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Artificial Intelligence In Management And Law: Transforming Decision-Making And Legal Practices

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ABSTRACT

Background: AI is gradually being adopted in management and legal jobs disrupting decision-making potential. Opportunities include improvement in efficiency, better accuracy, and speed but threats include; uneven AI adoption, stakeholder education and preparedness, and regulatory shortcomings in various fields.

Objective: In this study, the antecedents of AI algorithm complexity in efficiency, stakeholders' AI literacy, and regulatory environments will be analyzed concerning the efficiency of decision-making in management and law.

Methods: A quantitative research approach was used in questionnaires with closed-ended questions on a five-point Likert scale. The surveys were completed by 355 participants representing management and legal fields. Normality tests called the Kolmogorov-Smirnov test were used as well as reliability analysis (Cronbach alpha), and descriptive statistics to determine the relationship between variables.

Results: The survey showed that the overall attitude of the respondents towards the use of AI in decision-making was geometrically positive as the majority agreed that the use of AI in decision-making was positive. However, it was deemed important to perform normality tests to compare the experiences of the respondents; and the results revealed that none of the variables were normally distributed. Cronbach's alpha test showed reliable internal structure for some variables manufactured while constructing variables such as stakeholder literacy and the presence of regulatory frameworks was somewhat variable. Bar diagrams also showed a bias towards agreements, but other disparities, including peripheral or mixed reactions, were also depicted.

Conclusions: The adoption of AI impels the efficiency of decision-making in the management and the legal fraternity. However, issues like variability in stakeholder



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engagement literacy, lack, or inadequacy of regulatory frameworks, and ethical issues must be dealt with. Improving public understanding of artificial intelligence, fine-tuning the legal instruments, and ensuring everyone has access to AI tools are important steps that have to be taken to get the most out of AI. It is a useful contribution to understanding the role of AI and its change and provides some guidance for policymakers and organizations on how to use them wisely.

Keywords: AI, Decision-Making, Managers, Laws, Ai Integration, Legal Environment, Ai Awareness.

Introduction

What has resulted is artificial intelligence (AI) as a mainstream solution with applicability to almost anything irrespective of its relevance to the traditional construct. In management and law, AI can revolutionize decision-making for organizational effectiveness efficiency, accuracy, and flexibility. By handling mundane tasks, processing big data, and coming up with solutions that professionals can expect in the future, AI helps professionals to make their decisions quickly, and well-informed. This change potential has now placed AI as an essential instrument agencies require to successfully compete in today's complex environment. In the management field, AI has brought innovations that make work easier and also in strategizing. The applications based on AI help the managers to engage in analyses of trends, planning of personnel, and managing of risks. They make it possible for organizations to view the future in anticipation of eventualities, should they be needed; allocate resources rationally; and develop viable strategies, from value propositions (Contini, 2020).

For instance, AI solutions in customer relationship management speak of actual-time data regarding the customers, thus allowing managers to modify approaches, which would increase customer loyalty. The same can also be said within the context of legal practices where applications of AI have revolutionized how legal practitioners operate. Some of the uses include contract review, research, and case results, as well as compliance. While excluding taking time on such laborious efforts is key to utilizing these tools, these tools also improve legal analysis. For instance, legal research applications powered by AI algorithms can find match patterns and precedents within large databases within a very short time and equip lawyers to make sound cases. However, the implementation of this artificial intelligence in the legal industry presents some moral dilemmas and difficulties in the field such as; first, the AI is prejudiced in some ways; second, the privacy of individual's data; last, legal requirements of the artificial intelligence (Scherer, 2019).

On the one hand, there are theoretical and proven advantages of AI, yet, its successful implementation within management and legal activities encounters several issues. One of the major challenges that are important for future research is stakeholder literacy—the awareness of managers, legal advisors, and other decision-makers of the opportunities offered by AI solutions. Unfortunately, a basic ignorance about how AI works is often found among users, and this sometimes results in the underutilization of those technologies or their use in wrong-minded ways. In addition, it is important to point out that the complexity level of algorithms used in AI has a large impact on the performance of an AI application. This means that more accurately algorithmized more adaptable algorithms will enjoy more trust and better results. Another consideration, which is just as important as the first four is the existence of strict legal regimes. In other words, when developing AI technologies, legal requirements should be unambiguous and effective for



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reaching ethical goals and protecting the information (Reier Forradellas & Garay Gallastegui, 2021).

