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Integration of Artificial Intelligence and Human Communication in Managerial Decision Making

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ABSTRACT

Background: The development of digital transformation has encouraged modern organizations to utilize artificial intelligence to improve decision-making effectiveness. However, the implementation of AI in organizations still requires the support of human communication to ensure effective information interpretation, organizational coordination, and the quality of managerial decisions. This study aims to analyze the effect of the integration of artificial intelligence and organizational communication on managerial decision-making in hospitality companies in Java and Bali.
Method: This study employed a quantitative approach with an explanatory research design. Data collection involved distributing questionnaires to 182 respondents, consisting of managers, supervisors, and professional staff in service, hospitality, education, and digital companies in Java and Bali. Data analysis used multiple linear regression with SPSS.
Results: The results of the study indicate that Artificial Intelligence has a positive and significant effect on managerial decision-making with a significance value of 0.000 < 0.05. Human communication also has a positive and significant effect on managerial decision-making with a significance value of 0.001 < 0.05. Simultaneously, artificial intelligence and human communication have a significant effect on managerial decision-making with a coefficient of determination of 64.8%. The results of the study indicate that the integration of AI and human communication is the most appropriate approach in creating an effective decision-making system based on human-centered management in the era of digital transformation.
Conclusion: This research provides theoretical contributions to the development of technology communication and digital management studies and provides practical implications for organizations in optimizing the use of AI by strengthening organizational communication.

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INTRODUCTION

The development of Artificial Intelligence (AI) has brought significant changes to modern management practices, particularly in organizational decision-making processes. AI-based technology is capable of processing large amounts of data, performing predictive analysis, and generating decision recommendations quickly and accurately. In the context of digital organizations, AI is no longer positioned merely as a technical tool but has evolved into a strategic component that influences the effectiveness of communication, work coordination, and managerial decision-making (Amoako et al., 2021). These changes are increasingly relevant in the era of digital transformation, when organizations are required to adapt to a dynamic, competitive, and data-driven business environment. The implementation of AI in organizations offers significant opportunities to improve the efficiency and quality of managerial decisions through the use of machine learning, predictive analytics, and intelligent automation systems. Research by Al-Surmi, Bashiri, and Koliousis (2022) explains that integrating AI into operational processes can improve decision-making accuracy, accelerate organizational response, and enhance company operational performance. The use of AI in modern organizations also enables management to obtain real-time information, enabling more effective and efficient strategic planning and evaluation processes. These conditions indicate that AI is a crucial instrument in supporting organizational success in facing the challenges of the digital era. However, AI-based decision-making does not always yield optimal effectiveness if it relies solely on technological capabilities without considering human communication and the organization's social context. From a modern management perspective, decision-making is a process influenced not only by data and technological systems, but also by interpersonal communication, managerial experience, organizational culture, and the ability to understand the psychological and social conditions of organizational members. Chen et al. (2023) stated that human intuition still plays a crucial role in human-AI decision-making systems because humans are capable of providing contextual interpretations that cannot yet be fully replaced by AI systems. This demonstrates that human communication is a crucial element in explaining, validating, and building trust in AI-generated decision recommendations.

In addition to providing strategic benefits, the use of AI in managerial decision-making also presents various new challenges, such as algorithmic bias, lack of system transparency, ethical issues, and the potential for a diminished human role in the organization. Lehner et al. (2022) explain that the application of AI in decision-making systems can raise ethical issues when decisions are entirely left to algorithms without adequate human oversight. This phenomenon raises concerns about the decline in the quality of organizational communication and the loss of the human-centered management approach in modern management practices. Therefore, organizations are not only required to be able to adopt AI technology but also to be able to build adaptive communication systems so that the technology remains aligned with human values and organizational culture.

Furthermore, human communication plays a strategic role in building collaboration between technology and human resources within the organization. Qosidah (2024) explains that AI-based organizational communication can increase work effectiveness if supported by good interpersonal communication, information transparency, and employee involvement in organizational processes. Therefore, the integration of AI and human communication is crucial in creating a decision-making system that is not only technologically efficient but also adaptive, ethical, and acceptable to organizational members. Effective communication also serves as a medium for building trust in the use of AI, ensuring that decisions made do not generate resistance in the workplace.

