. Introduction

The world has witnessed rapid technological developments in recent years that have brought about fundamental changes in the nature of institutional work and modern management methods. Institutions now face a highly complex environment characterized by rapid changes and numerous economic, technological, and social variables (Ogbeibuet al., 2024). This has compelled management leaders to seek new tools and methods that help them make more accurate, flexible, and adaptable strategic decisions in response to these continuous changes. In light of this global digital transformation, artificial intelligence has emerged as one of the most significant technological innovations that have contributed to reshaping the concept of strategic management within modern institutions. AI is no longer just a technical tool used in operational aspects; it has become a pivotal element in formulating future visions, analyzing internal and external environments, and supporting decision-makers with accurate and immediate information that enhances the quality of strategic decisions (Bingöl & Yang, 2025).

Artificial intelligence is considered one of the most prominent technologies that have revolutionized the field of smart enterprise management, due to its high capability in processing vast amounts of data, analyzing complex patterns, and predicting future trends in a manner that surpasses traditional human capabilities (Rjab et al., 2023). AI applications have helped organizations transition from traditional management methods based on personal experience and limited forecasts to more advanced models that rely on intelligent data analysis, digital simulation, and strategic forecasting. These technologies have also contributed to improving institutional performance efficiency, reducing risk levels, and enhancing competitiveness, by enabling organizations to respond quickly to environmental changes and make decisions based on accurate information and advanced analyzes (Lauri et al., 2023).

With the expansion of the concept of smart institutions, smart systems have become an essential part of the administrative and organizational structure of modern institutions. These institutions rely on the integration of technology and human resources to achieve high levels of efficiency and innovation (Amoozad Mahdiraji et al., 2025). Smart institutions rely on the use of modern digital technologies, primarily artificial intelligence, in managing operations, analyzing data, supporting strategic planning, and guiding administrative policies. This has led to a fundamental change in the nature of strategic decisions, as the decision-making process has become more reliant on real-time information analysis and the ability to predict future risks and opportunities (Ababneh & Al-Rousan, 2024).

Despite the significant benefits that artificial intelligence offers in developing strategic decisions, its application within institutions faces a set of challenges related to technical, organizational, and ethical aspects. There are increasing concerns related to information security and data privacy, in addition to the possibility of excessive reliance on intelligent systems in making sensitive decisions, which may reduce the role of the human element and affect the human and ethical aspects of management. Some institutions also face difficulties related to weak digital infrastructure, a lack of human competencies capable of handling artificial intelligence applications, and high costs of digital transformation, which necessitates the development of comprehensive strategies to ensure the effective and safe use of these technologies (Sarzaeim et al., 2023).

Based on the importance of artificial intelligence in the contemporary institutional environment, this research seeks to study the impact of artificial intelligence on the development of strategic decisions within smart institutions, by analyzing its role in improving decision quality, enhancing performance efficiency, and boosting

the competitiveness of institutions. The research also aims to explore the main challenges facing the application of artificial intelligence technologies in strategic management, and to outline the essential requirements for achieving effective integration between modern technology and human expertise within smart institutions.

The research problem lies in the fact that many institutions, despite significant technological advancements, still face difficulties in making precise and effective strategic decisions in an environment characterized by rapid change, intense competition, and complex data and information. Moreover, traditional decision-making methods have become insufficient to keep up with the volume of incoming data and the increasing challenges faced by modern institutions, which has driven organizations to adopt artificial intelligence technologies to enhance their analysis, planning, and decision-making processes.

However, relying on artificial intelligence in developing strategic decisions raises many questions about its true effectiveness, the limits of its contribution to improving institutional performance, as well as the organizational, technical, and ethical challenges that may hinder its optimal utilization (Awaisheh, Odeibat, et al., 2026). From here, the research problem arises in attempting to uncover the nature of the impact of artificial intelligence on the development of strategic decisions within smart institutions, and its ability to enhance competitive efficiency and improve the quality of administrative decisions.

