IJAAR PUBLISHING®

Journal of Global Interdependence and Economic Sustainability | ISSN: 2955-0815
Vol. 5, Issue 2 (2026) | https://doi.org/10.46654/4p9dm454

LEVERAGING ON FINANCIAL INTELLIGENCE FOR EFFECTIVE STRATEGIC DECISION-MAKING IN THE DIGITAL ECONOMY

[1]Ukolobi Omohefe Israel, PhD, FCA, [2]Blessing Onyinye Igbozulike & [3]Falope Femi Joshua, PhD, CNA

[1]Southern Delta University, Ozoro, Delta State, Nigeria

[2 & 3]Department of Accountancy, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria

Correspondence: fj.falope@unizik.edu.ng

Abstract

This study investigates the influence of financial intelligence on strategic decision-making effectiveness in the digital economy. Adopting a quantitative research approach and a cross-sectional survey design, data were collected from 164 respondents drawn from managerial, financial, and strategic roles across diverse industries. The study operationalised financial intelligence into dimensions: financial data analytics, financial reporting quality, financial technology adoption, financial risk intelligence, and financial forecasting capability. Using Partial Least Squares Structural Equation Modelling (PLS-SEM), the findings revealed that al dimensions significantly and positively affect strategic decision-making effectiveness, with FinTech adoption emerging as the strongest predictor. The model explained 62% of the variance in strategic decision-making effectiveness, confirming substantial explanatory power. The results validate the Resource-Based View and Dynamic Capabilities Theory, demonstrating that financial intelligence constitutes both a strategic resource and an adaptive capability essential for organisational competitiveness. The study concludes that financial intelligence is not merely an operational function but a strategic asset that enhances agility, resilience, and innovation in digitally transformed environments. The implications highlight the need for managers to invest in digital financial systems, analytics, and forecasting tools, while policymakers should support enabling infrastructures. Ultimately, financial intelligence is indispensable for organisations seeking sustainable growth and competitive advantage in the digital economy.

Keywords: Financial Intelligence, Strategic Decision-Making, Digital Economy, Financial Analytics, FinTech Adoption, Business Intelligence, Organisational Performance.

1.0 INTRODUCTION

The twenty-first century has witnessed the rapid growth of the digital economy, fundamentally transforming how organisations operate, compete, and make strategic decisions. Beyond the expansion of e-commerce and digital platforms, the digital economy is driven by data, digital technologies, and intelligent systems that reshape business models and value creation (Brynjolfsson & McAfee, 2014). Consequently, financial intelligence has become a vital organisational capability for interpreting financial information and supporting effective strategic decision-making in an increasingly complex business environment.The evolution of the digital economy has been accelerated by technologies such as artificial intelligence (AI), big data analytics, cloud computing, and blockchain. These innovations have enabled organisations to process large volumes of financial information, improve operational efficiency, and respond more quickly to market changes (Verhoef et al., 2021). However, while digital technologies generate enormous amounts of data, organisations often struggle to convert this information into meaningful strategic insights.Financial intelligence refers to the ability to analyse, interpret, and utilise financial information to improve organisational performance and decision-making. It enables managers to evaluate risks, allocate resources efficiently, forecast future performance, and support strategic planning. According to Davenport and Harris (2007), organisations that effectively leverage financial analytics and business intelligence are more likely to achieve superior performance and sustain competitive advantage. Similarly, McAfee and Brynjolfsson (2012) found that data-driven organisations make faster and more informed strategic decisions than competitors relying primarily on managerial intuition.

Against this background, this study investigates how financial intelligence can enhance strategic decision-making in the digital economy. Specifically, it examines the influence of financial intelligence capabilities on organizational decision quality and strategic decision-making effectiveness in the digital economy.

The objectives of the study are to examine the effect of financial intelligence on strategic decision-making; assess the contribution of financial analytics to organisational effectiveness recommend strategies for improving financial intelligence capabilities. The study seeks to answer the following research questions: How does financial intelligence influence strategic decision-making? To what extent does financial analytics improve organisational effectiveness? How can organisations strengthen financial intelligence for improved strategic outcomes? The following hypotheses guide the study: Financial intelligence has no significant effect on strategic decision-making; financial analytics has no significant effect on organisational effectiveness; and financial intelligence capabilities do not significantly improve strategic outcomes. This study is significant because it contributes to existing knowledge on the relationship between financial intelligence and strategic decision-making in the digital economy. The findings will provide practical insights for managers, finance professionals, policymakers, and researchers seeking to strengthen organisational competitiveness through effective utilisation of financial information and digital technologies. The study focuses on organisations operating in the digital economy, particularly firms that utilise digital financial systems and data-driven technologies. It examines the role of financial intelligence in improving strategic decision-making and organisational effectiveness within contemporary business environments.

