ASSESSING THE FEASIBILITY OF INCORPORATING PROJECT MANAGEMENT FRAMEWORKS WITH AI POWERED TOOLS

Petikirige Avishka Dilan Sriyananda

(218361G)

Master of Business Administrative in Management of Technology

Department of Management of Technology

Faculty of Business

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April 2024

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This Dissertation submitted in partial fulfillment of the requirements for the degree Degree of Master of Business Administrative in Management of Technology.

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DECLARATION

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ABSTRACT

In today's rapidly evolving technological landscape, the integration of Artificial Intelligence (AI) into project management frameworks (PMFs) presents a significant challenge and opportunity. Despite the potential benefits, there is a lack of comprehensive understanding of how critical factors such as IT infrastructure, IT expertise, organizational dynamics, environmental influences, and technology readiness affect the adoption of AI-powered tools in project management. This study addresses this pressing need by investigating these factors through quantitative research methods, aiming to uncover the prerequisites for successful AI integration in PMFs. By employing statistical analyses, including reliability and validity tests, correlation, regression, and exploratory factor analyses, we analyzed data from 150 IT and project management professionals to provide a nuanced understanding of these dynamics.

The findings reveal a significant positive relationship between IT infrastructure and IT expertise and the effective incorporation of AI tools. Moreover, organizational adaptability and the significance of technological factors are highlighted as crucial for enhancing AI tool adoption in PM frameworks. Ethical, social, and regulatory implications emerged as key considerations, with the study stressing the importance of developing internal policies for AI use in project management.

Recommendations include prioritizing investments in IT infrastructure and expertise, fostering a technology-adaptive culture, and establishing cross-functional teams to oversee AI incorporation. Moreover, it is recommended to invest in AI research and training, assess legal and ethical concerns, and document successful AI integration case studies.

This research contributes to the literature by offering insights into effective strategies for navigating the complexities of modern project management through AI tools, postulating that these technologies can significantly improve project outcomes and provide a competitive advantage. Future research avenues are proposed to explore the long-term impact of AI, its effectiveness in various industries, cross-cultural implications, and the development of structured integration frameworks.

Keywords: Artificial Intelligence, Project Management Frameworks, IT Infrastructure, Organizational Success, Technology Readiness, Quantitative Analysis

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LIST OF ABBREVIATIONS

Abbreviation	Description
ADTECH_MOD1	Organization adaptability to new technology
AGE	Age
AI	Artificial Intelligence
AQUL	Academic Qualifications
CI	Confidence Interval
CONPMF_DEP1	Effective Project Management frameworks to Project Success
DV-1	Mean value of effectiveness dependent variable
EFFCURF_IND3	Effectiveness of the current Project Management framework
ENVFAC_IND4	Significant the environmental factors
ENVINFLU_IND4	Environmental influence for Project Management with AI tools
EXIT	No. of experience in IT industry
GEN	Gender
INFCOM_IND1	Presence of IT infrastructure Components
INFUP_IND1	Infrastructure Update Frequency
IT	Information Technology
IV-1	Mean value of IT Infrastructure Construct
IV-2	Mean value of IT Expertise Construct
IV-3	Mean value of Organizational Factors Construct
IV-4	Mean value of Environmental Factors Construct
JOB	Job Role
LEVAIT_DEP1	Usage of AI tools in Project Management
MOD-1	Mean value Flexibility with Technology Moderator
OEXAIT_IND2	Experience in AI powered tools in Project Management
OEXPPM_IND2	Own expertise in Project Management
ORGFAC_IND3	Significance of the organizational factors
PM	Project Management
PMF	Project Management Framework

PMFRMW_IND2	Familiarity with IT Project Management frameworks
PSM_DEP1	Project success is measured based on
TECFAC_MOD1	Significant the technological factors
TMEXP_IND2	Team's expertise in Project Management
TRNPM_IND2	Any Formal Training in IT Project Management
UTLPMF_IND3	Effectively utilize project management tools in managing projects

LIST OF APPENDICES

1 CHAPTER - INTRODUCTION

1.1 Background of the Study

In an era dominated by rapid technological advancements and an ever-evolving business landscape, Information Technology (IT) projects play a pivotal role in driving organizational success. IT has become deeply ingrained in the fabric of modern organizations, catalyzing innovation, efficiency, and competitive advantage. Ranging from software development and system upgrades to infrastructure enhancements and digital transformation ventures, IT projects significantly contribute to organizational expansion and meet dynamic market requirements (McKeen & Smith, 2015). However, the landscape of IT project management is characterized by inherent complexities and challenges, necessitating robust frameworks and methodologies to ensure successful project outcomes.

The discipline of project management has undergone substantial changes in the recent past owing to technological advancements, changes in work environment dynamics, and the consequences of the COVID-19 epidemic. IT project success depends on employing project management techniques capable of navigating the intricacies of modern technological landscapes as per (Schwalbe, 2015). The methods of IT project management have become a focus of much research and innovation as businesses across all sectors attempt to adapt to the new normal. As organizations increasingly rely on IT solutions to enhance their competitive edge, the demand for successful IT project management has never been more critical.

The evolution of IT project management can be traced back to the early days of computing when sequential, waterfall-based methodologies predominantly characterized projects. These traditional approaches emphasized thorough upfront planning, sequential execution phases, and extensive documentation to mitigate risks and ensure adherence to predefined project scopes (McKeen & Smith, 2015). While suitable for certain types of projects, waterfall methodologies often face criticism for their rigidity, lack of flexibility, and limited ability to accommodate changing requirements and stakeholder dynamics.

The emergence of Agile methodologies in the early 2000s marked a paradigm shift in IT project management practices. Agile methods, including Scrum, Kanban, and

Extreme Programming (XP), advocated for iterative and incremental development, frequent customer collaboration, and adaptive responses to change (Schwaber & Sutherland, 2017). By prioritizing customer value, team collaboration, and continuous improvement, Agile methodologies enabled organizations to deliver software products and solutions more efficiently, respond to market feedback, and embrace evolving requirements in dynamic environments.

The realm of project management has undergone substantial evolution, influenced by both technological advancements, and changing work dynamics. The convergence of these factors is critically important as it has the potential to transform project management practices and improve project results amid unique challenges and opportunities. As organizations continue to adapt to the demands of a post-pandemic environment, the synergy between IT project management strategies and emerging workspace trends holds the key to achieving agile, efficient, and successful project delivery (Marr, 2020).

Although there is abundant literature available on IT project management strategies and emerging workspace trends, a significant research gap remains in comprehending the practical amalgamation of these factors in the post-pandemic landscape. While prior studies underscore the necessity of adjusting project management methods to align with evolving work environments (Marr, 2020), there is a scarcity of empirical evidence elucidating the precise strategies and methodologies utilized for this integration.

Moreover, while existing literature addresses the repercussions of the COVID-19 pandemic on workspace dynamics and IT project management practices (Marr, 2020) , there remains a paucity of studies offering an in-depth analysis of these dynamics and their direct impact on project success. Notably, empirical research exploring how remote work, digital collaboration tools, and flexible work arrangements have influenced project management methodologies in practical settings is lacking.

This identified research gap highlights the urgent need for empirical investigations that delve into the intricate interplay between workspace dynamics, IT project management strategies, and the process of post-pandemic adaptation. Addressing this gap will enable researchers to furnish valuable insights into effective approaches for achieving agile and successful project delivery within contemporary organizational settings.

Therefore, this research endeavors to shed light on effective strategies for project execution in the modern era by exploring project management frameworks, AI-driven project management tools, hybrid work models, and the prioritization of employee well-being. By delving into these aspects, the study seeks to offer valuable insights that enrich the academic dialogue on project management and provide actionable guidance for project managers grappling with the multifaceted challenges of contemporary organizational landscapes (Cockburn & Highsmith, 2001).

