Journal of Neonatal Surgery
ISSN(Online): 2226-0439
Vol. 14, Issue 13 (2024)
https://www.jneonatalsurg.com

OPEN ACCESS

A Systematic Review of Artificial Intelligence Enabled Data Driven Decision Making in Management and IT

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Cite this paper as: Rakesh Joshi, Dr. Varinder Singh, Dr. Umesh Sehgal, (2024) A Systematic Review of Artificial Intelligence Enabled Data Driven Decision Making in Management and IT. *Journal of Neonatal Surgery*, 14 (13), 1334-1342.

ABSTRACT

The integration of Artificial Intelligence (AI) into management and information technology (IT) has transformed organizational decision-making by moving from intuition-driven approaches to data-driven strategies. This systematic review synthesizes literature published between 2020 and 2023, examining how AI-enabled tools such as machine learning, predictive analytics, and natural language processing enhance decision accuracy, efficiency, and adaptability. In management, AI supports strategic planning, resource optimization, and performance evaluation, while in IT, it strengthens automation, cybersecurity, and real-time operational responsiveness. Research contributions are categorized into areas such as AI-driven decision support systems, integration with enterprise IT infrastructures, and issues of interpretability, transparency, and data governance. Although evidence suggests AI improves accuracy, speed, and scalability, significant challenges remain, including algorithmic bias, ethical concerns, and limited alignment between technical advancements and managerial expertise. To address these gaps, the objectives of this review are: (1) to systematically analyze recent advancements in artificial intelligence-enabled data-driven decision making and their applications in management and IT, and (2) to identify key challenges and future opportunities for integrating AI into organizational decision-making processes for sustainable and ethical growth. By fulfilling these objectives, the study provides a consolidated framework that highlights the synergy between management and IT through AI-enabled decision making, offering valuable insights for researchers, practitioners, and policymakers seeking to leverage AI responsibly to achieve competitive advantage, ethical practices, and sustainable organizational development.

Keywords: *Artificial Intelligence, Data-Driven Decision Making, Management, Information Technology.*

1. INTRODUCTION

Artificial Intelligence (AI) has become a transformative force in contemporary organizations, redefining decision-making processes across management and information technology (IT) domains. Explainable AI (XAI) frameworks provide transparency and interpretability, enabling managers to understand, trust, and act on AI-generated recommendations [1]. XAI facilitates the shift from black-box to glass-box models, allowing organizations to integrate AI insights while maintaining accountability [2]. Methods for machine learning interpretability are essential to ensure that AI systems are not only technically accurate but also comprehensible for decision-makers [3]. Despite advancements, achieving trustworthy AI remains a challenge, requiring ongoing research and innovation [4].

In management, AI supports strategic planning, performance monitoring, and resource optimization [5]. AI-enabled decision systems facilitate operational efficiency by providing predictive insights and automating repetitive processes [6]. Innovation management benefits from AI by enhancing knowledge discovery and enabling data-driven research agendas [7]. Decision-making effectiveness increases when human cognition complements AI analytics, ensuring contextual relevance [8]. Managers are encouraged to balance data insights with experience and judgment to avoid overreliance on AI [9]. The integration of AI can also contribute to organizational sustainability by optimizing resource allocation and reducing environmental impact [10]. Within IT, AI improves automation, enhances cybersecurity, and enables real-time operational decision-making [11]. In healthcare, clinical decision support systems leverage AI to provide timely and accurate insights

for patient care [12]. AI applications in IT extend to financial and operational domains, increasing system efficiency and predictive capabilities [13]. Aligning AI with enterprise IT infrastructure ensures strategic advantage and supports long-term organizational goals [14]. AI adoption also fosters analytics capabilities that enhance firm performance by integrating IT and managerial objectives [15]. Evidence suggests that AI contributes to innovation by enabling organizations to explore emerging technologies and improve product development cycles [16]. User interaction with AI systems shapes organizational outcomes, highlighting the importance of effective interface design and managerial understanding [17]. Intelligent automation supports organizational transformation, allowing firms to streamline operations and achieve competitive performance [18]. Predictive analytics, including deep learning-based forecasting, enables data-driven decision-making across multiple sectors [19]. Successful AI governance aligns organizational structures with ethical practices, ensuring accountability and compliance [20].

