

Artificial Intelligence in Administrative Decision-Making: A Narrative Review of Applications, Benefits, Challenges, and Governance Implications

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Abstract: The use of Artificial Intelligence (AI) is becoming more and more a tool for administrative decision making and is helping to improve the efficiency of the organization, analyse data and make decisions based on evidence, whether in the public or private sector. While it has been embraced and promoted, algorithmic bias, data privacy, transparency and accountability issues remain to be addressed to ensure responsible use. This narrative review aims to review the literature on how AI can be used to assist in administrative decision making in the past five years (2020–2025) using key academic databases. The review covers the applications, benefits, challenges and governance implications of AI, and the necessity for the role of human oversight in administrative processes. While the results reveal a range of benefits, including enhanced decision-making speed, operational efficiency, predictive capabilities, and service delivery, ethical and legal considerations, alongside organizational challenges, need to be addressed to ensure these advantages are effectively managed. This review is an integrated synthesis of the current evidence and underscores the importance of using AI to assist – not replace – the human administrator, and to ensure decisions are responsible, accountable and ethical.

Keywords: Artificial Intelligence, Administrative Decision Making, Public Administration, Decision Support Systems, AI Governance

1. Introduction

Artificial Intelligence (AI) is one of the digital technologies, which is changing how organizations are collecting information, analysing data and taking decisions (Rajagopal et al., 2022). Decision making is one of the important functions in administrative areas, as it is needed in planning, budgeting, managing human resources, enacting policies, monitoring and providing public service. Administrators must make decisions on a timely and accurate basis that will impact the organization's performance, employee productivity, resource allocation and service quality (Risma Niswaty & Haedar Akib, 2022). Often the traditional approach to making administrative decisions can be very manual, lack information, rely on individual judgment, or require a lot of time to analyse records and result in delayed, incorrect or inconsistent decisions.

AI offers new possibilities to support better administrative decision-making by analysing vast amounts of data, finding trends and patterns, forecasting future trends, automating repetitive tasks and making better decisions based on evidence. AI tools like predictive analytics, decision-support, automated reporting and digital monitoring can assist administrators in meeting the demands and needs of the organization quicker and more accurately (Pavlovic et al., 2024). These capabilities are particularly applicable in contemporary public and private institutions where the importance of complex data and decisions quickly has been growing. But the utilization of AI in administration poses huge difficulties as well. Potential problems with data privacy, algorithmic bias, transparency and lack of transparency,



accountability issues, cost of implementation, and ethics can impact the fairness and reliability of AI-backed decisions. These risks are especially high when it comes to decisions that involve the employees, citizens, public services, and organizational policies.

While there have been some descriptive studies on the use of AI in management and administration, with a primary emphasis on efficiency and automation, the positive impacts of AI are also discussed. AI applications, benefits and risks, governance, and human oversight in administrative decision making all need to be more close-knit in the review (Caruana, 2025). Hence, this article aims to explain the significance of administrative decision making and the role of Artificial Intelligence in it, to understand the major benefits, and to discuss the emerging challenges in using AI to support administrative decision making and the need for governance and human oversight.

The review focuses on the three research questions: 1) How is AI used in administrative decision making? How does AI help and hinders administration? How can responsible decisions be made using AI be assisted by human oversight and governance? This article does this by structuring a narrative review and offering a conceptual understanding of the nature of administrative decision making with the support of AI.

