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Mapping Organizational AI Readiness Research in Business Administration: A Scoping Review

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ABSTRACT

Purpose The rapid expansion of artificial intelligence (AI) adoption has transformed organizational practices and strategic management; however, research on organizational AI readiness remains conceptually fragmented due to variations in definitions, dimensions, methodological approaches, and contextual applications. This study aims to systematically map the intellectual development of organizational AI readiness research within the field of business administration by identifying conceptual perspectives, methodological patterns, organizational contexts, dominant research themes, and emerging directions for future scholarship.

Methods This study employed a scoping review approach combined with descriptive bibliometric analysis and narrative synthesis. The literature search was conducted using the Scopus database, focusing on peer-reviewed journal articles published in English between 2019 and 2026. Following a PRISMA-informed screening process, 50 articles were selected for analysis. The included studies were examined based on publication trends, research designs, organizational contexts, geographical distributions, thematic orientations, and the evolution of conceptual perspectives.

Findings The review identified 50 eligible studies from 236 initial records. The findings indicate a significant growth in organizational AI readiness research, with the highest publication output recorded in 2024 (11 studies; 22.0%). Empirical studies dominated the literature (30 studies; 60.0%), while private-sector organizations represented the most frequently examined context (21 studies; 42.0%). Thematic synthesis revealed that organizational readiness dimensions were the dominant research theme (18 studies), followed by leadership and governance (10 studies), indicating that AI readiness has increasingly evolved from a technology-focused concept toward a broader organizational capability.

Research Implications This study provides theoretical implications by consolidating dispersed knowledge streams and establishing a foundation for developing integrated organizational AI readiness models within business administration research. Practically, the findings assist organizational leaders and policymakers in understanding that successful AI transformation requires coordinated development of technological resources, governance mechanisms, workforce competencies, and strategic capabilities. The study also highlights the importance of responsible and inclusive AI readiness development to ensure sustainable organizational and societal benefits..

Originality This study contributes to the literature by offering one of the comprehensive mappings of organizational AI readiness research that integrates conceptual, methodological, contextual, and thematic perspectives within a business administration framework. Unlike previous reviews that focus on specific industries or AI adoption factors, this research positions organizational AI readiness as an overarching strategic capability and provides a structured research agenda for advancing future empirical and theoretical investigations.

INTRODUCTION

Artificial intelligence (AI) has evolved from a supporting digital technology into a strategic organizational capability that fundamentally reshapes how firms create value, formulate competitive strategies, and redesign administrative processes across increasingly complex business environments. Contemporary organizations are no longer evaluated solely by their ability to acquire AI technologies, but by their organizational readiness to integrate AI into strategic decision-making, operational routines, governance mechanisms, and human resource development in ways that generate sustainable competitive advantage (Fares et al., 2022; González-Reyes et al., 2026). The accelerating diffusion of AI across manufacturing, financial services, public administration, education, and international marketing demonstrates that organizational readiness has become a decisive prerequisite for successful digital transformation rather than a supplementary organizational characteristic (Siljeur et al., 2025; Neumann et al., 2024). This transition has consequently shifted scholarly attention from technology adoption itself toward the multidimensional organizational conditions that determine whether AI initiatives progress beyond isolated experimentation into organization-wide strategic implementation (Muhyi et al., 2024).

Existing scholarship has substantially expanded the understanding of organizational AI readiness by examining its technological, strategic, organizational, and managerial dimensions from multiple disciplinary perspectives, yet these contributions remain distributed across heterogeneous research traditions that employ different conceptual assumptions and analytical boundaries. Studies focusing on SMEs emphasize strategic readiness, technological infrastructure, organizational capability, ecosystem support, and implementation flexibility as interconnected determinants of AI adoption success, whereas investigations in manufacturing organizations highlight leadership commitment, digital infrastructure, institutional collaboration, and cultural adaptability as dominant organizational enablers (Kalleparambil & Akoum, 2025; Maharani, 2023). Research conducted within public organizations similarly demonstrates that organizational and technological determinants vary considerably across different stages of AI adoption, suggesting that readiness is not a static organizational attribute but an evolving capability influenced by contextual conditions and implementation maturity (Neumann et al., 2024). Complementary reviews in leadership and international marketing further indicate that governance quality, strategic alignment, ethical competence, and workforce readiness increasingly function as integrative organizational capabilities that shape AI-enabled organizational performance rather than isolated managerial variables (González-Reyes et al., 2026; Siljeur et al., 2025).

Despite these advances, the accumulated literature continues to exhibit considerable conceptual fragmentation because organizational AI readiness is frequently operationalized through divergent terminologies, inconsistent dimensions, and context-specific frameworks that impede cumulative theoretical development. Some studies conceptualize readiness primarily through organizational capabilities and digital resources, whereas others privilege governance structures, leadership competencies, technological infrastructure, or ecosystem relationships without establishing explicit conceptual linkages among these dimensions (Muhyi et al., 2024; Kalleparambil & Akoum, 2025). Comparable inconsistencies also emerge across sector-specific reviews, where AI implementation is interpreted through discipline-dependent perspectives that prioritize strategic planning, organizational leadership, or technology adoption while overlooking the broader organizational mechanisms connecting these constructs (Santiago-Torner et al., 2026; Georgiadis & Konstantinidis, 2026). Such fragmentation has consequently produced overlapping yet theoretically disconnected bodies of knowledge that complicate efforts to establish a coherent understanding of what constitutes organizational AI readiness within the broader field of business administration.