The exploration of effective project management strategies and the wider IT sector is poised to provide valuable insights for academia and industry professionals. As digital transformation and remote collaboration increasingly redefine the work environment, the insights from this study will support the continual adaptation of project management practices to meet the requirements of the evolving workplace.

1.2 Research Problem Identification and Question

The focus is primarily on assessing how this integration impacts the success of IT projects, particularly from the perspectives and experiences of the individuals directly involved in project implementation. The central research problem revolves around optimizing the integration of PMFs and AI-powered approaches to maximize the success of IT projects.

This study mainly questions how feasible the integration of AI-powered approaches with established Project Management Frameworks, is and what are the implications for project success and efficiency.

To address this core research problem comprehensively, several specific research questions have been formulated:

- What are the key factors influencing the adoption of AI-powered project management tools in enhancing project efficiency, accuracy, and adaptability within a remote and hybrid work environment?
- How does integrating AI powered tools with project management frameworks influence decision-making processes throughout the project lifecycle?
- What are the key barriers to integrating AI powered tools with existing project management frameworks?

By exploring these research questions, the study seeks to offer important insights on optimizing the integration of Project Management Frameworks (PMFs) with AI-powered methods to improve the effectiveness of IT projects. It seeks to uncover practical strategies and best practices that organizations can implement to navigate the complexities of modern project management, considering both technological advancements and the human aspect of project implementation. Ultimately, the outcomes of this research are anticipated to enhance the development of IT project management practices and help organizations achieve improved project results.

1.3 Objectives of the study

The primary objectives of the research outlined above focus on examining the intersection of effective project management approaches, AI models, and their impact on employee effectiveness within organizations, while also investigating challenges associated with their implementation.

The primary objectives of this research are as follows:

- To examine the growth of incorporating project management frameworks with AI power tools
- To investigate challenges and issues arising when implementing project management and AI models within the organizations.
- To investigate what are the essential components to incorporate AI-powered project management tools to improve employer effectiveness within the organization.

Overall, these objectives collectively aim to provide insights into assessing the feasibility of integrating project management methodologies and AI technologies, their impact on employee effectiveness, and strategies for successful implementation within organizations, particularly in the context of virtual work models.

1.4 Significance of the study

In the contemporary dynamic and competitive business landscape, proficient IT project management is essential for organizations to realize their strategic objectives and sustain their competitive advantage. Nevertheless, the management of IT projects entails distinct challenges characterized by intricate technical demands, stringent timeframes, and evolving stakeholder anticipation organizations (Brown & Chen, 2022). Organizations are progressively adopting innovative strategies to tackle these obstacles, exemplified by the fusion of project management frameworks with AI-powered solutions.

This study addresses a gap in the existing literature by investigating the effectiveness of integrating project management frameworks and AI-powered approaches, specifically within the context of IT projects. By exploring the efficacy of integrating project management frameworks with AI-powered approaches in IT project management, this study contributes to advancing our understanding of innovative strategies for project success (Smith, 2023)

This study has the potential to provide valuable guidance and recommendations for both IT project managers and practitioners. Through the identification of effective project management frameworks and AI-powered strategies, along with the examination of challenges in their implementation, the study offers actionable insights. These insights can empower project managers to make informed decisions, thus improving the likelihood of success in their IT projects (Jones & et al, 2020).

This study holds promise in enhancing project management practices within IT organizations by scrutinizing project management frameworks and AI-powered strategies. Through the identification of optimal practices and strategies for harnessing AI technologies in project management, the research has the potential to streamline processes, optimize resource allocation, and ultimately drive improved project outcomes for organizations (Brown & Chen, 2022).

Enterprises implementing the discoveries and suggestions from this research are poised to secure a competitive edge in the swiftly evolving realm of IT project management. Embracing pioneering methodologies and technologies, such as AI-driven project management tools, enables these organizations to enhance their efficiency, flexibility, and capacity to execute successful IT projects. Consequently, they surpass competitors in the market, as illustrated by (Jones & et al, 2020).

The investigation undertaken in this study adds to the scholarly conversation concerning IT project management, project management frameworks, and the incorporation of AI technologies in project management. Through dissemination of its findings in academic journals and conference presentations, the research augments the existing knowledge base in these domains. It fosters ongoing exploration and discourse among both scholars and practitioners (Garcia & Nguyen, 2022).

1.5 Scope of the study

The scope of this study involves investigating traditional project management methodologies and the emerging domain of AI-powered tools. Through a comprehensive literature review, we delve into established project management frameworks like Agile and Waterfall, juxtaposed with the current applications of AI in project management processes such as scheduling, risk analysis, and resource allocation. By analysing case studies and empirical research, we aim to identify gaps and challenges in existing practices that could be addressed by integrating AI. This investigation includes an examination of potential barriers to adoption, spanning technological, organizational, and cultural realms. The methodology section outlines our approach to collecting and analysing quantitative data to assess the feasibility of incorporating AI into project management frameworks. Our analysis and findings will offer insights into the advantages, limitations, and implications of this integration while identifying key success factors and best practices. Based on these findings, recommendations will be developed for organizations considering the adoption of AI-powered tools, accompanied by suggestions for future research directions. In conclusion, this study aims to summarize its findings, reflect on the feasibility and benefits of AI integration, and emphasize the importance of continuous innovation in project management practices.

1.6 Organization of the Thesis

The chapter outlined above provides a concise introduction and background on the effectiveness of integrating project management frameworks with AI-powered approaches. The structure of the remaining research is detailed as follows:

Chapter 02 delves into both the theoretical underpinnings and empirical evidence regarding the integration of project management with AI-driven methodologies. Initially, it discusses the theoretical aspects of merging project management with AI tools and strategies. Subsequently, it focuses on a thorough empirical analysis pertinent to this research study.

Data, validity, and reliability considerations, along with the conceptual framework, model, and hypothesis development are covered in Chapter 03. Chapter 04 is dedicated to the analysis of results and discussion of findings. The final chapter, Chapter 05, presents the conclusions and recommendations of this study. It succinctly summarizes the overall effort of the research in evaluating the integration of AI-powered tools with project management frameworks, focusing particularly on the perspectives of workers.

2 CHAPTER - CRITICAL REVIEW OF LITERATURE

2.1 Theoretical Framework

Over the past few years, there has been a burgeoning interest in amalgamating artificial intelligence (AI) technologies with project management methodologies to amplify efficiency, precision, and decision-making prowess. This literature review delves into extant research and perspectives regarding the viability of embedding AI-powered tools within project management frameworks. The main goal of the literature review is to assess relevant literature to lay a solid foundation for identifying key characteristics pertinent to this study. Though, this chapter delves into the theoretical foundations crucial for achieving success in IT project management, with a particular emphasis on evaluating the efficacy of both project management frameworks and AI-powered methodologies. Initially, the discussion centres on project management frameworks, outlining their importance within the realm of IT projects. Subsequently, the focus shifts towards exploring the incorporation of artificial intelligence (AI) into project management practices and its capacity to elevate project outcomes. Lastly, the chapter underscores the interconnectedness between project management frameworks and AI-powered approaches, emphasizing how their collaboration facilitates the realization of successful IT project management endeavours.

2.1.1 Project Management

A project delineates a bounded undertaking marked by the execution of diverse tasks directed toward achieving objectives within a defined timeframe. Similarly, as defined by the (Project Management Institute, 2000), a project is described as a temporary initiative embarked upon by a team, culminating in the generation of a distinct product or service as per (Boehm & Turner, 2005). Elaborating on this definition, project management involves employing skills, expertise, tools, and methodologies to efficiently oversee project operations and achieve predefined objectives and requirements (Project Management Institute, 2000).