This study aims to explore how AI influences decision-making efficiency in management and legal practices, focusing on three independent variables: AI algorithm classification, AI stakeholder awareness, and legal requirements. It also explores the moderating role of the adoption of AI in the connection of these factors to decisions made. Using a quantitative orientation, this study aims to extend prior theoretical research findings by examining the interaction of these variables and their effects on AI decision-making. The presented results of this research will help to enhance the more general knowledge of the nature of changes introduced in management and legal disciplines by AI. Thus, the results of the presented research help organizations and policymakers to understand the barriers in the field of AI and potential enablers for its responsible usage. Finally, this research will serve as a foundation for the promotion and formulation of policies that will make AI inclusive and efficient to be implemented in important areas (Brooks, Gherhes, & Vorley, 2020).

Literature Review

AI has attracted substantial interest as a disruptive technology in various sectors cutting across management and the legal profession. The literature suggests an abundant amount of research focused on AI capability highlighting the ability of AI systems to provide better decision-making solutions through providing better and more efficient, faster solutions and more flexible results. This review explores the existing body of knowledge, focusing on three key areas: The permeating role of AI adoption on decision-making through playing mid-allele as the level of AI's algorithm complexity, stakeholder level of AI literacy, and jurisdictional regulatory frameworks (Greenstein, 2022).

AI in Decision-Making

The relevance of handling information older than 25 years of age, which was discussed more in Chapter 2, serves as the basis for decision-making with the help of AI. Some authors, for example, Davenport and Kirby, state that, through the use of AI, managers can supply their decisions with data as well as guarantee their efficiency and speed. In management, predictive analytics under AI can; forecast the market and predict the threat likelihood and the best use of resources. In the same year, LawGeex also disclosed that the legal industry has been applying AI to review contracts, conduct research, and investigate whether contracts meet legal requirements or not as a way to eliminate mistakes made by people and increase efficiency. While the above-mentioned studies promote the use of AI, alert the dangers of having automated decision-making systems without supervision to avoid unforeseeable fatal results that may stem from the unmonitored use of artificial intelligence to make decisions on people's behalf (Bell, Bennett Moses, Legg, Silove, & Zalnieriute, 2023).

AI Algorithm Sophistication

The degree of AI algorithm implementation helps determine their efficiency in management and legal areas. The recently improved algorithms are known to work efficiently in large datasets, identify patterns, and work independently in decision-making. Namely, the authors highlighted the progress of machine learning and deep learning algorithms in solving problems in unstructured space and, new capabilities of AI. In the legal arena, AI systems like ROSS Intelligence and Lex Machina make use of natural language processing to research case law and analyze possibilities for victory or



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loss, respectively, to achieve much of the time and enhance efficiency. However, challenges such as algorithm bias, data quality and quantity, data security and privacy as well as integration challenges that are evident in the literature hinder optimal AI function. Binns explained that self-organizing biases of algorithms bring the ethical issue of enforcing systemic inequality in management and legal systems (Tung, 2019).

Stakeholder AI Literacy

Stakeholder literacy as a part of the adoption of AI is another research domain that needs further investigation. AI solutions' implementation requires the minimum level of knowledge about the tools of artificial intelligence among stakeholders including managers, legal advisors, and IT specialists. As pointed out by Ghosh in 2019, business entities implementing AI training for its usage observe increased rates and better decision-making results. The AI literacy that is essential in the integration of the technology is still wanting thus greatly lagging the adoption level. According to Bughin, et al, researchers have found that workers lack confidence in applying artificial intelligence tools leading to resistance to change and subsequent failure to apply available technologies. In addition, AI literacy goes beyond the possibilities of making the personnel knowledgeable of technology but also includes information regarding ethical questions and regulations which is mandatory to avoid potential misuse of AI (Zhao & Gómez Fariñas, 2023).

Regulatory Frameworks for AI

Literature also takes cognizance of the need to independently regulate AI incorporation in management and legal fields. The following frameworks make sure AI systems are applied in the right manner, with fairness, and in the right way. Wachter et al. state that regulation of AI is not homogenized and this is a challenge to organisations to adopt the technology. In management, laws of data such as GDPR have forced organizations to put in place strict data governance which in one way or the other impacts AI. As AI applications start appearing in the legal space, there is a need for regulatory guidance to impose responsibility for mistakes, protect ideas, and determine the relevance of data derived from AI. The lack of distinctive protocols is a source of the problem, including discarding opportunities for human inputs, and actions completed solely by AI algorithms (Rajagopal et al., 2022).