Research on AI in decision-making has actually grown in recent years. However, most research still focuses on the technical aspects of technology, operational efficiency, and decision-making system automation. Studies specifically integrating AI with human communication in managerial decision-making are still relatively limited, particularly from the perspective of technology communication and digital organizational management. Zamrudi (2024) demonstrated through his bibliometric study that research on AI-based communication is still dominated by information technology studies and has not addressed much of the integration of human communication aspects into strategic organizational decision-making processes. This situation indicates a research gap that requires further examination, particularly regarding how collaboration between AI and human communication can shape effective decision-making models in modern organizations. This research was conducted in organizations and business sectors in Java and Bali, representing regions with relatively high levels of digital transformation

development, information technology use, and artificial intelligence implementation in Indonesia. The selection of these regions was based on the characteristics of Java and Bali as centers of economic activity, education, tourism, and the creative industry, which are experiencing accelerated digitalization in organizational management practices. Thus, this research is expected to provide an empirical overview of how the integration of AI and human communication is applied in the managerial decision-making process in modern organizations in Indonesia. In addition to providing theoretical contributions to the development of technology communication and digital management studies, this research is also expected to provide practical contributions to organizations in developing collaborative decision-making models between humans and technology in the era of digital transformation.

Based on this background, this research focuses on how the integration of artificial intelligence and human communication influences the effectiveness of managerial decision-making in modern organizations. This research also examines the extent to which human communication supports the implementation of AI in organizational decision-making processes, particularly in building trust, transparency, and effective workplace communication. Furthermore, this research aims to analyze an effective model for integrating AI and human communication to improve the quality of managerial decisions and identify various challenges and obstacles in implementing human-centered communication-based AI in organizations in the Java and Bali regions facing the era of digital transformation.

LITERATURE REVIEW

Artificial Intelligence in Managerial Decision Making

Artificial intelligence is a technology that enables computer systems to perform analysis, learning, and decision-making processes similar to human capabilities. In the context of organizational management, AI is used to support decision-making processes through data analysis, trend prediction, system automation, and strategic recommendations. Amoako et al. (2021) explain that AI can improve the quality of organizational decisions due to its ability to process data quickly, accurately, and based on real-time information. The use of AI also helps organizations reduce uncertainty and improve operational effectiveness. Al-Surmi, Bashiri, and Koliousis (2022) state that AI-based decision-making has a positive impact on organizational performance by increasing operational efficiency and speeding up decision-making. In practice, AI is widely used in forecasting, customer analytics, risk management, and strategic planning. With predictive analytics capabilities, AI can help managers understand market behavior patterns and support more rational, data-driven decision-making.

However, the use of AI in organizations cannot completely replace the role of humans. Chen et al. (2023) explains that in the human-AI decision-making process, human intuition remains a crucial factor because humans possess the ability to understand social, cultural, and emotional contexts that AI does not yet fully possess. Therefore, the effective use of AI in organizations requires integration with human communication skills to ensure more adaptive and human-centered decisions.

Human Communication in Organizations

Organizational communication is the process of exchanging information, ideas, and meaning between individuals and groups within an organization to achieve common goals. From a modern management perspective, communication not only serves as a medium for conveying information but also serves as a crucial instrument in building coordination, collaboration, trust, and organizational decision-making. According to Qosidah (2024), technology-based organizational communication can increase work effectiveness when supported by good interpersonal communication and the involvement of human resources in organizational processes. Human communication plays a crucial role in explaining information, building shared understanding, and minimizing misinterpretations in organizational decision-making. Furthermore, human communication also functions to build trust in the implementation of new technologies within the organization. Lepri, Oliver, and Pentland (2021) explain that a human-centered communication approach is a crucial element in the ethical and sustainable use of AI. Effective communication can help organizations reduce resistance to technology and increase employee acceptance of AI systems. In managerial decision-making, interpersonal communication also

influences the quality of coordination and participation of organizational members. Thus, human communication cannot be separated from AI implementation because the two have a mutually supportive relationship in creating effective organizational decisions.