2.0 LITERATURE REVIEW

Financial intelligence has emerged as a critical capability in modern organisations, enabling managers to interpret, analyse, and strategically apply financial information to enhance

performance. It extends beyond financial literacy, which is limited to the ability to read and understand financial statements, by incorporating analytical skills, strategic foresight, and contextual awareness. Manta et al., (2026) describe financial intelligence as a multidimensional construct that integrates knowledge of accounting, economics, and management with the ability to interpret complex data in dynamic environments. Its components include financial knowledge, analytical skills, risk assessment, and strategic application, all of which are essential for aligning financial insights with organisational objectives. Capușneanu, Barbu, Solomon, and Rakos (2025) argue that financial intelligence requires contextualising data within broader organisational and market dynamics, thereby enabling managers to anticipate risks and opportunities.Strategic decision-making, closely linked to financial intelligence, refers to the process by which organisations make choices that shape their long-term direction and competitiveness. Rajak and Quraishi (2026) emphasise that strategic decisions differ from operational ones because they involve complex, uncertain information and have long-term implications. Effective strategic decisions are characterised by timeliness, accuracy, adaptability, and alignment with organisational goals.

Capușneanu et al. (2025) highlight timeliness as particularly critical in the digital economy, where delays can result in lost opportunities. The decision-making process typically involves problem identification, data collection, analysis, evaluation of alternatives, and implementation, with big data analytics enhancing each stage. Najem et al., (2025) note that predictive analytics improves problem identification by forecasting risks, while machine learning enhances the evaluation of alternatives. Factors influencing strategic decisions include organisational culture, leadership, regulatory environments, and technological infrastructure, all of which shape the capacity to process and interpret data effectively.

The digital economy provides the context in which financial intelligence and strategic decision-making operate. It encompasses economic activities enabled by digital technologies such as big data, artificial intelligence, cloud computing, and the Internet of Things (IoT). Capușneanu et al. (2025) argue that the digital economy represents a shift from tangible assets to intangible resources like data and intellectual capital. Digital transformation, therefore, involves rethinking business models and strategies rather than merely adopting new technologies (Manta et al., 2026). Big data analytics allows organisations to identify patterns and forecast trends, though data overload remains a challenge (Najem et al., 2025). Artificial intelligence enhances decision quality by providing real-time insights and reducing bias (Rajak & Quraishi, 2026), while cloud computing democratises access to advanced analytical tools. IoT improves efficiency by generating real-time operational data but raises concerns about security and privacy. FinTech innovations, including blockchain and robo-advisors, have transformed financial services, enhancinginclusion and efficiency but also introducing regulatory challenges Najem et al., (2025).

Within this digital economy, financial intelligence is increasingly mediated by digital financial information systems, business intelligence platforms, predictive analytics, and AI-powered decision support systems. Rajak and Quraishi (2026) note that digital financial systems enhance transparency and accountability by enabling continuous monitoring of performance. Business intelligence transforms raw data into actionable insights, while predictive analytics allows organisations to anticipate risks and opportunities. Real-time financial reporting reduces information asymmetry, enabling timely responses (Manta et al., 2026). Financial dashboards simplify complex data into visual formats, enhancing managerial oversight. AI-powered decision support systems integrate big data and cloud computing to provide strategic recommendations, improving forecasting accuracy and risk management

(Rajak & Quraishi, 2026). Collectively, these tools demonstrate how financial intelligence, when embedded within digital infrastructures, strengthens organisational resilience and competitiveness.Financial intelligence is a multidimensional construct that can be operationalised into interrelated dimensions which collectively enhance organisational decision-making.

The first dimension, financial data analytics, involves the systematic examination of financial information to identify patterns, trends, and anomalies that inform strategic choices. Predictive financial analysis enables organisations to forecast future outcomes based on historical data, thereby reducing uncertainty, while trend identification allows managers to anticipate market shifts and adjust strategies accordingly. The integration of big data analytics into financial management has further expanded organisational capacity to derive actionable insights from complex datasets (Capușneanu et al., 2025). The second dimension, financial reporting quality, encompasses accuracy, timeliness, transparency, and reliability. Accurate reporting ensures that financial statements reflect the true financial position of the organisation, timeliness guarantees information availability for decision-making, transparency builds stakeholder trust, and reliability ensures consistency across reporting periods. High-quality financial reporting is essential for governance and compliance, particularly in the digital economy where stakeholders demand real-time access to information. Poor reporting quality undermines decision-making and exposes organisations to regulatory and reputational risks (Manta, Vasile, & Hamori, 2026).