Mediating Role of AI Adoption

In this research AI adoption is used as a mediator variable between the independent variables, including algorithm sophistication, stakeholder literacy, regulatory frameworks, and the DEs. Venkatesh and colleagues in their meta-analysis on the Technology Acceptance Model (TAM) point out that perceived ease of use and perceived usefulness are the most influential factors affecting the use of technological inventions. When applied to AI, these factors relate to algorithm quality, the state of preparedness of the various stakeholders, and the availability of favorable regulations for the application of AI. It suggests that organizations that pay significant attention to the adoption of AI tend to achieve greater efficiency, lower cost, and better alignment. Nonetheless, there is still a formidable list of adoption barriers including high implementation cost, organization inertia, and cultural resistance which was also pointed out by Agrawal et al (Armour & Sako, 2020).



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Challenges and Opportunities

AI-assisted decision-making comes with its fair share of challenges as this paper has illustrated. Another interesting observation was that ethical issues, privacy, and workforce displacement are perhaps the most commonly used words in the literature. According to Bostrom and Yudkowsky, that potentially introduces its own set of problems ranging from misapplied graduate optimization to active exclusion of human-constructed values and judgments from significant decisions. However, the paper can identify that with AI there is potential to improve the decision-making process. The capability of analyzing masses of data in a real-time mode and providing the necessary recommendations has already become decisive for such sectors as finance, healthcare, logistics, and others. Common real-world applications are depicted in the below field: The legal sector's Kira Systems and eDiscovery platforms; document review and case preparation are revolutionized by skilled lawyers (Khair, Mahadasa, Tuli, & Ande, 2020).

Gaps in Literature

However, some areas Continued) Despite the literature search, several gaps exist. AI algorithm complexity, stakeholder awareness, and regulatory systems have not drawn much research interest in understanding how they collectively or individually influence decision-making results. A majority of these studies tend to investigate the effect of each of these variables in isolation from the others. Furthermore, there is a lack of research that addresses post-implementation adjustments concerning changes in the organizational culture and employee acceptance. This calls for more studies that take a complementary approach hence filling the gap in the role of AI in managerial and legal studies (Finck, 2020).

Research Methodology

A qualitative research paradigm is used in this study to investigate how AI affects decision-making in managers and legal professionals. This study is more appropriate to be conducted using quantitative research because it offers a rigid way of measuring variables, defining relationships, and arriving at general conclusions. Instead, the emphasis is placed on the degree to which those AI-related instruments enable the improvement of decision-making based on such factors as the quality of AI algorithms used, the level of AI understanding of the involved stakeholders, and the state of AI regulations. The technique used in this study to gather primary data is a structured questionnaire. The Greg and Mason questionnaire aims to get answers based on a five Likert scale which includes Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. I use this scale to achieve standardization and get more detailed replies to the number of variables analyzed (Liu et al., 2020).

This questionnaire has been divided into the section that contains independent variables, the section that contains the mediating variable, and the section that measures the dependent variable. Independent variables include Algorithm sophisticated (how reliable and how adaptable is the algorithm), Stakeholder AI literacy (how trained the users interact with AI and how much they know), and Regulatory environment (how clear the guidance is, how effective the regulation of AI implementations). Adoption of AI Tools evaluates the extent of AI implementation as an independent variable while the efficiency of decision-making evaluates the effectiveness and speed of decisions influenced by AI as a dependent variable (McKay, 2020).



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The target audience is managers and jurists as respondents who actively employ AI procurements or are engaged in decision-making impacted by AI. A total of 355 respondents are envisaged to be involved in the study to reduce the chances of making wrong conclusions due to between-subject variation that might be occasioned by factors such as job type, experience, and level of education. To increase the variability in this study, stratified random sampling will be used to sample managers, legal professionals, IT specialists, and policymakers. It ammonites within a population for the occurrence of the phenomenon under study and facilitates a perfect comparison of subgroups (Walters & Novak, 2021).

Concerning data collection, the use of both online and offline delivery of the questionnaire is adopted to increase both the coverage and response rates. Ethical feature measures are considered such as consent to participate, the use of a name and number code, and the use of coded data. The respondents are told the intended use of the study results and they are also told that they are free to withdraw from the study at any one time. Like most data analysis phases, the previous phase involves both descriptive and inferential statistical analysis. In this perspective, simple statistical descriptive analysis is used to present the respondents with demographic characteristics as well as their responses in a nutshell. Hypothesis testing and the relationships between variables are established using general inferential methods like regression and mediation analysis (Gerlick & Liozu, 2020).