Integration of Artificial Intelligence and Human Communication

The integration of AI and human communication has become a crucial concept in the development of modern digital management. The use of AI without the support of human communication has the potential to result in decisions that are mechanical, less adaptive, and lacking ethical considerations. Conversely, human communication without technological support often faces limitations in the speed of data analysis and the effectiveness of information processing. Lehner et al. (2022) explain that the application of AI in decision-making must still involve human oversight to avoid algorithmic bias and organizational ethical issues. This suggests that the integration of AI and human communication is necessary to maintain a balance between technological efficiency and humanistic values within organizations. Zamrudi (2024) stated through a bibliometric study that research on AI in management communication continues to grow, but most research still focuses on technological aspects and has not yet addressed the integration of human communication in the strategic decision-making process. Therefore, research on the integration of AI and human communication is crucial for developing more collaborative and sustainable decision-making models. Furthermore, Morandini et al. (2023) explain that the development of AI is also driving changes in work skills within organizations, including digital communication capabilities, technology adaptation, and human-machine collaboration. This condition shows that the success of AI implementation does not only depend on technological sophistication, but also on the communication and adaptation capabilities of humans in the organization.

MANAGERIAL DECISION MAKING

Management views decision-making as the process of selecting the best alternative to achieve organizational goals effectively and efficiently. In the era of digital transformation, managerial decision-making is becoming increasingly complex due to the influence of market dynamics, technological developments, and changes in organizational behavior. The use of AI in managerial decision-making offers significant opportunities to improve the speed and accuracy of decisions. However, organizational decisions are not solely determined by data and algorithms, but also by aspects of communication, experience, intuition, and organizational values. Chen et al. (2023) emphasized that the combination of AI analytical capabilities and human intuition can produce higher-quality decisions than using AI alone. Therefore, the integration of AI and human communication can be understood as a collaboration between technological intelligence and human communication capabilities to support the effectiveness of managerial decision-making. This integration model is expected to create a decision-making system that is more adaptive, transparent, ethical, and oriented towards organizational sustainability.

METHOD

. This study uses a quantitative approach with an explanatory research design to analyze the effect of the integration of artificial intelligence and human communication on managerial decision-making in organizations in Java and Bali. This approach was chosen because it is able to explain the causal relationship between variables through objective and measurable statistical testing (Sugiyono, 2022). The research locations include several cities in Java and Bali, such as Jakarta, Bandung, Surabaya, Yogyakarta, Denpasar, and Badung, which have a high level of digital transformation and use of AI in the service, education, hospitality, and digital enterprise sectors. The selection of these areas is based on the increasing implementation of AI and digital communication technology in modern organizations in Indonesia (KORIKA, 2020). The study population is managers, supervisors, and professional staff who use AI-based systems in organizational activities. The sampling technique used purposive sampling with the criteria of respondents having at least two years of work experience, being involved in organizational decision-making, and understanding the use of digital communication technology. The sample size was determined based on the opinion of Hair et al. (2021), which is at least five times the number of research indicators. With 20 research indicators, the minimum sample size is: $n = 20 \times 5 = 100$. To increase data representativeness, this study used 150–200 respondents spread across Java and Bali. Data collection techniques included questionnaires using a 1–5 Likert scale and literature review from reputable national

and international journals. The research variables consisted of artificial intelligence (X1), human communication (X2), and managerial decision-making (Y). AI indicators included data analysis speed, information accuracy, predictive analytics, and decision automation, referring to research by Al-Surmi et al. (2022) and Amoako et al. (2021). Human communication variables included interpersonal communication, information transparency, and team collaboration, based on research by Qosidah (2024). Managerial decision-making was measured by the accuracy, speed, and effectiveness of organizational decisions. Data analysis was performed using SPSS through validity and reliability tests, classical assumption tests, and multiple linear regression analysis with the following model Y=a+b_1 X_1+b_2 X_2+e

Information:

Y= Managerial decision making

X_1= Artificial Intelligence

X_2= Human Communication

a= Constant

b_1,b_2= Koefisien regresi

e= Error term

Hypothesis testing was carried out using the t-test, F-test, and coefficient of determination (R^2) to determine the partial and simultaneous influence of artificial intelligence and human communication variables on managerial decision making.