2. Methodology

The study design used was "narrative literature review" which is one of the literature review designs. This method was chosen to enable the study to build on current research and synthesize the different themes, as well as highlight the benefits, challenges and governance aspects of using AI to support administrative decision making. Literature search was conducted in the major academic databases, such as Google Scholar, Scopus, ScienceDirect, IEEE Xplore and SpringerLink, with the subject of interest. Studies published from 2020 to 2025 were primarily searched to bring up to date the review to address AI and administrative developments of the last five years. The most popular keywords were related to the themes of ‘Artificial Intelligence’, ‘administrative decision-making’, ‘public Administration, Decision Support systems’, ‘AI governance’, ‘algorithmic bias’, ‘data privacy’, and ‘human Oversight. The keywords were used both as single words and in conjunction with other words to discover academic sources. Studies were considered if they were in English, in a peer-reviewed journal and directly related to the applications of AI, administrative decision-making, public administration, digital governance or to organizational decision-support systems. Any studies that were blogs or opinion pieces, duplicate, non-academic Web sites, conference abstracts (with no full papers) or only technical development of AI with no administrative relevance were excluded. The selection process consisted of three phases: There were three phases for the selection process: First of all, title and abstract of the papers were screened to exclude irrelevant papers. Secondly, the full text of studies that might be related to the research objective was read and evaluated for relationship with the research objective. Finally, the most relevant and academically sound sources were chosen to do thematic synthesis. The literature selected was analysed and summarised into themes such as the application of AI, its benefits, its challenges, the ethical risks, the mechanisms of governance and human oversight. This process enabled a framework to be established to understand the role of AI in the administration decision-making process as well as acknowledge the risks and limitations of AI that need to be managed responsibly.

Table 1. Literature Search Strategy Used in the Narrative Review

Component	Description
Review Type	Narrative literature review
Research Objective	To synthesize recent evidence on the applications, benefits, challenges, ethical considerations, and governance implications of Artificial Intelligence (AI) in administrative decision-making.
Databases Searched	Google Scholar, Scopus, ScienceDirect, IEEE Xplore, and SpringerLink

Search Period	January 2020 – June 2025
Date of Final Search	June 2025 <i>(should be specified by the authors)</i>
Language	English
Document Type	Peer-reviewed journal articles
Search Keywords	"Artificial Intelligence", "Administrative Decision-Making", "Public Administration", "Decision Support Systems", "AI Governance", "Predictive Analytics", "Algorithmic Bias", "Data Privacy", and "Human Oversight"
Search Strategy	Keywords were searched individually and in Boolean combinations (AND, OR) across all selected databases to identify relevant studies.
Inclusion Criteria	English-language, peer-reviewed studies published between 2020 and 2025 that addressed AI applications in administrative decision-making, governance, or decision-support systems.
Exclusion Criteria	Non-English publications, conference abstracts without full text, blogs, websites, duplicate records, and studies focusing exclusively on technical AI development without administrative relevance.
Study Selection	Titles and abstracts were screened, followed by full-text assessment. Eligible studies were selected according to predefined inclusion and exclusion criteria.
Data Synthesis	The selected studies were analyzed using a thematic narrative synthesis focusing on AI applications, benefits, challenges, governance mechanisms, ethical issues, and human oversight.

Table 2. Inclusion and Exclusion Criteria for Literature Selection

Inclusion Criteria	Exclusion Criteria
Peer-reviewed journal articles	Blogs, websites, editorials, and other non-academic sources
Studies published in English	Non-English publications
Studies published between January 2020 and June 2025	Studies published before January 2020
Studies addressing AI applications in administrative decision-making, public administration, governance, or organizational management	Studies focusing exclusively on technical AI development without administrative or managerial relevance
Full-text articles available	Conference abstracts, posters, or papers without accessible full text
Studies discussing AI applications, benefits, challenges, governance, ethics, transparency, accountability, or human oversight	Duplicate publications
Empirical studies, review articles, and conceptual papers with clear academic methodology	Studies with insufficient methodological quality or unclear scholarly credibility

