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Exploring the Organizational Readiness for AI Automotive After-Sales Services: A Systematic Literature Review

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Abstract

This report conducts a systematic literature review exploring the organizational readiness for AI including framework or model used in previous studies, the factors or components contribute for AI readiness and sectors that have been the focus of research on organizational readiness for AI. Datasets including journal articles have been retrieved from online databases in the period of 2014 to 2024. The study attempts to explore how systematic literature review was conducted and to answer the research question in this study by collecting, reviewing and synthesizing studies that related to AI and organizational readiness context. From trending topic of AI in 2016 to 2023, AI being the most frequent topic indicates its central role in current research within the automotive industry. But in the context of after-sales service in the automotive industry, the domain is not thoroughly explored in the context of AI. For the review protocol established in this study, which integrated into two stages, we identified 78 studies related to AI in organizations context. The results show that the studies addressing AI in organizational context was gradually increased from year 2022 to 2023. We observed that TOE is the most framework used in scholars for AI readiness in organizations. This study also reveals the top components of AI readiness such as leadership, HR roles, top management support and education and training are being explored. Despite many sectors that have been the focus of research on organizational readiness for AI, automotive after-sales sector is still infancy in the scholarly research.

Keywords: Artificial Intelligence, Organizational Readiness, Automotive Industry, After-Sales Services, Systematic Review

Introduction

The rising of artificial intelligence (AI) has generated a transformative wave across multiple industries, with the automotive sector emerging as a frontrunner in this technological

upheaval. AI's potential is broad, offering a lot of opportunities, yet it also demands that organizations navigate through a complex of challenges. At the heart of this navigation is what is termed "AI readiness" – a concept that represent an organization's preparedness to adopt and integrate AI into their business operations(Nortje & Grobbelaar, 2020). Despite its importance, the domain of AI readiness and adoption research is relatively nascent (Jöhnk, Weißert, & Wyrtki, 2020). Recent scholarly pursuits have begun to shed light on the readiness aspect of AI adoption in organizations (Uren & Edwards, 2023). However, achieving a state of AI readiness is complicated, requiring a harmonious blend of data availability, robust infrastructure, specialized expertise, and stringent governance frameworks (Herdhiyanto, Wirawan, & Rachmadi, 2023). The journey towards AI adoption intersects with diverse challenges, spanning organizational, technical, and individual dimensions (Baier & Seebacher, 2019). It is imperative for organizations to proactively confront these challenges, ensuring risk mitigation and the smooth assimilation of AI technologies (Jöhnk et al., 2020).

Recent academic research has highlighted the potential of Artificial Intelligent (AI) in transforming after-sales services in the automotive industry to enhance the service quality, operational efficiency and customer satisfaction. From the literature, it is clear that AI can enhance customer satisfaction (Daqar & Smoudy, 2019), reduce operational costs, and improve service efficiency. From an industry perspective, the adoption of AI varies considerably among industry sectors (Jan et al., 2023). The study from (Jan et al., 2023) indicate that although different industries share common issues, the adopted solutions are often specific to a particular industry sector and difficult to transfer to other sectors. In after-sales service automotive sector, although the industry is critical for customer satisfaction and retention, integration AI in after-sales automotive industry has not thoroughly explored, which address the gap in literature concerning after-sales market is one of economic sector related to the automotive industry that has received little attention (Laborda & Moral, 2020).

Advancements in AI have paved the way in automotive manufacturing sector, such as for autonomous vehicles to become a reality, with companies like Tesla, Waymo and Uber investing heavily in the development of self-driving cars. These vehicles have the potential to revolutionize transportation, making it safer, more efficient, and accessible to all. However, there are still challenges to overcome before autonomous vehicles can become mainstream, including regulatory hurdles, ethical considerations, and technical limitations. Research such as the study conducted by (Jain et al., 2021) will be crucial in addressing these challenges and shaping the future of autonomous vehicles. AI technologies indeed have a significant impact on the automotive after-sales services industry, especially in areas like predictive maintenance, customer support chatbots, and personalized service recommendations (Sliż, 2024). However, there are challenges such as data security concerns, interoperability issues, and the need for adequately trained staff when integrating AI into existing automotive service systems. Overcoming these hurdles is crucial for maximizing the benefits that AI can bring to after-sales services in the automotive sector.

