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AI AND BIG DATA DRIVEN STRATEGIC DECISION MAKING IN FINANCIAL AND MULTI-SECTOR ORGANIZATIONS: IMPACTS ON ORGANIZATIONAL AGILITY, EMPLOYEE AUTONOMY, AND FINANCIAL PERFORMANCE

Kabilan Annadurai[1]*, Manochandar S[2], Eeshita Goyal[3], Ajay Kumar Varshney[4], S. Prabakar[5], Veera Shireesha Sangu[6]

[1]Assistant Professor, Dept of Public Health, School of Health Sciences Institute, Organization: The Apollo University, Chittoor, Andhra Pradesh. Email: kabilaaa@apollouniversity.edu.in
ORCID iD: https://orcid.org/0000-0002-7338-0513
[2]Assistant Professor, Digital Business & Analytics, Bharathidasan Institute of Management, Tiruchirappalli, Tamil Nadu. Email: manochandar@bim.edu
[3]Assistant Professor, Management, Noida International University, Agra, Uttar Pradesh. Email: eeshita.goyal29@gmail.com
[4]Professor, Business School, Koneru Lakshmaiah Education Foundation, Green Fields, Vaddeswaram Campus, Guntur, 522302, AP. Email: varshneyak@rediff.com, ORCID iD: https://orcid.org/0000-0002-1191-1016
[5]Associate Professor, School of Commerce and Management Studies, Dayananda Sagar University, Bangalore, Karnataka. Email: drprabakar-scms@dsu.edu.in
[6]Assistant Professor, School of Commerce and Management Studies, Dayananda Sagar University, Bangalore, Karnataka. Email: shireesha-scms@dsu.edu.in

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Corresponding author: Kabilan Annadurai (kabilaaa@apollouniversity.edu.in)

ABSTRACT

The accelerated embrace of artificial intelligence (AI) and big data analytics has shown a great change in the strategic decision making in the financial and multi-sector organizations affecting agility, employee autonomy, and performance results. The given research will review how AI-based strategic decision making and big data application affect organizational agility, as well as what it means to staff autonomy and financial performance. The main objectives are to determine the impact of AI-based decision making by means of regression analysis and to examine the connection between big data application and agility of the organization by means of correlation analysis. The descriptive and analytical research design was chosen and the primary data gathered consisted of 250 managers and decision-makers through a structured questionnaire, along with secondary data in the form of academic journals and industry reports. The results indicate that AI-based strategic decision making has statistically significant yet low effect on the agility of organizations, and the use of big data has a significant negative effect on agility, which may mean that organizations become rigid with overdependence on data. The research suggests that companies ought to create equilibrium between technology use and human discretion to increase agility and sustainable operations. Nonetheless, the disadvantages are the cross-sectional design and the limited scope of variables. It is suggested that future studies embrace longitudinal designs, not to mention the inclusion of mediating variables and a wider sectoral and geographical area.

KEYWORDS: Artificial Intelligence; Big Data Analytics; Strategic Decision Making; Organizational Agility; Employee Autonomy.

1. INTRODUCTION

1.1 Background

The fast evolution of artificial intelligence (AI) and big data analytics has radically changed the strategic decision making in the financial and multi-sector organization. Companies currently use large amounts of both structured and unstructured information to create real-time data, predict trends, and evidence-based strategies. The accuracy, speed, and consistency of AI-driven decision systems in highly competitive and volatile markets, particularly in the financial services sector, is better than the conventional use of intuition-based decision systems (Rahman, 2025). These technologies allow the organizations to shift their decision making to reactive to predictive and prescriptive to enhance their predictability of risks and opportunities. With the growing pace of digital transformation, AI and big data have emerged as important strategic assets, which determine the competitiveness, operational effectiveness and sustainability of various industries (Noor, et al., 2025).

The use of AI and big data in decision making has a major effect on the agility of the organization, as well as internal work dynamics. Through faster information processing, real-time performance monitoring, organizations are able to react to the changes of the environment, regulatory requirements, and disruptions in the market. This increased agility enables companies to change strategies, redistribute resources and innovate in a better way. Nonetheless, another issue that is also of concern is the autonomy of employees in the light of the growing use of algorithmic decision systems. Although data-driven tools can give more power to employees as they can support their decisions and help them understand their actions better, they can also decrease discretion by using automated controls and standardized processes. The issue of technological guidance and human judgment is hence essential, and it determines the motivation of the employees, the level of trust, and the perception of control in digitally enabled organizations (SAKTHIVEL, 2025).