Data and analytics provide competitive advantage by enabling managers to make informed, evidence-based decisions [21]. Organizational adoption of AI requires attention to both technological and human factors to fully realize its benefits [22]. Decision-makers can leverage data analytics capabilities to achieve strategic outcomes and sustain competitive edge [23]. Implementing responsible AI practices is critical to address ethical concerns and ensure fairness in automated decision-making [24]. Adoption and usage of enterprise AI systems are influenced by behavioral and organizational perspectives, shaping how technology is leveraged in practice [25]. Effective data governance supports reliable and ethical AI-driven decision-making [26]. Cultural barriers can hinder data-driven decision processes, requiring strategies to overcome resistance and encourage adoption [27]. AI adoption impacts firm performance, demonstrating positive relationships with operational efficiency and innovation [28]. Managerial sensemaking plays a key role in analytics adoption, aligning strategy, IT systems, and data for effective decision-making [29]. Human factors such as trust, transparency, and accountability are central to AI-supported decision processes [30]. In supply chain management, data-driven decision-making enhances forecasting accuracy and operational performance [31]. AI integration in service systems improves customer experience and operational efficiency [32]. Designing AI-enabled service systems requires careful attention to both management and IT implications [33].

The data revolution emphasizes the critical role of informed, evidence-based decision-making in urban governance and organizational management [34]. AI transforms marketing by enabling personalized strategies and predictive customer insights [35]. Strategic frameworks for AI in business guide adoption, aligning technology with organizational goals and competitive strategy [36]. Big data analytics supports organizational performance by providing actionable insights for managerial decision-making [37]. Organizational readiness, including infrastructure, culture, and skills, is essential for successful AI adoption [38]. Strategic use of data and analytics enhances managerial decisions, creating frameworks and case studies for best practices [39]. Analytics capabilities in multinational firms demonstrate the link between data-driven insights and effective decision-making [40]. Data governance enhances the quality and reliability of AI-driven decisions, establishing processes for responsible data use [41]. Managerial trust and model interpretability are critical in adopting AI for decision-making [42]. Public sector applications of AI present unique challenges and opportunities, requiring ethical frameworks and governance mechanisms [43]. Integrating qualitative and quantitative evidence improves managerial decision-making in analytics-driven organizations [44]. Digital platforms influence managerial control, shaping decision-making in data-rich environments [45].

In conclusion, AI-enabled, data-driven decision-making is central to modern management and IT practices. This review examines current research on AI adoption, its applications, and challenges, providing a comprehensive framework to guide ethical, effective, and strategic AI integration across organizational contexts.

2. LITERATURE REVIEW

AI adoption in organizations increasingly emphasizes explainable AI (XAI) to ensure transparency and trust. Arrieta et al. (2020) discuss explainable AI (XAI) concepts, taxonomies, and challenges for responsible AI. Rai (2020) highlights the shift from black-box to glass-box AI models. Linardatos et al. (2020) review machine learning interpretability methods. Ali et al. (2023) examines gaps in achieving trustworthy AI. Stoykova and Shakev (2023) explore opportunities and challenges of AI in management information systems. Brasse et al. (2023) analyze the current status and future directions of XAI in information systems. Mariani et al. (2023) focus on AI applications in innovation research. Zaitsava et al. (2022) emphasize the combination of cognition and data in decision-making. Szukits and Horváth (2022) study the role of digital orientation. Nishant et al. (2020) highlight AI for sustainability. McKinsey Global Institute (2022) reports AI adoption trends. Pereira et al. (2021) review AI impacts on workplace outcomes. Chen and Dhillon (2023) examine AI in clinical decision support. Mariani (2020) and Mariani et al. (2021) discuss AI's role in firm innovation and digital transformation. Rzepka and Berger (2021) analyze user interaction with AI systems. Rinta-Kahila et al. (2021) study organizational transformation through intelligent automation. A detailed summary of the further literature, including objectives, approaches, and key findings, is provided in Table 1.