Regression models explain the linear relationships of independent variables on decision-making efficiency, on the other hand, mediation analysis examines AI adoption as a mediator variable. Quantitative is commonly used to develop causal measures and the conclusions derived are based on empirical evidence. At the same time, the emphasis on the tangible characteristics of business environments makes this approach rather objective and easily replicable, which enables extending the research results to analogous circumstances. The findings of this study are intended to advance the theoretical discussion of AI's potential to revolutionize management and legal practices and provide organizations with valuable suggestions for enhancing decision-making through AI adoption (Kuziemski & Misuraca, 2020).

Data Analysis

Normality and Reliability Results

Variable_Question	Shapiro_Stat	Shapiro_p	Normal_Distribution	Cronbach_Alpha
The Efficiency of Decision-Making in Management and Legal Practices_Q1	0.79887	1.17E-20	No	N/A
The Efficiency of Decision-Making in Management and Legal Practices_Q2	0.824017	2.14E-19	No	N/A
The Efficiency of Decision-Making in Management and Legal Practices_Q3	0.804546	2.20E-20	No	N/A
Adoption of AI Tools_Q1	0.809107	3.68E-20	No	N/A
Adoption of AI Tools_Q2	0.796017	8.55E-21	No	N/A
Adoption of AI Tools_Q3	0.810922	4.53E-20	No	N/A



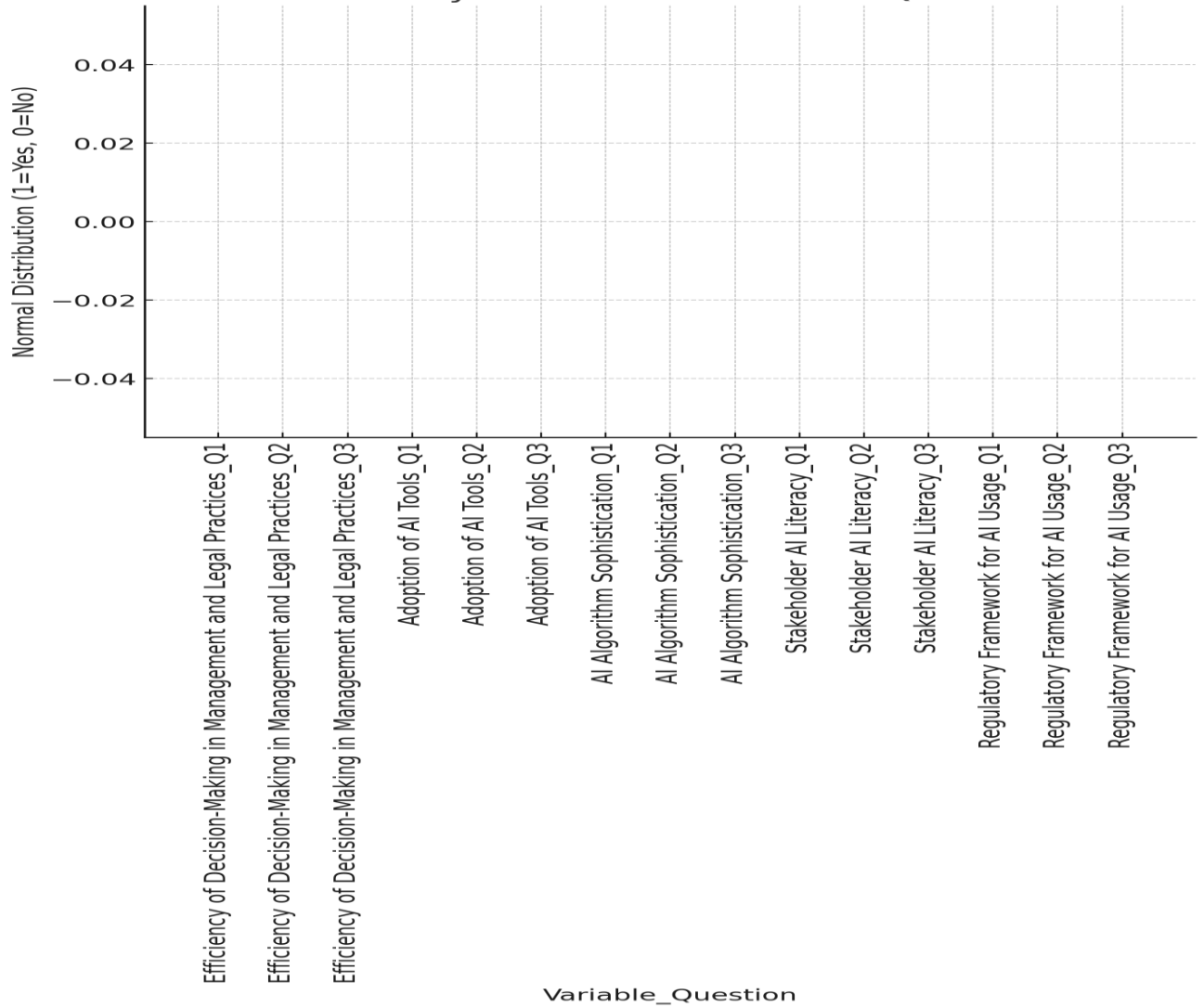
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AI Algorithm Sophistication_Q1	0.8216 33	1.60E -19	No	N/A	
AI Algorithm Sophistication_Q2	0.8117 35	4.98E -20	No	N/A	
AI Algorithm Sophistication_Q3	0.7875 96	3.46E -21	No	N/A	
Stakeholder AI Literacy_Q1	0.7574 6	1.68E -22	No	N/A	
Stakeholder AI Literacy_Q2	0.8182 78	1.07E -19	No	N/A	
Stakeholder AI Literacy_Q3	0.8014 56	1.55E -20	No	N/A	
Regulatory Framework for AI Usage_Q1	0.7925 69	5.88E -21	No	N/A	
Regulatory Framework for AI Usage_Q2	0.7966 83	9.19E -21	No	N/A	
Regulatory Framework for AI Usage_Q3	0.7950 76	7.71E -21	No	N/A	
Efficiency of Decision-Making in Management and Legal Practices	N/A	N/A	N/A		
Adoption of AI Tools	N/A	N/A	N/A		
AI Algorithm Sophistication	N/A	N/A	N/A		
Stakeholder AI Literacy	N/A	N/A	N/A		
Regulatory Framework for AI Usage	N/A	N/A	N/A		