This research aims to understand the concept of artificial intelligence and its most important applications within smart institutions, clarify the nature of strategic decisions and their significance in the success of modern institutions, and demonstrate the impact of artificial intelligence on the development of analysis, planning, and strategic decision-making processes. And studying the role of intelligent systems in improving institutional performance efficiency and reducing administrative risks; revealing the most prominent challenges and obstacles associated with the application of artificial intelligence within institutions, and providing a set of proposals that help institutions effectively employ artificial intelligence in supporting strategic decisions.

The importance of this research stems from the significance of the topic it addresses, as artificial intelligence has become one of the fundamental pillars that modern institutions rely on to achieve development and competitive excellence. The scientific importance of the research lies in enriching the knowledge aspect related to the relationship between artificial intelligence and strategic management, and clarifying how to employ smart technologies in supporting decision-making processes within smart institutions (Pérez Carrillo & Alhasan, 2026).

The practical importance of the research also highlights the role played by artificial intelligence applications in improving decision quality and reducing the rate of errors and risks, in addition to helping management leaders understand the mechanisms for leveraging modern technology to enhance institutional performance (Abdelrahman et al., 2026). The research also contributes to clarifying the challenges that institutions may face when implementing intelligent systems, which helps in developing more efficient strategies to ensure the success of digital transformation and achieve institutional sustainability.

The importance of the research is also increasing in light of the growing global trend toward building smart institutions and enhancing reliance on data and smart analytics in various economic and administrative fields, making the study of the impact of artificial intelligence on strategic decisions one of the vital topics related to the future of modern management and sustainable institutional development.

2. Methodology

This research relies on the descriptive-analytical method as it is one of the most suitable approaches for studying contemporary administrative and technical topics, due to its ability to describe phenomena, analyze them, and interpret the relationships between their variables in an organized scientific manner (Alrfoua et al., 2026). This approach aims to study the impact of artificial intelligence on the development of strategic decisions within smart institutions by analyzing concepts related to artificial intelligence and strategic management, and demonstrating the nature of the interaction between modern technology and administrative processes within contemporary institutions. The descriptive-analytical approach also helps in providing a comprehensive view of the reality of using artificial intelligence technologies in institutions, and the extent to which they reflect on the quality of decisions and the effectiveness of institutional performance.

In this research, data and information were collected from various scientific sources, including academic books, previous studies, peer-reviewed scientific papers, and international reports related to artificial intelligence, digital transformation, and strategic management. The aim was to build a comprehensive theoretical framework

that helps in accurately and scientifically interpreting the dimensions of the subject (Awaisheh, et al., 2025). A set of models and institutional experiments that adopted artificial intelligence applications in developing their strategic decisions was also analyzed, in order to identify the most important results achieved by these applications and to understand the main challenges faced by institutions during the transition to smart systems. The research focuses on analyzing the relationship between two main variables. The first variable is artificial intelligence, which includes technologies, smart systems, data analysis algorithms, and machine learning. The second variable is strategic decisions within smart institutions, which pertain to long-term planning processes, resource management, achieving competitive goals, and formulating administrative and organizational policies. The nature of the impact that artificial intelligence technologies have on the strategic decision-making process was analyzed by studying their role in improving the accuracy of information, speeding up analysis processes, reducing human errors, and enhancing future forecasting efficiency.

The research also relied on a comparative analysis between traditional decision-making systems and intelligent systems based on artificial intelligence, with the aim of highlighting the fundamental differences between the two approaches in terms of speed, accuracy, predictive capability, and risk management. This analysis helps clarify the extent of the transformation brought about by artificial intelligence technologies in modern management thinking, and how they have contributed to moving institutions from traditional management to smart management based on data and advanced digital analytics.

Within the framework of the analytical study, the research addressed a set of key axes related to the applications of artificial intelligence within smart institutions, such as decision support systems, big data analysis, strategic forecasting, risk management, smart automation, and the impact of these applications on enhancing institutional performance efficiency and competitiveness (Al-Billeh, Hmaidan, et al., 2024). The study also focused on examining the organizational and human aspects related to the use of artificial intelligence, including the readiness of institutions for digital transformation, the level of human resource qualification, and the organizational culture that supports innovation and development.