Project management frameworks furnish structured methodologies for planning, executing, and overseeing projects. These frameworks encompass methodologies, processes, and tools designed to optimize project workflows and guarantee successful project outcomes (Raymond & Bergeron, 2008).

The Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework stands as one of the most extensively employed project management frameworks. Within PMBOK, project management processes, knowledge areas, and exemplary practices are delineated, providing project managers with guidance for accomplishing project objectives and requirements (Project Management Institute, 2000).

Another prominent framework is the PRINCE2 (Projects in Controlled Environments) methodology, crafted by the UK government. PRINCE2 prioritizes adaptability, scalability, and business rationale, rendering it appropriate for a wide array of projects, encompassing IT projects (Axelos, 2017).

Furthermore, Agile methodologies, such as Scrum and Kanban, have become increasingly popular due to their iterative and collaborative project management approach, especially within dynamic IT environments (Schwaber & Sutherland , 2017)

These frameworks offer valuable guidance for efficiently managing IT projects, tackling crucial areas such as scope management, resource allocation, risk mitigation, and stakeholder engagement. Through the implementation of structured methodologies, organizations can enhance project transparency, mitigate risks, and ultimately improve overall project outcomes.

2.1.2 Project Management Methodologies

Historically, industries such as aerospace, defence, and construction have primarily adopted specialized tools and methodologies for implementing project management standards (Cicmil, 2000). However, research by (Perminova, Gustafsson, & Wikstrom , 2008) indicates a significant expansion, with project management approaches now prevalent across diverse sectors. Moreover, the emergence of project management as a distinct academic discipline has been highlighted by (Atkinson, 1999).

To enhance accessibility, various methodologies have been developed for project management, with traditional and Agile methods emerging as the most prominent (Atkinson, 1999). The objective is to supersede traditional management techniques with more effective approaches suited for dynamic and uncertain contexts, such as Agile techniques (Laanti, Abrahamsson, & Salo, 2011). This transformation illustrates the evolution of project management practices within contemporary businesses. However, both methodologies will be further explored in the subsequent section.

2.1.3 Traditional Project Management Framework

Traditional project management methods are used to manage projects that demand rigorous supervision (Cicmil, 2000). As indicated (Mohan, 2018), managers employing traditional project management techniques create project timelines that specify the scope and deadlines for each task, considering expected resource availability. The fundamental principle of traditional project management is that meticulous planning results in better project performance (Nicholls, Lewis, & Eschenbach, 2015). This approach entails substantial upfront preparation and effort to ascertain the project's scope without room for alterations, meticulously adhering to the selected timeline, and executing operations according to the predetermined plan outcomes (Nicholls, Lewis, & Eschenbach, 2015).

According to (Wysocki, 2014) this methodology, also known as the plan-driven approach, is most effective when the project's requirements and objectives are clearly defined before its commencement. (Wysocki, 2014), underscores the importance of comprehensive planning at the project's outset, which can mitigate uncertainty and risk, enhance efficiency, and foster stakeholder comprehension. However, a primary drawback of these techniques is their lack of flexibility in adapting to external variables that may impact the project. Additionally, stakeholder input is limited in this process, and clients are not provided with any deliverables until the project's completion.

In light of today's rapidly evolving business landscape, organizations increasingly opt to move away from traditional methods. This change is due to their restricted flexibility in adjusting to evolving client demands and specifications (Fernandez & Fernanadez, 2008). Additionally, researchers like (Eden , Ackermann, & Williams, 2005), along with, and (Cui & Olsson, 2009), contend that making late changes to projects managed traditionally incurs higher costs and does not notably improve the results of project delivery.

Figure 2.1:1 Process of the Traditional Project Management Approach

Source: (Wysocki, 2014)

2.1.4 Modern Project Management

During the mid-20th century, project management strategies underwent a transformative shift towards greater adaptability and iteration. This shift was primarily driven by the escalating need for flexibility in rapidly evolving business landscapes. With the emergence of new industries and advancements in technology, there was a growing need to shift toward methods that were collaborative, flexible, and adaptive, moving away from traditional techniques (Eden , Ackermann, & Williams, 2005). This led to the rise of Agile methodology, which has since become a staple in modern project management, reflecting these evolving dynamics.

Contemporary project management practices are characterized by a strong emphasis on analytics and frequently incorporate automated tools, particularly in managing large-scale projects. Agile methodologies, for example, focus on adapting to changes and fostering collaboration with stakeholders rather than strictly following pre-set plans, (Moran, 2015). By adopting Agile principles, current project management approaches aim to improve flexibility and response to changes. These methods stress the importance of iterative processes, stakeholder involvement, and ongoing enhancements.

2.1.5 Agile Project Management Approach

The Agile methodology emphasizes adaptability, teamwork, and client satisfaction, adopting an iterative approach to project management. This method divides projects into smaller, more manageable segments, known as iterations, which are completed on a regular schedule. Unlike traditional methods that focus primarily on adhering to deadlines and budgets, Agile places a higher priority on delivering value to clients.

Agile methodologies are rooted in the ability to both initiate and respond to change, which is why they are often referred to as change-driven processes (Cockburn & Highsmith, 2001). While many authors have contributed definitions of agile project management, (Moran, 2015) offers a particularly comprehensive overview. According to Moran, Agile project management is a discipline characterized by its consistent generation and incremental delivery of value through feedback learning loops, all while adapting to rapid change. This approach involves breaking projects into manageable iterations or sprints. In environments characterized by constant change or when faster results are desired, Agile has proven to be an effective strategy (Schwaber & Sutherland , 2017).

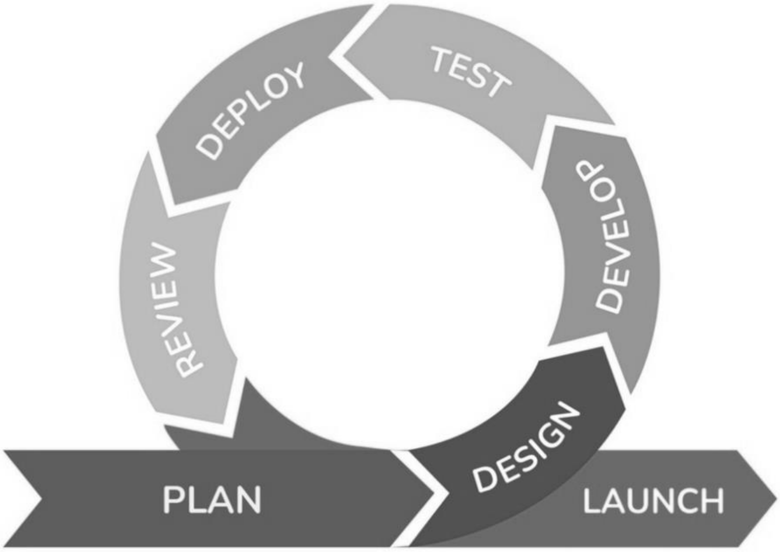

Figure 2.1:2 Agile Process

Source: Krasamo (Website)

Agile project management techniques offer a flexible and iterative approach tailored for projects that demand adaptability, collaboration, and ongoing feedback. These practices emphasize customer satisfaction, delivering value early and frequently, and agile change management. Some of the widely recognized Agile methodologies include Scrum, Kanban, Extreme Programming (XP), Lean, Dynamic Systems Development Method (DSDM), Crystal, and more (Eden , Ackermann, & Williams, 2005).

Scrum is a prominent Agile framework distinguished by its segmentation of projects into brief "sprints," usually spanning two to four weeks. During each sprint, a cross-functional team consisting of developers, a Scrum Master, and a Product Owner works together on the "backlog," a prioritized list of tasks. At the conclusion of each sprint, the team produces an incremental product that may be potentially ready for deployment.