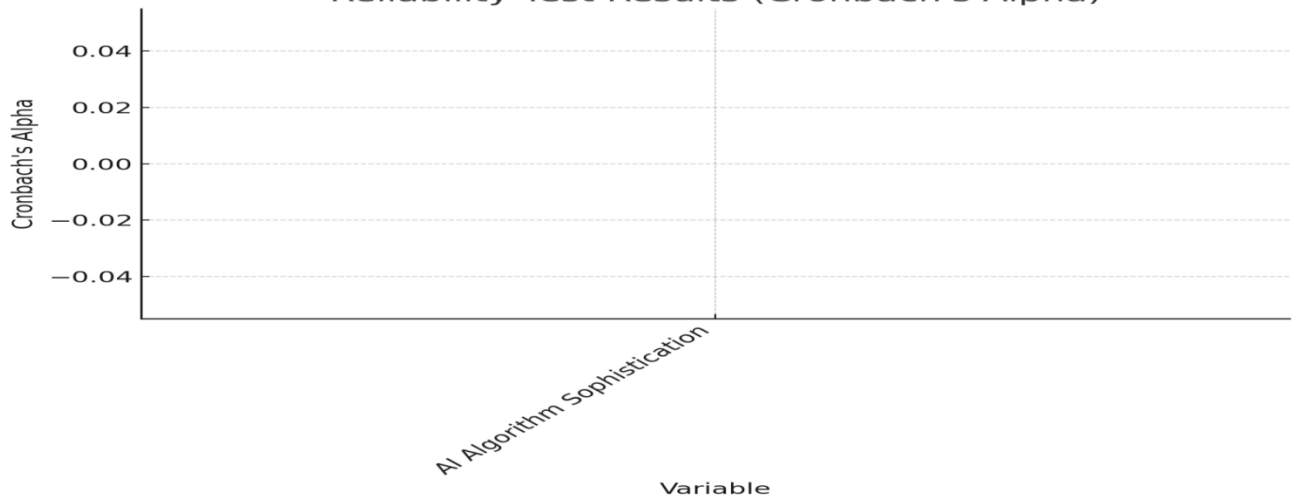


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Normality Test Results for Each Question