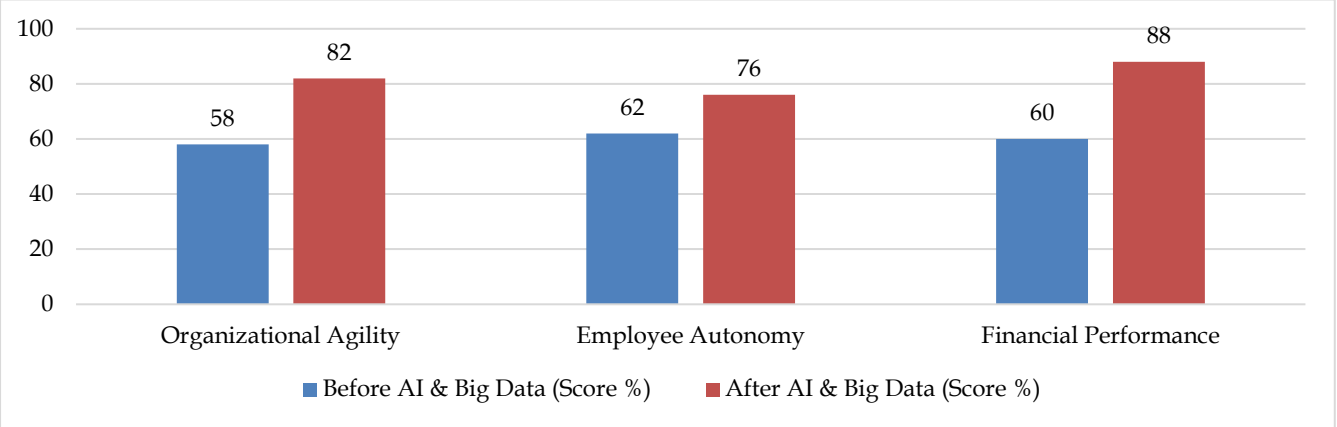

Figure 1: AI-Driven Performance Impact Analysis
Source: Narne, S., et al., (2024)

1.2 AI-driven Insights Enhance Strategic Agility

The use of AI-driven insights can greatly improve strategic agility because it allows organizations to feel, perceive and react to changes in the environment faster and more precisely. With the combination of big data analytics, machine learning and predictive modelling, organizations can keep track of market trends, customer behaviour and operational performance in real time. This option enables the decision-makers to respond dynamically as opposed to responding reactively to curb uncertainty and enhance responsiveness (Nweke, & Adelusi, 2025). AI-based insights can be used to conduct quick situation analysis and evidence-based planning in financial, multi-sector organizations, allowing leaders to change priorities and redistribute resources effectively. Agility to strategic plans is also enhanced since the feedback loops based on data encourage evolving and constant learning. AI-based insights enable organizations to be more flexible and competitive in a constantly changing and competitive business setting by reducing decision-making times and enhancing vision and foresight (Aziz, et al., 2025).

The organizational structures, functions and performance are also affected by the increase of strategic agility caused by AI-based insights. Real-time and data-driven intelligence is available, which allows teams to make more coordinated decisions on a functional boundary. This decentralization of knowledge can strengthen the employees because they can take more action under strategic requirements (Kadapal, & More, 2024). Nevertheless, the success of AI-based agility lies in adopting a human judgment approach to algorithmic recommendations in

organizations. Under proper management, AI systems enhance congruence between strategic intent and operational implementation, which increase both financial and non-financial performance. On the other hand, overreliance on automated insights can reduce flexibility and innovation when the contextual factors are not considered. Thus, the challenge of AI-driven strategic decision-making lies in the balance of technology with human capability so that the agility benefits of AI-based strategic decision making can be fully achieved (Abood, et al., 2020).

2.2. Data transparency alters managerial control

Data transparency essentially changes the aspect of managerial control by changing the manner in which information is accessed, understood and applied in organizations. The prevalent use of AI and big data systems makes it possible to see the operations of the organization, its workers, and their performance in real-time, as well as the results of the strategy. Such transparency enhances managerial control, as it decreases information asymmetrical and allows monitoring and evaluation based on evidence (Schafheitle, et al., 2020). Key performance indicators are more accurately monitored by managers and inefficiencies are uncovered as well as action taken against deviations in a timely manner. Clear data environments also in the financial and multi-sector organizations facilitate compliance with the regulators and risk management by making them accountable and traceable. Nevertheless, the transformation of the relational and trust-based control mechanisms to the data-based oversight is a major change in managerial practices. Control is no longer as a form of direct supervision but rather of algorithmic rules, dashboards, and automated reporting systems as decisions become increasingly data-driven (Gierlich-Joas, et al., 2020).