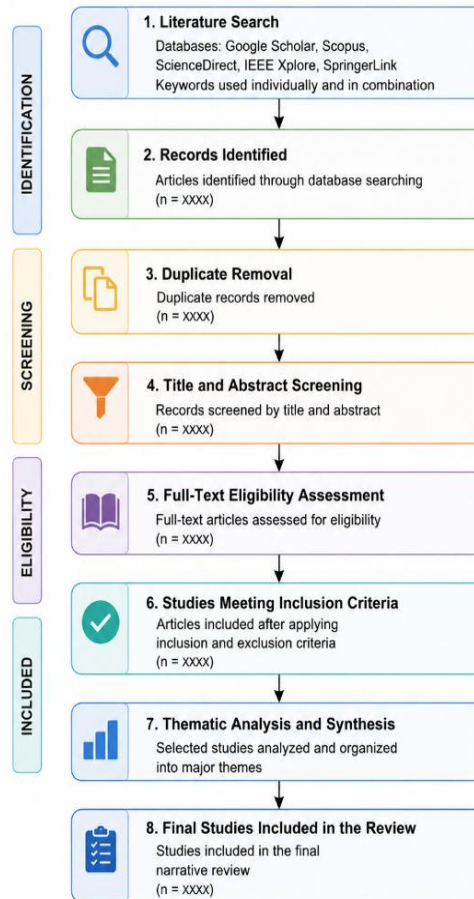


Figure 1. Literature selection process for the narrative review.

Figure 1. Literature selection process adopted for the narrative review.

3. Literature Review

3.1 Artificial Intelligence in Administrative Decision-Making

Artificial Intelligence (AI) is proving to be a significant research field in administrative decision-making, as it modifies the ways of gathering information, data analysis and managerial decision making within the administrative process (Alshadoodee et al., 2022). Traditional administration relies on the use of manually kept records, intuition, past experience and information that is limited. AI's role in recent literature is how it can assist administrators with insights and data analysis, prediction and recommendations (Zong & Guan, 2024). AI is, however, not just a technical solution; it is also dependent on the preparedness of the organizations, the quality of the data, its ethical governance and accountability of people.

3.2 Applications of AI in Administration

The previous studies have demonstrated that AI use is more and more widespread in public as well as private administration. AI can be applied to public administration for better service delivery, handling queries from citizens, managing digital records, fraud detection, and assisting in policy implementation (Aman Kumar Mishra et al., 2024). AI is utilized in organizational administration for human resource choices, spending plan arranging, execution following, share of assets, and ordinary office mechanization (Li, 2024). The applications show how AI can streamline processes and support administrators in making more impactful responses to the intricate need of institutions.

3.3 Benefits Identified in Previous Studies

One of the key points in the research is that AI can aid in decision-making for administration to be quicker and based on evidence. According to several studies, AI can go through large data sets faster than manual processes, which can enhance the speed and accuracy of decision-making (Ionescu & Diaconita, 2023). Several studies show that AI can process massive amounts of data faster than human systems, thereby boosting the speed and accuracy of decision-making. AI can also support in this area, by predicting future needs and trends, service needs and budgets, employee performance and even the risk of operations. These results indicate that AI can be utilized to enhance efficiency, decrease human error, help with planning and improve the quality-of-service delivery.

3.4 Challenges and Limitations in Previous Studies

Previous studies reveal, however, that there are certain risks to consider as well with this benefit. Algorithmic bias, particularly if based on incomplete or biased data, is one of the key concerns. This can lead to inequitable results in the following areas: recruitment, performance assessment, public service and policy making. Data privacy is also a significant concern due to the need for extensive data in AI systems. Further, there are some AI systems that are “black boxes,” which can be challenging to administrators and citizens to understand how decisions are made in the AI system (Shafik, 2026).

3.5 Human Oversight and Governance

The importance of human administrators in the system is highlighted in literature, and AI should complement their role, rather than replace them. AI can handle data and offer suggestions; however, it doesn't have the ability to truly feel ethical duties, legal obligations, or cultural context or human emotion (Shanley Corvite et al., 2023). Administrative decisions can have impact on public resources, employee, citizen and institutional trust. Hence, there is a need for human checks and balances to correct any errors or inaccuracies in AI recommendations, to prevent any unfair situations, and monitor the accountability. Good governance and transparency frameworks and ethical principles are crucial for responsible AI utilization (C. LI, 2025).