The third dimension is financial technology (FinTech) adoption, which represents the integration of digital innovations into financial management. This includes digital payment systems, AI-powered accounting, cloud accounting, and blockchain finance. FinTech enhances efficiency, reduces costs, and improves accuracy in financial processes. Digital payment systems facilitate seamless transactions, AI-powered accounting automates fraud detection and compliance monitoring, cloud accounting provides scalability and accessibility, and blockchain finance enhances transparency and security through immutable records. Collectively, these innovations transform financial intelligence by enabling real-time, data-driven decision-making (Rajak & Quraishi, 2026). The fourth dimension, financial risk intelligence, involves the identification, assessment, mitigation, and detection of risks. Organisations must recognise potential threats to financial stability, evaluate their likelihood and impact, and develop strategies to minimise adverse effects. Fraud detection is also critical in preventing financial misconduct. Financial risk intelligence is particularly important in volatile markets, where organisations must balance opportunities with uncertainties. By integrating risk intelligence into financial management, firms can enhance resilience and safeguard long-term sustainability (Capușneanu et al., 2025).

The fifth dimension, financial forecasting capability, refers to the ability to predict future financial outcomes, including budgets, cash flows, revenues, and scenarios. Budget forecasting enables effective resource allocation, cash flow prediction ensures liquidity management, revenue forecasting provides insights into market performance, and scenario analysis prepares organisations for multiple contingencies. Forecasting capability is enhanced by predictive analytics and AI, which enable organisations to model complex variables and anticipate future trends. Effective forecasting strengthens organisational agility and competitiveness by enabling proactive rather than reactive decision-making Najem et al., (2025).Strategic decision-making effectiveness, the dependent variable in this study, can be assessed through indicators such as decision quality, decision speed, strategic flexibility, competitive advantage, organisational performance, and innovation capability. Decision

quality reflects alignment with organisational goals, decision speed measures timeliness, strategic flexibility captures adaptability, competitive advantage indicates market positioning, organisational performance encompasses both financial and non-financial outcomes, and innovation capability reflects the ability to develop new products, services, or processes. These indicators collectively capture the effectiveness of strategic decision-making in the digital economy (Rajak & Quraishi, 2026).

The theoretical framework underpinning this study draws primarily on the Resource-Based View (RBV), which posits that organisations achieve competitive advantage by leveraging unique resources and capabilities. Financial intelligence can be conceptualised as a strategic resource that enhances decision-making effectiveness (Manta et al., 2026). Supporting theories include Dynamic Capabilities Theory, which emphasises organisational adaptability; Information Processing Theory, which highlights the importance of information in decision-making; Decision Theory, which explains choices under uncertainty; and the Knowledge-Based View, which underscores the role of knowledge in creating competitive advantage (Capușneanu et al., 2025; Rajak & Quraishi, 2026).

Empirical studies consistently demonstrate the importance of financial intelligence in enhancing organisational performance. Kaplan and Norton (1996) showed through their Balanced Scorecard research that financial measures remain indispensable indicators of organisational success but must be integrated with operational and strategic performance indicators to support long-term competitiveness. Davenport and Harris (2007) found that firms leveraging financial analytics in strategic planning experienced improved profitability and stronger market positioning. McAfee and Brynjolfsson (2012) reported that organisations adopting data-driven decision-making were more productive and profitable than competitors, while Brynjolfsson and McAfee (2014) argued that the increasing availability of digital financial information enables organisations to make more informed strategic decisions, resulting in sustained competitive advantage. Collectively, these studies indicate that financial intelligence constitutes an essential organisational capability that enhances performance by improving strategic resource utilisation, investment efficiency, and adaptability.

The emergence of big data has transformed financial analytics into one of the most important strategic tools available to modern organisations. Financial analytics involves the application of statistical techniques, predictive models, and business intelligence tools to financial data to improve managerial decision-making. Davenport (2006) argued that competing through analytics has become a defining characteristic of high-performing organisations, demonstrating that firms integrating financial analytics into strategic planning achieved superior operational performance because managers could identify emerging opportunities and potential risks before competitors. In a subsequent study, Davenport and Harris (2007) found that predictive financial analytics significantly improved budgeting accuracy, cost management, and revenue forecasting. Organisations using analytical models were able to respond more rapidly to changing market conditions than firms relying on conventional financial reporting systems.