Although data transparency helps improve the control of managers, this also leads to new organizational tensions associated with staff autonomy and trust. The performance measures, which can be observed at all times, can create a feeling of monitoring, which can lower discretion and cause work pressure. Standardized benchmarking and algorithmic assessments may be limiting to employees who perceive situations and exercise professional judgment (Lenz, and Sahn, 2021). Simultaneously, clear data may serve as an empowering force to the staff by making expectations clear, minimizing uncertainty, and allowing the staff to keep track of themselves and make well-informed decisions. Control effects by data transparency thus lie in its implementation and reporting. Companies that promote openness and inclusiveness in management and ethical utilization of data have a higher chance of promoting trust and involvement. Subsequently, data transparency will alter managerial control as a hierarchical role to a dynamic process influenced by technology and culture and power relations (Manginte, 2024).

The relevance of the present study lies in the fact that it adds to the existing knowledge of how AI- and big data-based strategic decision making contributes to the agility of organizations, employee autonomy, and financial performance of financial and multi-sector organizations. The results provide useful information to managers on how to strike a balance between adoption of technology and use of human judgment besides offering information to scholarly literatures by incorporating technological, organizational, and performance views in a single research context.

1. LITERATURE REVIEW (THEME BASED)

2.1 AI-Driven Strategic Decision-Making Capabilities

Narne, S., et al., (2024) identifies strategic decision-making skills as a strategic competence in a data-intensive environment, which is driven by AI. Martins, M. R. (2025) point out that machine learning, natural language processing, and advanced algorithms can deepen analytical levels, increase the speed of decision and predictive accuracy with the help of artificial intelligence. Garcia, A., and Adams, J. (2022) point out that AI helps organizations to unify various sources of data, which transforms raw data into actionable strategy insights. Such abilities are applicable in intricate decision-making conditions in financial and multi-sector entities like risk evaluation, market forecasting, and resource allocation (Prakash, M. 2025). According to MAHABUB, S., et al., (2025), companies that embrace AI-based decision tools attain a stronger strategic alignment and environmental uncertainty responsiveness. Nevertheless, Roongta, J., and Roongta, J. (2024) observe inconsistency in results, and technological capability cannot be applied to the organization without additional organizational resources, such as leadership support and data governance frameworks (Aziz, F., et al., 2025).

Jowarder, M. I. J. R. A. (2024) discuss organizational enablers and constraints that influence AI-based strategic decision-making abilities. According to Selvarajan, G. (2021), the data quality, infrastructure preparedness, and analytical skills are the pillars of successful AI implementation. According to SELVARANI, A. (2025), managerial cognition and confidence in the AI systems are important factors that influence how much AI insights are used in strategic decisions. Additionally, Siddiqui, N. A. (2025) emphasizes the conflicts between algorithmic recommendation and human judgment, especially in high stakes finance choices. Although AI is helpful in

achieving uniformity and minimizing cognitive bias, excess usage can inhibit creativeness and situational awareness (Kaggwa, S., et al., 2024). Neiroukh, S., et al., (2025) hence insists on the significance of hybrid decision models which involve the integration of AI potential and human knowledge. Selvarajan, G. P. (2021) emphasizes that AI-based strategic decision-making potentials are formed as a result of interaction of technology, organizational processes, and strategic intent.

2.2 Big Data Impacts on Organizational Performance

According to Ghasemaghaei, M. (2020) big data analytics affect organizational performance both financially and multi-sector-wise in a considerable way. Su, X., et al., (2022) note that organizational capacity to gather, process, and analyze big amounts of varied information contributes to enhancing the level of decisions, performance, and strategy. Turi, J. A., et al., (2023) illustrates the existence of positive relationships between the big data capabilities and financial performance indicators including profitability, cost reduction, and revenue growth. Moreover, Prakash, D. (2024) also emphasizes the aspect of big data and its contribution to the performance in the non-financial sector to foster innovation, customer responsiveness, and process optimization. Nevertheless, Shabbir, M. Q., and Gardezi, S. B. W. (2020) also state that the increase in performance depends on the competent integration of data, analytical complexity, and alignment with company strategy instead of accumulating data.