3.6 Research Gap

While there are valuable insights into the use of AI, its benefits and risks in the literature prior to this study, there is a lack of comprehensiveness in the literature. A few studies are primarily concerned with the efficiency and automation aspects, whereas others are concerned with the ethical, transparent or governance aspects. There is a limited amount of research that brings together all of the above and reviews them in one structured review. In this context the present narrative review is called for, as it provides a completer and more coherent picture of responsible administrative decision-making with AI.

4. Applications for AI in Administrative Decision-Making

4.1 Data Analysis & Automation

With AI, administrators can handle massive amounts of information within an organization with ease, discover trends, and automate repetitive administrative tasks like record management, report generation, scheduling and document processing. These features minimize human effort, enhance operational efficiency, and aid in making informed decisions.

4.2 Make predictions and use Decision-Support Tools.

Angular AI powered predictive analytics and decision supporting systems help administrators to predict future trend, detect potential risk, optimize resource allocation, and back them with evidence (Rainy et al., 2023). They can be used to enable better planning and strategic decision making between organizations.

4.3 Public Administration and Service Delivery

In public administration, AI can be leveraged for improving services delivery in digital governance, automated citizen support, fraud detection, and efficient management of public records (Shabnam Sharmin & Chowdhury, 2025). These applications increase transparency, speed up the processing, and equip government institutions to offer citizen-friendly and rapid administrative services without any delay.

5. Benefits of AI in Administrative Decision-Making

5.1 Improved Decision Quality

AI improves administration decision-making, helping in evidence-based analysis (Muntasi, 2025). Rather than just relying on thin on the ground information or administrators' experience, AI systems can analyze enormous amounts of data, detect patterns, and provide more accurate recommendations for administrators to follow. This will help to minimize human error and aid in more uniform decision making.

5.2 Operational Efficiency

AI also boosts the efficiency of operations by automating repetitive administrative duties like data entry, report preparation, record management, and regular communication (HASSAAN, 2025). This helps save workload and time and gives administrators more time to dedicate to the more complex tasks of planning, supervision and implementation of policies. AI can also help in the management of resources and minimize waste in administrative expenses.

5.3 Improved Public Service Delivery

In the public administration sector, AI can be used to improve the delivery of services, such as streamlining the application process, offering customer support, monitoring service performance, and detecting fraud or irregularities (Bhat, 2023). These functions contribute to increase institutions' responsiveness, transparency, and citizen centered.

5.4 Critical Perspective

The benefits of AI are not given, however. They rely on reliable information, competence of the users and proper governance, as well as on the supervision of humans. In their absence, AI could result in inaccurate or biased results.

6. Challenges and Ethical Issues of AI in Administrative Decision-Making

6.1 Data Privacy and Security

Data privacy, one of the pivotal issues when leveraging AI in administrative decision-making, is another obstacle (Isabella Ezinwa Okokoyo et al., 2024). The data needed for AI systems to deliver the correct outcomes is vast in scope of personal, financial, employee, and organizational data. If not properly protected, this information can be susceptible to misuse, unauthorized use or cyber-attack.

6.2 Algorithmic Bias and Fairness

With AI systems, learning takes place by drawing from past data. The AI system may generate biased results if the underlying data is also biased or discriminatory. The AI system could generate biased or discriminatory outcomes if the data it is trained on is biased or discriminatory (Ruben Gonzalez-Sendino et al., 2023). This is very important for administrative matters such as public service access, distribution of welfare benefits, appraisal of employees, recruitment and promotion. AI decisions can be biased, which can impact fairness, harms institutional trust.

6.3 Transparency and Accountability

One of the other significant issues is the lack of transparency in the AI systems themselves. Other AI systems are “black box” systems, whose decision-making is hard to comprehend. This brings into the picture accountability issues since it can be ambiguous who is responsible should the decision made by an AI-supported system lead to harm: the administrator, organization, software developer, or the data provider (Tomperi, 2026).