Methodological diversity has likewise contributed to fragmented evidence because previous reviews have generally concentrated on specific industries, institutional settings, or organizational functions instead of synthesizing organizational AI readiness as an overarching administrative phenomenon. Reviews addressing AI utilization in banking emphasize strategic, operational, and customer-oriented processes, while studies examining AI readiness in international marketing primarily focus on antecedent conditions influencing market performance and competitive positioning (Fares et al., 2022; Siljeur et al., 2025). Investigations in education, healthcare, and public administration similarly develop valuable contextual insights regarding planning cycles, technology readiness, governance, and implementation pathways, yet these findings remain confined within sector-specific analytical boundaries that limit cross-sector conceptual integration (Georgiadis & Konstantinidis, 2026; Marquardt et al., 2025; Neumann et al., 2024). The absence of an integrative synthesis capable of comparing definitions, measurement approaches, organizational contexts, and methodological tendencies across business-related domains has consequently constrained theoretical consolidation and weakened opportunities for cumulative knowledge building.

The unresolved conceptual and empirical fragmentation surrounding organizational AI readiness presents substantial scientific and managerial implications because organizations increasingly require comprehensive readiness frameworks capable of guiding strategic AI transformation under conditions characterized by technological uncertainty, organizational complexity, and accelerating competitive pressure. Business leaders must simultaneously coordinate technological investment, governance mechanisms, workforce capabilities, organizational culture, and

strategic alignment, yet existing literature provides fragmented guidance that rarely explains how these organizational elements collectively influence AI implementation success across diverse business contexts (González-Reyes et al., 2026; Santiago-Torner et al., 2026). Scholars similarly face challenges in advancing cumulative theory because inconsistent conceptualizations, heterogeneous measurement dimensions, and uneven sectoral representation restrict meaningful comparison between empirical findings and impede the development of broadly applicable theoretical models (Muhyi et al., 2024; Kalleparambil & Akoum, 2025). These unresolved issues reinforce the necessity of systematically organizing the expanding body of knowledge before additional empirical investigations further diversify an already fragmented research landscape.

Within the evolving literature on AI adoption and digital transformation, a scoping review offers an appropriate methodological strategy for addressing these challenges because it enables systematic mapping of conceptual diversity, methodological patterns, contextual distributions, and emerging knowledge gaps without restricting synthesis to narrowly defined intervention effects. Previous systematic reviews have predominantly concentrated on AI leadership, AI adoption within individual industries, or technology-specific implementation issues, producing important yet compartmentalized contributions that seldom position organizational AI readiness as the central analytical construct across business administration research (Siljeur et al., 2025; Santiago-Torner et al., 2026; Fares et al., 2022). Existing mapping studies have also emphasized publication characteristics and future agendas while providing limited integration of conceptual definitions, measurement dimensions, organizational contexts, and research methodologies into a unified analytical perspective (Muhyi et al., 2024). Positioning organizational AI readiness as the focal construct across diverse organizational settings therefore represents an important opportunity to consolidate dispersed evidence into a coherent body of administrative knowledge capable of informing future theoretical refinement.

The present study occupies a distinct position within this scholarly landscape by examining organizational AI readiness as a multidimensional organizational capability that transcends sector-specific applications, disciplinary boundaries, and isolated implementation contexts. Rather than reviewing AI adoption from the perspective of individual industries or managerial functions, this research systematically maps how organizational AI readiness has been defined, operationalized, measured, and investigated across the broader field of business administration while simultaneously identifying dominant research themes, methodological trajectories, geographical distributions, and underexplored contexts. Such positioning enables the integration of fragmented conceptual streams into a more coherent understanding of organizational readiness while establishing clearer relationships among strategic, organizational, technological, governance, and human capability dimensions. The resulting synthesis is expected to provide a stronger conceptual foundation for future empirical investigations seeking to develop more robust and transferable models of AI readiness across organizational environments.

This study aims to systematically map the intellectual landscape of Organizational AI Readiness research in Business Administration by synthesizing conceptual definitions, analytical dimensions, measurement approaches, organizational contexts, and methodological developments through a scoping review approach. The research further seeks to identify persistent knowledge gaps, reveal emerging research trajectories, and organize fragmented evidence into a coherent conceptual structure capable of supporting cumulative theoretical advancement within the field. Beyond generating a comprehensive evidence map, the study is intended to establish an integrated foundation for future empirical investigations and conceptual model development concerning organizational AI readiness in increasingly AI-driven business environments. Its expected contribution lies in strengthening theoretical clarity, improving methodological transparency for future evidence syntheses, and providing a comprehensive research agenda that advances organizational AI readiness as a mature domain of business administration scholarship.

METHOD

Research Design

This study employed a descriptive bibliometric analysis combined with narrative synthesis to systematically map the development of organizational artificial intelligence (AI) readiness research within the field of business administration. The bibliometric component was intended to describe the distribution of publications according to publication year, research design, organizational context, and thematic focus, while the narrative synthesis was used to critically integrate empirical findings and conceptual perspectives emerging from the selected studies. Rather than statistically aggregating research outcomes, this approach emphasizes the identification of intellectual trends, conceptual convergence, and unresolved research gaps that characterize the evolution of organizational AI readiness literature.

Literature Search Strategy

The literature search was conducted exclusively in the Scopus database because it indexes high-quality peer-reviewed journals in business administration, management, organizational studies, information systems, and related interdisciplinary fields. The search was undertaken in June 2026 using combinations of the keywords "organizational

AI readiness," "AI readiness," "artificial intelligence readiness," "organizational readiness," "AI adoption," and "business administration". Only journal articles published in English between 2019 and 2026 were considered to ensure that the review reflected contemporary developments following the rapid advancement of artificial intelligence technologies in organizational environments.