According to the Government AI readiness Index 2023, prepared by Oxford Insights, Malaysia ranked was 23 with total score 68.71 points, compared to previous year ranked 29 with 67.37 points. It shows that AI plays an important role to accelerate the growth of country innovations in line with the global digital movement. As the pursuit of AI readiness becomes increasingly dynamic, organizations must diligently evaluate and refine their strategies to

align with the rapid advancements in AI capabilities and industry-specific trends. A proactive stance on the multifarious aspects of AI readiness not only prepares organizations for the future but also empowers them to unlock the full spectrum of benefits that AI offers in after-sales services, bolstering efficiency, enhancing customer satisfaction, and securing a competitive edge (Sjödin, Parida, Palmié, & Wincent, 2021). Research done by (Nguyen, Sidorova, & Torres, 2022) has identified existing research gaps and propose future research directions for IS scholars related to AI and organizations.

The aim of this research is to understand the broader context of organizational readiness for AI implementation, including technological, organizational, and environmental factors that influence AI readiness in the automotive industry. Therefore, systematic review approaches will be used to explore the organizational readiness concept for AI implementation. To achieve the main objective of this study, we propose three key questions. The research questions of this study are as below:

RQ1: What are the frameworks or model that used in the previous study of organizational readiness for AI implementation?
RQ2: What are the components of organizational readiness to adopt AI?
RQ3: What sectors have been the focus of research on organizational readiness for AI adoption?

Literature Review

The Role and Challenges of AI within Organizations

Artificial intelligence(AI) is transforming the way of business operational and improve the efficiency and quality of operations and systems in a different sector such as education, transport and health (Nortje & Grobbelaar, 2020). With additional, AI help organizations to improve their decision-making process, automate routine task (Duan, Edwards, & Dwivedi, 2019), and providing personalized experience to customer(Venkateswaran, 2023). In addition, AI have the potential to enhance customer experiences and improve satisfaction and loyalty (Daqar & Smoudy, 2019). By using AI technologies such as ChatGPT, organizations can provide 24/7 customer service, improving response times and reducing customer waiting times.

However, with new technology, there are challenges in adopting AI within organization. The organizations will take 18 to 36 months to fully implement AI and it shows AI transformation is complicated and lengthy (Tim Fountaine, Brian McCarthy, & Saleh, 2019). The implementation involves by analyzing the impacts, outcomes, and potential changes to be made before AI adoption (Lee, Scheepers, Lui, & Ngai, 2023). Many leaders acknowledged AI playing an important roles in organization's performance, but they lack of knowledge and less experience to deploy AI in their organization (Holmström, 2022).

Organizational Readiness for AI adoption

Research on the adoption and readiness of AI in organizations has been extensively reviewed, with scholars like (Chatterjee, Rana, Dwivedi, & Baabdullah, 2021) discussing frameworks to identify how environmental, technological, and social factors influence the adoption of Industry 4.0 in the context of digital manufacturing. Similarly, the work of (Imran, Shahzad, Butt, & Kantola, 2021) has been pivotal in examining the organizational challenges posed by digital transformation, resulting indicates that leadership, structures, and culture are the key

enablers of digital transformation that help industrial organizations to achieve performance outcomes. Furthermore, in this rapidly evolving world, customer demands, and high preferences create immense difficulty to the organizations. Changing customer behavior affects the firms to change the operating process and upgraded to innovative products and services to fulfil and satisfy customers (Rameshwar Dubey et al., 2020).

