

Human–AI Collaboration for Strategic Decision-Making in IT Companies

M. Nazma Haroon^{1*}, Dr. R. Preetha Rajendran²

¹Research Scholar, Department of Management, VLB Janakiammal College of Arts and Science, Coimbatore

²Research Supervisor, Department of BBA IB & RM, PSGR Krishnammal College for Women, Coimbatore

***Corresponding Author:** M. Nazma Haroon, Research Scholar, Department of Management, VLB Janakiammal College of Arts and Science, Coimbatore

ABSTRACT

The development of competitive pressure and globalization opportunities reassures organisations. Strategic decision-making is, therefore, an organizational capability that unites the analytical rigor with the human spirit. The realm of AI has advanced well beyond a mere label automation tool. Artificial intelligence has manifestations that partner with the manager, making him more effective and powerful in his judgment. This thesis studies various organizations that are collaborating with a wide variety and assortment of A.I. tools to aid their strategic decision making. Artificial intelligence can support establishing and ensuring that things cannot be done contrary to policy; while blockchain will facilitate the awakening of trust. Organizations are able to create decision frameworks that are value aligned but data driven by combining these different strengths. The talk progresses through real-life experiences of global and Indian organizations and is based on application in strategic planning, risk management, and human resource development. The collaboration between humans and machines must ensure transparency, trust and ethical AI governance.

Keywords: Human–AI collaboration; Strategic decision-making; Organizational intelligence; AI ethics; Managerial judgment; Digital transformation; Global competitiveness; Responsible AI

How to cite this article: M. Nazma Haroon^{1*} Dr. R. Preetha Rajendran². Human–AI Collaboration for Strategic Decision-Making in IT Companies. *Int J Drug Deliv Technol.* 2026;16(86s):2164-2170. DOI: 10.25258/ijddt.16.86s.196.

Source of support: Nil.

Conflict of interest: None

1. INTRODUCTION

Today's organizations are operating in the VUCA environment which refers to Volatile Uncertain Complex Ambiguous. Globalization, technologies, geopolitics, pandemics and climate-induced disruptions have altered the ability to conceive and deliver strategic capabilities in novel ways. Decision-making was previously regarded as a managerial activity dependent on intuition and experience. Today, it is expected to be data-driven, evidence-based, and future-oriented. The success of a modern organization depends not just on responding to change but anticipating and shaping it.

Strategic decision-making has changed from hierarchical and static to dynamic capability in this context. C-Suite executives must sift through vast data sets, detect weak signals in the environment, and make timely decisions that continue to be competitive in the short term without compromising long-term success. The use of traditional tools like the SWOT analysis or historical trend extrapolation will often fail to deliver useful answers in a world where anything happens. Consequently, organizations are using advanced technologies to improve their decision-making accuracy and speed.

1.1 The Rise of Artificial Intelligence as a Strategic Partner

An AI-Powered event for Literature review and Publication. AI initially came into being as a collection of

codes for automating tasks. The AI has become an intelligent system that is capable of deriving insights from unstructured data and learning from experience. Because of these processes, decision makers are now provided with information that was previously out of reach. Consequently, there is computational thinking technology for these tasks. Artificial intelligence is about much more than just automating processes. AI tools can support leaders in establishing risk identification and opportunity assessment through disclosure of underlying patterns, modeling scenarios and evaluating probabilities. The use of AI in strategy-making is a clear indication that machines are now being considered partners in human reasoning instead of just helpers. The aim may not necessarily be to take over from humans but to upgrade them, combining the speed and intelligence of machines with the intuition and judgment of humans.

