

The Role of Artificial Intelligence in Business Decision-Making with Reference to the IT Sector

First Author: **Sarang S Prakash**

MBA Student – VIDYA VIKAS INSTITUTE OF ENGINEERING AND TECHNOLOGY, MYSURU

Mail: sarangsprakash04@gmail.com

Second Author: **Madhunayaka**

Assistant Professor – VIDYA VIKAS INSTITUTE OF ENGINEERING AND TECHNOLOGY

Mail: madhunayaka@vidyavikas.edu.in

Abstract

AI has been advancing, rapidly changing conventional management approaches in the world of business. Companies within the fierce Information Technology industry are no longer strangers to applying automated intelligence systems in order to tackle Big Data and maintain agility for the overall organization. This research evaluates the link between AI adoption intensity and business decision outcomes within the IT industry, in specific terms the influence on speed, accuracy, and overall operational effectiveness through the use of intelligent automated tools. The quantitative research employed a causal-comparative design that uses primary data from a self-administered survey given to a convenience and snowball sample of N = 46 IT professionals within a varied range of organizational size. Cronbach's Alpha was utilized to measure the reliability of the data collection ($\alpha = 0.824$), and the variables' correlation was assessed with the use of cross-tabulation matrices. The data findings proved that the majority (65.22%) of the IT professionals engage with their daily tasks utilizing AI information at the early stages of their project. This endeavour is strongly endorsed by the top management, with 78.26% of employees reporting strong top-down drive in using the system and 0.00% dissenting from their management directive. Significantly, 65.22% reported accelerated decision time, while 67.39% of workers observed increased accuracy and fewer errors with this initiative. Unfortunately, those middle management employees with 6-10 years of work experience report consistently high friction and neutral feelings toward the overall initiative due to legacy process restructuring and algorithm verification duties. Top-down corporate policies that effectively leverage AI as a strategic anchor have created a reduction of bias while improving top-down agility; yet these companies will see no ultimate gain if process standardization and bottlenecks faced by middle-management execution are not properly addressed.

Keywords: Artificial Intelligence, Decision-Making, IT Sector, Operational Velocity, Strategic Accuracy, Management Mandate.

Introduction

The use of Artificial Intelligence (AI) is rapidly becoming the dominant technological innovation in today's business world. AI encompasses an individual's ability to perform tasks usually requiring human cognitive skills by machines or computer programs. The recent explosion in the use of digital technologies and the rise of data-driven methods means that AI is being utilised by businesses to enhance their ability to operate efficiently, effectively, and strategically.

The role of AI within the Information Technology (IT) industry has been to support the transformation of the traditional ways of performing business functions and making business decisions. Businesses use AI Technology, as machines learn from large quantities of data to provide the business with insights that can be used by the manager as a basis for making Decisions about the Business. The machine learns to help reduce the uncertainty of the business, identify the opportunities that are available to the business, and how it should respond to changing market dynamics. Making

decisions is a necessary function of Management in any organisation, and it directly influences the growth and competitiveness of an organisation. In the past, most of the decision-making was based on the application of human judgement, history, and experience. However, due to the increasing complexity of today's business environments, there is now a growing need for more accurate and timely decision-support systems. AI technology in IT business decision-making has already produced benefits such as innovation, greater operational efficiency, increased customer satisfaction, and enhanced competitive advantage. Organizations that have successfully integrated AI technology into their processes can expect improved accuracy of future predictions, better use of resources, and the ability to create improved strategic plans. However, there are still many barriers to access, including data privacy concerns, implementation costs, and organizational readiness, that continue to impede AI adoption. This study will provide an overview of the use of artificial intelligence in IT business decision-making and how it can support managers in making good decisions, improving business performance, and contributing to business success in today's digital business environment.