AI in Automotive Industry

The body of literature on the integration of artificial intelligence (AI) within the automotive industry has been growing exponentially, reflecting the sector's rapid evolution. The global automotive AI market is expected to experience significant growth in the coming years, with projections indicating that it could reach USD 17.67 billion by 2031, according to a study published by Towards Automotive, a sister firm of Precedence Research. This rapid expansion is driven by the increasing adoption of AI technologies across various aspects of the automotive ecosystem, from manufacturing and production to customer experiences and after-sales services (Suhaib Kamran et al., 2022). This trend suggests that it represents progress in the industry's research focus, from foundational technologies such as automation to advanced applications of AI to ensure responsiveness and foster innovation. Additionally, previous study from (Jain et al., 2021) explored recent technologies and practices of autonomous vehicle that expected to be the future of intelligent transportation. The research output related to autonomous vehicles underscoring the automotive industry's role as a key area of AI application.

After-Sales Service in Automotive Industry

The after-sales aspect of the automotive industry, although critical for customer satisfaction and retention, has not been as thoroughly explored in the context of AI. Notable exceptions include the studies by (Laborda & Moral, 2020) which address the gap in literature concerning after-sales market is one economic sector related to the automobile industry that has received little attention, both in theoretical and empirical economic analyses, that is growing in relevance and importance. Many of car manufactures are considering after-sales services as an additional business unit due to the profitability (Laborda & Moral, 2020). Moreover, the benefits using AI in after-sales support services has been study by (Daqar & Smoudy, 2019) and it’s highly recommended to employ AI in after-sales services. The potential AI tools such as ChatGPT can improve the efficiency in after-sales processes such as service reception, reception check-out, repair and maintenance and warranty claim processing that can lead to customer satisfaction (Sliż, 2024).

Research Methodology

To answer the research questions in this study, we use a systematic literature review (SLR) approach based on the guidelines recommended by (Kitchenham & Charters, 2007) which can be defined as a process of identifying, evaluating, and interpreting current literature and establishing the basis for qualitative synthesis and information extraction (Rathore, Shah, Shukla, Bentafat, & Bakiras, 2021). By comparing with the traditional literature review process, SLR is comparatively better organized, efficient and widely recognized method (Okoli, 2015).

Review Protocol

Systematic review protocol is a plan that describes of a researcher proposed systematic literature review, and a pre-defined protocol need to conduct to reduce researcher bias (Kitchenham & Charters, 2007). The review protocol contains such as background, research questions, search process, inclusion and exclusion criteria, primary study selection process, quality assessment, data collection, data analysis and dissemination (Kitchenham & Charters, 2007). Figure 2 shows the review protocol for this study adapted from Busalim and Ab Razak (2015).

Exclusion and Inclusion Criteria

In this study, exclusion and inclusion criteria conducted purposely to extract relevant information related to our study. Publication paper that discussed AI and organizational readiness that were published in academic journals were selected for inclusion in the study. Publication other than journal such as book chapter, conference paper and review, note, editorial and letter were excluded from consideration. In addition, those publications that full text content inaccessible and publication that published other than English language were also excluded. Duration of selected studies is from 2014 to 2024. Table 1 shows the exclusion and inclusion criteria for this study.