RESULTS AND DISCUSSION

This research was conducted in service, hospitality, education, and digital companies in Java and Bali, with 182 respondents. The respondents consisted of managers, supervisors, and professional staff who use artificial intelligence-based systems in their organizational activities and managerial decision-making. The majority of respondents came from the hospitality and digital companies that have implemented AI technology in organizational communication and operational management.

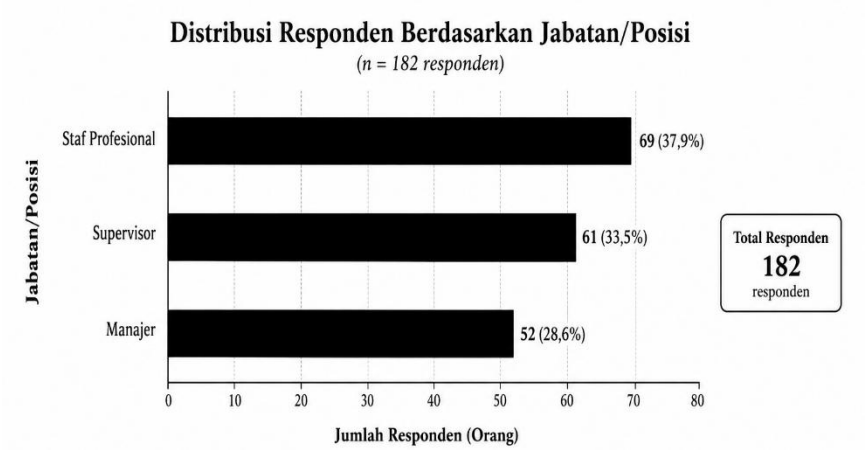
Respondent Characteristics

Table 1. Characteristics of Research Respondents

Respondent Characteristics	**Amount**	**Percentage (%)**
Managers	52	28,6
Supervisors	61	33,5
Professional Staff	69	37,9
Total	**182**	**100**

Based on Table 1, the study respondents were dominated by professional staff at 37.9%, followed by supervisors at 33.5%, and managers at 28.6%. This indicates that the implementation of AI and digital communication has been used at various organizational levels to support managerial decision-making.

Respondent Distribution Graph



Instrument Test Results

Validity test results showed that all research indicators had a corrected item-total correlation value >0.30, thus being declared valid. Meanwhile, reliability test results showed that all variables had a Cronbach's alpha value >0.70, thus declaring the research instrument reliable and suitable for use in research (Hair et al., 2021).

Table 2. Reliability Test Results

Variables	***Cronbach's Alpha***	Description
Artificial Intelligence	0,887	Reliable
Human Communication	0,861	Reliable
Managerial Decision Making	0,902	Reliable

Results of Multiple Linear Regression Analysis

Based on the results of multiple linear regression analysis, the following equation was obtained:

$$Y=5.214+0.431X\_1+0.387X\_2+e$$

Information:

Y= Managerial Decision Making

X_1= Artificial Intelligence

X_2= Human Communication

This equation shows that the variables Artificial Intelligence and human communication have a positive influence on managerial decision-making. The t-test results can be seen in Table 3 below:

Table 3. Test Results

variable	**T-count**	**Sig.**	Description
Artificial Intelligence	6,214	0,000	Significant
Human Communication	5,487	0,001	Significant

Based on Table 3, the artificial intelligence variable has a significance value of 0.000 < 0.05, indicating a positive and significant effect on managerial decision-making. These results indicate that the use of AI can increase the speed of data analysis, information accuracy, and the effectiveness of organizational decisions. This finding aligns with research by Al-Surmi et al. (2022) which states that AI can improve organizational performance through data-driven decision-making systems. The human communication variable also shows a positive and significant effect with a significance value of 0.001 < 0.05. These results indicate that interpersonal communication, information transparency, and organizational collaboration remain important factors in supporting the effectiveness of managerial decisions. These findings support research by Qosidah (2024) which states that technology-based organizational communication will be more effective when supported by good human interaction.