Table 1. Literature Search Strategy

Item	Description
Database	Scopus
Search period	June 2026
Publication years	2019–2026
Document type	Journal articles
Language	English
Subject areas	Business, Management, Organization Studies, Information Systems
Search keywords	"organizational AI readiness", "AI readiness", "artificial intelligence readiness", "organizational readiness", "AI adoption", "business administration"
Initial records identified	236

The search strategy was designed to maximize the retrieval of studies explicitly discussing organizational readiness for artificial intelligence in business organizations. Restricting the search to peer-reviewed journal articles ensured methodological rigor and academic reliability across the reviewed literature. The initial search yielded 236 potentially relevant publications prior to the screening and eligibility assessment stages.

Article Screening Procedure

The study adopted a PRISMA-inspired screening process consisting of identification, duplicate removal, title and abstract screening, full-text eligibility assessment, and final article inclusion. Each publication was evaluated according to predefined inclusion criteria, namely direct relevance to organizational AI readiness, business administration context, availability of complete full-text articles, and publication in peer-reviewed journals. Articles focusing exclusively on technical AI algorithms without organizational or managerial perspectives were excluded from further analysis.

Table 2. PRISMA Screening Results

Screening Stage	Number of Articles
Initial search	236
Duplicate records removed	18
Records screened	218
Excluded after title and abstract screening	138
Full-text articles assessed	80
Excluded after eligibility assessment	30
Final included studies	50

The screening procedure substantially reduced the number of retrieved publications by eliminating duplicate records and studies that did not explicitly investigate organizational AI readiness. Most excluded articles emphasized AI technologies or algorithmic development without addressing organizational preparedness, managerial capability, or strategic implementation. The final dataset consisted of 50 studies, representing the most relevant body of literature for the present scoping review.

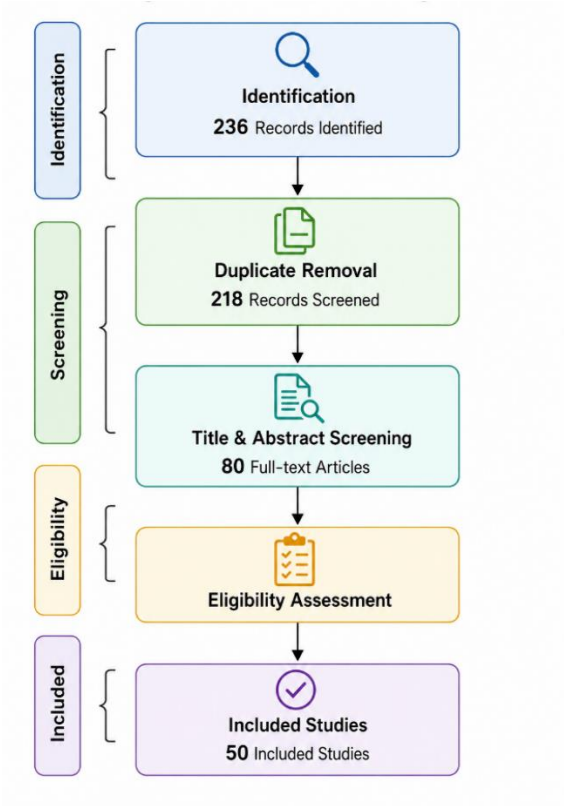

Figure 1. PRISMA Flow Diagram

Descriptive Characteristics of Included Studies

Following the screening procedure, descriptive bibliometric analysis was performed to identify the methodological characteristics and organizational contexts represented in the selected studies. The analysis focused on publication type and research setting to provide an overview of how organizational AI readiness has been investigated across different organizational environments. This descriptive mapping formed the basis for the subsequent thematic synthesis.

Table 3. Characteristics of Included Studies

Characteristic	Frequency	Percentage (%)
Empirical study	30	60.0
Literature review	13	26.0
Conceptual paper	7	14.0
Public sector	13	26.0
Private sector	21	42.0
SMEs	10	20.0
Mixed sectors	6	12.0

The reviewed literature demonstrates that empirical research dominates organizational AI readiness studies, accounting for 60% of the included publications. Private-sector organizations constitute the most frequently investigated research setting, reflecting growing industrial interest in organizational AI implementation. Although public organizations and SMEs have received increasing scholarly attention, their representation remains comparatively limited, indicating opportunities for future comparative investigations.

Descriptive Bibliometric Analysis

The descriptive bibliometric analysis examined annual publication trends to illustrate the development of organizational AI readiness research over time. Rather than measuring citation networks or co-authorship structures, the analysis focused on publication productivity as an indicator of scholarly attention within the field. This approach provides a chronological overview of how interest in organizational AI readiness has evolved.

Table 4. Publication Distribution by Year

Year	Publications
2019	2
2020	3
2021	4
2022	6
2023	8
2024	11
2025	9
2026	7
Total	50

The annual publication trend indicates a gradual increase in scholarly attention beginning in 2022, followed by substantial growth during 2023 and 2024. The highest publication output occurred in 2024, suggesting that organizational AI readiness has become a central research agenda in business administration alongside the widespread adoption of generative artificial intelligence. Continued publication activity throughout 2025 and 2026 further demonstrates that organizational readiness remains an expanding area of international research.

Narrative Synthesis

The final stage of the study employed narrative synthesis to integrate the principal research themes emerging from the included literature. Rather than statistically combining research findings, this synthesis compared conceptual arguments, empirical evidence, and theoretical perspectives to identify recurring patterns and emerging directions. Thematic categorization was performed iteratively through repeated reading of the selected articles until stable thematic clusters were established.