LaValle et al. (2011), based on an international survey conducted by the MIT Sloan Management Review in collaboration with IBM, reported that organisations with advanced analytical capabilities were twice as likely to outperform their competitors financially. Their findings showed that analytical organisations made faster and more accurate strategic decisions because managers relied on objective financial evidence rather than intuition. Similarly, Sharda, Delen, and Turban (2020) observed that business analytics has become

indispensable for strategic financial planning, with empirical evidence suggesting that organisations integrating predictive analytics into financial management experienced improvements in operational efficiency, customer satisfaction, and profitability. Collectively, these findings demonstrate that financial analytics significantly enhances organisational performance by transforming large volumes of financial data into actionable managerial insights.Digital transformation has also fundamentally altered the way organisations generate, process, and utilise financial information for strategic decision-making. Bharadwaj et al. (2013) argued that digital technologies have become central components of organisational strategy rather than supporting operational tools, showing that organisations integrating digital technologies into strategic management achieved greater agility and responsiveness to environmental changes.

Vial (2019), through a comprehensive review of digital transformation literature, concluded that digital transformation significantly improves strategic decision-making by providing managers with real-time information, predictive analytics, and enhanced transparency, though challenges such as information overload and cybersecurity remain. Verhoef et al. (2021) further established that digital transformation enables managers to respond rapidly to dynamic market environments by improving access to timely and reliable financial information, with digitally mature organisations consistently making higher-quality strategic decisions than those with limited digital capabilities.

Financial technology (FinTech) has emerged as another major driver of managerial effectiveness by automating financial processes, improving transaction efficiency, and enhancing transparency. Lee and Shin (2018) examined the evolution of FinTech and found that digital financial technologies significantly improve managerial decision-making through faster reporting, enhanced payment systems, and improved risk management. Gomber et al. (2018) argued that FinTech innovations enable organisations to automate routine financial processes, thereby allowing managers to devote greater attention to strategic planning and value creation. PwC (2017) also revealed widespread adoption of FinTech across industries, reporting improvements in operational efficiency, customer service, and transparency alongside reduced processing costs. These studies collectively indicate that FinTech enhances managerial effectiveness by providing accurate, timely, and reliable financial information that supports strategic decision-making.

Business intelligence represents another critical component of financial intelligence in the digital economy. Watson and Wixom (2007) found that business intelligence significantly enhances competitiveness by improving decision quality and operational efficiency. Chen, Chiang, and Storey (2012) argued that business intelligence and analytics have become strategic organisational resources capable of generating sustainable competitive advantage, demonstrating that organisations integrating business intelligence with financial management achieve better forecasting accuracy, improved customer insights, and enhanced strategic planning. Sharda et al. (2020) further observed that business intelligence enables managers to identify emerging market opportunities and respond proactively to environmental changes through continuous monitoring of financial and operational data.

Artificial intelligence (AI) has increasingly become essential for executive decision-making in digitally transformed organisations. Brynjolfsson and McAfee (2017) argued that AI substantially enhances managerial productivity by augmenting human decision-making rather than replacing it, showing that organisations integrating AI into financial management achieve better forecasting accuracy and more efficient resource allocation. Jarrahi (2018)

found that AI supports executive decision-making by processing complex datasets beyond human analytical capacity, though emphasising that AI should complement rather than replace managerial judgement. Raisch and Krakowski (2021) demonstrated that successful AI implementation depends upon collaborative intelligence, whereby AI provides analytical recommendations while human managers exercise final strategic judgement. These findings suggest that AI substantially improves executive decision-making through predictive analytics and automated financial intelligence, but organisations must establish governance mechanisms to ensure transparency, accountability, and ethical decision-making.

Despite these advances, an empirical gap remains. Previous studies have examined financial analytics, digital transformation, FinTech, business intelligence, and AI independently, but few have integrated these dimensions within a comprehensive financial intelligence framework to explain strategic decision-making effectiveness, particularly in developing economies such as Nigeria. Most research concentrates on performance or technology adoption without explicitly examining how financial intelligence capabilities collectively influence strategic decision-making in the digital economy. This study therefore seeks to bridge this gap by investigating the multidimensional effects of financial intelligence on strategic decision-making, thereby extending existing literature and providing empirical evidence relevant to organisations operating within digitally evolving business environments.

3.0 METHODOLOGY

This study adopts a quantitative research approach because it provides a systematic and objective means of examining the relationships between financial intelligence and strategic decision-making in the digital economy. Quantitative research is particularly suitable for studies that seek to establish empirical relationships among variables through statistical analysis and hypothesis testing (Creswell & Creswell, 2023). Given that the study investigates the effects of financial data analytics, financial reporting quality, financial technology adoption, financial risk intelligence, and financial forecasting capability on strategic decision-making effectiveness, a quantitative approach offers the advantage of generating measurable evidence that can be generalised across organisations. The approach also facilitates the use of multivariate statistical techniques required for testing the proposed conceptual model and validating the hypothesised relationships among the study variables.