Table 1. Comprehensive Literature Review on AI-Enabled Decision Making in Management and Information Systems

Author (Year)	Focus / Objective	Research Context	Methodology	AI Technique / Tool Used	Key Findings	Implications / Contribution
Rzepka & Berger (2021)	Examine user interaction with AI systems and business impacts	Business / MIS adoption	Literature review and case analysis	General AI systems in MIS	Effective MIS adoption depends on user engagement and interface design	Provides guidelines for improving user acceptance and business impact of AI
Rinta-Kahila et al. (2021)	Organizational transformation through intelligent automation	Nokia Software case	Case study	Intelligent automation tools	Automation improves efficiency and enables strategic transformation	Demonstrates practical benefits of automation in large organizations
Punia & Shankar (2022)	Predictive analytics for demand forecasting	Manufacturing / supply chain	Deep learning-based DSS	Deep learning models	AI-based predictive models enhance forecasting accuracy	Supports operational planning and inventory management using AI
Sayogo & Pardo (2023)	Critical success factors in local government data-driven decision-making	Public sector	Empirical study	Data-driven decision-making frameworks	Leadership, data governance, and stakeholder engagement are key for success	Informs policymakers on effective AI and data practices in governance
Batool et al. (2023)	AI governance and organizational alignment	Organizational AI adoption	Systematic review	Governance frameworks	Governance frameworks and alignment strategies ensure responsible AI use	Provides structured approach for ethical AI deployment in organizations
Kiron & Schrage (2021)	Data and analytics for managerial decision-making	Management / strategic decisions	Conceptual analysis	Analytics and data visualization tools	Strategic use of analytics enhances competitive advantage	Guides managers on leveraging data for strategic decision-making
Davenport & Bean (2020)	AI adoption and value realization in organizations	Business organizations	Review and case examples	Enterprise AI systems	Successful AI adoption improves operational performance and value creation	Highlights organizational practices for maximizing AI benefits
Ghasemaghaei & Calic (2020)	Shaping analytics capabilities for competitive advantage	Multinational firms	Empirical study	Data analytics tools	Decision-makers influence analytics adoption to gain strategic benefits	Emphasizes managerial role in AI-enabled competitive strategies

Kankanhalli et al. (2021)	Responsible AI in organizations	Organizational settings	Literature review	AI governance / ethical AI	Responsible AI practices address ethical and organizational challenges	Framework for ensuring accountable AI use in enterprises
Venkatesh et al. (2020)	Adoption of enterprise AI systems	Organizations implementing AI	Survey-based study	Enterprise AI platforms	Behavioral and organizational factors influence adoption and usage	Provides insight into organizational and human factors affecting AI uptake
Janssen et al. (2021)	Data governance in public sector AI decision-making	Public sector	Conceptual framework	Data governance models	Structured data governance supports reliable AI-driven decisions	Supports AI policy-making and public sector digital transformation
Ransbotham et al. (2021)	Cultural barriers to data-driven decision-making	Organizations	Survey and analysis	Data analytics systems	Organizational culture affects analytics adoption	Identifies cultural challenges for data-driven decision-making implementation
Wamba-Taguimdje et al. (2020)	AI impact on firm performance	Manufacturing / services	Systematic review	AI applications in business	AI adoption positively affects operational and financial performance	Evidence for managers to invest in AI for performance improvement
Gozman et al. (2022)	Managerial sensemaking in analytics adoption	Business analytics	Case study	Analytics tools	Alignment of strategy, IT, and data is crucial for effective adoption	Guides managers to integrate analytics into organizational strategy
Langer & König (2021)	Human factors in AI-supported decision-making	General organizational settings	Literature review	AI decision support systems	Trust, transparency, and accountability influence AI adoption outcomes	Highlights importance of human-centered design in AI adoption
Hossain & Hasan (2022)	Data-driven decision-making in supply chain management	Supply chain management	Review	Data-driven SCM tools	Data-driven approaches improve SCM performance and resilience	Provides a framework for integrating AI and data analytics in SCM
Huang & Rust (2021)	AI applications in service	Service industry	Conceptual and empirical analysis	AI service systems	AI enhances service quality, personalization, and operational efficiency	Demonstrates strategic and operational benefits of AI in service delivery