F-Test Results and Coefficient of Determination

Table 4. F-Test Results and Coefficient of Determination

F hitung	Sig.	R Square
58,327	0,000	0,648

Based on Table 4, a significance value of 0.000 < 0.05 indicates that artificial intelligence and human communication simultaneously have a significant influence on managerial decision-making. The coefficient of determination (R^2) of 0.648 indicates that 64.8% of the managerial decision-making variables can be explained by artificial intelligence and human communication variables, while the remainder is influenced by other variables outside the study. The results of this study indicate that the integration of AI and human communication is a crucial factor in creating an effective decision-making system in modern organizations in Java and Bali. AI provides fast and accurate data analysis capabilities, while human communication plays a role in information interpretation, organizational coordination, and strengthening decision quality. Thus, optimal decision-making depends not only on technological sophistication but also on the organization's ability to effectively integrate technology with human communication.

The Influence of Artificial Intelligence on Managerial Decision Making

The research results show that Artificial Intelligence has a positive and significant impact on managerial decision-making. This is evidenced by the partial test results, which showed a significance value of 0.000 < 0.05, with a regression coefficient of 0.431. These findings indicate that increasing the implementation of Artificial Intelligence in organizations can improve the effectiveness of managerial decision-making. Empirically, the research results show that the use of AI contributes to increased data analysis speed, information accuracy, operational efficiency, and the organization's ability to perform predictive analytics. The implementation of AI enables organizations to obtain real-time information, allowing for faster, more precise, and data-driven decision-making. In the context of modern organizations, the use of AI is a crucial and strategic instrument in reducing decision uncertainty and increasing the effectiveness of organizational management. These research findings support the Decision Support System theory proposed by Michael S. Scott Morton in 1970, which explains that information technology-based systems can improve the quality of decision-making by providing relevant, accurate, and integrated information. Artificial Intelligence functions as a decision support system that assists management in identifying organizational problems, analyzing decision alternatives, and making more rational decisions.

These research results align with the research of Al-Surmi et al. (2022) stated that AI-based decision-making can improve organizational performance by optimizing data-driven decision-making strategies. Furthermore, Amoako et al. (2021) also explained that the use of artificial intelligence has a positive impact on the effectiveness of organizational decisions because it can improve the organization's ability to understand market behavior and customer needs more accurately. Thus, this study shows that the implementation of artificial intelligence in organizations in Java and Bali has become a crucial factor in supporting the effectiveness of managerial decision-making in the era of digital transformation.

The Role of Human Communication in Supporting the Implementation of Artificial Intelligence in Organizational Decision Making

The results of the study indicate that human communication has a positive and significant effect on managerial decision-making, with a significance value of 0.001 < 0.05 and a regression coefficient of 0.387. These findings demonstrate that interpersonal communication, information transparency, and organizational collaboration play a strategic role in supporting the implementation of artificial intelligence in organizations. The results indicate that although AI is capable of generating decision recommendations quickly and accurately, the decision-making process still requires human communication as a means of interpreting, clarifying, and validating information. Human communication plays a crucial role in ensuring that the information generated by the AI system can be understood and applied appropriately within the organizational context. Theoretically, the results of this study support Human Relations theory, which emphasizes that organizational effectiveness is influenced by the quality of interpersonal relationships and communication between members. In AI implementation, human communication is a crucial element because technology is not yet fully capable of understanding the social, cultural, emotional, and ethical aspects of organizations.

These research findings align with the research of Chen et al. (2023), which explains that human intuition still plays a crucial role in human-AI decision-making because humans are able to provide contextual interpretations of information generated by AI. Furthermore, Qosidah's (2024) research also states that technology-based organizational communication will be more effective if supported by good interpersonal communication and the involvement of human resources within the organization. Thus, this research demonstrates that human communication remains a key component in supporting the effectiveness of artificial intelligence implementation in modern organizational decision-making.