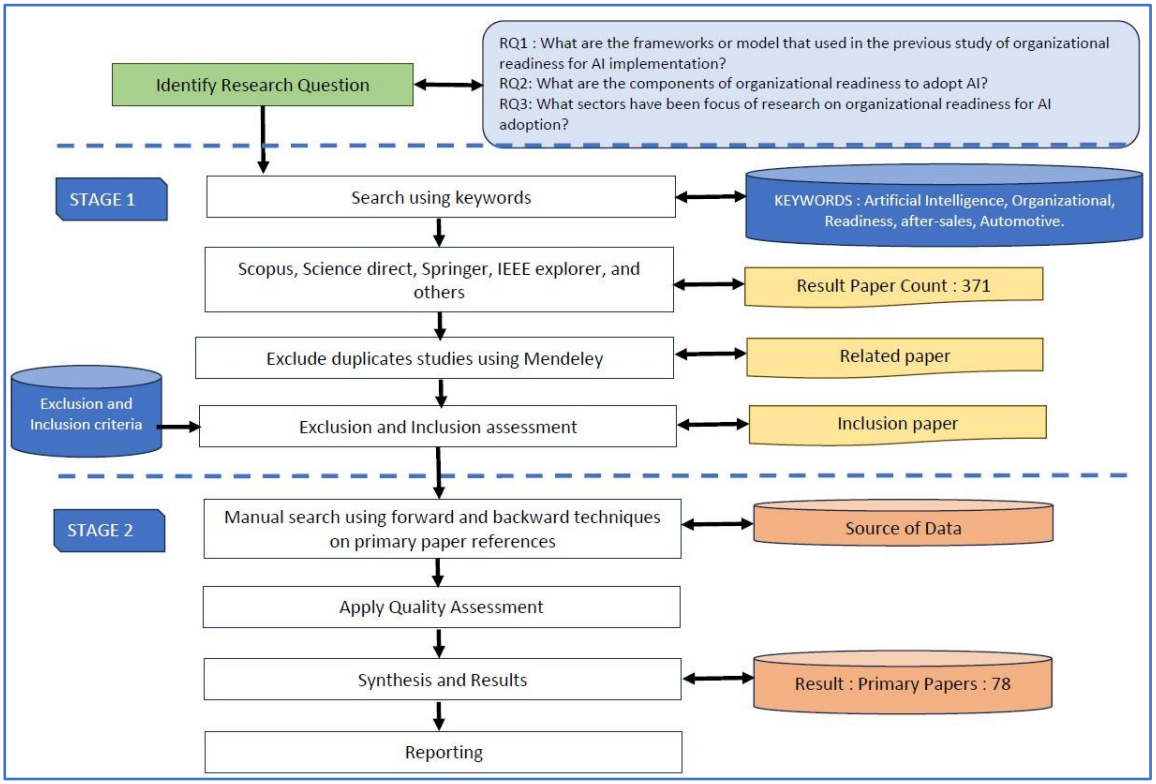

Figure 2. Review Protocol
Adapted from Busalim and Ab Razak (2015)

Table 1
Exclusion and Inclusion Criteria

Inclusion Criteria	Exclusion Criteria
Full text	Uncompleted studies
Document type - Article	Book chapter, conference paper and review, note, editorial and letter
Durations year 2014-2024	Outside the selected time
English language	Non-English

Search Strategy

From the review protocol in this study, there are two stages of search strategy which are automatic stage and manual stage. Stage 1 is conducted to identify the primary studies of AI and organizational context. Online database such as Scopus, science direct, springer and IEEE explorer were used for papers collection. Using systematic search by key term such as "Artificial Intelligence", "Readiness", "Organization" and related phrases to amass a dataset comprising scholarly articles at the intersection of AI and organizational context. The query resulted in a total of 371 papers. For stage 2 is manual search that review search using backward technique. Manual stage was conducted for ensuring comprehensive systematic search and relatively complete (Webster & Watson, 2002). In this study, a free reference management tool named 'Mandeley' was used to organize, manage and sorting all the research data.

Study Selection Process

Total result from the automatic search, using the key term is 371 papers. We used 'Mandeley' for identified any duplication study and yet the result has remained. The next step is applying the exclusion and inclusion assessment on the 'abstract' and 'conclusion' of each study. In this step, according to (Kitchenham & Charters, 2007), the unclear studies and not related to the domain of subject in this review were excluded. The final set of studies was 118 papers. Next step, we applied quality assessment criteria to entire papers and yet 23 papers were removed. The final list of primary studies is 95 papers.

Quality Assessment (QA)

Quality assurance is applied in this study purposely to make sure only those related to the present study were chosen and organized into groups based on their similarities. It is considered a critical step with regards to access the quality of the primary studies (Kitchenham & Charters, 2007) and irrelevant papers were removed. In this study, the guideline for quality assessment follows the guideline by (Nidhra, Yanamadala, Afzal, & Torkar, 2013).

QA1: Do the topic explained in the papers related to the present study?
QA2: Are there any mentions of AI or organization readiness in the papers?
QA3: Are the research methodologies clearly described in the study?
QA4: Are the studies describing the model/framework in AI readiness concept?

Based on this guideline, a unique code was given to each related journal paper. Total papers after the QA process are 78 papers.