The study employs a cross-sectional survey research design, which involves collecting data from respondents at a single point in time to examine existing relationships among variables without manipulating the research environment (Saunders et al., 2023). This design is appropriate because the study seeks to obtain the perceptions of organisational decision-makers regarding financial intelligence capabilities and strategic decision-making within the context of the digital economy. Unlike longitudinal designs that require repeated observations over an extended period, the cross-sectional survey enables the researcher to gather data efficiently from a relatively large number of respondents while minimising cost and time constraints. Furthermore, the design has been widely applied in business, finance, and management research because it allows researchers to investigate behavioural, organisational, and technological phenomena as they exist naturally (Hair et al., 2022). Considering the rapidly evolving nature of digital technologies and financial intelligence practices, collecting contemporaneous data provides an appropriate basis for understanding current organisational realities and strategic responses.

The target population comprises managers, finance officers, accountants, chief executive officers (CEOs), business owners, and strategic planners working in organisations that

actively utilise digital financial systems. These respondents are directly involved in financial planning, budgeting, investment appraisal, strategic formulation, financial reporting, and executive decision-making. They possess the requisite knowledge and practical experience concerning how financial intelligence influences organisational strategy and performance. To ensure adequate representation, the study adopts a combination of stratified sampling and simple random sampling techniques. Stratified sampling groups respondents into homogeneous strata based on their professional roles, thereby enhancing representativeness and reducing sampling bias. Simple random sampling is then applied within each stratum to select individual respondents, ensuring fairness and objectivity (Saunders et al., 2023).

The study was based on a sample size of 250 respondents, which is considered adequate for quantitative studies employing multivariate statistical techniques, particularly Structural Equation Modeling (SEM). Hair et al. (2022) argued that studies employing Partial Least Squares SEM require sufficiently large samples to produce stable parameter estimates and reliable hypothesis testing. Similarly, Kline (2023) maintained that larger sample sizes enhance statistical power, minimise sampling error, and improve robustness of model estimation.

Primary data are collected using a structured questionnaire, which facilitates the collection of standardised information from a large number of respondents within a limited period. The questionnaire is divided into two sections: demographic characteristics and measurement of latent constructs. Items are adapted from validated scales reported in previous empirical studies and modified to reflect the context of financial intelligence within the digital economy, thereby enhancing content validity (Hair et al., 2022). All constructs are measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree, which is widely used in management and information systems research because it is simple, reliable, and compatible with multivariate analytical techniques (Sekaran & Bougie, 2020).

The collected data are analysed using descriptive and inferential statistical techniques. Descriptive statistics summarise demographic characteristics and provide an overview of response distributions. Reliability analysis is conducted using Cronbach's alpha and Composite Reliability, with values of 0.70 or above considered satisfactory (Hair et al., 2022). Measurement properties are assessed through Confirmatory Factor Analysis using Partial Least Squares, evaluating indicator reliability, convergent validity, and discriminant validity. Structural Equation Modeling with SmartPLS is then employed to test hypotheses and estimate causal relationships among variables. SmartPLS is chosen because it is suitable for predictive models, accommodates complex structural relationships, and performs effectively with medium-sized samples. Path coefficients, coefficients of determination, effect sizes, predictive relevance, and bootstrapping procedures are used to evaluate the structural model. This rigorous methodology provides a robust empirical basis for assessing the influence of financial intelligence dimensions on strategic decision-making effectiveness in the digital economy.

4.0 DATA ANALYSIS

The purpose of this section is to present and analyse the data collected from the study. Out of the proposed sample size of 250 respondents, 164 valid responses were retrieved and analysed, representing a response rate of 65.6%. This rate is considered adequate for quantitative studies employing Structural Equation Modelling (SEM), as it provides sufficient statistical power for hypothesis testing and model estimation (Hair et al., 2022). The analysis

is structured into three parts: socio-demographic characteristics of respondents, descriptive statistics and normality tests, and hypothesis testing using SmartPLS 4.

4.1 Socio-Demographic Characteristics

The socio-demographic profile of respondents is presented in Table 1. The table shows the distribution of respondents by gender, age, educational qualification, years of professional experience, job designation, industry sector, and organisational size.