Table 5. Emerging Research Themes

Research Theme	Number of Studies
Organizational readiness dimensions	18
Leadership and governance	10
AI adoption strategy	9
Human capability and digital competence	7
AI implementation barriers	6
Total	50

The narrative synthesis identifies organizational readiness dimensions as the most extensively investigated theme within the current literature, highlighting the importance of strategic alignment, organizational capability, and technological preparedness. Leadership, governance, and AI adoption strategy emerge as complementary factors that collectively influence successful organizational AI implementation rather than functioning as isolated constructs. Although substantial progress has been made in understanding organizational AI readiness, relatively few studies integrate these thematic dimensions into a comprehensive theoretical framework, suggesting an important direction for future research in business administration.

RESULTS

Publication Trend of Organizational AI Readiness Research

The first stage of the bibliometric analysis examined the annual distribution of publications to identify the evolution of scholarly interest in organizational AI readiness within the business administration literature. The publication trend reflects the increasing academic attention devoted to organizational preparedness for artificial intelligence implementation. Table 6 presents the annual publication distribution of the fifty selected studies.

Table 6. Annual Distribution of Publications

Year	Number of Publications	Percentage (%)
2019	2	4.0
2020	3	6.0
2021	4	8.0
2022	6	12.0
2023	8	16.0
2024	11	22.0
2025	9	18.0
2026	7	14.0
Total	50	100.0

The publication trend demonstrates a continuous increase in scholarly interest beginning in 2022, indicating that organizational AI readiness has emerged as an increasingly important research agenda following rapid advancements in artificial intelligence technologies. The largest number of publications appeared in 2024, representing approximately one-fifth of the total literature reviewed, which coincides with the widespread organizational adoption of generative AI applications. Although the number of publications slightly declined during 2025 and 2026, research productivity remained substantially higher than in the early years, suggesting that the topic has entered a stage of sustained academic development rather than temporary popularity. This pattern reflects the transition of organizational AI readiness from an emerging concept into a mature research domain within business administration.

Research Design Characteristics

To understand the methodological orientation of existing research, the selected studies were classified according to their research design. This classification illustrates the balance between empirical evidence and conceptual development in the organizational AI readiness literature.

Table 7. Research Design Distribution

Research Design	Frequency	Percentage (%)
Empirical studies	30	60.0
Systematic literature reviews	9	18.0
Scoping reviews	4	8.0
Bibliometric reviews	3	6.0
Conceptual papers	4	8.0
Total	50	100.0

Empirical investigations dominate the existing literature, accounting for sixty percent of the reviewed publications, demonstrating that researchers increasingly seek to validate organizational AI readiness frameworks using organizational data. Review-based studies collectively represent a considerable proportion of the literature, indicating ongoing efforts to consolidate fragmented knowledge across multiple disciplines. Bibliometric and scoping reviews have become increasingly common in recent years because the rapid expansion of AI research requires structured evidence synthesis. The coexistence of empirical and review-oriented studies suggests that the field is simultaneously experiencing theoretical refinement and empirical validation.

Organizational Context of AI Readiness Research

The reviewed publications were further categorized according to the organizational contexts investigated. This analysis identifies which organizational environments have received the greatest scholarly attention and highlights underrepresented sectors requiring future investigation.

Table 8. Organizational Context of Reviewed Studies

Organizational Context	Frequency	Percentage (%)
Private companies	21	42.0
Public organizations	13	26.0
Small and Medium Enterprises (SMEs)	10	20.0
Mixed organizational settings	6	12.0
Total	50	100.0

Private-sector organizations constitute the most frequently investigated research context, reflecting strong industrial interest in leveraging artificial intelligence to improve competitiveness and operational performance. Public organizations represent approximately one-quarter of the reviewed studies, indicating growing recognition that AI readiness is equally important within government institutions and public service organizations. Research involving SMEs remains relatively limited despite their strategic contribution to economic development, suggesting that organizational readiness among resource-constrained firms deserves greater scholarly attention. The comparatively small number of studies examining mixed organizational settings also indicates limited comparative evidence regarding contextual differences in AI readiness across sectors.

Geographic Distribution of Research

The bibliometric mapping also examined the geographical origin of the reviewed studies to identify global patterns in organizational AI readiness research.

Table 9. Geographic Distribution of Publications

Region	Frequency	Percentage (%)
Europe	17	34.0
Asia	15	30.0
North America	9	18.0
Middle East	4	8.0
Oceania	3	6.0
Africa	2	4.0
Total	50	100.0

European institutions contribute the largest proportion of publications, indicating their strong engagement in organizational digital transformation and AI governance research. Asian countries have experienced substantial publication growth, reflecting accelerated AI adoption across emerging and developed economies. Contributions from Africa and Oceania remain relatively limited, demonstrating an imbalance in global evidence regarding organizational AI readiness. These findings indicate that future comparative research should broaden geographical representation to improve the generalizability of organizational readiness frameworks.

Dominant Research Themes

Narrative synthesis was subsequently conducted to identify recurring conceptual themes discussed throughout the selected literature. The thematic mapping provides an overview of the principal research directions that currently characterize organizational AI readiness studies.

Table 10. Dominant Research Themes

Research Theme	Frequency
Organizational readiness dimensions	18
Leadership and governance	10
AI adoption strategy	9
Human capability and digital competence	7
AI implementation barriers	6
Total	50

Organizational readiness dimensions emerge as the dominant research theme, emphasizing technological capability, organizational culture, strategic alignment, and resource preparedness as essential antecedents of successful AI implementation. Leadership and governance constitute the second most frequently discussed topic, demonstrating increasing recognition that managerial commitment significantly influences organizational readiness. Human capability and digital competence also appear consistently across the literature, although they are often examined separately from broader organizational readiness frameworks. The thematic distribution suggests that existing research has concentrated on identifying individual readiness factors rather than developing integrated models that simultaneously capture technological, organizational, managerial, and human dimensions.