Data Extraction and Synthesis

At this stage, all the journal papers were carefully checked by reading Microsoft Excel spreadsheets. In this study, the following columns were considered for data extraction which contains study ID as a unique ID for selected journal, authors, titles, publication year, methodology, theories and factors/component. These items were selected aligned with the objective and research questions of this study. Table 2 below shows the data extraction of the primary studies.

Table 2
Data Extraction of the Primary Studies

Extracted Data	Description
Study ID	The unique identity for the selected journal
Authors	Names of all the authors
Titles,	Name of the paper/journal
Publication year	The year of publishing the paper (Duration: 2017-2023)
Methodology	Qualitative, Quantitative, Mixed-methods, Cross-sectional exploratory, Literature or Design Science
Theories / Framework	Theory the paper adopted, e.g TOE, Sociotechnical, DOI,etc
Factors/component	Leadership, HR Roles, Trust, etc

Temporal View of Publication

The period of time selected for this study as mentioned in Table 1 is from 2014 to 2024. After the process of selection and extraction, the duration of related paper published is from 2017 to 2023. Figure 3 shows the distribution of the studies through the duration year. As can be seen in the graph, the publications of AI readiness studies have gradually increased from 2020 to 2023 with total of 67 papers, compared to 3 years before only 13 papers. The highest number of publications was recorded in 2023 with 35 papers.

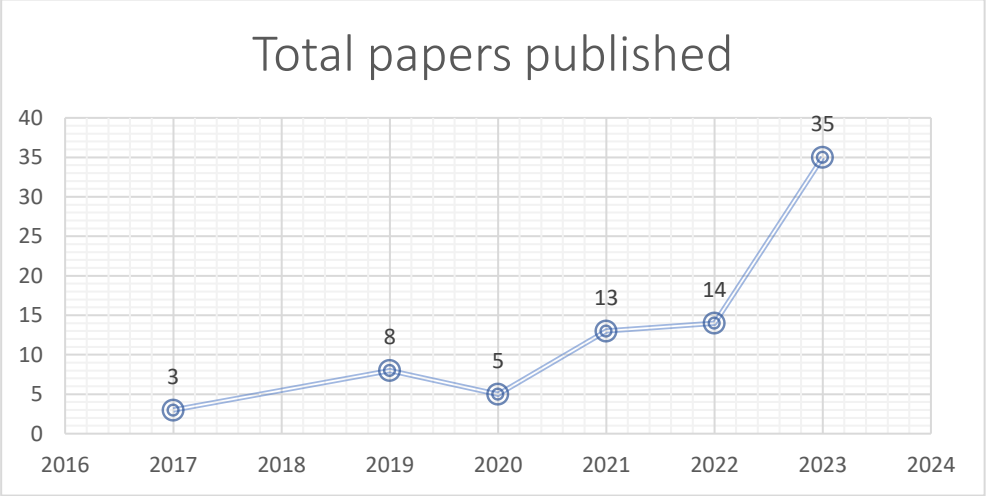

Figure 3. Temporal View of Primary Studies

Research Methodologies Adopted

The research methods that have been adopted in the primary studies are presented in Figure 4. From the figure 4, we can see that quantitative methodology is the majority with total 28 papers used in the studies. Followed by the qualitative methodology with total 23 papers and literature with 12 papers. Other methodologies used in the studies are mixed-methods, design science, cross-sectional exploratory and pilot test.