Table 4.1: Socio-Demographic Characteristics of Respondents (N = 164)

Variable	Category	Frequency	Percentage (%)
Gender	Male	98	59.8
	Female	66	40.2
Age	21–30 years	42	25.6
	31–40 years	68	41.5
	41–50 years	36	22.0
	Above 50 years	18	11.0
Educational Qualification	Bachelor's degree	74	45.1
	Master's degree	56	34.1
	Doctorate	12	7.3
	Professional certification	22	13.4
Years of Experience	Less than 5 years	28	17.1
	5–10 years	54	32.9
	11–15 years	46	28.0
	Above 15 years	36	22.0
Job Designation	Managers	42	25.6
	Finance Officers	38	23.2
	Accountants	28	17.1
	CEOs/Business Owners	32	19.5
	Strategic Planners	24	14.6
Industry Sector	Banking/Finance	58	35.4
	Manufacturing	32	19.5
	ICT/Telecoms	28	17.1
	Services	46	28.0
Organisational Size	Small (<50 employees)	42	25.6
	Medium (50–250 employees)	68	41.5
	Large (>250 employees)	54	32.9

The distribution indicates that the majority of respondents were male (59.8%), aged between 31–40 years (41.5%), and held at least a bachelor's degree (45.1%). Most respondents had between 5–10 years of professional experience (32.9%) and were drawn from banking/finance and service industries. This profile suggests that the respondents were well-positioned to provide informed insights into financial intelligence and strategic decision-making.

4.2 Descriptive Statistics and Normality

Descriptive statistics were computed for all constructs. The mean scores for financial data analytics, financial reporting quality, financial technology adoption, financial risk intelligence, and financial forecasting capability ranged between 3.72 and 4.15 on the five-point Likert scale, indicating that respondents generally agreed with the statements measuring these constructs. Strategic decision-making effectiveness recorded a mean of 4.02, suggesting that respondents perceived their organisations as moderately effective in making strategic decisions. Standard deviations ranged between 0.65 and 0.89, showing moderate variability in responses.

Normality was assessed using skewness and kurtosis statistics. All constructs recorded skewness values between -0.78 and +0.65 and kurtosis values between -0.92 and +1.12, which fall within the acceptable range of ±2 recommended by Kline (2023). This indicates that the data approximated normal distribution, thereby satisfying the assumptions for SEM analysis.

4.3 Hypothesis Testing Using SmartPLS

The hypotheses were tested using Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS. Reliability and validity tests confirmed that all constructs met the recommended thresholds: Cronbach's alpha and Composite Reliability values exceeded 0.70, Average Variance Extracted (AVE) values were above 0.50, and discriminant validity was established using the HTMT criterion.

Structural model evaluation showed that financial data analytics ($\beta = 0.28$, $p < 0.01$), financial reporting quality ($\beta = 0.22$, $p < 0.05$), financial technology adoption ($\beta = 0.31$, $p < 0.01$), financial risk intelligence ($\beta = 0.19$, $p < 0.05$), and financial forecasting capability ($\beta = 0.26$, $p < 0.01$) all had significant positive effects on strategic decision-making effectiveness. The model explained 62% of the variance in strategic decision-making effectiveness ($R^2 = 0.62$), indicating substantial explanatory power. Predictive relevance ($Q^2 = 0.41$) confirmed that the model had strong predictive capability.

Bootstrapping results validated all hypotheses, confirming that financial intelligence dimensions significantly enhance strategic decision-making effectiveness in the digital economy. These findings support the Resource-Based View (RBV) and Dynamic Capabilities Theory, demonstrating that financial intelligence constitutes a strategic resource that improves organisational agility, competitiveness, and performance.

4.4 Discussion

The findings of this study reinforce and extend the existing body of knowledge on the relationship between financial intelligence and strategic decision-making in the digital economy. The results demonstrate that all four dimensions of financial intelligence—financial data analytics, financial reporting quality, financial technology adoption, financial risk intelligence, and financial forecasting capability—positively and significantly influence strategic decision-making effectiveness. This outcome aligns with the theoretical propositions of the Resource-Based View (RBV) and Dynamic Capabilities Theory, which emphasise that unique organisational resources and adaptive capabilities are essential for achieving sustained competitive advantage.The significant effect of financial data analytics on strategic decision-making effectiveness supports Davenport's (2006) and Davenport and Harris's (2007) assertion that analytical capability is a defining characteristic of high-performing organisations. The ability to transform large volumes of financial data into actionable insights enables managers to identify emerging opportunities and mitigate risks before competitors.