Evolution of Organizational AI Readiness Perspectives

The final stage of the narrative synthesis explored how the conceptual understanding of organizational AI readiness has evolved across the reviewed literature.

Table 11. Evolution of Conceptual Perspectives

Research Period	Dominant Perspective
2019–2020	Technology adoption readiness
2021–2022	Digital transformation capability
2023–2024	Strategic organizational readiness
2025–2026	Integrated AI governance and organizational capability

The conceptual evolution demonstrates that organizational AI readiness has shifted from a predominantly technological perspective toward a broader organizational and strategic orientation. Early studies primarily emphasized technological infrastructure and adoption capability, whereas more recent publications increasingly recognize leadership, governance, organizational learning, and workforce capability as integral readiness components. Recent studies also indicate a growing emphasis on responsible AI implementation, ethical governance, and strategic alignment, reflecting the maturation of organizational AI readiness research. This conceptual progression suggests that future theoretical development should integrate technological readiness with organizational capabilities, governance mechanisms, and human resource preparedness into comprehensive multidimensional frameworks suitable for business administration research.

DISCUSSION

Evolution of Organizational AI Readiness Research

The findings presented in Table 6 demonstrate a clear upward trajectory in scholarly publications concerning organizational AI readiness between 2019 and 2026. Although only two studies were published in 2019, the number increased steadily to eleven publications in 2024 before stabilizing at relatively high levels during 2025 and 2026, indicating that organizational AI readiness has transitioned from an emerging topic into a well-established research stream within business administration. From the perspective of Innovation Diffusion Theory (Rogers, 2003), this publication pattern reflects the diffusion of artificial intelligence from an experimental technological innovation toward a broadly institutionalized organizational capability. The acceleration of research activity after 2022 corresponds closely with the rapid commercialization of generative AI technologies, which fundamentally transformed organizational expectations regarding digital competitiveness and strategic innovation (Ali et al., 2026; González-Reyes et al., 2026).

The observed growth also illustrates that scholarly attention has progressively shifted beyond technical AI development toward organizational preparedness as a prerequisite for successful AI implementation. Earlier investigations frequently concentrated on technology adoption, automation, and infrastructure readiness, whereas more recent studies increasingly emphasize leadership capability, governance structures, organizational learning, and strategic alignment as essential determinants of AI readiness (Muhyi et al., 2024; Santiago-Torner et al., 2026). This conceptual transition suggests that organizational readiness is no longer interpreted solely as technological preparedness but rather as an integrated organizational capability encompassing managerial, cultural, structural, and human dimensions. Such a transformation reflects the broader evolution of business administration scholarship, where digital transformation is increasingly understood as an organizational change process rather than merely a technological investment.

Another important implication of the publication trend concerns the maturation of the scientific field itself. The continuous increase in publications during 2023–2026 indicates that organizational AI readiness has developed sufficient theoretical diversity to support multiple streams of inquiry, including strategic management, organizational behavior, innovation management, digital transformation, and human resource development. Similar patterns of scholarly maturation have been reported in reviews examining AI leadership, AI literacy, and organizational innovation, all of which identify increasing theoretical convergence alongside growing interdisciplinary integration (Han, 2025; Arar et al., 2025; Eriksen, 2025). Rather than representing isolated disciplinary developments, these parallel research trajectories collectively demonstrate that AI readiness has become an interdisciplinary organizational phenomenon requiring comprehensive analytical frameworks.

From a business administration perspective, the increasing volume of publications also reflects changing organizational priorities in response to intensifying competitive pressures created by artificial intelligence. Organizations are no longer primarily concerned with whether AI technologies should be adopted but increasingly seek to determine whether their internal capabilities are sufficiently prepared to support sustainable AI implementation and organizational transformation. This interpretation is consistent with the Resource-Based View, which argues that long-term competitive advantage depends less on technological acquisition than on an organization's ability to integrate valuable, rare, and difficult-to-imitate organizational resources into strategic capabilities. Consequently, the publication trend identified in this review represents not merely quantitative academic growth but also qualitative evidence that organizational AI readiness has evolved into a strategic research domain that bridges technological innovation, organizational capability development, and sustainable competitive advantage.

Methodological Development of Organizational AI Readiness Studies

The findings presented in Table 7 demonstrate that empirical studies constitute the largest methodological category, representing 60.0% of the reviewed literature, whereas review-oriented studies—including systematic literature reviews (18.0%), scoping reviews (8.0%), and bibliometric reviews (6.0%)—collectively account for 32.0% of all publications. This methodological distribution indicates that organizational AI readiness research has gradually progressed from conceptual exploration toward empirical validation, reflecting the increasing maturity of the research field. From the perspective of organizational research methodology, this evolution corresponds to the cumulative knowledge development model, whereby conceptual frameworks are progressively refined through empirical verification before being consolidated into broader theoretical syntheses. The predominance of empirical investigations therefore signifies that organizational AI readiness has evolved beyond a purely theoretical discourse into an evidence-based domain capable of informing organizational decision-making and strategic management.

The dominance of empirical research also reflects the increasing demand for context-specific evidence capable of explaining variations in AI readiness across different organizational environments. Most empirical investigations attempt to operationalize organizational readiness through multidimensional constructs encompassing technological infrastructure, leadership commitment, organizational culture, employee competence, strategic alignment, and resource availability, indicating that researchers increasingly recognize organizational readiness as a complex organizational capability rather than a single technological attribute. Similar observations were reported by Muhyi et al. (2024), who argued that organizational AI readiness should be evaluated through integrated organizational dimensions instead of isolated technological indicators. Kalleparambil and Akoum (2025) further demonstrated that successful AI implementation, particularly among SMEs, depends on the interaction between managerial capability, organizational learning, and digital readiness rather than technological investment alone.