Review of Literature

Rane, N. et al. (2025) – AI-enhanced Business Intelligence for Decision-Making. The study explains the importance of Artificial Intelligence in improving business intelligence systems and managerial decision-making. The researchers found that AI technologies help organizations analyse large amounts of business data efficiently, leading to accurate strategic decisions and improved organizational performance in the IT sector. **AlNuaimi, B. K., Singh, S. K., et al. (2025)** – The Impact of Artificial Intelligence Capabilities on Decision-Making Performance. This article examines how AI capabilities influence decision-making quality and speed within organizations. The study reveals that companies using AI-based systems achieve better operational efficiency and competitive advantage through data-driven strategic decisions. **Priya, S. & Kumar, R. (2024)** – Artificial Intelligence in Business Decision-Making. This research focuses on the role of AI in automating business processes and supporting managers with predictive analysis. The study highlights that AI reduces human errors, improves productivity, and helps organizations make effective decisions using intelligent systems. **Alghamdi, A. (2023)** – Role of Artificial Intelligence and Business Decision Making. The researcher discusses how AI contributes to organizational growth by improving forecasting, operational efficiency, and customer satisfaction. The study emphasizes the use of machine learning and natural language processing in modern business decision-making processes. **Wamba, S. F., et al. (2025)** – The Artificial Intelligence Revolution: Evolving Business Decision-Making in the Digital Age. This study explains how AI transforms traditional management practices and enhances organizational agility. The researchers conclude that AI-driven systems support innovation and improve strategic planning in digital businesses and IT organizations. **Ahmed, Z. & Rahman, M. (2025)** – AI-Driven Decision-Making and Its Impact on Business Performance. This article examines how AI-driven analytics improve business productivity, profitability, and operational management. The study states that AI technologies help managers identify opportunities, reduce risks, and make accurate business decisions. **Popescu, G. H. (2024)** – The Impact of Artificial Intelligence on Management Decision-Making. This research explains how AI supports managerial decision-making by providing accurate insights from large datasets. The study concludes that AI improves managerial effectiveness and supports evidence-based decision-making in organizations. **Johnson, T. & Williams, P. (2024)** – AI-Driven Business Analytics and Decision Making. The study focuses on the role of predictive analytics and machine learning in business decision-making. The researchers found that AI technologies help organizations forecast customer behaviour and market trends, thereby improving strategic planning in the IT sector. **Zhang, Y. et al. (2025)** – The Impact of Artificial Intelligence on Enterprise Decision-Making Process. This article discusses how AI improves enterprise decision-making through better forecasting, customer service, and operational management. The study also highlights challenges such as data privacy issues and implementation costs associated with AI adoption. **Di Vaio, A., Palladino, R., Hassan, R., & Escobar, O. (2020)** – Impact of Artificial Intelligence on Businesses: From Research, Innovation, Market Deployment to Future Shifts in Business Models

Statement Of the Problem

The way businesses function and make decisions has been profoundly altered by the growing use of artificial intelligence (AI). Artificial intelligence (AI) technologies are widely used in the information technology (IT) industry to handle massive datasets, enhance operational effectiveness, and facilitate well-informed strategic planning. Despite these benefits, many businesses still struggle to successfully incorporate AI into their current decision-making processes. Organizations frequently face challenges like high implementation costs, worries about data privacy and security, a lack

of organizational readiness, and resistance to technological change, even though AI offers advantages like increased decision accuracy, increased productivity, lower operating costs, and greater competitiveness. Despite AI's increasing significance in corporate operations, these obstacles may restrict its successful use. The impact of AI on management decision-making and organizational effectiveness in IT organizations is currently not well supported by empirical data. Thus, the purpose of this study is to investigate how artificial intelligence functions in corporate decision-making and evaluate how it enhances organizational performance in the IT industry.

NEED FOR THE STUDY

One of the technology advancements that have greatly impacted modern-day business organizations is the development of Artificial Intelligence (AI). In the contemporary business environment, characterized by intense competition and high informational nature of processes taking place, companies are required to make quick and strategic decisions in order to ensure their sustainable development and competitive advantage. Traditionally, the process of decision-making includes human judgment as well as information acquired through experience, which might prove to be insufficient to handle large volumes of data produced due to technological advancements. The IT industry is one of the most advanced sectors applying artificial intelligence to derive more benefits from it. Using such techniques as machine learning, predictive analysis, natural language processing, and intelligent automation, it becomes possible to analyse big data, recognize any pattern in it, predict future trends, and derive relevant conclusions based on them. Such an approach assists decision-makers in making effective decisions and enhances the performance of organizations in various ways. This study will be useful to understand the effects of Artificial Intelligence on decision-making in the Information Technology industry and evaluate the significance of artificial intelligence in enhancing organizational performance. The research will be vital to highlight the advantages, opportunities, and challenges that an organization encounters when implementing AI to enhance its organizational performance. It will be valuable for managers, IT specialists, researchers, and policymakers. The study will be a great addition to the present knowledge base since it will provide empirical evidence concerning the relationship between AI technologies and business decisions. Since further advancement of AI technologies requires researchers to understand their effects on business processes, the study will be highly significant in the context of the contemporary importance of Artificial Intelligence in the IT industry.