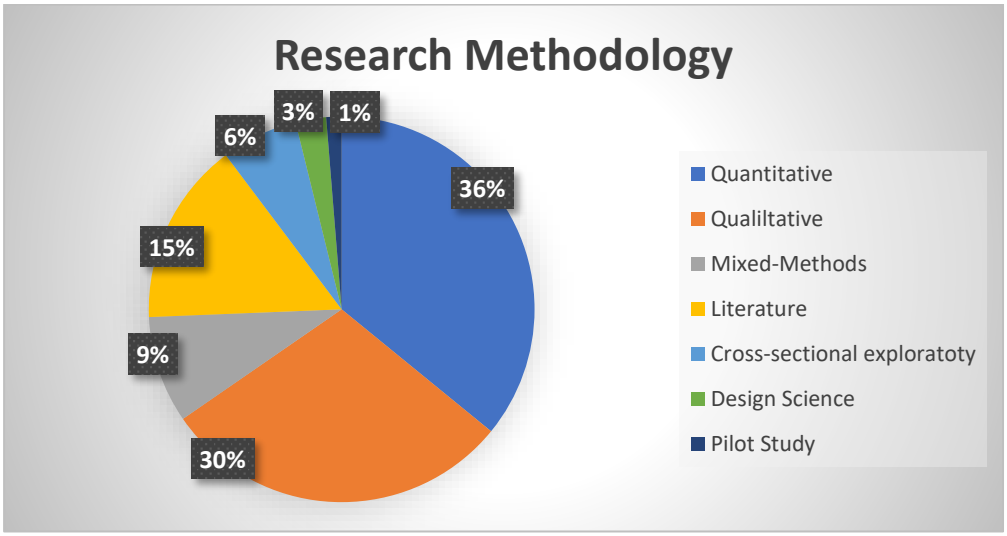

Figure 4. Distribution of Research Methodologies

Results and Discussions

As mentioned in earlier section, the research question in this study is below:

RQ1: What are the frameworks or model that used in the previous study of organizational readiness for AI implementation?

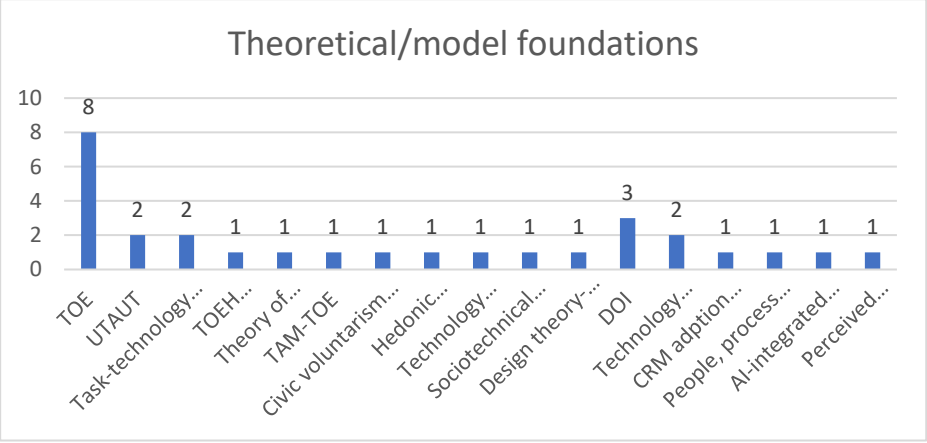

Figure 5. Distribution of Theories and Models

As seen in Figure 5, the theories and models are used in the primary studies. From the results, Technology, Organization and Environment (TOE) is the most popular theory used by the scholarly. The other theories that more than 1 paper used in the studies are DOI, technology readiness level (TRL), UTAUT and Task-technology fit (TTF) model. The work from (Najdawi, 2020) conducted analysis through the proposed framework by combining all the needed factors from TOE, DOI, and socio-technical design theories to assess AI readiness in UAE's

companies over several sector with empirical analysis to evaluate the suitable factors in the context of smart city infrastructure and readiness of the societies and stakeholders communities. Another work from (AlSheibani, Cheung, & Messom, 2020) defined AI readiness at the firm level as a preparedness to implement and innovate AI applications and technology. The research used TOE and DOI framework to assess AI's readiness at the firm level.

RQ2: What are the components of organizational readiness to adopt AI?