6.4 Organizational and Implementation Challenges

There are also implementation concerns when it comes to the use of AI. Implementing changes can be costly, lack technical infrastructure, lack employee skills, and may encounter resistance to technological change (Wanu Ramadhani et al., 2024). Smaller institutions might not be able to afford or have human resources to implement AI.

6.5 Ethical Governance and Human Oversight

These are all the challenges that highlight the need for human administrators alongside AI. Rather, it should facilitate human decision-making processes according to the clear ethical and legal frameworks. AI recommendations require human oversight to correct inaccuracies, avoid unfair results and results, and to guarantee responsible, transparent, and accountable administration decisions (Amir et al., 2024).

Table 3. Challenges of AI in Administrative Decision-Making and Recommended Mitigation Strategies

Challenge	Potential Impact	Recommended Mitigation
Data Privacy	Data breaches and misuse of sensitive information	Implement robust data protection policies, cybersecurity measures, and regulatory compliance.
Algorithmic Bias	Discriminatory or unfair decision-making	Conduct bias testing, use diverse and representative datasets, and perform regular algorithm audits.
Lack of Transparency	Reduced trust, limited explainability, and poor user confidence	Adopt Explainable AI (XAI) techniques and ensure transparent decision-making processes.
Accountability	Unclear responsibility for AI-assisted decisions	Establish governance frameworks, define clear accountability, and maintain human oversight.
High Implementation Cost	Limited adoption and resource constraints	Apply phased implementation strategies, invest in employee training, and prioritize high-impact AI applications.

7. Conceptual Framework for AI-Supported Administrative Decision-Making

7.1 AI as a Decision-Support Tool

AI cannot be seen as an alternative to human administrators; it is more of a tool for decision making. Administrative Decision Making: AI can gather data, analyse trends and patterns, forecast outcomes, and make suggestions in decision-making. But the final decision would be made by the human, as there are other ethical, legal, social and organizational issues that can be only partially assessed by an AI system.

7.2 Ethics and oversight of human subjects.

However, to ensure fairness, transparency and accountability in the decisions they make, humans have to be part of the equation. AI recommendations should be considered by the administrator prior to their application, particularly in sensitive situations like recruitment, employee evaluation, service provision to the public and policymaking (Moon, 2023). Clear rules of data privacy, rules for controlling data bias, rules for data explainability, rules for legal compliance and rules of responsibility for decisions are necessary in ethical governance. This can lead to incorrect or unfair results and outcomes from AI, if these protections are not in place.

7.3 Proposed Conceptual Framework

This review is a conceptual one that suggests a way to conceptualize the process if administrative data were to be put into the AI system for processing and analysis. The AI system then recognises the patterns, and generates suggestions (Virvou, 2023). The recommendations are checked by human administrators for the accuracy, fairness and usefulness of the suggestions. Following this, a check based on the ethical, legal and organizational standards follows to assess the decision. Administrative decision is made, and then, human authorities start to implement the final decision. Lastly, outcomes are monitored and feedback is given to assess outcomes and make better decisions moving forward. The framework underscores the importance of human oversight and governance principles, and technological capabilities in ensuring responsible use of AI.