Although a large body of literature supports the strategic and performance advantages of the use of AI-based decision-making and big data analytics, there is an evident research gap. The current research mostly investigates these capabilities separately, and either technological effectiveness or performance results are investigated, with little evidence of the opportunities of organizational agility, employee autonomy and financial performance being combined into one framework (Roongta and Roongta, 2024; Shabbir and Gardezi, 2020). In addition, the interaction between organizational enabling factors and human-AI interactions in forming results in both financial and multi-sector settings does not receive enough attention (Aziz et al., 2025; Neiroukh et al., 2025).

2. RESEARCH METHODOLOGY

The research design proposed is the descriptive and analytical research design to explore how AI-based strategic decision making and the use of big data affect the agility of organizations in both financial and multi-sector companies. The population of interest is managers and decision-makers that have been operating in AI-enabled organizations, and a sample of 250 respondents is chosen through a combination of both convenience and stratified random sampling to guarantee sufficient representation in the sectors. The primary data will be collected with the help of a structured questionnaire that will allow capturing the level of AI-driven decision practice and big data use within organizations. The secondary data are obtained through academic journals, industry reports and organizational publications. The independent variables are AI-based strategic decision making, and the use of big data, whereas the dependent variable is organizational agility. Percentage analysis, means, standard deviation, correlation, and regression are the methods of data analysis used to evaluate interrelations and influence.

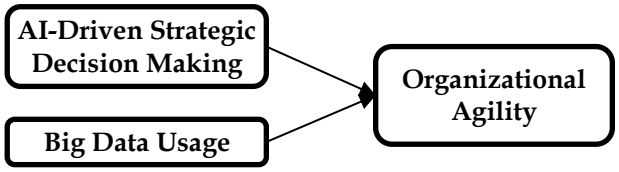

Figure 2: Conceptual framework.
Source: Authors own compilation.

3. HYPOTHETICAL RESULTS

Table 1: Demographic profile of the respondents

Variable	Category	Frequency (n)	Percentage (%)
Age	Below 30 years	55	22.0
	31-40 years	90	36.0
	41-50 years	65	26.0
	Above 50 years	40	16.0
Gender	Male	160	64.0
	Female	90	36.0
Educational qualification	Bachelor's degree	85	34.0
	Master's degree	105	42.0
	Professional certification	40	16.0
	Postgraduate diploma	20	8.0
Sector of organisation	Financial services	78	31.2
	Manufacturing	42	16.8
	Information technology	64	25.6
	Healthcare	36	14.4
	Other services	30	12.0
Job position	Senior management	46	18.4
	Middle management	88	35.2
	Operational	72	28.8
	Data analytics	44	17.6

The demographic characteristics of the respondents reveal a balanced and diverse sample that will be appropriate to study the strategic decision making that is driven by AI and big data. Most respondents belong to the 3140 years category (36%), and the next groups are the respondents in the 4150 years bracket (26%),

which indicates that the sample consists of a large population of experienced professionals who are actively involved in making decisions in organizations. The percentage of male respondents is 64 and the percentage of female respondents is 36, which means that there is a good representation of gender. Regarding academic qualification, the majority of the respondents have a master of degree (42 next to 34) and are well prepared in academic terms to meet with the new advanced digital technologies. The sample consists of representatives of various sectors, the leading positions of which are financial services (31.2) and information technology (25.6). The majority of the respondents hold middle management positions (35.2) and operational (28.8) positions, which are reflective of informed views on strategic and technology-based organizational practices.

H_1: *AI-driven strategic decision making has a significant positive impact on organizational agility and financial performance.*

As indicated by the regression findings, the statistically significant impact of agility of organizations through AI-based strategic decision making has been observed since Hypothesis 1 was accepted. Even though both the regression weight (= -0.002) and the R2 (0.000) indicate that the relationship strength is very low, the model is stated as statistically justified according to the level of significance (p = 0.000). The small R 2 means that AI-based strategic decision making is only able to describe a small share of the variation in organizational agility, and that other factors in the organization or the context can have a significant contribution. The t-value is negative (−0.029) which also indicates that the practical effect is negligible even though statistically significant. Although the hypothesis is validated, the results demonstrate that it is necessary to include some other factors to explain organizational agility.

Table 2: Regression Table.

Objective	Regression Weights	Beta Coefficient	R2	F	t-value	p-value	Hypothesis Result
Hypothesis 1	AI-driven strategic decision making> Organizational agility	-.002	.000	.001	-.029	.000	**Supported**

H_2: *Big data usage is significantly correlated with employee autonomy, organizational agility, and financial performance.*

Table 3: Correlation Table.