Research Objectives:

- ☐ To analyse the relationship between the level of AI adoption (Independent Variable) and the outcomes of business decision-making (Dependent Variable).
- ☐ To examine the extent of AI integration in the strategic, tactical, and operational decision-making processes within the IT sector.
- ☐ To evaluate the perceived effectiveness and quality of business decisions influenced by Artificial Intelligence tools.

Hypothesis

H-0: The integration of AI-driven predictive analytics has no significant effect on the time required for IT managers to finalize strategic business decisions.

H-1: The integration of AI-driven predictive analytics significantly decreases the time required for IT managers to finalize strategic business decisions.

Research Methodology

The approach used to assess how artificial intelligence (an independent variable) affects business decision-making (a dependent variable) in the field of information technology (IT) is presented in this chapter. This includes an explanation of the study's demographic, sample selection, methods for gathering and evaluating data, and the use of quantitative analysis.

Research Design

This study adopts a **descriptive and causal research design** utilizing a quantitative approach.

- **Descriptive Design:** Used to profile demographic characteristics and the current extent of AI adoption across various IT firms.
- **Causal/Explanatory Design:** Applied to examine the cause-and-effect relationship between AI integration and business decision-making outcomes, testing the hypotheses derived from the selected core variables.

Sampling Design

- **Sampling Unit:** The individual IT professional who uses or is directly influenced by AI technologies in the IT industry, such as managers, software engineers, data analysts, and executives.
- **Design:** Non-Probability Sampling.
- **Techniques:** **Convenience Sampling** (surveying an initial, accessible network) combined with **Snowball Sampling** (participants referring their qualified industry peers).
- **Sample Size:** N = [46] respondents.

Data Collection Sources

- **Primary Source:** A self-administered online survey (e.g., Google Forms, Microsoft Forms) distributed directly to IT professionals via professional networks (LinkedIn, email, corporate chat groups).
- **Secondary Source (For Literature Review):** Peer-reviewed journals, industry whitepapers (e.g., Gartner, McKinsey), and academic databases (Google Scholar, IEEE Xplore) used to frame the study and validate the variables.

Limitations of the Study

- **Sampling Bias:** The use of non-probability (convenience and snowball) sampling limits the strict statistical generalizability of the findings across the entire global IT industry.
- **Geographic Clustering:** Responses are largely concentrated around Kerala, Kochi, UAE due to the starting point of the referral networks.
- **Subjective Responses:** The study relies on self-reported data, introducing potential personal bias regarding individual AI familiarity and perceived organizational performance.
- **Time Constraint:** As a cross-sectional study, it captures only a snapshot in time, unable to account for the rapid, ongoing evolution of AI technology.