Integration of Artificial Intelligence and Human Communication in Managerial Decision Making

The results of the study indicate that Artificial Intelligence and human communication simultaneously have a positive and significant effect on managerial decision-making with a calculated F value of 58.327 and a significance level of 0.000 < 0.05. In addition, the coefficient of determination (R^2) value of 0.648 indicates that 64.8% of managerial decision-making variables can be explained by the integration of Artificial Intelligence and human communication. These findings indicate that the effectiveness of organizational decision-making is not only influenced by the sophistication of AI technology, but also by human communication capabilities in managing, interpreting, and implementing organizational information. Artificial intelligence acts as an analytical and decision-support system, while human communication functions in building organizational coordination, clarifying information, and maintaining the quality of interactions and ethical considerations within the organization. The results of this study support the concept of Human-Centered Artificial Intelligence, which explains that the implementation of AI must remain human-oriented and not completely replace the role of interpersonal communication in organizations. Lepri et al. (2021) explain that the effective use of AI requires a human-centered communication approach so that technology can be implemented transparently, ethically, and sustainably within organizations. The results of this study also show that AI implementation has led to a collaborative decision-making approach between humans and technology. Organizations utilize AI as a tool to support analysis and decision-making, while humans continue to play a critical role in communication, information interpretation, and strategic decision-making.

CONCLUSION

Based on the research results, it can be concluded that Artificial Intelligence has a positive and significant impact on managerial decision-making in organizations in Java and Bali. The implementation of Artificial Intelligence can increase the effectiveness of decision-making through the speed of data analysis, information accuracy, operational efficiency, and predictive analytics capabilities in supporting organizational managerial processes. This study also shows that human communication has a positive and significant impact on managerial decision-making. Interpersonal communication, information transparency, and organizational collaboration have been shown to play a crucial role in supporting AI implementation, particularly in the process of information interpretation, organizational coordination, and managerial decision validation. Simultaneously, Artificial Intelligence and human communication have a significant impact on managerial decision-making with a coefficient of determination of 64.8%.

These findings indicate that the effectiveness of organizational decision-making is influenced not only by technological sophistication but also by the quality of human communication within the organization. The results of this study indicate that the integration of Artificial Intelligence and human communication is a strategic approach in creating an effective, adaptive, and human-centered management-based decision-making system in the era of digital transformation. Modern organizations no longer position AI as a substitute for humans, but rather as a decision-support system that still requires interpersonal communication and human managerial judgment. Based on the research findings, the implementation of artificial intelligence in managerial decision-making needs to be developed in a more integrated manner through the use of predictive analytics, strategic data processing, and digital-based decision support systems. Strengthening this integration is crucial to improving organizational effectiveness in generating accurate, responsive, and relevant decisions in response to the increasingly complex dynamics of the business environment. In the context of modern organizations, the use of AI is not only understood as a technological instrument, but also as part of a data-driven managerial system transformation and operational efficiency. The successful implementation of artificial intelligence also requires strengthening human communication as a fundamental element in organizational processes. Interpersonal communication, information transparency, employee participation, and work collaboration need to be enhanced to build trust in the use of AI-based systems. Human communication plays a strategic role in creating alignment between technology-based decisions and the social and psychological needs of the organization, ensuring that decision-making processes remain adaptive and oriented towards organizational effectiveness. Furthermore, the development of artificial intelligence needs to maintain a human-centered management approach so that technology utilization does not neglect ethical dimensions, human values, and the quality of social interactions within the organization. The use of AI without human oversight and consideration has the potential to lead to algorithmic bias, low social sensitivity, and a decline in the quality of organizational communication. Therefore, organizations need to establish AI implementation governance that is oriented towards the principles of ethics, transparency, and organizational sustainability. Organizations in the service, hospitality, education, and digital enterprise sectors in the Java and Bali regions also need to improve digital literacy and human resource competencies to be able to adapt to the acceleration of digital transformation and the development of artificial intelligence in organizational activities. Strengthening these competencies is a crucial factor in supporting organizational readiness to face changes in work patterns, communication systems, and decision-making models based on digital technology. Future research is recommended to expand the study by incorporating other variables such as organizational culture, digital leadership, employee adaptability, organizational trust, and innovation capability to gain a more comprehensive understanding of the implementation of artificial intelligence in organizational decision-making. This study is expected to enrich theoretical and empirical perspectives regarding the relationship between digital technology, organizational communication, and managerial effectiveness in the era of digital transformation.

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CONFLICT OF INTEREST

The authors declare no conflict of interest.

USE OF GENERATIVE AI

ChatGPT (OpenAI) was used for language polishing and editorial refinement. All data, analysis, arguments, and references were reviewed and validated by the authors.

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