The research did not only highlight the positive aspects of AI applications but also addressed the challenges and obstacles that institutions may face when employing these technologies in strategic decisions, such as privacy and information security issues, over-reliance on smart systems, the high costs of digital infrastructure, and the ethical challenges associated with using algorithms in sensitive decision-making (Al-Khraisat et al., 2026). This approach aims to provide a balanced and comprehensive perspective that helps in understanding the reality of artificial intelligence within modern institutions in a more in-depth and objective manner.

The research also aims, thru this methodology, to reach scientific results that contribute to clarifying the importance of artificial intelligence in supporting strategic decisions, and to provide a set of recommendations that help institutions achieve optimal use of smart technologies, ensuring the improvement of institutional efficiency and achieving sustainability and competitive excellence in the modern business environment.

3. Discussion and Analysis

The contemporary world is witnessing a radical transformation in the nature of institutional management due to the significant advancement in artificial intelligence technologies. Modern institutions are increasingly relying on intelligent systems to analyze and interpret data and formulate strategic decisions related to the future and sustainability of the organization (Alevizos, 2025; Al-Billeh, 2023; Yas et al., 2026). This transformation has led to a comprehensive redefinition of the concept of strategic management, where decisions are no longer solely based on human expertise and traditional forecasts, but rather on advanced digital analysis and the ability to predict future variables with precision and speed. From here, the importance of discussing and analyzing the impact of artificial intelligence on the development of strategic decisions within smart institutions emerges, thru studying its various dimensions and analyzing its administrative, organizational, and competitive reflections (Gkinko & Elbanna, 2023).

3.1. The role of artificial intelligence in improving the quality of strategic decisions

Artificial intelligence has become a pivotal tool in supporting decision-makers within smart institutions, thanks to its great ability to process and analyze big data accurately and quickly (AL-Thabhawee, 2025). In the context of a complex and changing economic environment, institutions face vast amounts of information that are difficult for humans to handle using traditional methods. Here, the importance of intelligent systems emerges, as

they can analyze data and extract important patterns and indicators that help management make more accurate and effective decisions (Pandian, 2019; Al-Hammouri & Al-Billeh, 2023; Alkuwari & Abdelrahman, 2026).

One of the most significant aspects of the impact of artificial intelligence is its ability to improve the quality of strategic decisions by reducing the percentage of human errors resulting from personal estimates or individual biases (Bednar & Welch, 2020; Al-Awaysheh et al., 2026). Smart systems rely on logical analysis and real data instead of random or unstudied decisions. Machine learning techniques also contribute to the development of predictive models that help organizations foresee the future and anticipate potential changes in markets and customer behavior, which grants organizations greater capacity for strategic planning and risk management (Jianjun et al., 2021; Naseir et al., 2026).

Artificial intelligence has also helped organizations enhance the speed of decision-making, as analysis processes that used to take a long time are now completed in very short periods, allowing management to respond quickly to crises and sudden challenges. This development has directly contributed to enhancing the efficiency of institutional performance and achieving greater organizational flexibility within smart institutions (Li et al., 2023; Alsaraireh, Awaishah, et al., 2026).

3.2. Artificial Intelligence and Its Role in Enhancing the Competitiveness of Smart Institutions

Competitiveness in the digital age has increasingly relied on institutions possessing smart technologies that help them adapt to rapid changes and achieve high levels of efficiency and creativity. In this context, artificial intelligence has played a pivotal role in enhancing the competitive advantage of institutions by developing planning, analysis, and decision-making processes (Ramadian et al., 2025; Al-Billeh, 2024).