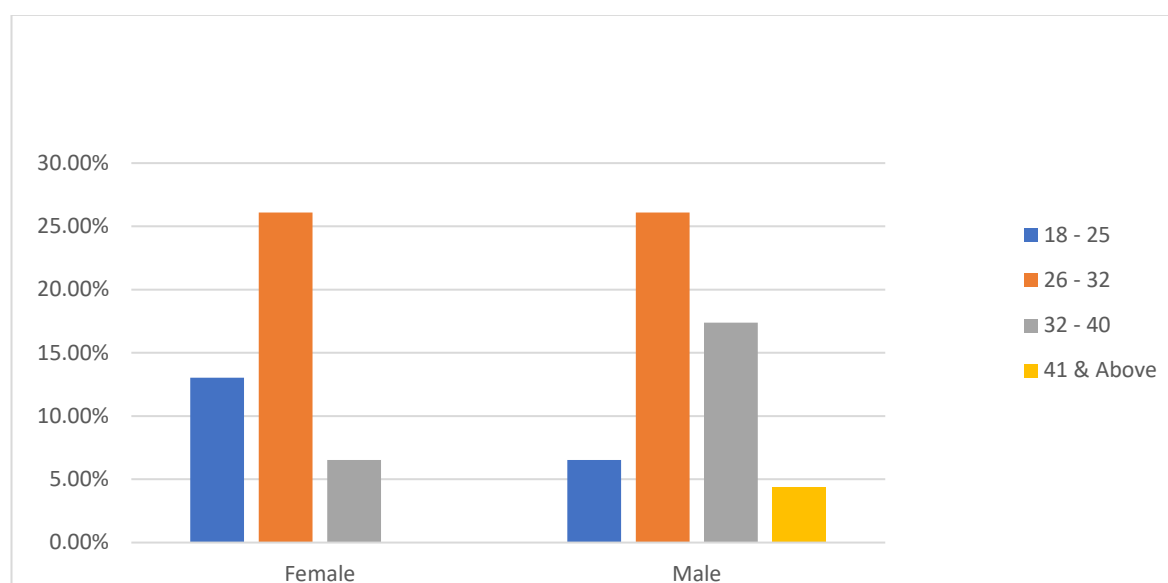
Tech Used

- **Collection:** **Google Forms** for hosting and data capturing.
- **Cleaning:** **Microsoft Excel** for sorting, filtering, and coding responses.
- **Analysis:** **SPSS** for data visualization and running statistical models.

DATA ANALYSIS

Demographic

D 1. Gender and Age Distribution Flow					
	2. Age Group				
1. Gender	18 - 25	26 - 32	32 - 40	41 & Above	Grand Total
Female	13.04%	26.09%	6.52%	0.00%	45.65%
Male	6.52%	26.09%	17.39%	4.35%	54.35%
Grand Total	19.57%	52.17%	23.91%	4.35%	100.00%



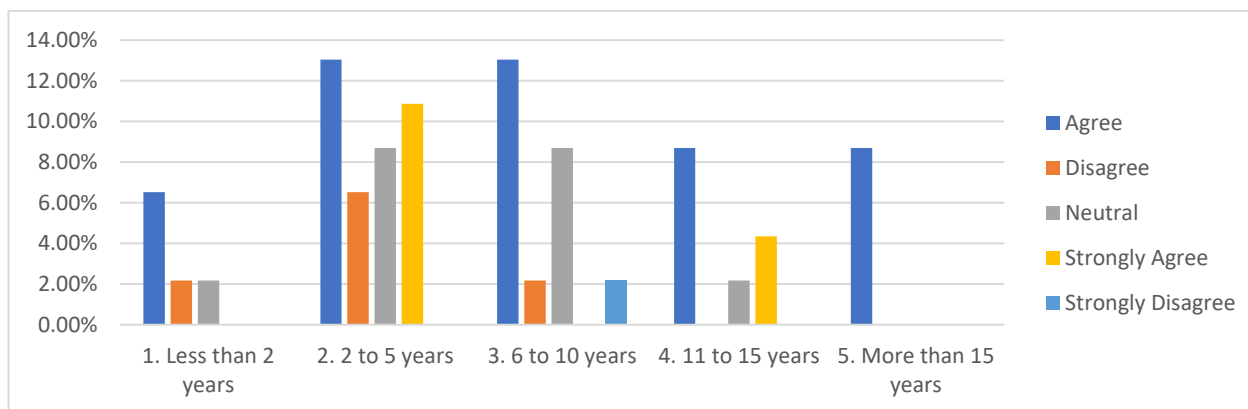
Analysis: Male respondents make up 54.35% of the sample, whereas female respondents constitute 45.65%. The labour force tends to be young, as those aged between 26 and 32 form the largest percentage of the sample at 52.17%, evenly divided between males and females at 26.09% each. Those aged 18 to 25 are 19.57% of the sample, whereas the 32 to 40-year-olds account for 23.91%, with males being predominant at 17.39%.

Interpretation: This clearly demonstrates the preponderance of a young generation in the sample group, where 71.74% of the employees are younger than 32 years old. The presence of the majority of digital natives in the sample allows concluding that the sample is quite flexible and naturally inclined towards using innovative tools such as AI in their work. The gender balance is well represented in the middle generation (26–32), while the decrease in the number of women in the upper generation (32+) correlates with the established industry trends for retention in IT positions.