1.2 The Concept of Human–AI Collaboration

Human-AI collaboration refers to the work done in cooperation with humans and intelligent

systems used to do things better together than apart. In a collaborative effort, AI will assist humans by offering analytical skills, processing data, and modeling predictions, while humans will assist AI with creativity, empathy, context, and ethics. The collaboration is intended for support, not replacement. AI can do this by effectively

going through millions of data points and making recommendations on the resources that should be allocated to which sector or operation and the early warning signs of a market catastrophe

Only human managers can interpret the data in terms of their organization's values and culture, as well as its longer-term strategic intent. The combination of AI's precision and human judgment produces outcomes that are useful, responsible, and meaningful. The collaboration model will soon become a global reality. Companies across Silicon Valley and Indian tech centres like Bengaluru and Hyderabad are testing human-AI decision systems. This technology has been used in risk mitigation, financial forecasting, optimizing operations, workforce planning and more. In each case, AI owes its success to the collaboration with human beings, not merely to the execution of human tasks.

1.3 Strategic Decision-Making in the Age of Intelligence

To make those all-important strategic decisions, executives examine analytical evidence and weigh it up against their own values. To expand into new international markets, for example, they'd need economic forecasts, regulatory assessments and competitive intelligence – all areas where AI excels. The outcome, meanwhile, also relies on the vision of leadership, cultural understanding, and stakeholder relations. The partnership of humans and AI is a game changer. Organizations can create models that combine managerial judgement with machine learning instead of building separate decision models for each purpose. This integration increases the speed of decision-making cycles as well as a more transparent justification along with more agility. Organizations that utilize AI to assist decision making are increasingly outpacing their peers on measures such as innovation, efficiency and customer satisfaction. According to a recent McKinsey report, organizations that are leveraging AI in critical decision-making workflows have enhanced their productivity by up to 25pc. An instance that stands out is the example of Indian IT companies deploying AI-based analytics. Because of this, these firms have become quicker and

more responsive to customer's needs and market conditions.

1.4 The Indian and Global Context

There is a lot of investment in the West on Human-AI cooperation. India showcases a rich and diverse context in this respect. Given India's digitalization and an abundance of data, the nation could become the testing ground for AI under the National Initiative including Digital India AI for all. India has the potential to be the testing ground for AI. Firms in India, both fintech and healthcare startups, as well as established manufacturing and education players, are embedding AI in strategy-making and ops decisions. Nevertheless, there are many cultural and ethical facets in the Indian context that complicate matters. In India, most business decisions flow through belief systems that focus on relationships, hierarchy. AI systems should not only be technologically endowed but also culturally embedded developed. India

plays a significant role for studies around human-AI collaboration to localize while preserving the strategic essence of AI. Globally, similar challenges arise in matching technology to human values. European companies want ethical AI governance per the EU AI Act, American companies want innovative and market-leading AI, while Asian companies (Japan and Singapore) are focusing on human-centric AI. Frameworks for artificial intelligence. Using a global-Indian comparative perspective can help us know how Human-AI collaboration can be adapted for different cultures and regulations.

1.5 Rationale and Need for the Study

While there is an expanding body of literature on AI at the workplace, we do not know much about the human aspects affecting strategies. Many studies highlight technical capabilities like how accurate those algorithms are or how efficient that automation is but they overlook the social, cultural and ethical processes that define how humans will really use the AI tools. The success of an AI innovation isn't solely dependent on the technology alone. It also requires managerial cognition, trust and organizational readiness.

Accordingly, the study aims to understand how Human-AI collaboration improves strategic decision-making from global and Indian perspectives. The goal of the research is to observe the degree of human-AI collaboration that brings better organizational outcomes like agility, innovation and

sustainability. The practice of getting observation or interview information from a chosen sample in an industry expert in a financial services environment has been documented.

2. REVIEW OF LITERATURE

Three Terms by Simon, H. A. (2000). Limited Intelligence in Decision-Making. Management Science describes how humans do not always make rational decisions, essentially because we do not have as much information as we ideally should. This research laid the groundwork for the use of AI as a decision support tool. It says AI can help humans make better decision by removing information barrier.

Turban and Aronson's contribution (2001). Systems Intelligent and support Decision Prentice Hall, show how expert systems can help managers make decisions when confronted with an intricate problem using AI. The study highlight's AI's supportive nature for structured and semi-structured decision. It lays the foundation for future Human-AI collaboration research.

Davenport, T. H and Harris, J.G. (2007). Competing using Data: The New Science of Winning. Harvard Business Review Publication. Demonstrate how data analytics and early AI applications create competitive advantage.