The findings also corroborate LaValle et al. (2011), who found that analytical organisations outperform their peers financially because they rely on objective evidence rather than intuition. In this study, respondents demonstrated strong agreement that data-driven financial analysis enhances decision quality and organisational agility, confirming that financial analytics constitutes a strategic resource in the digital economy.

The positive relationship between financial reporting quality and strategic decision-making effectiveness echoes the argument of Manta, Vasile, and Hamori (2026) that accurate, timely, and transparent reporting is fundamental to governance and compliance. Organisations that maintain high reporting standards are better equipped to make informed decisions and sustain stakeholder confidence. The result also reflects the view of Capușneanu, Barbu, Solomon, and Rakos (2025), who emphasised that contextualising financial information within broader market dynamics strengthens managerial interpretation and strategic foresight.

FinTech adoption emerged as the strongest predictor of strategic decision-making effectiveness, consistent with the findings of Lee and Shin (2018) and Gomber et al. (2018). These scholars argued that digital financial technologies enhance managerial efficiency by automating routine processes and improving access to real-time financial information. The present study confirms that organisations leveraging FinTech innovations—such as AI-powered accounting, blockchain finance, and cloud-based systems—achieve superior decision speed and accuracy. This supports the view that technological integration is not merely operational but strategic, as proposed by Bharadwaj et al. (2013) and Vial (2019).

The significant influence of financial risk intelligence and forecasting capability further validates the importance of proactive financial management. Respondents agreed that identifying and mitigating risks enhances organisational resilience, aligning with Capușneanu et al. (2025), who highlighted the need for risk-aware financial strategies in volatile markets. Similarly, the positive effect of forecasting capability supports Najem et al., (2025)argument that predictive analytics and AI-driven modelling improve organisational agility and competitiveness.Overall, the findings confirm that financial intelligence is a multidimensional strategic asset that strengthens decision-making effectiveness. The integration of digital technologies, analytical tools, and financial expertise enables organisations to process complex information, anticipate market changes, and respond swiftly to emerging challenges. This study therefore extends previous empirical evidence by demonstrating that financial intelligence, when embedded within digital transformation, enhances organisational adaptability and strategic performance. It also bridges the empirical gap identified earlier by providing evidence from a developing economy context, showing that the principles established by Davenport, LaValle, and others hold true across diverse organisational environments. In essence, financial intelligence represents both a resource and a dynamic capability that empowers organisations to thrive in the data-driven digital economy.

5.0 SUMMARY, CONCLUSION AND IMPLICATIONS

This study examined the relationship between financial intelligence and strategic decision-making effectiveness within the context of the digital economy. Using a quantitative approach and a cross-sectional survey design, data were collected from 164 respondents drawn from managerial, financial, and strategic roles across various industries. The analysis employed Partial Least Squares Structural Equation Modelling (PLS-SEM) to test the hypothesised relationships among four dimensions of financial intelligence financial data analytics, financial reporting quality, financial technology adoption, financial risk intelligence, and

financial forecasting capability and strategic decision-making effectiveness.The findings revealed that all four dimensions of financial intelligence significantly and positively influence strategic decision-making effectiveness. FinTech adoption emerged as the strongest predictor, followed by financial data analytics and financial forecasting capability. The results confirmed that organisations leveraging digital financial technologies, analytical tools, and forecasting models make faster, more accurate, and strategically aligned decisions. The model explained 62% of the variance in strategic decision-making effectiveness, indicating substantial explanatory power. These findings validate the Resource-Based View (RBV) and Dynamic Capabilities Theory, showing that financial intelligence constitutes a strategic resource and adaptive capability that enhances organisational competitiveness in the digital economy.

Conclusion

The study concludes that financial intelligence is a critical determinant of effective strategic decision-making in modern organisations. In an era characterised by digital transformation, big data, and artificial intelligence, organisations must develop and integrate financial intelligence capabilities to remain agile and competitive. Financial data analytics enables evidence-based decision-making; high-quality financial reporting ensures transparency and trust; FinTech adoption enhances efficiency and responsiveness; financial risk intelligence strengthens resilience; and forecasting capability supports proactive planning. Collectively, these dimensions empower organisations to interpret complex financial information, anticipate market changes, and respond strategically to emerging challenges.The findings affirm that financial intelligence is not merely a technical or operational function but a strategic asset that drives organisational performance. By embedding financial intelligence within digital infrastructures, organisations can transform financial data into actionable insights that support innovation, sustainability, and long-term growth.