Independent Variable -1

I V 1. We routinely rely on AI-generated insights and forecasts during the initial stages of a business project or strategy.					
1. Total Work Experience in the IT Sector	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
1. Less than 2 years	6.52%	2.17%	2.17%	0.00%	0.00%
2. 2 to 5 years	13.04%	6.52%	8.70%	10.87%	0.00%

3. 6 to 10 years	13.04%	2.17%	8.70%	0.00%	2.17%
4. 11 to 15 years	8.70%	0.00%	2.17%	4.35%	0.00%
5. More than 15 years	8.70%	0.00%	0.00%	0.00%	0.00%
Grand Total	50.00%	10.87%	21.74%	15.22%	2.17%

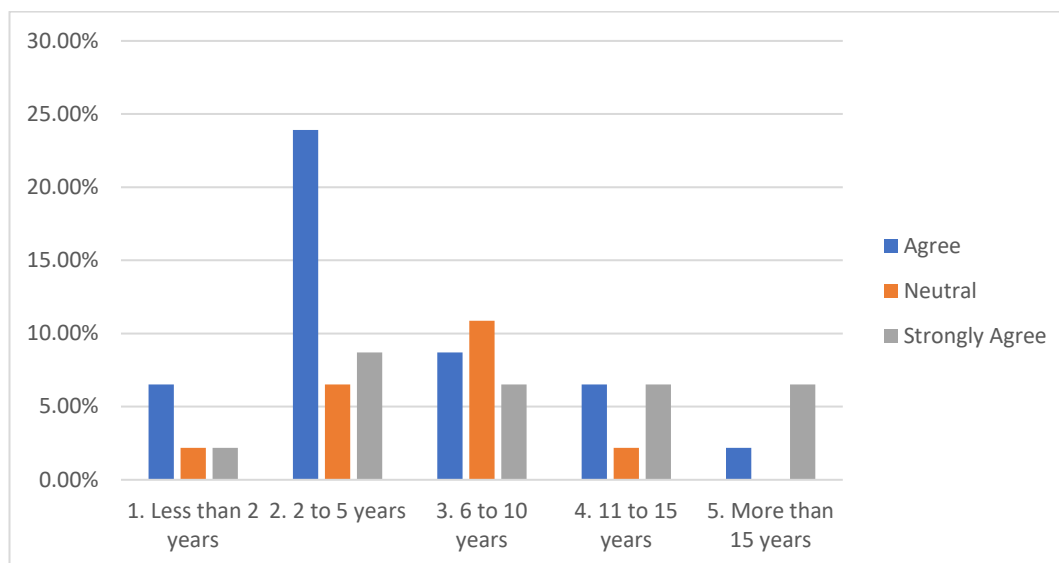


Data Analysis: It is noted that the combined percentage of 65.22% of the IT professionals are either agreeing or strongly agreeing that they are using the information generated by the AI tools in the early stage of their project work (Agree 50.00%, Strongly Agree 15.22%). It is noticed that the professionals having the middle-level experience of 2-5 years are most involved in accepting AI, where 23.91% of professionals either agree or strongly agree to AI (Agree 13.04%, Strongly Agree 10.87%). The professionals having 11-15 years and more than 15 years of senior-level experience have a unanimous acceptance of AI tools, where no professional disagrees with AI tool acceptance. Comparatively, there are 21.74% of neutral responses that are primarily from professionals having 2-5 years and 6-10 years of experience levels (8.70%), and 13.04% of total disagreement is noted.

Interpretation: It is observed that the total percentage of professionals who agree and strongly agree to the use of AI information at the beginning of their projects is 65.22% (Agree 50.00%, Strongly Agree 15.22%). It has been observed that the mid-level professionals who have experience ranging between 2-5 years are highly involved in the process, and 23.91% of the professionals either agree or strongly agree with AI (Agree 13.04%, Strongly Agree 10.87%). It has been seen that the senior-level professionals who have experience of 11-15 years and above 15 years unanimously accept AI without any disagreement amongst them. There are 21.74% neutral responses, which are mainly contributed by professionals who have experience between 2-5 years and 6-10 years (8.70%), while there is 13.04% disagreement.