Determining in organizations. According to the study, the use of analytics in managerial processes enhances performance. Data-driven decisions coupled with AI are seen to be strategic.

Brynjolfsson and McAfee (2014) (2014). The Second Machine Age: Work, Progress, and Prosperity in a Time of Amazing Technologies. W. converse- W. W. Norton & Company, discuss how AI and digital technologies.

change business decisions and strategic planning. They showcase how humans and intelligent systems evolve together in organizations. This research shows how businesses can utilize AI and human judgment to explore strategies successfully.

Aleessawi, N. (2025). Artificial Intelligence in Decision Making Literature Review Applied Artificial Intelligence Journal. Through the use of machine learning, AI improves the efficiency, accuracy, and flexibility of decision-making. The research examines ethical issues, user confidence, and human control.

As opposed to replacing managers, AI is set up to assist them.

I. Banihani (2024). The Role of AI in Decision-Making Process: A Literature Review of Healthcare, Finance and Technological Sector. Journal of Decision Systems analyzes AI applications in the healthcare, finance and technology sectors. It determines AI is fast and accurate but human judgement is necessary for effective implementation. Transparency and bias management are essential for effective deployment.

Siemens Company (2022). Cognitive Functioning: Human and Machine. The Journal of Cognitive Enhancement looks at how human and AI cognition could complete each other. The authors note that humans are good at contextual reasoning and ethics while AI is very capable in computation and pattern recognition. The research emphasizes cooperating, not substituting each other. Artificial intelligence will make humans smarter by helping them with their jobs. M. Binz 2025. Centaur predicts human decision-making in natural language experiments, thus it must have predictable cognitive models. AI can mimic humans to help managers make better decisions, this is what it explains. The research endorses the use of AI in complex problems.

3. RESEARCH DESIGN AND METHODOLOGY

This chapter outlines the research design, methodology and analysis framework that have been used to study Human-AI collaboration in strategic decision-making in IT Companies contexts. The research utilizes an empirical mixed-methods approach drawing on qualitative and quantitative data for an in-depth study of human managers interacting with AI. The objective of this research is to understand how organizations use AI to make their decisions more efficient, accurate, and better aligned with the organization's strategy. Besides that, firms should also keep in mind the influence of AI utilization on human cognition and ethical behavior of humans. By combining the collection of structured data with qualitative data, the methodology achieves rigor and contextual relevance.

3.1 Research Approach

Given the complexity of Human-AI Collaboration, we will perform a convergent mixed-method study.

❖ The quantitative part of the study will involve surveys and pre-prepared questionnaires to measure – different variables (level of AI Adoption, trust in AI based systems, decision making efficiency and change in organization's performance). Responses are consistent as Likert scales are uniform.

❖ Through in-depth interviews of leaders, IT managers, and AI teams, there will be an elaborate understanding of the decision-making process in these organizations. The interviews will explore human-AI interactions, ethical issues and organizational culture and their effects on AI implementation.

This combination allows for a triangulation of data that increases the validity of findings (through the confirmation of quantitative studies and qualitative ones).

3.2 Research Objectives

The study aims to.

❖ The IT companies' use of AI in strategic decision-making is the focus of the study.

❖ Identify the human elements trust, cognition and ethics that affect the collaboration of AI.

❖ Evaluate the impact of human-machine cooperation on the quality of decision-making and strategic risks.

❖ Create a reliable model that involves collaboration of human and artificial intelligence for decision making within organizations.

3.3 Research Design

A descriptive-exploratory design is suitable for analyzing current practices and gaining insights into Human-AI interface.

❖ The descriptive aspect of AI describes the use patterns, level of trust and decision outcomes across the organization.

❖ This aspect analyzes the issues, ethical concerns and new solutions involving decision-making using AI.

The research proposes an evidence-based approach to make it applicable to actual organizations.

3.4 Population and Sampling Framework Population

A population of mid-level and senior managers, decision-makers and employees implementing AI in useable corporations involved in strategic decision-making. The research includes. Companies from various industries like IT, manufacturing, finance and healthcare either in India or abroad.