Smart systems enable institutions to understand markets more deeply, analyze consumer behavior, and predict future trends, helping them design more effective strategies that align with customer needs and market demands. Artificial intelligence has also contributed to improving resource management and reducing operational costs thru smart automation and enhancing the efficiency of administrative and production processes (Ogbeibu et al., 2024; Al-Khalaileh et al., 2025).

Another important aspect is that institutions that rely on artificial intelligence possess a greater capacity for innovation and continuous development, as intelligent systems provide accurate information that helps management discover new opportunities and develop products and services in line with modern changes. Thus, artificial intelligence is no longer just a technical tool; it has become a strategic element that determines the institution's position and its ability to compete and sustain itself in the global business environment (Bingöl & Yang, 2025; Alkhseilat et al., 2024).

3.3. The impact of artificial intelligence on risk management and future forecasting

Risk management is one of the most important fields that has greatly benefited from the applications of artificial intelligence within smart institutions, as intelligent systems help analyze vast amounts of data related to markets, customers, and operational processes, and then predict potential risks before they occur. This has led to a fundamental transformation in the nature of strategic management, as institutions have become more capable of proactively dealing with crises and economic fluctuations instead of merely relying on traditional reactions (Rjab et al., 2023; Al-Billeh et al., 2024).

The importance of artificial intelligence in this field lies in its ability to build advanced analytical models that can detect abnormal patterns and predict potential problems, such as decreased demand, sudden market changes, or financial and administrative risks. Predictive analytics techniques also assist management in developing alternative plans and flexible strategies that reduce potential losses and increase the chances of success and stability (Lauri et al., 2023; Khashashneh et al., 2023).

Forecasting the future has become one of the most important pillars relied upon by smart institutions, especially in an environment characterized by uncertainty and constant change. Therefore, artificial intelligence represents a strategic tool that grants institutions greater capacity to foresee the future and make decisions based on precise scientific predictions instead of relying solely on intuition or traditional experience (Amoozad Mahdiraji et al., 2025; Alsaraireh, Alrfoua, et al., 2026).

3.4. The challenges associated with using artificial intelligence in strategic decisions

Despite the significant benefits that artificial intelligence brings to smart organizations, its application in the

field of strategic decisions faces a set of challenges and obstacles that may limit its effectiveness if not addressed properly. One of the most prominent challenges is the issue of information security and data privacy, as intelligent systems rely on collecting and analyzing large amounts of sensitive data, which increases the likelihood of cyberattacks or data breaches (Ababneh & Al-Rousan, 2024).

Another challenge that emerges is the excessive reliance on smart systems, as the unbalanced use of artificial intelligence may reduce the role of the human element in decision-making, which could negatively impact the human and ethical aspects within institutions. Strategic decisions do not rely solely on digital analysis; they also require human expertise and an understanding of the social, cultural, and psychological variables (Sarzaeim et al., 2023; Al Khalaileh et al., 2025).

Another significant challenge is the high costs of implementing artificial intelligence technologies, especially in institutions that lack advanced digital infrastructure or qualified human resources to handle intelligent systems. Some institutions also face internal resistance to change due to fear of job loss or difficulty adapting to modern technologies (Alevizos, 2025; Al Makhmari et al., 2024).

In addition, AI applications raise a set of ethical issues related to transparency, accountability, and algorithmic bias, as intelligent systems may make decisions based on unbalanced or biased data, leading to unfair or inaccurate outcomes. Therefore, it has become necessary to establish regulatory and ethical controls to ensure the responsible and safe use of artificial intelligence within institutions (Gkinko & Elbanna, 2023; Al-Kasassbeh et al., 2024).

3.5. The integration between artificial intelligence and the human element in smart institutions

Despite the significant advancements achieved by artificial intelligence technologies, the human element still represents a fundamental axis in the process of strategic decision-making. Artificial intelligence possesses immense capabilities in analysis, processing, and prediction, but it lacks the human aspects associated with creativity, values, and the ethical and social dimensions that characterize humans (AL-Thabhwawee, 2025; Albnian et al., 2025).