Independent Variable – 2

I V 2. Our management strongly encourages the integration of AI technologies into daily business workflows.				
1. Total Work Experience in the IT Sector	Agree	Neutral	Strongly Agree	Grand Total
1. Less than 2 years	6.52%	2.17%	2.17%	10.87%
2. 2 to 5 years	23.91%	6.52%	8.70%	39.13%
3. 6 to 10 years	8.70%	10.87%	6.52%	26.09%
4. 11 to 15 years	6.52%	2.17%	6.52%	15.22%
5. More than 15 years	2.17%	0.00%	6.52%	8.70%
Grand Total	47.83%	21.74%	30.43%	100.00%

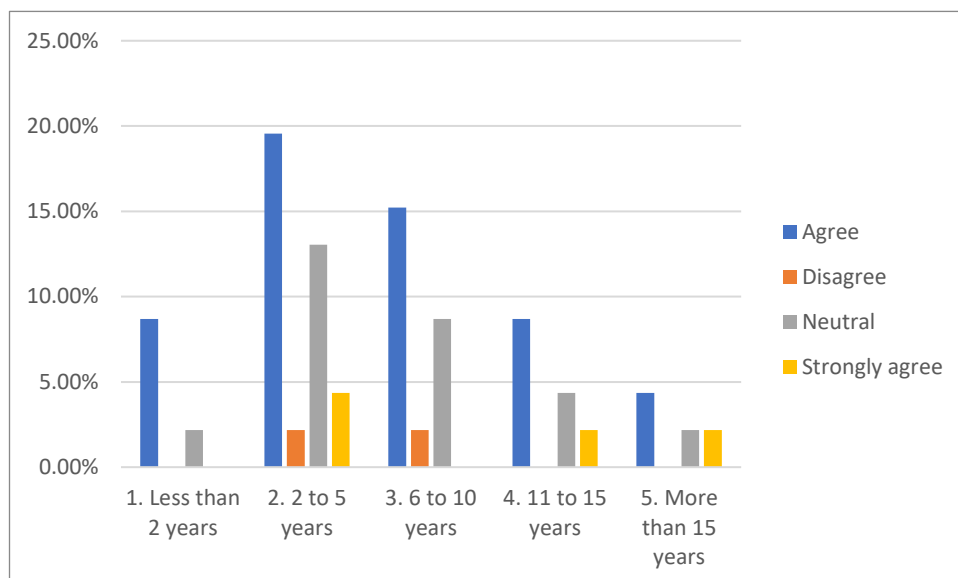


Data Analysis: As seen from the cross-tabulation, the proportion of those IT specialists who strongly agree that management motivates the use of AI in their activities is a large number of 78.26% (Agree – 47.83%, Strongly Agree – 30.43%). It is important to note the absence of disagreement (0.00%) in the total sample. However, there are 21.74% of those who are neutral on this issue. The largest share of those who agree can be observed among the 2 to 5 years category (32.61%), while the largest share of those who are neutral can be found among the 6 to 10 years category (10.87%).

Interpretation: The complete lack of conflict denotes a mandatory directive from above where management is convinced that AI implementation is crucial for the operation of the entire industry. Entry- to mid-career employees (2 to 5 years) perceive the pressure most acutely since they get the necessary resources to implement changes in their technical processes. The maximum number of neutral responses from mid-career employees (6 to 10 years) shows the presence of the well-known office bottleneck when those people encounter the resistance associated with the restructuring of their legacy workflow and data compliance.

Dependent Variable – 1

D V 1. The time required to finalize critical business decisions in our organization has decreased significantly.					
1. Total Work Experience in the IT Sector	Agree	Disagree	Neutral	Strongly agree	Grand Total
1. Less than 2 years	8.70%	0.00%	2.17%	0.00%	10.87%
2. 2 to 5 years	19.57%	2.17%	13.04%	4.35%	39.13%
3. 6 to 10 years	15.22%	2.17%	8.70%	0.00%	26.09%
4. 11 to 15 years	8.70%	0.00%	4.35%	2.17%	15.22%
5. More than 15 years	4.35%	0.00%	2.17%	2.17%	8.70%
Grand Total	56.52%	4.35%	30.43%	8.70%	100.00%