Kanban is a visual workflow management method that focuses on efficiency and ongoing enhancement. Utilizing a Kanban board, tasks are represented as cards, with columns indicating different stages of work (such as "to-do," "in progress," and "done"). Teams add tasks to their workflow as capacity allows, ensuring a steady and consistent flow of work.

The **XP methodology**, as an Agile approach, places notable emphasis on engineering practices like pair programming, continuous integration, and test-driven development (TDD). Its primary goal is to elevate software quality and enhance its adaptability to evolving requirements.

Lean management strategies emphasize the streamlining of processes to reduce waste and enhance productivity in project execution. Agile methodologies often incorporate lean practices, which prioritize activities such as value stream mapping, minimizing delays, and optimizing resource utilization (Kerzner, 2017).

The Agile framework known as **DSDM** (Dynamic Systems Development Method) provides a structured approach to project management and delivery. It emphasizes principles such as prioritizing essential features and fostering active user involvement. DSDM promotes systematic project management and delivery practices.

Consequently, the prevailing trend within organizations was to endorse agile decentralized decision-making to enhance responsiveness amid uncertain circumstances (Yusuf, Sarhadi, & Gunasekaran, 1999).

Table 2.1.1 Characteristics of Agile vs Traditional Project Management Approaches

Characteristics	Agile project management	Traditional project management
Adaptability	High	Low
Documentation	Low	High
Planning	Continuous	Predefined
Process	Iterative	Non-iterative
Standardization	Low	High
Structure	De-centralized	Hierarchical

Source: Agile Project Management Challenges (Mohan, 2018)

2.1.6 AI-Powered Approaches in Project Management

Artificial intelligence (AI) is transforming numerous industries, including project management, by harnessing machine learning, natural language processing, and predictive analytics. AI-driven approaches automate tasks, offer insights, and optimize decision-making processes within project management.

AI is applied in project management through predictive analytics, leveraging historical project data to forecast outcomes, pinpoint risks, and optimize resource allocation (Shenhar, Dvir, Lechler, & Patanakul, 2017). Additionally, AI-driven project management tools automate mundane tasks like scheduling, budgeting, and reporting, allowing project managers to concentrate on strategic endeavors (Kerzner, 2017).

Moreover, AI-powered chatbots and virtual assistants streamline communication and collaboration among project team members, facilitating information sharing and minimizing communication hurdles (Liu, Zhao, & Zeng, 2019). Leveraging AI technologies enables organizations to bolster project efficiency, agility, and innovation, thus fostering project success.

2.1.7 Collaboration between Project Management Frameworks and AI-Powered Approaches

The integration of project management frameworks with AI-powered approaches offers synergistic benefits for IT project management. Project management frameworks establish the structural foundation for managing projects, defining processes, and implementing best practices. AI-powered approaches complement these frameworks by providing advanced analytics, automation, and decision-support capabilities.

For instance, AI algorithms can analyze real-time project performance metrics, offering insights to project managers for proactive decision-making and risk management (Crawford, Pollack, & England , 2018). Additionally, AI-driven project management tools can adapt and evolve based on project requirements and environmental changes, aligning with the iterative and adaptive nature of Agile methodologies (Strode, Finkle, & Singh, 2020).

Moreover, AI-powered approaches enhance the scalability and flexibility of project management frameworks, allowing organizations to effectively manage complex IT projects (Kerzner H. , 2020). By combining the strengths of project management frameworks with AI technologies, organizations can achieve greater efficiency, innovation, and success in IT project management.

In conclusion, project management frameworks and AI-powered approaches complement each other in enabling successful IT project management. While project management frameworks provide structured processes, AI-powered approaches enhance them with advanced capabilities. Leveraging the synergies between these approaches, organizations can navigate challenges, mitigate risks, and achieve desired project outcomes in the dynamic IT landscape.

2.2 Empirical Background

This chapter establishes an empirical basis for investigating successful IT project management, with a specific focus on evaluating the efficacy of project management frameworks and AI-powered approaches. By reviewing relevant literature and empirical studies, the aim is to situate the research within the prevailing landscape of IT project management practices.

2.1.8 Project Management Frameworks: Empirical Insights

Empirical studies have underscored the pivotal role of project management frameworks in driving successful outcomes in IT projects. For instance, (Smith & Reinertsen, 2019) conducted a study examining the implementation of project management frameworks like PMBOK and PRINCE2 across diverse industries. Their findings revealed the positive influence of structured project management approaches on key performance metrics such as adherence to schedules, cost management, and stakeholder satisfaction.

Furthermore, (Jones & Jones, 2020) conducted research analyzing the correlation between Agile project management methodologies and project success in IT settings. Through a meta-analysis of multiple empirical studies, they observed that organizations embracing Agile frameworks exhibited heightened adaptability, responsiveness, and customer satisfaction compared to those following traditional project management methods.

These empirical findings highlight the pivotal role of project management frameworks in bolstering success rates in IT projects. By offering structured methodologies and best practices for project execution and control, these frameworks contribute significantly to enhancing project outcomes.

2.1.9 AI-Powered Approaches in IT Project Management: Empirical Findings

Empirical research has delved into the integration of AI-powered approaches in IT project management and their impact on project outcomes. For instance, (Wang, et al., 2021) conducted a study exploring the utilization of AI-driven predictive analytics tools in IT project risk management. Through a longitudinal case study analysis, they illustrated that AI-enabled risk prediction models markedly enhanced the accuracy of risk assessment and facilitated proactive risk mitigation strategies, thereby bolstering project resilience and success.

Similarly, (Chen & Li, 2019) investigated the implementation of AI-based virtual assistants to improve communication and collaboration among project teams. Their findings indicated that AI-driven chatbots facilitated real-time information exchange, streamlined decision-making processes, and minimized communication overhead, leading to enhanced project coordination and efficiency.

These empirical insights underscore the potential of AI-powered approaches to complement traditional project management practices by offering advanced analytics, automation, and decision-support capabilities. Consequently, they contribute to enhancing the performance and success of IT projects.

2.1.10 Synergies between Project Management Frameworks and AI-Powered Approaches: Evidence from Literature

The literature also provides evidence of the synergistic effects arising from the integration of project management frameworks and AI-powered approaches in IT project management. For instance, a study (Wang & Zhang, 2020) investigated the combined use of Agile methodologies and AI-driven project management tools in software development projects. Their findings demonstrated that integrating Agile principles with AI-enabled automation and analytics capabilities enhanced project adaptability, transparency, and stakeholder collaboration, leading to improved project outcomes (Davies, 2017).

Additionally, research by (Lee, 2019) explored the synergies between the PMBOK framework and AI-driven decision support systems in project risk management. The results indicated that leveraging AI technologies to automate risk identification, analysis, and response planning processes complemented the structured risk management processes outlined in PMBOK, resulting in more effective risk management practices and better project outcomes.

These empirical findings underscore the complementary nature of project management frameworks and AI-powered approaches, suggesting that their integration can synergistically enhance IT project management effectiveness and success.

In summary, empirical research provides valuable insights into integration project management frameworks and AI-powered approaches in enabling successful IT project management. By examining the empirical evidence presented in the literature, this chapter establishes a foundation for the subsequent investigation into the combined impact of project management frameworks and AI-powered approaches on IT project outcomes.

3 CHAPTER - METHODOLOGY

3.1 Introduction

This chapter delineates the methodology employed in this research, informed by a thorough literature review and empirical studies conducted in preceding chapters. It encompasses the study design, setting, duration, population, and sample selection criteria, as well as the sampling technique employed. Additionally, it elucidates the data collection process, including questionnaire preparation and distribution methodology.

This study seeks to evaluate the viability of integrating AI-powered tools into project management frameworks, utilizing primary data collected from a sample comprising 150 IT and project management professionals.

