

1.4 Research Questions

1. What is the impact of AI integration on decision quality in organizations?
2. How does managerial trust influence the adoption and use of AI-supported decisions?
3. How do organizational culture and ethics affect the relationship between AI integration and decision quality?
4. What are the practical challenges and opportunities faced by managers when using AI in decision making?
5. How can organizations improve manager readiness and trust in AI systems?

1.5 Research Objectives

1. To assess the impact of AI integration on decision quality in organizations.
2. To examine how managerial trust affects the use of AI in decision making.
3. To analyze the influence of organizational culture and ethics on the effectiveness of AI-supported decisions.

4.To identify practical challenges and opportunities for managers adopting AI tools.

5. To recommend strategies to build manager readiness and trust for successful AI integration.

1.6 Research Hypotheses

H1. Greater AI integration leads to higher decision quality in organizations.

Rationale: AI can process more information and find patterns quickly, which can improve the accuracy and relevance of decisions (Shrestha et al., 2019).

H2. Managerial trust mediates the relationship between AI integration and decision quality.

Rationale: Managers who trust AI are more likely to use its suggestions, affecting decision outcomes (Cerrato et al., 2023).

H3. Organizational culture and ethics moderate the impact of AI integration on decision quality.

Rationale: Values and norms shape how AI is accepted and used in decision processes (Rahwan et al., 2019).

H4. Lack of manager readiness and training reduces the effectiveness of AI-supported decision making.

Rationale: Without skills and understanding, managers may misuse or ignore AI input (Dwivedi et al., 2021).

1.7 Research Model

In this study, AI integration is the independent variable. It refers to the use of AI tools to support decision making in organizations. The dependent variable is decision quality, which includes making choices that are accurate, relevant, and responsible. Managerial trust is the mediating variable, describing the confidence and belief managers have in AI outputs. Organizational culture and ethics are moderating variables. This means they change the strength and direction of how AI affects decision quality. In summary, AI integration affects decision quality directly, and its effect is influenced by managerial trust, culture, and ethical standards

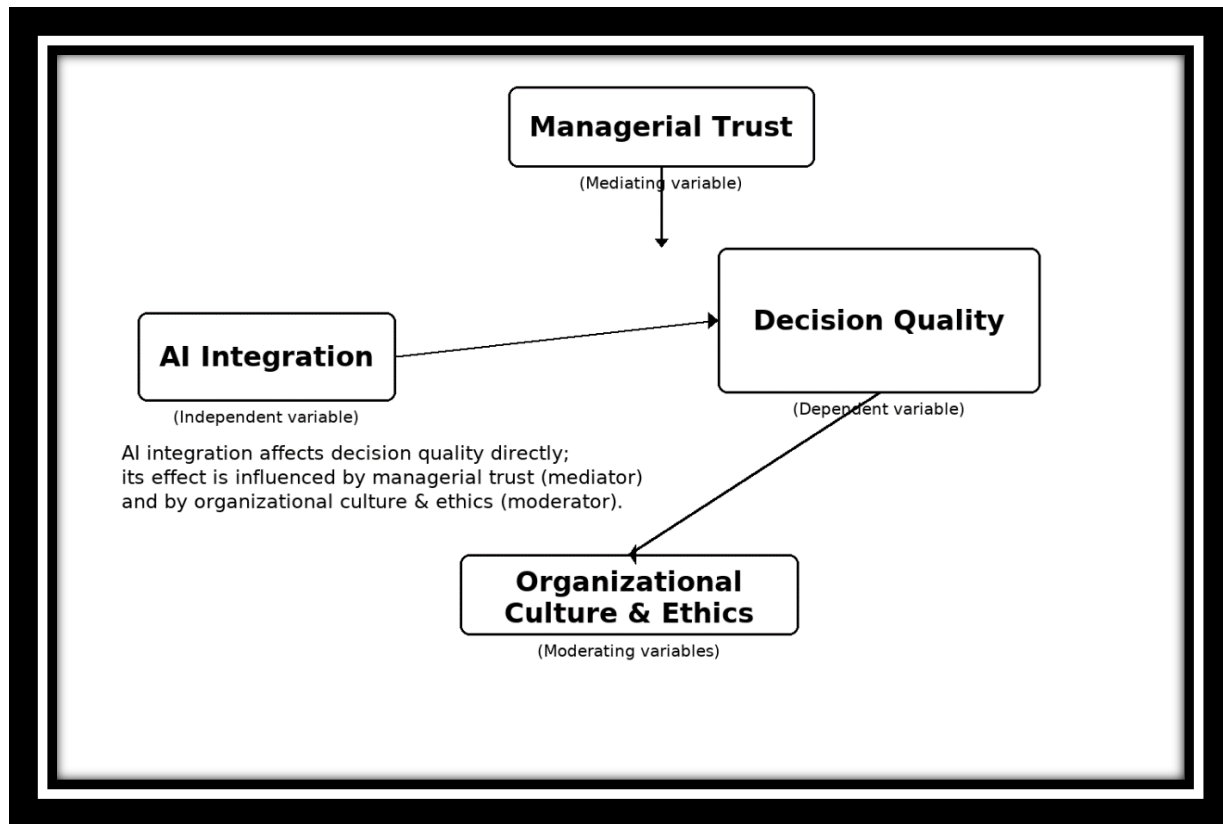


Figure 1.1: Conceptual Research Model

1.8 Research Methodology

This study adopts a **Mixed-Methods design**, guided by the **Pragmatism** research philosophy. This approach is optimal as it combines the strength of quantitative statistical analysis with the explanatory depth of qualitative data, providing a comprehensive understanding of the