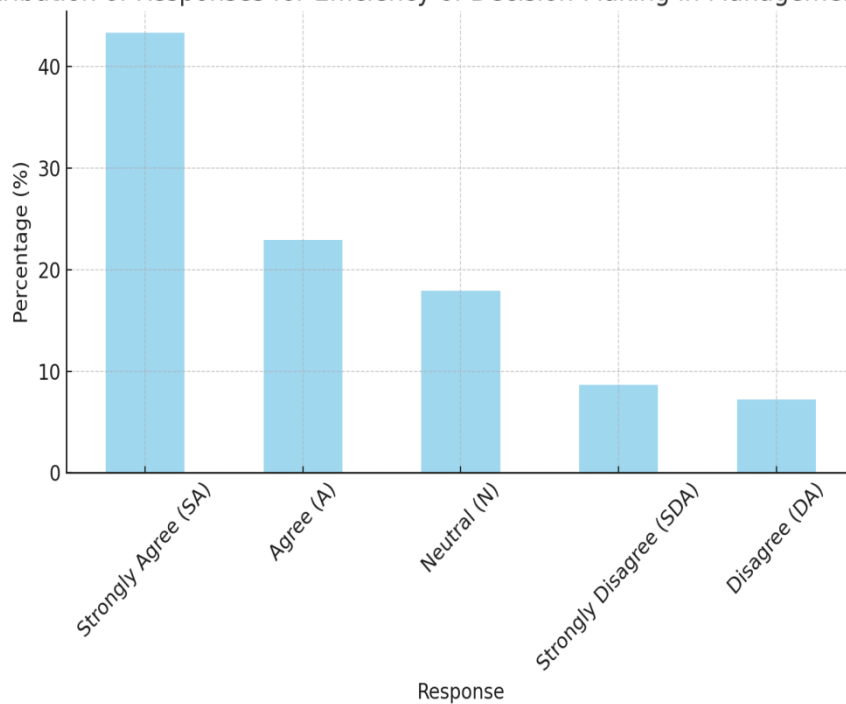


Reliability Test Results (Cronbach's Alpha)