The Figure 1 illustrates the distribution of studies on AI adoption in organizations across different thematic areas. “Explainable AI (XAI)”, “AI in Innovation & Service”, and “Data-Driven Decision Making” are the most studied topics, each with 6 publications, indicating a strong research focus on transparency, innovation, and informed decision-making. Areas like “AI in MIS” and “Managerial & Organizational Readiness” follow closely with 5 studies each. In contrast, “AI

for Firm Performance" and "Supply Chain & Marketing" are less explored, each with only 3 studies. Overall, the chart highlights that research on AI adoption emphasizes interpretability, innovation, and decision-making, while applications in performance measurement and supply chain management are relatively underrepresented.

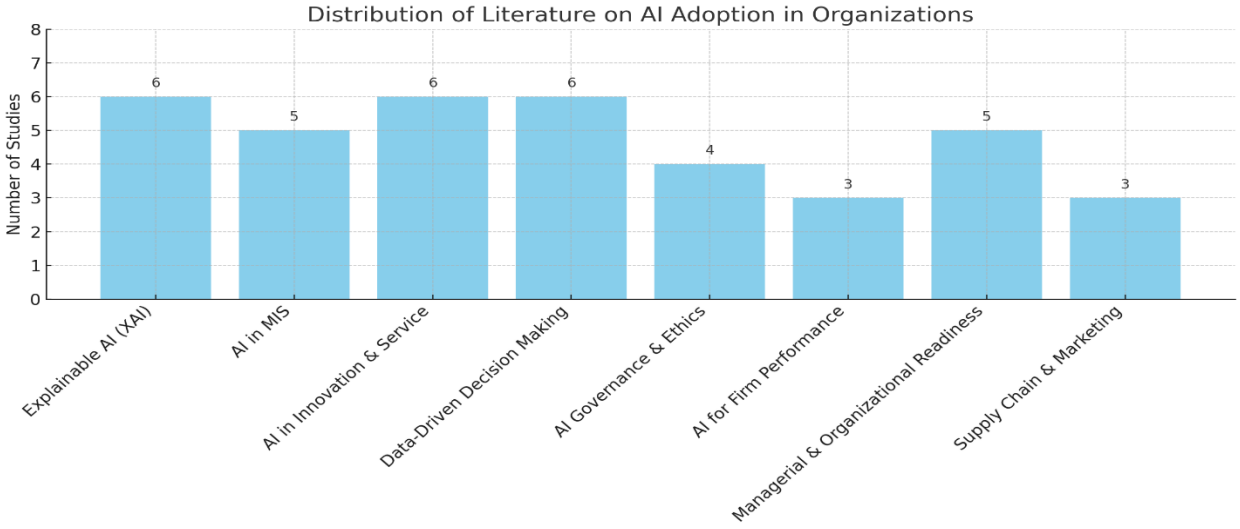

Figure 1. Distribution of Literature on AI Adoption in Organizations by Domain: Explainable AI, Decision Making, Innovation, Governance, and Performance