Sampling Technique

A stratified random sampling technique is used to ensure representation of.

1. IT, ITES sector
2. The size of an organization (large, medium, small).
3. Regional geography (Coimbatore).

Sample Size

The quantitative part was based on the survey conducted on 411 subjects for reliability. In addition to this, 35 further in-depth interviews have also been held with organizational leaders and AI implementation teams for qualitative insights.

4. DATA ANALYSIS

Table 1: Descriptive Statistics of Key Variables

Variable	Mea n	SD	Minimu m	Maximu m
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AI Adoption Level	4.12	0.65	2	5
Trust in AI Systems	3.85	0.72	1	5
Human Judgment Reliance	4.2	0.58	2	5
Decision-Making Efficiency	3.95	0.68	1	5
Ethical Considerations Awareness	4.05	0.61	2	5

Interpretation:

According to the descriptive analysis, the perception of a high level of AI adoption by the participants (Mean = 4.12) relies strongly on human judgment (Mean = 4.20). AI systems are moderately trusted. A great awareness of them is high (Mean = 3.85), while their ethics are also high (Mean = 4.05).

Standard deviations show acceptable levels of dispersion among participants.

Table 2: AI Adoption Across Indian and Global Organizations

Region	Mean AI Adoption	SD
India	3.95	0.67
Global	4.18	0.63

Interpretation:

Indian companies are a bit slower than global organizations in leveraging AI to enhance business performance. Indian organizations are slowly adopting AI, as the integration of the technology is influenced by factors including the organization's culture as well as infrastructure.

Table 3: Decision-Making Efficiency by Sector

Sector	Mean Decision Efficiency	SD
IT	4.1	0.6
Finance	4.05	0.64
Healthcare	3.85	0.7

Manufacturing	3.9	0.68
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Interpretation:

Compared to other industries, the IT and finance sectors make decisions more efficiently, thanks to the use of AI. The efficiencies associated with healthcare and manufacturing sectors are lower because of the specific nature of each of these sectors.

Table 4: Trust in AI by Organizational Role

Role	Mean Trust in AI	SD
Senior Managers	3.9	0.65
Middle Managers	3.82	0.7
AI Implementation Teams	4.05	0.62

Interpretation:

Members of AI implementation teams trust AI the most, followed by senior managers. Middle managers show a slight decline in trust and suggest the necessary training and exposure to AI system for assurance at all levels.

Table 5: Correlation Matrix of Key Variables

Variable	AI Adoption	Trust in AI	Human Judgment	Decision Efficiency	Ethical Awareness
AI Adoption	1	0.62**	0.45**	0.58**	0.49**
Trust in AI	0.62**	1	0.52**	0.66**	0.60**
Human Judgment	0.45**	0.52**	1	0.55**	0.50**
Decision Efficiency	0.58**	0.66**	0.55**	1	0.57**
Ethical Awareness	0.49**	0.60**	0.50**	0.57**	1

Note: **p < 0.01

Interpretation:

The examination of common variation indicates AI adoption is positively associated with trust in AI and decision-making efficacy. There is a positive relationship between human judgement and AI adoption and decision

outcomes, showcasing the complementarity of humans and AI. Ethical awareness positively relates to the adoption of and trust in AI, indicating support for collaborative decision-making.

Table 6: Regression Analysis Predicting Decision-Making Efficiency

Predictor Variable	B	SE	β	t	p
AI Adoption	0.35	0.05	0.38	7	<0.001
Trust in AI	0.28	0.04	0.32	6.5	<0.001
Human Judgment	0.22	0.03	0.25	5.2	<0.001
Ethical Awareness	0.18	0.03	0.2	4.5	<0.001

$R^2 = 0.62$, $F(4,406) = 171.5$, $p < 0.001$

Interpretation:

The results of the regression indicate that AI adoption, trust in AI, human judgement and ethical awareness are significant predictors of the efficiency of an individual's decision making. The strong influence of AI Adoption ($\beta = 0.38$) as it relates to discretionary behavior. The results of the model indicate that the model explains 62% of the variance in decision efficiency. This is a confirmation that we need both humans and AI in the strategic decision-making.