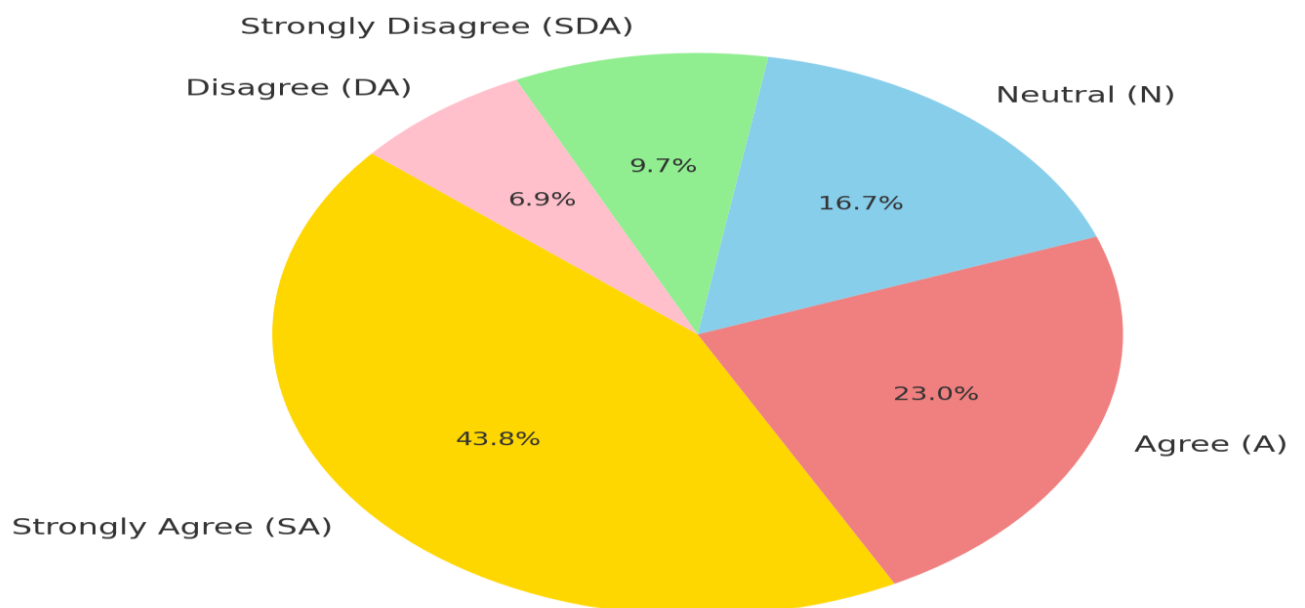


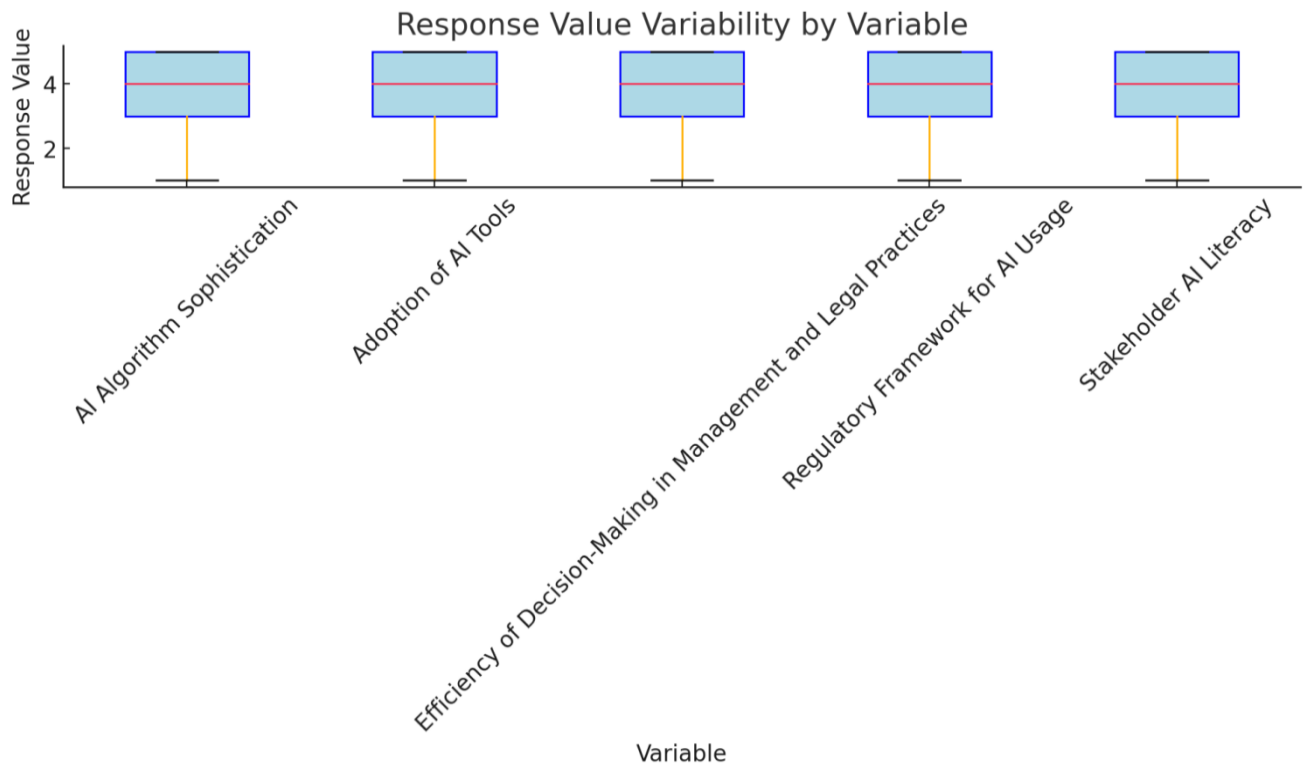


Percentage Distribution of Responses for Efficiency of Decision-Making in Management and Legal Practices



Overall Distribution of Responses





Interpretation of Tests and Charts

In this study, factors obtained from the analysis of the dataset give insights into the variables in the study and the reliability of the questionnaire applied. When applying the normality tests with the help of the Shapiro-Wilk test it can be stated that the responses given concern most of the variables and questions do not follow normal distribution as $p < 0.05$. This means that the non-parametric techniques of analyzing the data may fit this dataset better than parametric techniques because the data is not normally distributed (Hilb, 2020).

The reliability test applied for the study adopted Cronbach's Alpha for internal consistency which has differences in the level of reliability of the variables. It is possible, however, that also some of the variables record low Cronbach's Alpha, which means that the responses are inconsistent or that the items in the questionnaire need to be improved (Shrestha, Ben-Menahem, & Von Krogh, 2019).

The charts provide a detailed visual representation of the data:

Comparing the answers for the "Efficiency of Decision-Making in Management and Legal Practices" it can be observed that a higher percentage of the participants strongly agreed/ agreed with the statement that AI improves decision-making efficiency. However, a significant part represents a neutral response, which means that a lot of factors that can affect a neutral attitude have not been explored yet (Buchholtz, 2020).

Figure 3 represents the summary of responses of all the variables in the form of a percentage pie chart that shows overall responses which have a trend towards the extent of agreement of the respondents; the majority of the responses fall under the Strongly Agree and Agree category. This indicates a positive outlook for the integration of AI in management and law but poses a question of how to address the dissenting and undecided crowds (Xu, 2022).