complex relationships (Trust and Ethics). The research will follow a **Sequential Explanatory Design** (QUANT $\rightarrow$ QUAL).

Methodological Framework

Research Onion Layer	Choice for This Study	Justification
1. Philosophy	Pragmatism	Suitable for mixed methods, focusing on using the best tools to solve the problem.
2. Approach	Deductive $\rightarrow$ Inductive	Starts by testing hypotheses (Quantitative) and follows up by exploring context (Qualitative).
3. Strategy	Survey + Interviews	Combining structured data collection with in-depth personal insights.
4. Choice	Mixed-Methods (Sequential)	Ensures triangulation and allows qualitative data to interpret quantitative findings.
5. Time Horizon	Cross-sectional	Data collection for the quantitative phase occurs at a single point in time.

Ethical Considerations

The study strictly adheres to all research ethics guidelines. This includes obtaining **Informed Consent** from all participants, ensuring the absolute **Confidentiality** of their data and identities, and handling all collected information securely and responsibly.

1.9 Scope of the Study (Revised for Clarity)

Thematic Scope

The research is limited to analyzing the specific five variables: AI integration, decision quality, managerial trust, organizational culture, and ethics.

Geographical and Industrial Scope

The empirical study will focus on **medium and large organizations in the (GCC region)**.

Suggested Industry or Organization for the Empirical Study (In Brief):

To maximize **relevance and generalizability**, the study will target sectors with high AI adoption and complex decision-making needs. This

includes the **Financial and Banking Sector** (due to high-stakes risk management), **Technology and Telecommunications Firms**, and large **Government Service Providers**. These sectors offer a rich context for observing the interplay of AI, trust, and managerial decisions.

Time Scope

The data collection will follow a **Cross-sectional** design. The **primary data collection** (surveys and interviews) will be executed during 2025, focusing on the managers' current experiences with AI systems.

1.10 Suggested Project Structure

This structure proposes dividing the study into five main chapters, designed to reflect a sequential methodological logic that aligns with the **Sequential Explanatory Mixed-Methods Design** (QUANT → QUAL) and the advanced analysis of the research model.

Chapter	Main Title	Core Content and Focus
1	Chapter Introduction and General Framework	Establishes the research context, defines the problem (1.2), objectives, and questions (1.4-1.5). Presents the hypothesized model (1.7), the adopted mixed methodology (1.8), and the scope of the study (1.9).

Chapter	Main Title	Core Content and Focus
Chapter 2	Literature Review and Theoretical Framework	(Theoretical Chapter) Systematically reviews prior literature for each variable: AI Integration, Decision Quality, Managerial Trust (as mediator), and Organizational Culture and Ethics (as moderator). It analyzes relevant theories and justifies the proposed research hypotheses (H1, H2, H3).
Chapter 3	Research Methodology	(Procedural Chapter) Details the methodological procedures: research philosophy (Pragmatism), design (Sequential Explanatory), population, and sampling (Stratified Sampling for QUANT, purposive for QUAL). Covers data collection tools (Survey and Interviews) and analytical methods (Structural Equation Modeling - SEM for quantitative, Thematic Analysis for qualitative).
Chapter 4	Study Findings and Data Presentation	(Integrated Findings Chapter) Presents the results from both components: 1. Quantitative Findings: Descriptive statistics, reliability checks, and testing of hypotheses and the statistical model (SEM). 2. Qualitative Findings: Presentation of themes and insights from the interviews, used to interpret

Chapter	Main Title	Core Content and Focus
Chapter 5	Discussion, Conclusions, and Recommendations	and deepen the understanding of the SEM results.
		(Concluding Chapter) In-depth discussion of the key findings (both quantitative and qualitative) and linking them back to the literature. Provides comprehensive conclusions, offers specific, practical recommendations for managers and organizations regarding AI trust and ethical use, and outlines the study's limitations and suggestions for future research.

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2.2 Independent Variable: AI Integration

2.3 Dependent Variable: Decision Quality

2.4 Mediating Variable: Managerial Trust

2.5 Moderating Variables: Culture and Ethics

2.6 Relationship Between Variables

2.7 Conclusion

CHAPTER 3: METHODOLOGY

CHAPTER 4: FINDINGS AND DISCUSSION

SUMMARY AND RECOMMENDATIONS

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