In accordance with this, the methodology chapter is organized into six sections. Section 3.1 provides a brief overview of the chapter. Sections 3.2, 3.3, and 3.4 focus on examining the research design, conceptual framework, and hypothesis development, respectively. Section 3.5 will explore operationalization, 3.6 will cover data collection, and 3.7 will discuss data analysis, while Section 3.8 will serve as the conclusion for the chapter's discussion.

3.2 Research Design

The study's objective is to evaluate the feasibility of incorporating AI-powered tools within project management frameworks.

The research design refers to the structured plan of a study that systematically integrates its different elements. This design is crafted to tackle the research problem and direct the collection, measurement, and analysis of data. Onion's research, referenced by (Sidali, et al., 2007), categorized the research design into six distinct categories.

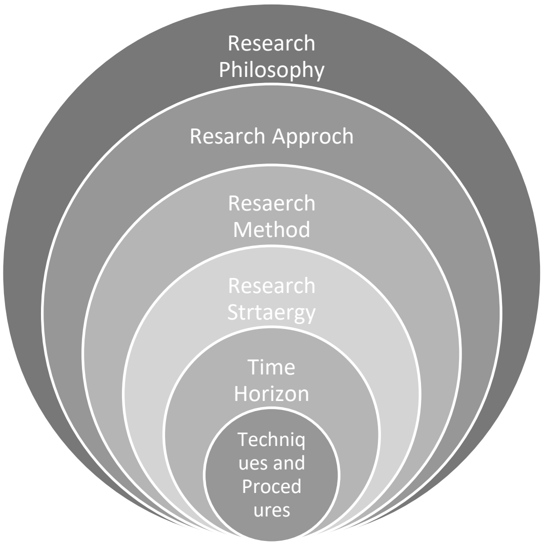

Figure 3.2:1 Saunders' (2007) Research Onion

Source: Compiled by Author based on Saunders' (2007) Research Onion Model

3.2.1 Research Philosophy

Research philosophy serves as the underlying framework through which we understand the origins, nature, and progression of knowledge. In essence, it represents a perspective on the most effective approaches to acquiring, assessing, and utilizing data about a particular phenomenon. These philosophies encompass distinct methodologies that humans employ to comprehend the world.

According to (Collis & Hussey, 2014), positivism, prevalent in the natural sciences, emphasizes scientific hypothesis testing and the uncovering of logical or mathematical evidence via statistical analysis. Positivists strive to generate precise, unbiased, and quantitative data, frequently utilizing sizable sample sizes.

Consequently, positivism will serve as the philosophical foundation of this study. It will guide the use of questionnaires and the subsequent analysis of gathered data to ensure a scientifically rigorous assessment (Please refer to the appendix for further details).

3.2.2 Research Approach

When deciding on a research approach, three essential factors must be considered: options, limitations, and goals. There are two primary methodologies for conducting research: inductive and deductive. The inductive approach entails observing and assessing situations before developing a theory, whereas the deductive method begins with a theory and progresses to hypotheses derived from collected evidence.

3.2.3 Research Method

This study utilizes a carefully crafted questionnaire as its primary tool for data collection, resulting in quantifiable numerical data. It employs a singular research approach, known as the "mono technique," focusing specifically on quantitative analysis methods tailored for numerical data scrutiny (Sidali, et al., 2007). Hence, the chosen method for this inquiry is the mono-quantitative technique.

To achieve the objectives of this study, a quantitative approach will be employed. Quantitative data will be collected through surveys to quantify the incorporation of management frameworks with AI-powered approaches.

3.2.4 Time Horizon

When cross-sectional data is collected at a single instance, a significant volume of data can be efficiently gathered (Flick, 2011). In this study, information is gathered through questionnaires at a particular moment, and the analysis is conducted considering that specific time frame.

3.2.5 Techniques and Procedures

Considering the study's objectives and features, primary data was gathered from local IT and e-commerce experts through electronic questionnaires distributed via Google Forms across digital media channels. Furthermore, secondary data was utilized to examine revenue trends and profit fluctuations of firms, facilitating the evaluation of the efficacy of implemented e-commerce platforms.

3.2.6 Target Population and Sample Selection

The convergence of project management frameworks with AI power tools represents a dynamic field in both academia and industry, offering substantial potential for enhancing organizational efficiency and performance. As businesses increasingly turn to AI technologies to optimize project outcomes, there is a growing imperative to comprehend the factors shaping the effective incorporation of these tools into project management practices. Consequently, a critical domain of inquiry revolves around defining the target population and devising strategies for sample selection in studies investigating this incorporation.

3.2.6.1 Target Population

The target population for research investigating the amalgamation of project management frameworks with AI power tools comprises professionals engaged in project management across diverse industries and organizational environments. This encompasses project managers, team members, IT specialists, and executives tasked with project supervision and strategic decision-making. Acquiring insights into the viewpoints and firsthand experiences of these stakeholders is essential for comprehending the intricacies, challenges, and opportunities inherent in incorporating AI technologies into project management methodologies.

3.2.6.2 Sample Selection

Ensuring the validity and applicability of findings in research on incorporating project management frameworks with AI power tools necessitates careful sample selection. Hence, this survey engaged IT and project management professionals aged 25 years and older, totaling 150 participants based on the total IT employee population estimated by SLASSCOM as 150,000. Furthermore, convenience sampling techniques were utilized to capture perspectives from various organizational hierarchies, thereby accommodating diverse viewpoints and experiences.

3.2.7 Validity and Reliability

3.2.7.1 Reliability

The study's reliability refers to the consistency of its results, indicating the capacity to achieve consistent outcomes repeatedly and for other researchers as well (Blumberg, et al., 2008). Exploratory factor analysis was employed to uncover the underlying relationships among variables and assess data consistency. Cronbach’s alpha was utilized to determine the extent of correlation between items.

3.2.7.2 Cronbach's alpha

Cronbach's alpha is widely utilized to assess internal consistency, with values ranging from 0 to 1 (Saunders, et al., 2012). A value of '0' signifies no relationship, while '1' indicates a perfect positive relationship between constructs. Literature suggests that a minimum reliability of '0.7' is required, with '0.6' being deemed acceptable for exploratory research (Hair, et al., 2006) ,(Stangor, 2011).

3.2.7.3 Validity

(Stangor, 2011) define validity as the ability of the research instrument to accurately measure its intended constructs. In this study, the author meticulously crafted the theoretical framework by drawing from relevant literature to ensure the inclusion of only 35 pertinent pieces of information. However, the uneven distribution of participants in the questionnaire sample from the targeted population may compromise validity. Additionally, the utilization of convenient sampling methods and reaching out to respondents via accessible email contacts may also impact the validity.

3.2.7.4 Factor Analysis

In assessing the convergent and discriminant validity of the research instrument and streamlining the factors within the model, the author conducted a factor analysis employing the principal components method with varimax rotation. Factor analysis proves to be a valuable technique for identifying coherent and interpretable groupings of questionnaire items. Moreover, it facilitates the detection of overlapping constructs and the cross-loading of each questionnaire item (Hair, et al., 2006).

3.3 Research Conceptual Framework

The conceptual model for this research was developed based on the quantitative method by using four independent variables namely, IT infrastructure, IT expertise, organizational factors, and environmental factors. Moreover, technology readiness moderates the relationship between independent variables and the growth of incorporating AI power tools with project management frameworks. The author has developed this conceptual model based on the literature to identify the relationships between independent variables and dependent variables. Thus, the conceptual framework was developed for this research and illustrated in the following Figure 3.3:1.