Ostrom et al. (2021) explore the design and management of AI-enabled service systems, highlighting implications for management and information systems. Kitchin (2021) critically analyzes data-driven decision-making in urban governance, emphasizing socio-technical challenges and policy considerations. Davenport et al. (2020) discuss how AI is poised to transform marketing strategies, enhancing customer targeting and personalization. Huang and Rust (2020) propose a strategic framework for AI adoption in business, focusing on value creation and operational efficiency. Kudyba (2020) examines the role of big data and analytics in improving firm performance and supporting managerial decision-making. Li et al. (2022) conduct a multi-level meta-analysis on organizational readiness for AI adoption, identifying key enablers and barriers. Wamba and Akter (2021) provide frameworks for strategically using data and analytics to improve managerial decision-making. Ghasemaghaei et al. (2022) investigate analytics capability and its impact on managerial decisions in multinational firms. Lowry and Moody (2020) highlight how data governance practices enhance data-driven decision-making in organizations. Verma and Gustafsson (2021) emphasize managerial trust and interpretability as critical factors for AI adoption. Wirtz et al. (2020) review AI applications in the public sector, addressing operational challenges and ethical considerations. Goffin and Koners (2022) integrate qualitative and quantitative evidence to explore managerial decision-making in the age of analytics. Van Dijck and Poell (2021) analyze how digital platforms influence managerial control and data-driven decision-making processes.

In summary, the reviewed literature demonstrates that AI-enabled data-driven decision-making is reshaping management and information systems across diverse domains, including business, public governance, marketing, supply chain, and service operations. Key themes emerging from the studies include the importance of explainable AI for transparency and trust, the interplay between managerial judgment and analytics, organizational readiness and alignment, and the critical role of governance and ethical frameworks. While AI enhances operational efficiency, strategic decision-making, and firm performance, its successful adoption depends on human factors such as trust, interpretability, and user engagement, as well as cultural and structural enablers within organizations. Despite substantial progress, gaps remain in integrating AI insights with managerial cognition, assessing long-term organizational impacts, and establishing universally applicable governance practices. Collectively, these studies underscore the need for a holistic approach that combines technological capabilities, organizational readiness, and ethical oversight to realize the full potential of AI in management and IT.

3. SUGGESTIONS AND RECOMMENDATIONS

Based on the systematic review, several actionable recommendations emerge for practice, research, and policy, which can guide future studies and organizational implementations of AI-enabled data-driven decision-making. From a practical perspective, organizations are encouraged to prioritize the adoption of explainable AI (XAI) frameworks to enhance transparency, interpretability, and managerial trust in AI-generated recommendations. Integrating AI insights with human judgment ensures decisions remain contextually relevant and prevents overreliance on automated systems. Additionally, investing in organizational readiness—including technological infrastructure, workforce training, and supportive culture—

facilitates smoother AI adoption and enhances the effective utilization of analytics capabilities in Table 2. Applying AI strategically to both operational and strategic functions, while adopting human-centered interface design, can further improve efficiency, innovation, and user engagement across diverse organizational contexts.

Table 2. Comprehensive Recommendations for Practice, Research, and Policy to Enhance AI-Enabled Data-Driven Decision Making in Management and Information Technology, Guiding Future Studies and Organizational Implementation

Recommendation Category	Specific Recommendation	Rationale / Key Insight	Expected Outcome / Impact
Practice: Explainable AI (XAI)	Prioritize the use of XAI frameworks to ensure transparency and trust in AI decisions	Reduces reliance on black-box models and enhances managerial confidence	Improved decision transparency, trust, and accountability
Practice: Human-AI Integration	Use AI insights alongside managerial judgment and domain expertise	Ensures contextual relevance and prevents overreliance on automation	More balanced, effective, and context-aware decisions
Practice: Data Governance & Ethics	Establish policies for data governance, privacy, and ethical AI use	Mitigates algorithmic bias and ensures accountability and compliance	Responsible and fair AI deployment within organizations
Practice: Organizational Readiness	Invest in infrastructure, workforce training, and culture for AI adoption	Enhances managerial analytics capabilities and reduces resistance to AI-driven practices	Higher adoption rates, better analytics utilization, and smooth AI integration
Practice: Strategic & Operational Use	Apply AI to both strategic (resource optimization, innovation) and operational (supply chain, predictive maintenance) functions	Maximizes organizational efficiency and competitive advantage	Increased operational efficiency, innovation, and competitive performance
Practice: Human-Centered Design	Design AI interfaces with user feedback to improve engagement and comprehension	Improves adoption rates and quality of AI-supported decisions	Higher user engagement, better decision outcomes, and system usability
Research: Long-Term Impact	Study the long-term effects of AI adoption on performance and innovation	Provides comprehensive evidence of AI benefits and risks	Insights for strategic planning and sustained competitive advantage
Research: Cross-Domain Integration	Explore AI adoption across multiple organizational domains	Identifies synergies and best practices in data-driven decision-making	Holistic understanding of AI impacts and cross-functional benefits
Research: Responsible AI	Evaluate frameworks for ethical AI deployment and bias mitigation	Ensures accountable and fair AI adoption across sectors	Enhanced ethical standards and reduction of AI-induced risks
Research: Explainability Methods	Develop scalable methods for interpretable AI without compromising accuracy	Supports managerial understanding and trust in AI systems	Increased trust, better decision quality, and wider AI adoption