The substantial proportion of review-based publications identified in this study further illustrates the rapid expansion of organizational AI readiness research, which has generated increasing demand for systematic evidence synthesis capable of consolidating fragmented knowledge across multiple disciplines. Systematic literature reviews, scoping reviews, and bibliometric analyses increasingly function as mechanisms for identifying conceptual convergence, emerging research themes, and unresolved theoretical inconsistencies that cannot easily be detected through individual empirical investigations. González-Reyes et al. (2026) emphasized that review-based

methodologies are becoming essential for understanding the evolving relationship between AI and organizational leadership because empirical findings frequently emerge from diverse theoretical traditions and organizational contexts. Comparable developments have also been observed across adjacent AI-related disciplines, including international marketing (Siljeur et al., 2025), banking (Fares et al., 2022), customer relationship management (Ledro et al., 2022), and digital innovation among SMEs (Ramdani et al., 2022), suggesting that evidence synthesis has become an indispensable methodological approach for organizing increasingly complex AI scholarship.

Despite the considerable methodological diversification identified in the reviewed literature, the present findings also reveal persistent limitations regarding methodological integration and theoretical consistency. Most empirical studies continue to investigate individual determinants of organizational AI readiness independently, whereas review-based studies primarily summarize existing evidence without proposing unified multidimensional frameworks capable of integrating technological capability, organizational governance, strategic leadership, workforce competence, and institutional readiness into a coherent explanatory model. From the perspective of the Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997), such fragmentation restricts the ability of existing research to explain how organizations continuously develop, reconfigure, and sustain AI readiness under rapidly changing technological environments. The methodological landscape identified in this scoping review therefore suggests that future business administration research should move beyond isolated empirical validation toward integrative methodological designs capable of combining quantitative evidence, qualitative organizational insights, and comprehensive theoretical synthesis to develop more robust organizational AI readiness frameworks.

Organizational Context and AI Readiness

The results presented in Table 8 indicate that private-sector organizations constitute the dominant research setting, accounting for 42.0% of the reviewed studies, followed by public organizations (26.0%), small and medium-sized enterprises (SMEs) (20.0%), and mixed organizational settings (12.0%). This distribution demonstrates that organizational AI readiness has been predominantly examined within business environments where competitive advantage, operational efficiency, and innovation capability represent strategic priorities. From the perspective of the Resource-Based View (RBV), organizations invest in AI readiness because sustainable competitive advantage depends not merely on acquiring advanced technologies but on developing unique organizational capabilities that competitors cannot easily replicate. The prominence of private-sector research therefore reflects the increasing recognition that AI readiness functions as a strategic organizational resource capable of strengthening organizational performance through improved decision-making, operational agility, and innovation capacity.

The predominance of private organizations also suggests that AI adoption is increasingly perceived as an organizational transformation initiative rather than a purely technological investment. Studies focusing on business organizations consistently emphasize the interaction between leadership commitment, organizational culture, technological infrastructure, workforce competence, and strategic alignment as critical determinants of AI readiness (Muhyi et al., 2024; Ali et al., 2026). Similar observations are reported in customer relationship management, financial services, procurement, and strategic decision-making, where organizational readiness significantly influences the effectiveness of AI implementation and organizational value creation (Ledro et al., 2022; Hentzen et al., 2022; Berbig et al., 2026; Vudugula et al., 2023). These findings reinforce the proposition of the Technology–Organization–Environment (TOE) Framework, which argues that successful technological innovation depends on the interaction between technological capability, organizational readiness, and external environmental conditions rather than technological sophistication alone.

Although public-sector organizations account for more than one-quarter of the reviewed literature, their representation remains substantially lower than that of private enterprises, reflecting important differences in organizational objectives, governance mechanisms, and institutional constraints. Public organizations frequently encounter more complex administrative procedures, regulatory obligations, and accountability requirements that influence the pace and nature of AI adoption (Neumann et al., 2024; Wirtz et al., 2022). Comparable governance challenges are also evident in research concerning research funding institutions, educational organizations, and non-governmental organizations, where AI implementation must balance technological innovation with ethical accountability, stakeholder legitimacy, and institutional transparency (Blatch-Jones et al., 2024; Asriadi & Andriani, 2026; Rotter & Bailkoski, 2026). These organizational characteristics suggest that AI readiness within public institutions extends beyond technological preparedness to encompass governance capability, policy alignment, and institutional legitimacy, thereby requiring different theoretical explanations than those commonly applied in competitive business environments.

The relatively limited representation of SMEs and mixed organizational settings highlights an important empirical gap within the organizational AI readiness literature. SMEs often experience resource constraints, limited digital capability, managerial skill shortages, and financial uncertainty that fundamentally influence organizational readiness and AI adoption strategies (Kalleparambil & Akoum, 2025; Maharani, 2023; Schwaeke et al., 2025;

Ghobakhloo et al., 2022). These challenges indicate that organizational readiness frameworks developed for large corporations cannot automatically be generalized to smaller organizations because differences in organizational resources, strategic flexibility, and institutional environments significantly affect readiness dynamics. Viewed through the lens of Contingency Theory, the findings imply that organizational AI readiness should be interpreted as a context-dependent capability whose determinants vary according to organizational size, sector, governance structure, and environmental complexity, emphasizing the need for future business administration research to develop more adaptive and context-sensitive organizational readiness models.