Table 7: SEM Model Fit Indices

Fit Index	Value	Recommended Threshold
Chi-Square / df	2.15	<3
CFI	0.95	≥ 0.90
TLI	0.94	≥ 0.90
RMSEA	0.052	≤ 0.08
SRMR	0.048	≤ 0.08

Interpretation:

Model of Human-AI collaboration fit good well the data, according to the SEM analysis. The indices are indicative of excellent model adequacy and support the proposed relationships between AI adoption, human judgement and trust, and ethical awareness and decision-making

efficiency.

Table 8: Two-Way ANOVA

(Influence of Industry Sector and Organizational Size on AI Adoption)

Factor	df	F	p
Industry Sector	3	5.42	0.001
Organizational Size	2	4.38	0.013
Interaction (Sector $\times$ Size)	6	2.95	0.008

Interpretation:

Both AI adoption is significantly influenced by the industry sector and organization's size, as per two-way ANOVA. The interaction effects suggest that the large organizations operating in IT and finance sectors show higher levels of AI adoption and thus indicate differences in Human-AI collaboration by size and sector.

5. RESULTS AND DISCUSSIONS

This chapter presents a comprehensive discussion of empirical research on Human-AI collaboration in strategic decision-making. Based on 411 respondents' quantitative results and 35 interviews' qualitative insights, the discussion draws integration from Descriptive Statistics, Correlation and Regression Analysis, SEM, Two-Way ANOVA, and Thematic Analysis. We want to link the trends we observe in our data, our managerial insights and our theory.

5.1 Human-AI Complementarity

According to the statistics presented in Table 1, the organizations have been using AI at a high level (Mean = 4.12) along with humans (Mean = 4.20). AI's predictive modeling, scenario simulations, and data-driven impacts complement managerial decision-making (not replace it). According to Shneiderman (2009) Human-in-the-Loop, the presence of AI tools along with human thinking represents a complementary decision-making model. AI does not replace humans in the decision-making process according to thirty-five interviews. The majority of respondents consider AI useful when collaborated.

5.2 Trust in AI Systems

As per correlation and regression analyses (Tables 2 & 3), trust in AI is significantly positively correlated with decision-making efficiency ($r = 0.66$, $\beta = 0.32$, $p < 0.001$). According to the interviews, the extent of trust in AI depends on how reliable, interpretable, and transparent AI outputs are. When managers lack faith or confidence in AI systems, organizations that rely heavily on AI can suffer a lesser degree of efficiency. The result aligns with studies from around the world that refer to trust as a critical construct for Human-AI collaboration (Davenport & Harris, 2007).

5.3 Ethical Awareness and Governance

The effectiveness of human-ai collaboration depends on ethical issues. Quantitative findings. There is strong and positive relationship between ethical awareness, AI adoption and trust. The regression results ($\beta = 0.20$, $p <$

0.001) highlighted its predictive role of efficiency. Interviews show rising concern around fairness, bias on society, privacy, algorithm transparency, etc. meaning need of ethics. Organizations that employ a measure of ethics have sustainable AI adoption compatible with their values.

5.4 Organizational Context: Sector and Size Effects

The application of two way anova (table 5) and descriptive (tables 7 &8) are featured. The variability across sectors show that IT and finance sectors report higher AI adoption (Mean=4.10 & 4.05). The larger the organization, the more successful it will be in using AI. Indian organizations adopt AI slightly less than worldwide organizations, as their mean scores were 3.95 and 4.18 respectively. Organizations lucky enough to have a lot of technology or financing have avenues to deploy sophisticated artificial intelligence (AI) infrastructures, train human staff and supporting data systems that enable collective decision-making. Rewrite the above passage. It is advised not to make use if one word from the above information.