Research: Human-AI Interaction	Investigate managerial trust, cultural factors, and cognitive biases	Enhances adoption and effectiveness of AI-supported decisions	Improved human-AI collaboration and more effective AI utilization
Policy: AI Governance Standards	Establish regulatory standards for transparency, accountability, and fairness	Supports responsible AI use, particularly in public sector applications	Standardized governance frameworks and safer AI implementation
Policy: Collaborative Ecosystems	Encourage partnerships between academia, industry, and government	Promotes knowledge sharing, ethical AI practices, and capability development	Stronger AI ecosystem, accelerated innovation, and shared best practices

For future research, studies should explore the long-term impacts of AI adoption on organizational performance, innovation, and strategic adaptability. Investigating cross-domain AI integration can reveal synergies and best practices in data-driven decision-making across management, IT, supply chain, and service operations. Research focused on responsible AI deployment, ethical frameworks, and bias mitigation is essential to ensure fair and accountable AI adoption. Additionally, developing scalable explainability methods and examining human-AI interaction, trust, and cultural factors will contribute to more effective AI-supported decision-making. Policymakers can also benefit from these insights by establishing regulatory standards and governance frameworks that promote transparency, accountability, and fairness in AI deployment. Encouraging collaboration between academia, industry, and government can foster a robust AI ecosystem, accelerate innovation, and disseminate ethical practices across sectors. Collectively, these recommendations provide a structured framework that bridges technological capabilities, managerial judgment, and ethical oversight. By following these guidelines, future studies can not only advance theoretical understanding but also support the practical implementation of AI systems that are trustworthy, effective, and sustainable, ultimately enabling organizations to achieve competitive advantage and responsible growth.

4. CONCLUSION

This systematic review provides a comprehensive analysis of AI-enabled data-driven decision-making in management and information technology, highlighting both opportunities and challenges. The findings demonstrate that AI applications, including predictive analytics, machine learning, and natural language processing, significantly enhance decision accuracy, operational efficiency, and strategic planning. Explainable AI, human-AI integration, and robust data governance emerge as critical factors for successful adoption, ensuring transparency, trust, and ethical compliance. Despite notable advancements, challenges such as algorithmic bias, organizational readiness, and cultural barriers persist, underscoring the need for a holistic approach that combines technological capabilities, managerial judgment, and ethical oversight. The recommendations outlined in this review offer actionable guidance for practitioners, researchers, and policymakers. For organizations, implementing human-centered AI systems and fostering analytics capabilities can improve operational and strategic outcomes. For researchers, investigating long-term impacts, cross-domain integration, and human-AI interaction provides fertile ground for advancing knowledge. Policymakers can benefit from regulatory frameworks and collaborative ecosystems to promote responsible AI adoption. Overall, this study contributes a structured framework that bridges management and IT, guiding future research and practice toward sustainable, trustworthy, and effective AI-enabled decision-making.

5. ACKNOWLEDGMENT

The authors gratefully acknowledge the support of their academic and professional communities in conducting this review. Special thanks are extended to the research guides and mentors whose expert guidance, constructive feedback, and valuable insights were instrumental in shaping the conceptual framework, methodology, and overall quality of this systematic review. The authors also appreciate colleagues who provided thoughtful suggestions and reviews, contributing significantly to the clarity and comprehensiveness of the study.

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