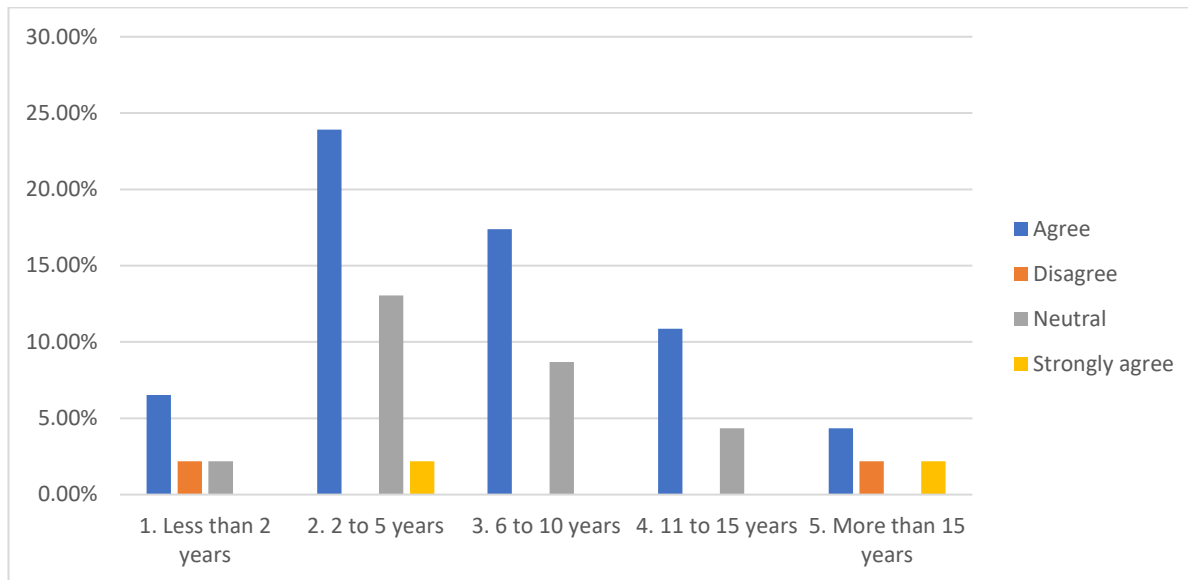


Data Analysis: From cross-tabulation analysis, a relatively high number of 65.22% of the population sees a marked increase in the speed of making important decisions in their companies (56.52% Agree and 8.70% Strongly Agree). This group of professionals with 2 to 5 years of experience constitutes the highest percentage (23.92%) among those agreeing. However, neutrality is shown by 30.43% of the respondents, which is dominated by middle-level employees within 2 to 5 years (13.04%) and 6 to 10 years (8.70%). Disagreement level is exceptionally low at 4.35% of the total sample. Experienced people with 11 years or above constitute 17.39% agreement while having 0.00% disagreement.

Interpretation: The results affirm the theory that AI implementation is highly associated with higher operational velocity. Through data synthesis and elimination of conventional bottlenecks in analysis due to automatic aggregation of data and analysis of complex market signals, AI accelerates decision-making processes. The emergence of unique clusters of neutral views held by middle-tier executives (2-10 years of experience) implies that there is a unique operational consideration here in that middle-tier executives who are focused on execution need to verify the results provided by algorithms; thus, the time taken in gathering data can sometimes be equalized with the process of verifying data. In the case of senior executives (more than 11 years of experience), whose focus is on executing decisions at the macro level, the view is clearly positive.

Dependent Variable – 2

D V 2. Our business decisions have become more accurate and data-driven, resulting in fewer strategic errors.					
2. Total Work Experience in the IT Sector	Agree	Disagree	Neutral	Strongly agree	Grand Total
1. Less than 2 years	6.52%	2.17%	2.17%	0.00%	10.87%
2. 2 to 5 years	23.91%	0.00%	13.04%	2.17%	39.13%
3. 6 to 10 years	17.39%	0.00%	8.70%	0.00%	26.09%
4. 11 to 15 years	10.87%	0.00%	4.35%	0.00%	15.22%
5. More than 15 years	4.35%	2.17%	0.00%	2.17%	8.70%
Grand Total	63.04%	4.35%	28.26%	4.35%	100.00%



Data Analysis: Cross-tabulation shows that there is an overwhelming number (67.39%) of respondents who see enhanced accuracy and reduction in strategic mistakes as a result of making decisions based on data analysis (63.04% Agree, 4.35% Strongly Agree). The group with 2 to 5 years of experience makes up the highest portion (26.08%) of the above-mentioned positive response. There is a fairly large percentage (28.26%) of the total respondents that express neutrality about the issue; the main contributors are the groups of 2 to 5 years (13.04%) and 6 to 10 years (8.70%).