From here, the importance of achieving integration between intelligent systems and human expertise within smart institutions emerges, so that artificial intelligence becomes a supportive tool for the decision-maker rather than a complete substitute for them. Successful management is the one that can combine precise digital analysis with deep human insight, ensuring balanced strategic decisions that achieve efficiency on one hand and preserve institutional and human values on the other (Pandian, 2019; Alhammouri et al., 2025; Alayaydeh et al., 2025).

This integration also requires developing employees' skills and preparing them to handle modern technologies, in addition to building an organizational culture that encourages innovation, continuous learning, and adaptation to digital transformations (Alhrerat et al., 2025). Therefore, the success of smart institutions in the future will not only depend on possessing technology but also on their ability to achieve a balance between artificial intelligence and human capabilities in a way that ensures institutional development and sustainability (Jianjun et al., 2021; Awaisheh, 2025).

4. Conclusion

In light of the rapid technological developments witnessed by the contemporary world, artificial intelligence has become one of the most essential pillars that modern institutions rely on to develop their administrative systems and enhance their ability to make more accurate and effective strategic decisions (Awaisheh, Al-Abbadi, et al., 2025). AI applications have contributed to a fundamental transformation in the nature of institutional management by providing advanced tools for data analysis, future forecasting, risk management, and supporting planning and decision-making processes with speed, efficiency, and the ability to adapt to continuous changes (Awaisheh, Alsaraireh, et al., 2025).

The study showed that smart institutions that rely on artificial intelligence technologies have become more capable of achieving a competitive advantage, due to their reliance on intelligent information analysis, leveraging big data to understand markets, predict future trends, and make decisions based on precise scientific foundations (Alhasan & Awaisheh, 2024). It was also found that artificial intelligence directly contributes to improving the quality of strategic decisions by reducing human errors, enhancing the speed of response to

challenges and crises, and increasing the level of operational and organizational efficiency within institutions (Awaisheh & Al-Dabbas, 2024).

On the other hand, the study revealed that employing artificial intelligence in strategic decisions is not without challenges and obstacles, as institutions face a range of issues related to information security and data privacy, in addition to the high costs of digital transformation and the need for advanced technological infrastructure and qualified human resources to handle intelligent systems (Al-Zubi et al., 2024). Ethical challenges related to algorithmic bias and over-reliance on technology have also emerged, highlighting the need for regulatory controls and ethical frameworks to ensure the responsible and safe use of artificial intelligence technologies (Awaisheh, Alkhamaiseh, et al., 2024).

The research concluded that the success of smart institutions in leveraging artificial intelligence does not solely depend on possessing modern technologies, but rather on their ability to achieve integration between technology and the human element. Human expertise and deep managerial vision remain essential in guiding strategic decisions and ensuring their alignment with human, social, and ethical dimensions (Awaisheh, Al-Hassan, et al., 2024). Therefore, artificial intelligence should be viewed as a decision-supporting tool rather than a complete substitute for the human mind.

The research also confirms that the future management of institutions will be closely linked to their ability to adopt a culture of innovation and digital transformation, invest in developing technological infrastructure, and qualify human resources capable of effectively and efficiently handling artificial intelligence applications (Awaisheh, 2023). From here, the importance of developing national and institutional strategies that support the transition toward smart institutions and ensure the optimal use of modern technology, achieving sustainable development and institutional excellence, becomes evident (Awaisheh et al., 2026).

In light of the above, it can be said that artificial intelligence has become a pivotal force in shaping the future of strategic management within smart institutions, and that institutions which succeed in employing these technologies in a balanced and conscious manner will be more capable of facing challenges and achieving growth and sustainability in a world characterized by continuous change and increasing competition (Alhasan et al., 2026).

Ethics declarations

Declarations: All authors declare that they have no conflicts of interest.

Ethical approval

This study did not involve human participants, identifiable human data, or animals, and was based solely on publicly available legal texts and judicial decisions.

Informed consent

Not applicable. No human subjects were recruited, and no personal data were collected, so informed consent was not required.

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