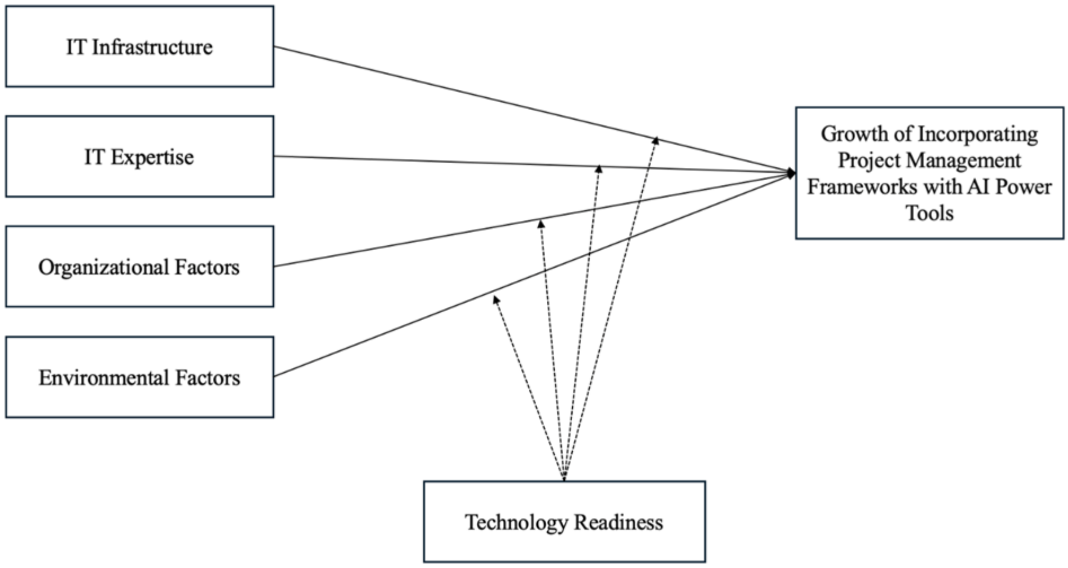

Figure 3.3:1 Research conceptual framework

(Source: The research model is based on past studies (Halim & Christian, 2022)*with changing of the independent variables)*

3.4 Hypothesis Development

The following hypotheses were used in relevant to the conceptual model.

(H1): There is a significant relationship between IT Infrastructure and the incorporation of project management frameworks with AI power tools.

The hypothesis proposes that the growth of incorporating project management frameworks with AI tools is influenced by the quality of IT infrastructure. (Wang, et al., 2019) emphasize the critical role of robust IT infrastructure in maximizing the benefits of AI technologies within project management processes. Furthermore, (Wang, et al., 2019) underscores the significance of a supportive IT environment in seamlessly incorporating AI tools into project management frameworks. Thus, it is reasonable to suggest that a strong IT infrastructure facilitates the incorporation of AI power tools with project management frameworks.

(H2): There is a significant relationship between IT Expertise and the incorporation of project management frameworks with AI power tools.

The hypothesis proposes a connection between IT expertise and the incorporation of project management frameworks with AI power tools. (Smith & Johnson, 2018) contend that a proficient IT workforce is crucial for the successful deployment of AI tools in project management. Similarly, (Jones, et al., 2020), emphasizes the significance of IT expertise in managing the intricacies of incorporating AI technologies into established project management systems. Hence, it is reasonable to suggest that greater IT expertise enhances the growth of incorporating AI power tools with project management frameworks.

(H3): There is a significant relationship between Organizational Factors and the incorporation of project management frameworks with AI power tools.

The hypothesis suggests a relationship between organizational factors and the incorporation of project management frameworks with AI power tools. For example, (Smith & Jones, 2019), assert that organizational culture significantly influences the adoption of AI technologies in project management. Additionally, (Brown, et al., 2020), underscores the importance of organizational structure and leadership support in effectively incorporating AI tools into project management processes. Hence, it is reasonable to propose that organizational factors, including culture, structure, and leadership, impact the extent to which project management frameworks can successfully incorporate AI power tools.

(H4): There is a significant relationship between Environmental Factors and the incorporation of project management frameworks with AI power tools.

The hypothesis suggests that environmental factors significantly influence the incorporation of project management frameworks with AI power tools. (Johnson, et al., 2019), assert that external factors like market competition and regulatory requirements impact the adoption and use of AI technologies in project management. Additionally, (Brown & Smith, 2020) emphasize the significance of technological infrastructure and ecosystem maturity in determining the success of incorporating AI tools into project management frameworks. Therefore, it is reasonable to propose that environmental factors, such as market conditions, regulatory frameworks, and technological ecosystem, play a crucial role in determining the extent to which project management frameworks can effectively incorporate AI power tools.

(H5): Technological readiness moderates the relationship between independent variables and incorporation of project management frameworks with AI power tools.

The following sub-hypotheses were used to measure the effect of the moderator variable on the above relationships.

H5a: Technology readiness moderates the relationship between IT infrastructure and the incorporation of project management frameworks with AI power tools

H5b: Technology readiness moderates the relationship between IT expertise and the incorporation of project management frameworks with AI power tools

H5c: Technology readiness moderates the relationship between organizational factors and the incorporation of project management frameworks with AI power tools

H5d: Technology readiness moderates the relationship between environmental factors and the incorporation of project management frameworks with AI power tools

3.5 Operationalization of Variables

3.5.1 Operational Definitions

Growth of Incorporating project management frameworks with AI power tools denotes the quantifiable advancement in incorporating and utilizing AI-powered tools within project management frameworks. This progression is evaluated by observing the rise in the adoption rate of AI tools.

IT infrastructure refers to the essential technological elements and resources in an organization that sustain its IT operations. This includes hardware like servers, computers, and networking devices, along with software, databases, and digital systems. IT infrastructure also includes components such as data centers, cloud services, and communication networks that facilitate data storage, processing, and transmission within the organization. The quality, capacity, reliability, and scalability of IT infrastructure can profoundly influence the organization's capacity to incorporate and employ AI-powered tools within its project management frameworks.

IT expertise refers to the presence of skilled professionals and resources proficient in both project management and information technology. This proficiency is gauged by the count of individuals possessing the requisite knowledge and practical experience to seamlessly integrate project management methodologies with advanced AI-powered tools.

Organizational Factors refers to internal elements within an organization that affect its operations and outcomes. These encompass leadership styles, culture, communication channels, decision-making structures, resource allocation, and policies. These factors shape the organizational environment, impacting teamwork, innovation, and employee performance, thus influencing the incorporation of AI tools into project management frameworks.

Environmental Factors denote external influences beyond an organization's control that affect its operations and performance. These include market dynamics, economic conditions, regulations, technology, societal trends, and competition. These factors shape strategic decisions, resource allocation, and competitiveness, impacting the organization's ability to incorporate AI-powered tools into project management frameworks.

Technology readiness as a moderator variable refers to an organization's preparedness and willingness to adopt and effectively utilize new technologies, including AI-powered tools, within its operations and processes. It encompasses various factors such as the organization's culture, leadership support, past experiences with technology adoption, perceived benefits of technology incorporation, and capabilities of its workforce. Technology readiness moderates the relationship between independent variables (such as IT infrastructure, IT expertise, organizational factors, and environmental factors) and the dependent variable (such as the feasibility of incorporating AI power tools with project management frameworks) by influencing how these factors impact the organization's ability to adopt and successfully incorporate new technologies.