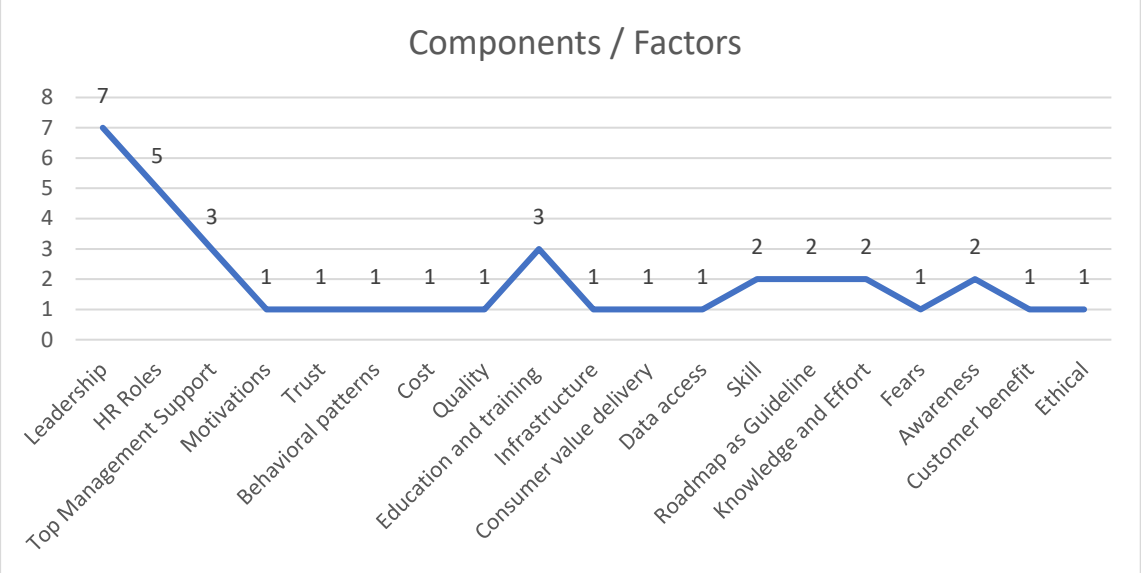

Figure 6. Components and Factors

Figure 6 illustrates the key components of organizational readiness to adopt AI based on the scholarly research. Leadership emerged as the highest-ranking factor, indicating the critical role of executive-level support and vision in driving AI adoption. A study from(Chatterjee et al., 2021) indicates that the adoption of any innovative technology in an organization will not be successful, unless there is a strong leadership support on the organization. Top management is required to perform an effective role to convince their employees to motivate their functional behavior as this will ensure the conducive environment to smoothen the adoption process. The research also emphasizes the importance of HR-related factors in organizational readiness for AI. This includes ensuring employees to have necessary skills, knowledge, and mindset to work with AI technologies. HR leaders and the top management should be aware that AI integration may have benefits to the entire company (Goswami et al., 2023). The other key component is education and training. Providing employees with the necessary skills, knowledge and understanding of AI technologies can help overcome resistance to change and foster a culture of innovation. Comprehensive training programs can empower the workforce to effectively leverage AI tools and integrate them into their daily workflows (Hradecky, Kennell, Cai, & Davidson, 2022).

RQ3: What sectors have been the focus of research on organizational readiness for AI adoption?