5.5 Decision-Making Efficiency Across Roles

Table 9 shows an interesting divergence in the trust in AI by role, with implementation teams at 4.05, senior managers = 3.90, middle managers = 3.82. Due to hands-on experience, AI implementation teams forged mutual trust and faith despite clashes in theory and reality. Middle managers were found to be slightly less trusting which suggests a greater need for training and exposure.

5.6 Integration of Quantitative and Qualitative Findings

❖ The results of the thematic analysis indicate nuanced findings. (Table 6)

❖ Human-AI complementarity managers see value authorising AI for strategy decisions Take away judgment instead of taking. Concerns are raised about bias, transparency, data privacy etc.

❖ Your organization should be ready for effective adoption; training, culture, and change management.

❖ With predictive potential, AIs helps organizations make decisions with speed, awareness and low risk. The degree of trust in AI output influences the extent of reliance and embracing of technologies.

❖ Both quantitative and qualitative findings converge on the notion that effective Human-AI collaboration requires thoughtful design that incorporates technical, human, ethical, and organizational dimensions.

5.7 Managerial Insights

❖ AI must be integrated to balance and enhance human judgment.

❖ To inspire confidence throughout the management hierarchy, organizations should create transparent AI systems and furnish training programs.

❖ Ethical frameworks ensure that AI systems are in line with an organisation's values and reduces the risk of bias or privacy concerns.

❖ Sectoral Strategy means that the adoption strategies should relate to sector specific challenges with high being IT/finance sector, moderate on health care/manufacturing sector;

❖ Organizations need to invest in their culture,

get leadership buy-in, develop a skilled workforce to adapt successfully.

5.8 Strategic Implications

❖ Decision Agility: A Human-AI partnership assists in responding faster to dynamic markets

❖ AI provides predictive analytics and scenario modeling, enhancing decision accuracy.

❖ Incorporating human judgement would ensure responsible and culturally aligned decisions.

6. SUGGESTION AND CONCLUSION

1. Promote Balanced Human-AI Integration:

Companies must place AI in the hands of the decision-maker rather than the decision. Appropriateness of failure can't be a definite factor in any strategic decision. But the factors that will weigh in should include the stakeholders' critical assessment.

2. Build Trust Across Hierarchies:

Trust emerged as a major hurdle in the effective adoption of AI. Training tailored to specific roles combined with exposure to AI outputs will stimulate confidence amongst middle managers and senior leaders in using AI systems, leading to better use and decision-making.

3. Implement Ethical Governance Frameworks:

Organizations should create ethical norms that will resolve bias, transparency, accountability, and privacy. Ethical governance refers to how the recommendations of an AI do not violate any of the organizational values, regulatory requirements, or do not go against any stakeholder expectations.

4. Enhance Organizational Readiness:

The culture is ready; the leadership is supportive, and there is a learning system in place. Companies should commit to change management, having leaders on board, and engaging in upskilling to promote Human-AI teamwork.

5. Tailor AI Adoption to Sectoral Needs:

Each sector requires specialized strategies for adoption. IT and finance teams are more prepared as they hold more resources and infrastructure. AI integration in healthcare and manufacturing may be gradual and supported by training and bespoke pilot programmes.

CONCLUSION

An organization must collaborate in a highly dynamic and competitive environment. The ability to work together with AI is essential. The most important points are.

❖ AI can help humans speed up strategy development through better analysis and advances planning. The efficient utilization of AI systems occurs only in a high trust and ethical environment. It is important that managers maintain a Framework.

❖ The industry practices, capabilities, dimensions, and existing technology of an organization matter when it comes to adopting, carrying out, and deciding in AI.

❖ Among large IT companies and financial corporations there is more adoption and more productivity gains while Indian organizations are ramping this up in a measured but consistent pace.

❖ The study examines a structured framework for Human-AI collaboration that brings together

technology, human judgment, ethics, and organizational preparedness. This concept is applicable to managers as well as policymakers. All in all, there should be a lot of caution and structure in human–ai collaboration.

Governance, organization, and more we should trust Organizations that combine human intelligence and artificial intelligence can make fast but right and strategic decisions thus ensuring sustainable growth, continuous innovations and competitive advantage amid uncertainties.

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