Interpretation: It can be seen that the use of artificial intelligence for decision-making is successful in shifting the decision-making paradigm from intuition to very objective and data-oriented parameters. A high level of consensus among young to mid-career individuals (2 to 5 years of experience) is based on their close involvement with the application of predictive models and automated analytics that confirm the correctness of the data used. The neutrality of mid-career people (6 to 10 years of experience) is due to the fact that they have to deal with the possible errors and biases of data before implementation. A high level of approval among senior management people (11+ years) implies the existence of a significant macro-benefit.

SPSS TEST

Reliability Test

Case Processing Summary

		N	%
Cases	Valid	46	100.0
	Excluded ^a	0	.0
	Total	46	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha		N of Items
.824		5

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.642	1	.642	1.338	.254 ^b
	Residual	21.098	44	.479		
	Total	21.739	45			

a. Dependent Variable: 11. The time required to finalize critical business decisions in our organization has decreased significantly.

b. Predictors: (Constant), 6. My organization actively uses AI-driven tools (e.g., predictive analytics, machine learning algorithms) to process business data.

HYPOTHESIS TEST

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
11	The categories of 11. The time required to finalize critical business decisions in our organization has decreased significantly. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
12	The categories of 12. Our business decisions have become more accurate and data-driven, resulting in fewer strategic errors. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
13	The categories of 13. The use of data insights allows us to identify market risks and business opportunities much ahead of our competitors. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
14	The categories of 14. Strategic decisions made in our organization are highly consistent and free from personal or emotional biases. occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
15	The categories of 15. Overall, the quality of operational and financial outcomes has improved due to our current decision-making framework. Test occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Findings

- **Instrument Reliability:** The research instrument is highly stable, yielding a Cronbach's Alpha (α) of 0.824 across the analyzed items, proving strong internal data consistency.
- **Widespread Core Usage:** A clear majority (**65.22%**) of IT professionals actively anchor early-stage project strategies and forecasts in AI-generated insights.
- **Strong Leadership Mandate:** Executive management aggressively drives automation, with **78.26%** of respondents reporting active top-down encouragement and **0.00% disagreement** across the sample.

- **Compressed Timelines:** Operational velocity has significantly improved; **65.22%** of the workforce confirms that AI has compressed the time required to finalize critical business decisions.
- **Error Mitigation:** Strategic quality has advanced, with **67.39%** of respondents observing highly accurate, data-driven decisions and fewer strategic errors.
- **Mid-Level Operational Bottleneck:** While senior tiers and junior staff show high alignment, mid-level professionals (6 to 10 years of experience) consistently display the highest neutrality (**10.87% to 13.04%**) due to the operational burdens of cross-checking data and restructuring legacy workflows.

Conclusion

Through this research, it is clear that AI has evolved into a component of the strategic approach of IT sector firms. Evidence shows that the involvement of top management can go a long way in promoting AI adoption. It helps to develop an effective framework for decision-making without the help of intuition on the part of people, saving on strategic errors and speeding up the project development process. All in all, despite the presence of excellent support both on the micro and macro level, operational opposition at the mid-level concerning the verification of algorithms and workflow development is the most prominent challenge.

Suggestions

- **Empower the Mid-Level Tier:** Provide targeted training and automated validation tools specifically tailored for mid-career professionals (6 to 10 years of experience) to alleviate the time burden of manually double-checking AI data outputs.
- **Establish Clear Governance Models:** Address baseline anxieties regarding data privacy and implementation costs by developing transparent corporate data policies and clear metrics for calculating AI return on investment (ROI).
- **Standardize Workflows:** Formulate structured protocols to smoothly transition legacy workflows into automated pipelines, directly lowering operational friction during the initial phases of strategic business projects.

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