Geographic Trends and Research Themes

The findings presented in Tables 9 and 10 reveal that organizational AI readiness research has developed unevenly across geographical regions while simultaneously converging around several dominant conceptual themes. Europe contributes the largest proportion of publications (34.0%), followed closely by Asia (30.0%), whereas North America, the Middle East, Oceania, and Africa collectively account for less than half of the reviewed studies. This geographical distribution suggests that the advancement of organizational AI readiness research is influenced not only by technological capability but also by institutional environments, policy priorities, and regional innovation ecosystems. From the perspective of Institutional Theory, organizations embedded within mature digital ecosystems tend to experience stronger regulatory support, greater knowledge diffusion, and more intensive competitive pressure, thereby accelerating both AI adoption and scholarly investigation into organizational readiness.

The dominance of European publications can be interpreted as a consequence of the region's longstanding emphasis on digital governance, responsible artificial intelligence, and strategic organizational transformation. Numerous European studies increasingly conceptualize AI readiness as a multidimensional capability encompassing leadership, governance, organizational strategy, workforce development, and ethical implementation rather than technological preparedness alone (González-Reyes et al., 2026; Santiago-Torner et al., 2026). Similar strategic perspectives are evident in research addressing AI alignment within educational organizations, organizational leadership, and international digital transformation, where institutional planning and governance mechanisms are consistently identified as critical determinants of organizational readiness (Georgiadis & Konstantinidis, 2026; Mohtada et al., 2026; Tashakori & Sobhanifard, 2026). These findings indicate that European scholarship has increasingly shifted toward understanding AI readiness as an organizational capability embedded within broader institutional and strategic management processes.

Asian publications account for nearly one-third of the reviewed literature, demonstrating the region's rapidly expanding contribution to organizational AI readiness research alongside accelerated digital transformation across emerging and advanced economies. Unlike many European investigations that emphasize governance and institutional alignment, studies conducted within Asian contexts frequently focus on organizational capability development, digital innovation, SME transformation, and managerial readiness as practical determinants of successful AI implementation (Maharani, 2023; Muhyi et al., 2024; Ramdani et al., 2022). Research examining AI adoption in manufacturing, entrepreneurship, knowledge management, procurement, project management, and business management similarly illustrates that organizations increasingly perceive AI readiness as an essential strategic capability supporting competitiveness, innovation, and organizational resilience (Firmansyah & Umar, 2023; Ardi et al., 2026; Berbig et al., 2026; Dani et al., 2026; Ali et al., 2026). This regional variation suggests that organizational AI readiness evolves according to differences in economic structure, industrial priorities, and digital transformation strategies, reinforcing the contextual nature of organizational capability development.

The thematic synthesis further demonstrates that organizational readiness dimensions, leadership and governance, AI adoption strategy, human capability and digital competence, and AI implementation barriers constitute the principal intellectual foundations of the current literature. These themes collectively support the proposition of the Strategic Alignment Theory, which argues that organizational performance depends upon the alignment between organizational strategy, technological capability, human resources, governance structures, and operational processes rather than excellence in any single organizational component. Comparable multidimensional patterns have also been identified across studies examining AI implementation in healthcare, human resource development, medical education, AI literacy, workplace readiness, financial risk management, digital ethics, technology procurement, organizational innovation, lifecycle management, and generative AI adoption, all of which emphasize that sustainable AI implementation requires simultaneous development of technological, organizational, managerial, and human capabilities (Gordon et al., 2024; Hu et al., 2025; Theodorakopoulos et al., 2025; Tang et al., 2023; Khan et al., 2024; Hunter et al.; Singh et al; Derecho et al., 2024; De La Torre-López et al., 2024; Mendes & França, 2025; Yoon et al., 2024). Collectively, these findings indicate that future organizational AI readiness research should prioritize the integration of these interconnected dimensions into comprehensive theoretical models capable of explaining organizational preparedness across diverse institutional and geographical contexts.

Evolution of Organizational AI Readiness Perspectives and Future Research Agenda

The findings presented in Table 11 indicate that the conceptualization of organizational AI readiness has experienced a substantial transformation over the reviewed period, evolving from a predominantly technology-oriented perspective toward a multidimensional organizational capability framework. During the 2019–2020 period, organizational readiness was primarily interpreted as an organization's technological preparedness, emphasizing infrastructure availability, system compatibility, and the initial adoption of AI-enabled applications. This technological orientation is consistent with early studies examining AI adoption within financial services, customer relationship management, and manufacturing environments, where organizational success was largely associated with the deployment of advanced digital technologies rather than broader organizational transformation (Fares et al., 2022; Ledro et al., 2022; Ghobakhloo et al., 2022). From the perspective of the Dynamic Capability Theory, this initial stage reflects organizations' emphasis on developing operational capabilities rather than higher-order capabilities required to continuously sense technological change, seize emerging opportunities, and reconfigure organizational resources in response to rapidly evolving AI ecosystems.

The transition observed during 2021–2022 and particularly throughout 2023–2024 demonstrates that scholars increasingly recognized AI readiness as an organizational capability extending beyond technological assets toward strategic alignment, leadership commitment, organizational learning, and human capital development. The reviewed studies consistently show that AI implementation becomes sustainable only when organizations successfully integrate technological resources with managerial decision-making, governance mechanisms, employee competencies, and organizational culture. Such findings strongly correspond with the Knowledge-Based View (KBV), which argues that organizational competitiveness originates from the creation, integration, and utilization of strategic knowledge embedded within organizational members rather than from technological resources alone. This broader conceptualization is reflected across studies investigating AI leadership, organizational governance, strategic decision-making, AI literacy, digital competence, organizational innovation, knowledge management, and human resource development, all of which emphasize knowledge integration as the foundation of organizational readiness (Igbinovia et al., 2026; Ekuma, 2024; Dasaklis et al., 2025).