Implications

The implications of this study are both theoretical and practical. Theoretically, the study extends existing literature by integrating financial intelligence dimensions within a unified framework that explains strategic decision-making effectiveness. It reinforces the RBV and Dynamic Capabilities perspectives by demonstrating that financial intelligence enhances organisational adaptability and competitive advantage.Practically, the findings provide valuable insights for managers, policymakers, and practitioners. Managers should invest in digital financial systems, analytical tools, and staff training to strengthen financial intelligence capabilities. Organisations should prioritise data-driven decision-making and adopt FinTech innovations to improve efficiency and responsiveness. Policymakers and regulators should support digital financial infrastructure development and create enabling environments for technology adoption.

Finally, the study highlights the need for continuous improvement in financial intelligence practices as digital technologies evolve. Future research could explore longitudinal effects or sector-specific variations to deepen understanding of how financial intelligence shapes strategic outcomes over time. In conclusion, financial intelligence stands as a cornerstone of strategic success in the digital economy an indispensable capability for organisations seeking sustainable growth and competitive advantage.

References

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly, 37*(2), 471–482.

Brynjolfsson, E., & McAfee, A. (2014). *The second machine age: Work, progress, and prosperity in a time of brilliant technologies*. W. W. Norton & Company.

Brynjolfsson, E., & McAfee, A. (2017). *Machine, platform, crowd: Harnessing our digital future*. W. W. Norton & Company.

Capușneanu, S., Barbu, C.-M., Solomon, A.-G., & Rakos, I.-S. (2025). Reshaping the digital economy with big data: A meta-analysis of trends and technological evolution. *Electronics, 14*(13), 2709. https://doi.org/10.3390/electronics14132709

Chen, H., Chiang, R. H. L., & Storey, V. C. (2012). Business intelligence and analytics: From big data to big impact. *MIS Quarterly, 36*(4), 1165–1188.

Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). Sage Publications.

Davenport, T. H. (2006). Competing on analytics. *Harvard Business Review, 84*(1), 98–107.

Davenport, T. H., & Harris, J. G. (2007). *Competing on analytics: The new science of winning*. Harvard Business School Press.

Gomber, P., Koch, J.-A., & Siering, M. (2018). Digital finance and FinTech: Current research and future research directions. *Journal of Business Economics, 87*(5), 537–580.

Hair, J. F., Page, M. J., &Brunsveld, N. (2022). *Essentials of business research methods* (4th ed.). Routledge.

Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organisational decision-making. *Business Horizons, 61*(4), 577–586.

Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business School Press.

Kline, R. B. (2023). *Principles and practice of structural equation modeling* (5th ed.). Guilford Press.

LaValle, S., Lesser, E., Shockley, R., Hopkins, M. S., & Kruschwitz, N. (2011). Big data, analytics and the path from insights to value. *MIT Sloan Management Review, 52*(2), 21–32.

Lee, I., & Shin, Y. J. (2018). FinTech: Ecosystem, business models, investment decisions, and challenges. *Business Horizons, 61*(1), 35–46.

Manta, O., Vasile, V., &Hamori, S. (2026). Financial technology and strategic AI integration in FinTech: Transforming banking, payments, and building a sustainable economy—Challenges and opportunities. *FinTech, 5*(2), 39. https://doi.org/10.3390/fintech5020039

McAfee, A., & Brynjolfsson, E. (2012). Big data: The management revolution. *Harvard Business Review, 90*(10), 60–68.

Najem, R., Bahnasse, A., Fakhouri Amr, M., & Talea, M. (2025). *Advanced AI and big data techniques in E-finance: A comprehensive survey*. *Discover Artificial Intelligence, 5*, Article 102.https://doi.org/10.1007/s44163-025-00365-y

PwC. (2017). *Global FinTech report 2017*. PricewaterhouseCoopers.

Raisch, S., & Krakowski, S. (2021). Artificial intelligence and management: The automation–augmentation paradox. *Academy of Management Review, 46*(3), 521–540.

Rajak, A., & Quraishi, A. H. (2026). Intelligent financial decision support systems: Integrating artificial intelligence, big data, and cloud computing – A systematic literature review. *International Journal of Research Publication and Reviews, 7*(4), 112–130.

Saunders, M., Lewis, P., & Thornhill, A. (2023). *Research methods for business students* (9th ed.). Pearson Education.

Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.

Sharda, R., Delen, D., & Turban, E. (2020). *Analytics, data science, & artificial intelligence: Systems for decision support* (11th ed.). Pearson.

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research, 122*, 889–901. https://doi.org/10.1016/j.jbusres.2019.09.022

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems, 28*(2), 118–144. https://doi.org/10.1016/j.jsis.2019.01.003

Watson, H. J., & Wixom, B. H. (2007). The current state of business intelligence. *Computer, 40*(9), 96–99.