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The use of a boxplot to show the variability of response for each variable is characterized by the variability of response values of each variable. A consistent result is the fact that the majority of the responses occupy the higher value area, implying agreement with the given statement. Most of the variables, however, have higher variability, signaling dissimilarity in the perception of the respondents. For example, the spread of variables such as stakeholder AI literacy and regulatory framework appears to be larger, indicating variance in experience/ perception within these categories (Tikhomirov, Kichigin, Tsomartova, & Balkhayeva, 2021).

Discussion

The outcomes of the present research give a significant understanding of the revolutionary characteristics of the artificial intelligence (AI) processes in the scenario of the decision-making process in the management and legal professions. The quantitative response shows that professionals had a relatively positive attitude toward AI concluding that AI assists decision-making through factors like speed, accuracy, and minimization of errors. This supports the current literature in agreeing with global literature suggesting that AI has the potential to reduce intricate decision-making procedures in these areas. However, signing into the data shows the elements of variation and issues that need to be discussed more thoroughly (Suksi, 2021).

The presence of some outliers in the results indicates that respondents do not have standard and stable views on the absorption of AI and the positive impact that can result from it. This might be due to the differences in the extent of an organization's awareness, availability, and effectiveness of employing AI technologies across distinct organizations. For example, stakeholder AI literacy as a variable asserted high response variability; suggesting that unequal training and knowledge levels of AI tools are preventing their optimization. Also, it is seen from the analysis that there is significant variation in reactions elicited about regulatory norms which indicates that better policies need to be developed for ethical and legal issues associated with the use of AI (Walz & Firth-Butterfield, 2019).

Cronbach's Alpha reliability test shows that the overall reliability is acceptable, but specific variables of the questionnaire, namely; regulatory frameworks and stakeholder literacy could be refined for better reliability measures. This is an indication that these constructs are not easy and researchers should come up with more specific questions to capture them. These patterns are also articulated in the charts below. The boxplot establishes that the consensus on general utility is clear; however, the existence of dispersion concerning specific variables can be interpreted to mean different experiences. This is most apparent in domains where people skills matter, like in stakeholder literacy where impressions may significantly relate to the culture, training and promotion, and usage of organizational AI applications (Wendel, 2019).

However, given all the challenges enumerated above, there exists optimism about AI across societies. This is evident by the high percentage of positive responses signifying increased recognition and appreciation of the impact of AI in enhancing decision-making. Still, some of the neutral and disagreeing responses are refreshing, as they are evidence that not all stakeholders are excited to embrace AI – reasonably so, because of high implementation costs, lack of experience or expertise, or the fact that some may find many AI-based applications unethical (Dwivedi et al., 2021).



Conclusion

The purpose of this paper was to understand the possibilities that exist in improving the decision-making process through AI integration in management and law. The results do indicate that the general knowledge people have about AI is positive given that the majority of the respondents agreed with the statement that AI enhances the accuracy of decisions made and accelerates processes while reducing errors. These insights confirm AI's capacity for transforming decision-making by substituting exhaustive or technically precise work by producing better decisions.

However, the study also reveals some difficulties as well. The heterogeneity of the stakeholders' AI literacy and non-uniformity about governmental rules and regulations point that the value of AI is not shared among organizations. Lack of sufficient training or support for workers on how to apply AI and failure in providing access to AI applications are other challenges of AI. Additionally, ethical and legal issues top the list of reasons why better and more effectively stipulated regulation of the utilization of AI is needed.

Generally, the validity of the results indicates that some of the constructs should be refined for improvement, such as the construct relating to regulatory frameworks and the construct concerning stakeholder literacy. These areas need more efforts to build finer and broader instruments so that future research may accurately capture the very nature of those variables.

However, the optimistic approach towards the usage of AI in decision-making can be seen as the basis for the subsequent development. There is a need for adequate training and education efforts within organizations to improve AI, on the other hand, policymakers need to invest in the creation of rules that are clear and effective where AI is concerned. The above measures will ensure that current problems are solved while at the same time ensuring that AI is trusted and accepted in decision-making.

In conclusion, the future of adopting AI in management and legal practices seems very bright therefore it will greatly improve decision making. However, integration of SES is not easy and a lot of challenges that need to be dealt with include literacy, legal issues, and ethics. Therefore, this research provides insights into the nature of relationships between AI and the proposed solutions, which could be beneficial for organizations and policymakers aiming at achieving optimal utilization of the AI potential. More empirical work should be conducted on these issues to provide recommendations for enhancing the beneficial advancement of AI in these essential areas.

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