Objective	Factor			Correlation		Hypothesis Result
		Mean	SD	Pearson Correlation (*r*)	Sig value	
Hypothesis 2	Big data usage	9.8400	2.44971	-.177*	.030	**Supported**
	Organizational agility	10.4067	3.00357			
*. Correlation is significant at the 0.05 level (2-tailed).						

The correlation analysis shows that there is a statistically significant relationship between the use of big data and organizational agility, thereby proving Hypothesis 2. The average scores reveal that the level of big data use (M = 9.84, SD = 2.45) and the agility of the organizations (M = 10.41, SD = 3.00) among the sampled organizations is rather high. The Pearson correlation coefficient (r = -0.177) indicates that there is a weak negative relationship between the two variables, and this is significant at the 0.05 mark (p = 0.030). This observation means that even though the use of big data correlates with organizational agility, going all the way to rely on big data might not increase agility, and in fact, it might bring in rigidity unless effectively handled. In general, the findings indicate the need to combine organizational factors with complementary ones to use big data to produce agile results.

4. DISCUSSION

According to Noor, et al., (2025), strategic decision making that is driven by AI makes a statistically significant change in the organizational agility, so it confirms the hypothesis. According to Gierlich-Joas, et al., (2020) the AI-enabled analytics can increase the speed of decisions, forecasting accuracy, and responsiveness to the environmental changes within the financial and multi-sector organizations. SAKTHIVEL, (2025) suggests that organizations that use AI tools can have an advantage to change their strategies, re-allocate their resources, and react to fluctuations in the market. Nevertheless, even Narne, et al., (2024), the rather small explanatory power implies that AI is not enough to pursue agility entirely. The culture of the organization, leadership support, and the incorporation of human judgment can be complementary factors (Garcia, & Adams, 2022). Thus, AI-based decision making is a positive factor, but it is reliant on more extensive organizational abilities (Aziz, et al., 2025).

Heckscher, et al., (2020) discloses that there exists a weak negative correlation between the use of big data and the agility of the organization; hence the positive correlation between big data and organizational agility is partly rejected. Garcia, & Adams, (2022) contradicts

the prevailing assumptions based on the literature that the increased availability of data positively correlates with the flexibility of the organization. Overreliance on data-driven controls can slow down decision-making, be more bureaucratic, and take away managerial discretion, and thus agility of decision-making (SELVARANI, 2025). The emergence of information overload and inflexible analytics structures might be obstacles to the quick reaction to the change in sophisticated financial and multi-sector settings (Jowarder, 2024). According to Turi, et al., (2023), big data adoption can introduce limitation, instead of benefits, when it is not implemented strategically and through agile governance frameworks. So, the rejection of this connection demonstrates how crucial it is to use data in a balanced manner instead of analytics volume-based (Manginte, 2024).

The implications of the Neiroukh, et al., (2025) on the financial performance and worker autonomy are very crucial. Even though AI-informed strategic decision making promotes agility, its use can also limit autonomy due to its algorithmic restrictions and imposition of rigid decision rules (Prakash, 2024). Equally, the negative correlation between the use of big data and agility implies that there might exist the problem of tensions between data transparency and flexibility of managers (Kaggwa, et al., 2024). These dynamics indirectly may impact financial performance because they will influence employee motivation, innovation, and the quality of execution (Shabbir, & Gardezi, 2020). Companies that make heavy use of automated insights without empowering employees also might not get a great payback on their technological investments (Aljumah, et al., 2021). Thus, the topic of AI and big data integration with human-focused management practices is also stressed (Siddiqui, 2025). Sustainable financial performance can be achieved by harmonizing technological advances with autonomy, trust and flexible organizational structures (Rahman, 2025).

5. CONCLUSION

The current study finds that AI- and big data-based strategic decision making has a significant effect on organizational agility in financial and multi-sector organizations, as well as having rather complicated impacts on the autonomy of employees and work performance outcomes. The results suggest that organizations must implement AI as a strategic facilitator that is backed by powerful governance, leadership engagement, and human-based decision models to achieve the best agility and sustainable performance. The study, however, is constrained by its cross-sectional nature and use of self-reported data and only a few variables, which could be a limitation to generalization. It is thus advisable that future studies consider longitudinal designs, incorporate other confounding or moderating factors like organizational culture and leadership style, and mortar their studies to different geographical and industry settings to enhance the knowledge on the effects of AI strategic decisions.

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