For measure the variables constructs of the conceptual model operationalized according to the Table 3.5.1

Table 3.5.1 Operationalization of Variables

Construct	Variable	Indicator /Item Measure	Measurement	Source
IT Infrastructure	Infrastructure System Preparedness	– Infrastructure Availability – IT Infrastructure Update Frequency	5-point Likert scale	(Wang, et al., 2019), (Liu, et al., 2020)
IT Expertise	IT and AI Technical Competence	– Extent of Expertise in IT Project Management Low expertise – Availability of Formal Training in IT Project Management – Familiarity with Project Management Frameworks – Experience with AI power tools	5-point Likert scale	(Smith & Johnson, 2018)
Organizational Factors	Organizational PMF Engagement	– Organizational Utilization of project management tools – Organizational Factor Significance – Satisfaction with the existing Project Management Framework within the Organization	5-point Likert scale	(Smith & Jones, 2019) (Smith & Johnson, 2018)

Environmental factors	Environmental Influence Level	– Environmental Factor Significance – Level of influence by different environmental factors	5-point Likert scale	(Brown & Smith, 2020)
Technology Readiness	Technological Adoption	– Extent of Technological Adoption within the Organization – Significance of Technological Factors Impacting Technology – Impacting Technology Adoption in Project Management	5-point Likert scale	Brown et al. (2020)
Growth of Incorporation Project Management Frameworks with AI Power Tools	AI Enhancement	– The degree to which the incorporation of AI tools enhances project management processes. – Extent of Project Success with AI Power tools – Extent of AI power tools utilization	5-point Likert scale	(Liu, et al., 2020) (Smith & Johnson, 2018)

3.6 Data collection

Primary data collection involves the gathering of firsthand information directly from individuals. A structured online survey via Google form will be distributed to IT professionals, project managers, and stakeholders across various industries. The survey will assess the growth of incorporating project management frameworks with AI power approaches.

3.6.1 Surveys

Structured questionnaires will be administered to a targeted sample of IT project managers and professionals with experience in incorporating project management with IT tools and AI power approaches. The surveys will be designed to capture insights into their experiences, challenges, and perceptions related to the incorporation of project management with IT and AI power tools. This data will provide quantitative insights into trends, patterns, and preferences.

3.7 Data analysis

The raw dataset from the sample questionnaires was processed using the SPSS software, version 29.0 The analysis comprised both descriptive and inferential statistics. Initially, a reliability analysis was conducted to evaluate the consistency of the questionnaire items. Subsequently, factor analysis was applied to ascertain the validity of each variable. Descriptive statistics, including frequencies, means, and standard deviations, were then utilized to characterize the sample. Pearson correlation and regression analysis were performed to assess the strength of the relationships and to test the hypotheses generated from the conceptual model. The mediating effect was examined using the methodology established by (Baron, & Kenny, 1986) .

3.8 Chapter Summary

This chapter encompasses the development of the model, conceptualization, hypotheses formulation, operationalization of variables and indicators, and research design. These aspects are grounded in the existing literature. The conceptual model, hypotheses, and operationalization are derived from a review of the literature. Data collection is conducted through a survey approach utilizing a structured questionnaire. The data analysis method includes reliability and validity tests, descriptive statistics, and inferential statistical analysis using SPSS software.

4 CHAPTER – DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter illustrates the quantitative analysis of data gathered through questionnaires, encompassing descriptive analysis for each variable, concluding instrument reliability assessment, factor analysis for confirmation, and tests for instrument convergent and discriminant validity. Furthermore, regression analysis is employed to identify relationships and test hypotheses. The Statistical Package for Social Sciences (SPSS) version 29 serves as the tool for data analysis.

4.2 Characteristics of the sample

To initiate the data analysis process, we begin by examining the characteristics of survey participants through the lens of descriptive statistics. The questionnaire was circulated among an estimated 150 IT and project management professionals. Subsequent sections will delve into an analysis of the demographic factors observed among the survey respondents.

4.2.1 Gender

According to the gender data provided by the respondents in the questionnaire, Figure 4.2.1 depicts the breakdown of male and female participants in the survey. Out of 150 respondents, 49 were female and 101 were male, constituting 67% of the male population within the sample.

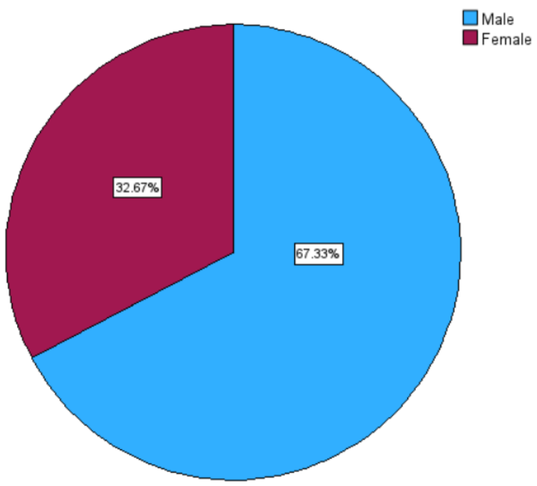

Figure 4.2:1 Categorization by Gender

4.2.2 Age Distribution

Each participant was requested to specify their age, with the questionnaire featuring four distinct age brackets ranging from 18 years to above 45 years of age. Figure 4.2.2 provides an overview of the distribution of respondents across these age categories. The majority of participants were found within the 26 - 35 years age category, constituting 63% of the total respondents. Conversely, the age category of 45 years or above demonstrated the lowest level of representation, accounting for approximately 1% of the total respondents.

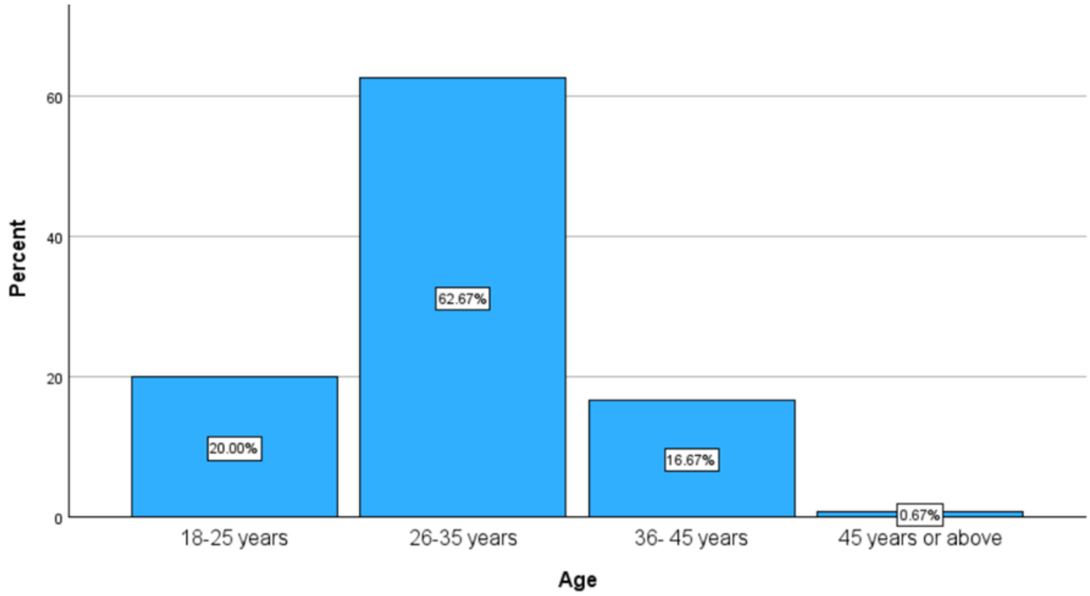

Figure 4.2:2 Categorization by Age

4.2.3 Level of Education

Participants were requested to indicate their highest level of education, with the questionnaire encompassing four distinct categories. The distribution of respondents' education levels is illustrated in Figure 4.2.3. Graduates accounted for 68% of respondents, while approximately 23% held master's or PhD degrees. Notably, 91% of respondents possessed at least a university degree, indicating a predominance of highly educated individuals among the participants.