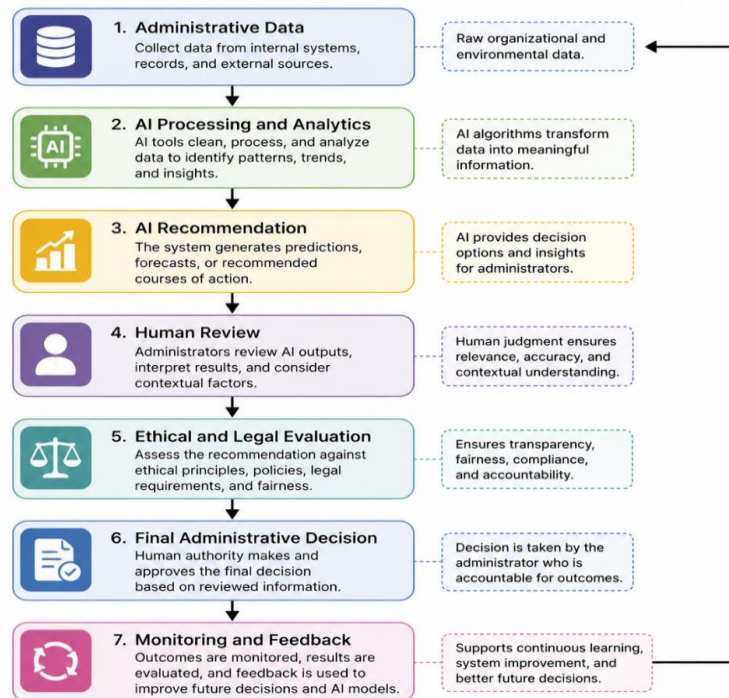


Figure 2. Conceptual Framework for AI-Supported Administrative Decision-Making
This framework illustrates how AI supports administrative decision-making while ensuring human oversight, ethical governance, and accountability.

Figure 2 Conceptual framework showing how AI supports administrative decision-making while human administrators maintain ethical, legal, and accountability control.

8. Discussion

According to the results of this review of the narrative, AI has great potential to enhance the administrative decision-making process, to make it more efficient, accurate, rapid and evidence-based (Al-E'mari et al., 2025). The use of Artificial Intelligence (AI) in applications like predictive analytics, automation, decision-support systems and digital monitoring helps administrators to manage all the information more efficiently and act faster on the requirements of the organization and of the citizens. Yet the benefits that can be derived from these are also not divorced from ethical, legal and governance issues, as revealed in the review. Artificial Intelligence (AI) has been shown to have a significant impact on the administration and services in general and the majority of previous studies support this assertion. There are, however, differences at least as to the degree of interest they take in risks like algorithmic bias, data privacy, lack of transparency, unclear accountability, and others. There are instances where research highlights the technical and operational advantages of AI, and others that are more on the ethical threats and the ethical governance regulations. This review consolidates these views by highlighting the need to consider the use of AI in administration both technologically and governancially. In real-world applications, the results indicate that administrators need to be mindful of the use of AI, having policies to protect data, avoid bias, ensure transparency and

human oversight. There is also a need to educate employees to facilitate the understanding of the outputs from AI and ensure responsible use of it by administrators. Theoretically, the idea of using AI for decision making is not applicable as it's considered to be a decision support system (Amann et al., 2022). The integrated framework of this review, bringing together the applications of AI, benefits, challenges, human oversight and ethical governance, is the main contribution. This will give a better understanding of how AI can assist in the responsible making of administrative decisions and keep them accountable and trusted.

9. Conclusion

This is a narrative review of the role of Artificial Intelligence in decision making in Administration, emphasizing the applications, benefits, challenges and governance issues. AI can help administrators in various ways, such as simplifying data analysis, automating repetitive tasks, and boosting predictive insights and evidence-based decision-making, the review concluded. The roles these functions play can enhance efficiency, accuracy, transparency and service delivery in both the public and private administration.

The results reveal however that ethical and organizational issues are important when related to the adoption of AI. Data privacy, algorithmic bias, transparency and lack of transparency, problems of accountability and implementation costs are all marked issues that need to be taken care of. Hence, it's not recommended to use AI instead of human administrators. Rather, it should be used as a decision support system, that is, one that is supervised by humans.

This review introduces the framework that could be followed to make administrative decisions in a responsible manner using AI. Humans, ethical assessment and compliance with the law, accountability and continuous monitoring are all key factors in this framework. To use AI responsibly, organizations need to establish clear governance policies, secure their data, educate administrators on how to use AI, and ensure transparency in implementing AI to influence decision-making. While technology in general can improve the administrative decision-making process, careful consideration of technology and human judgment is needed to achieve this balance between efficiency, ethics and accountability.

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