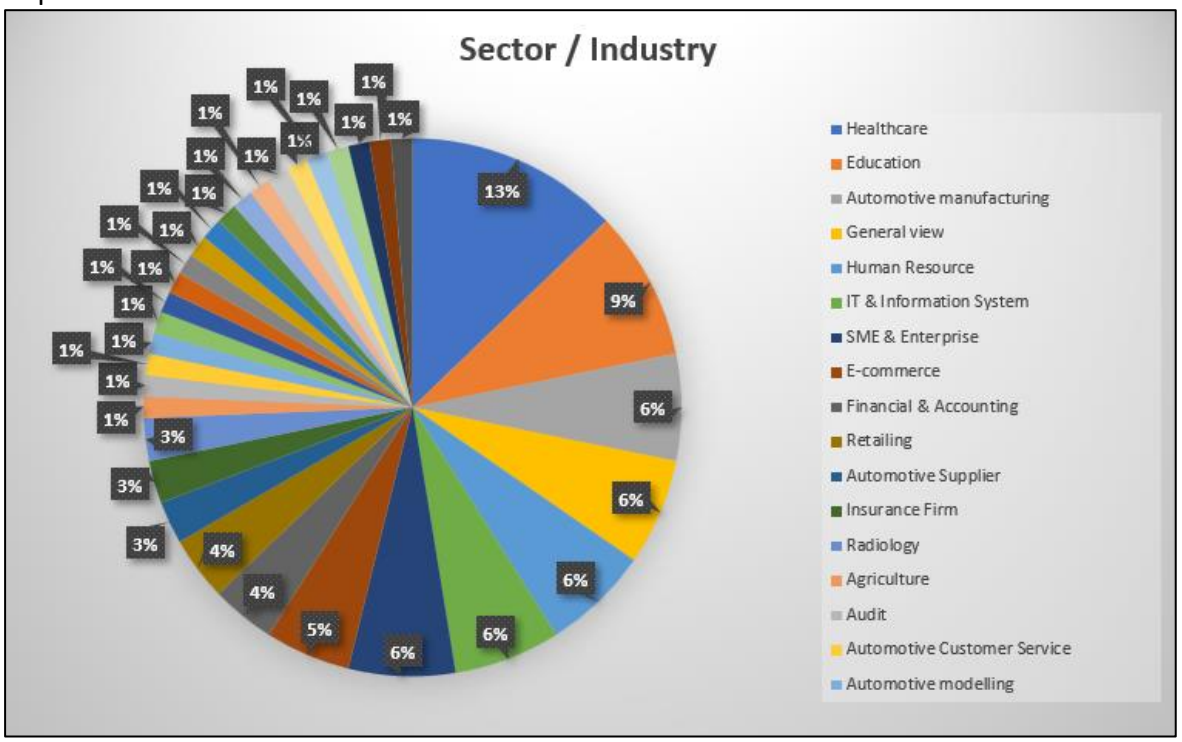

Figure 7. Sectors and Industry Focus of Research

Figure 7 illustrates healthcare sector has been the primary focus of studies examining organizational readiness for AI adoption. COVID-19 pandemic has generated a crucial needed to digital transformation of various organizations especially on healthcare system (Kruszynska-Fischbach, Sysko-Romanczuk, Rafalik, Walczak, & Kludacz-Alessandri, 2021). The situation had a significant impact on the way healthcare entities perform and affect an organization's operating strategies and decision. Besides healthcare sector, the research highlights the growing interest in other sectors such as education, human resources, automotive manufacturing, IT and information systems, SME's and e-commerce. These sectors are recognizing the transformative potential of AI and the need to assess and enhance their organizational readiness to effectively integrate these technologies. However, one sector that seems to be newly explored is automotive customer service and after-sales service. It is highly recommended to employ AI in call centres and after-sales support services to shortening the customer waiting time and improve customer satisfaction and customer experience (Daqar & Smoudy, 2019).

Conclusions

In conclusion, the systematic literature review conducted in this study highlights the emerging but crucial area of organizational readiness for artificial intelligence (AI) in the automotive after-sales service sector. Despite the growing research on the broader implications of AI across various industries, the specific challenges and opportunities in the automotive after-sales service sector remain underexplored. This gap shows a unique opportunity for future research to develop sector-specific frameworks tailored to the distinct characteristics and operational of the automotive after-sales industry. The key findings emphasize the critical role of leadership, strategic alignment, and continuous learning in fostering an environment

conducive to AI adoption. Strong leadership and top management support are crucial for overcoming resistance and integrating AI technologies effectively. Moreover, the analysis also reveals that the automotive after-sales sector lags behind other industries, such as healthcare and education in AI readiness. This lag indicates a pressing need for targeted strategies to address the unique technological and organizational barriers in this sector. By focusing on the development of AI capabilities that enhance customer satisfaction and operational efficiency, companies in the automotive after-sales service sector can leverage AI to gain a competitive edge.

To fully leverage the potential of AI, companies in the automotive after-sales industry must take a holistic approach. This includes upskilling employees, enhancing data infrastructure, and implementing robust governance frameworks. This approach will facilitate smoother transitions to AI-powered operations and ensure that the technology is used ethically and effectively to enhance both customer experience and business performance. Future research should focus on empirically testing and refining framework tailored to the automotive after-sales service context and validate the effectiveness. Additionally, comparative studies across sectors can also provide valuable lessons to guide the industry-specific adoption of AI.

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