The most recent literature reviewed for the 2025–2026 period further illustrates a conceptual shift toward integrated AI governance, organizational resilience, and adaptive capability, indicating that AI readiness has become inseparable from continuous organizational learning. Rather than evaluating readiness solely through infrastructure, skills, or leadership independently, contemporary studies increasingly conceptualize readiness as the collective organizational capacity to continuously acquire, disseminate, reinterpret, and institutionalize knowledge while responding to technological uncertainty. This evolution closely aligns with Organizational Learning Theory, which emphasizes that organizations achieve sustainable competitive advantage by continuously transforming experience into institutional knowledge capable of supporting strategic adaptation. Evidence from recent systematic and scoping reviews concerning procurement governance, AI lifecycle management, responsible innovation, digital transformation resilience, project management, organizational leadership, entrepreneurship education, healthcare transformation, and AI adoption across multiple organizational settings consistently reinforces this organizational learning perspective (de Mello et al.; Sulistyowati et al.; Lin et al., 2026; Mussa & Dagada, 2025).

The evolution identified throughout this scoping review simultaneously exposes several important directions for future research within business administration. Existing studies remain fragmented across industrial sectors, organizational scales, and disciplinary perspectives, resulting in the absence of a universally accepted multidimensional organizational AI readiness framework capable of integrating technological capability, strategic leadership, governance quality, organizational culture, knowledge management, workforce readiness, ethical AI governance, and continuous organizational learning into a unified explanatory model. Comparative empirical investigations involving SMEs, multinational corporations, public organizations, non-governmental organizations, educational institutions, healthcare systems, and cross-country organizational settings should therefore become a major priority for future scholarship to improve theoretical generalizability and practical applicability (Kalleparambil & Akoum, 2025). Such an integrative research agenda would enable organizational AI readiness to evolve from a descriptive assessment tool into a comprehensive strategic capability framework capable of explaining organizational adaptation, sustainable innovation, and long-term competitive advantage in increasingly AI-driven business environments.

CONCLUSION

This study concludes that organizational AI readiness has developed into a multidimensional research domain within business administration, reflecting a fundamental shift from technology-oriented perspectives toward broader organizational capability frameworks. The synthesis of existing literature demonstrates that AI readiness is increasingly understood as an interconnected capability involving technological preparedness, strategic alignment, leadership commitment, governance mechanisms, organizational culture, and human competence. Rather than

representing a single organizational attribute, AI readiness has evolved as a dynamic capability that enables organizations to integrate artificial intelligence into decision-making processes, operational activities, and long-term strategic transformation. This study contributes to the consolidation of fragmented knowledge by organizing diverse conceptual perspectives, methodological approaches, organizational contexts, and research trajectories into a coherent understanding of how organizational readiness for AI has been conceptualized and investigated within business administration scholarship.

The findings provide several theoretical and practical implications. From a theoretical perspective, this research strengthens the emerging discourse on organizational AI readiness by positioning it as an integrative organizational capability rather than merely an antecedent of technology adoption. The study provides a conceptual foundation for future scholars to develop more comprehensive models that combine technological, managerial, human, and governance dimensions within a unified analytical framework. From a managerial perspective, the findings emphasize that successful AI transformation requires organizations to move beyond technological investment and develop complementary capabilities, including leadership capacity, workforce preparedness, ethical governance, and organizational learning mechanisms. For policymakers and broader society, this research highlights the importance of supporting inclusive AI readiness development by improving digital capability, institutional preparedness, and responsible AI practices, ensuring that AI-driven transformation generates sustainable organizational and societal value.

Nevertheless, this study has several boundaries that should be acknowledged. First, the review was limited to journal articles indexed in the Scopus database and published in English between 2019 and 2026, which may exclude relevant contributions from other databases, non-English publications, conference proceedings, and emerging practitioner-oriented sources. Second, although the scoping review approach enables comprehensive mapping of conceptual and methodological patterns, it does not evaluate the causal relationships or empirical effectiveness of specific AI readiness dimensions across organizational settings. Third, the synthesis reflects the available evidence within the selected literature and may therefore be influenced by existing geographical and sectoral imbalances, particularly the concentration of studies in developed research ecosystems and private-sector organizations.

Future research should extend this knowledge base by developing and empirically validating integrated organizational AI readiness frameworks that account for differences in organizational size, industry characteristics, institutional environments, and technological maturity. Subsequent studies should prioritize longitudinal approaches to examine how organizations develop, maintain, and transform AI readiness over time, as well as comparative research involving SMEs, public institutions, multinational corporations, and organizations from underrepresented geographical regions. Future investigations should also explore emerging dimensions of AI readiness, including responsible AI governance, algorithmic accountability, organizational resilience, employee adaptation, and continuous learning capabilities. By identifying the evolution, structure, and limitations of current scholarship, this study contributes to the general public by providing a clearer understanding that successful AI adoption is not solely determined by access to advanced technologies but by the collective ability of organizations and societies to prepare, adapt, and govern AI implementation responsibly.

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AI DISCLOSURE STATEMENT

Artificial Intelligence (AI) tools, specifically ChatGPT developed by OpenAI, were utilized solely to assist in language refinement, grammar improvement, idea organization, and editorial support during the preparation of this manuscript. The AI tool was not used to generate research data, conduct literature selection, perform data extraction, undertake coding procedures, synthesize findings, interpret results, or formulate the study's conclusions.

All stages of the research process, including research design, study selection, quality appraisal, thematic analysis, meta-synthesis procedures, conceptual framework development, interpretation of findings, and final manuscript preparation, were conducted, reviewed, and validated by the author. The author assumes full responsibility for the accuracy, originality, integrity, and scholarly quality of the work presented in this article.

The use of AI complied with the ethical guidelines and publication standards applicable to academic research. No AI system was credited as an author, and all intellectual contributions, analytical judgments, and research decisions remain the sole responsibility of the author.

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