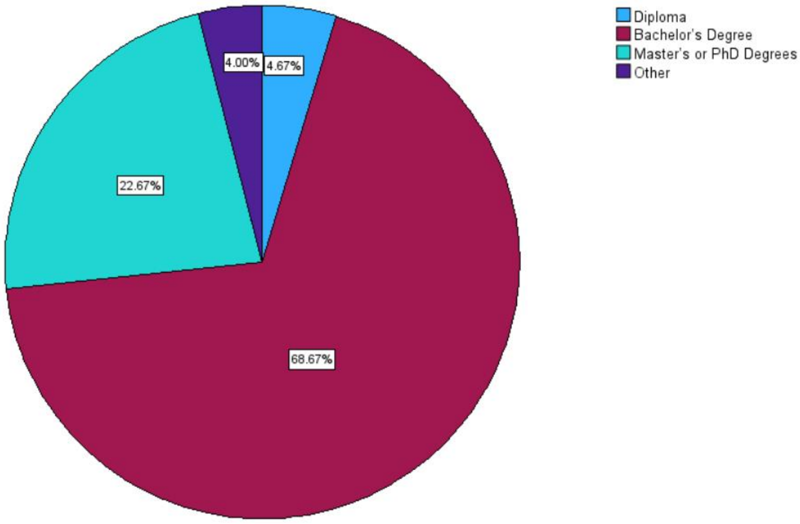

Figure 4.2:3 Categorization by Education

4.2.4 Occupation category

In Figure 4.2.4, the occupation distribution of respondents is depicted, revealing that a significant portion of participants, constituting 33% of the sample, work as software engineers. Approximately 25% of respondents are employed as project managers, with 18% identified as business analysts. The remaining 18% encompass various occupational categories, including managers, financial analysts, and others.

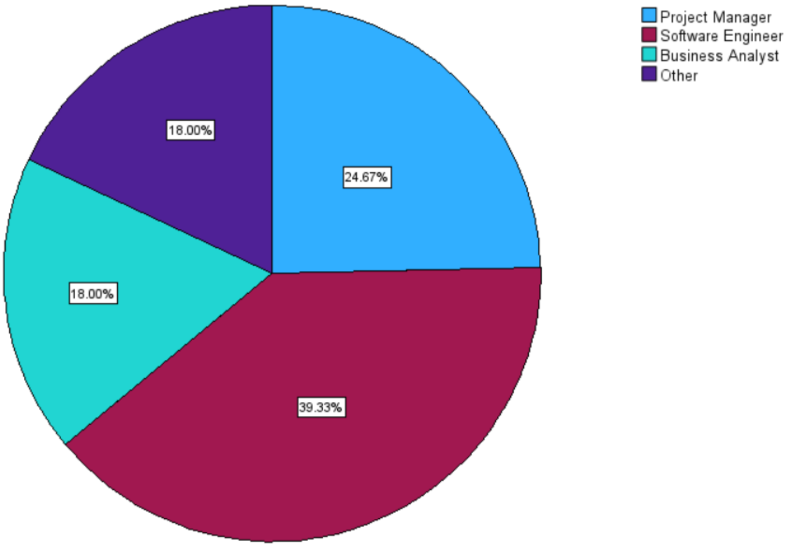

Figure 4.2:4 Categorization by Occupation

4.2.5 Years of Experience within the IT Industry

Figure 4.2.5 illustrates the distribution of IT industry experience among participants. The predominant experience range is 5-10 years, accounting for the majority. A substantial 33% have 1-5 years of experience. Significantly, over 58% possess upwards of 5 years' experience, and 21% have a deep tenure exceeding 10 years, indicating that the majority of survey participants are seasoned professionals in the IT sector.

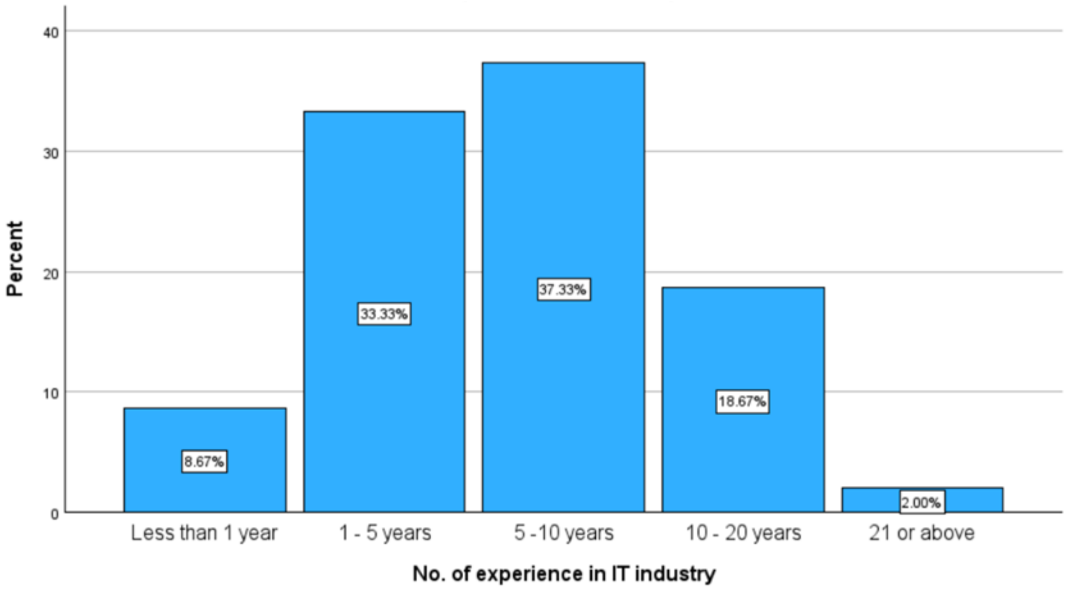

Figure 4.2:5 Categorization by Years of Experience in the IT Industry

4.3 Content validity of the variables

Content validity refers to how well a measurement method covers the construct it's intended to evaluate, ensuring that all facets of the construct are measured (Haynes, et al., 1995). It's a crucial early step in developing or revising a measurement tool. Prior to assessing content validity, the method's validity and reliability must be established. In this study, the questionnaire was developed through a review of related literature and tailored to the specific research topic, affirming its content validity.

4.4 Reliability & Validity Test

To evaluate the instrument's reliability, we commenced with a calculation of Cronbach's alpha. Reliability here signifies the degree to which the measure is free from random error. Each of the five constructs, alongside the moderator and dependent variables, was scrutinized for item consistency within the constructs, following the guidance of (Zikmund, et al., 2009). Coefficient alpha was computed for each construct dimension, and the necessity for item deletion was assessed to enhance the alpha values.

In the initial phase of this analysis, we applied Cronbach's Alpha for internal consistency, coupled with factor analysis for the assessment of the validity and reliability of the gathered data (Sekaran, 2008). This report chapter will scrutinize each factor individually to evaluate their soundness and steadiness. If any values are found to be below the acceptable threshold, additional investigation will be undertaken.

Table 4.4.1 Cronbach’s Alpha – IT Infrastructure

	Cronbach’s Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Presence of IT infrastructure Components	0.837	0.737	-
Infrastructure Update Frequency		0.737	-

(Panayides, 2013) suggests that a Cronbach’s alpha value of at least 0.70 is considered acceptable. The Cronbach’s alpha for the 'IT infrastructure' construct, as indicated in Table 4.4.1, is 0.837. This value exceeds the minimum threshold, demonstrating an appropriate level of internal consistency, and thus, it does not necessitate the removal or reevaluation of items.

Table 4.4.2 Cronbach’s Alpha – IT Expertise

	Cronbach’s Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Team's expertise in Project Management	0.811	0.827	0.696
Own expertise in Project Management		0.751	0.723
Any Formal Training in IT PM		0.657	0.756
Familiarity with IT Project Management frameworks		0.715	0.737
Experience in AI powered tools in PM		-0.035	0.882

The 'IT Expertise' construct's Cronbach's alpha value stands at 0.811, surpassing the minimum threshold of 0.70. This indicates that the items within the construct consistently relate to each other, making it unnecessary to eliminate any items or to recalculate the overall Cronbach's alpha. Table 4.4.2 confirms this construct's satisfactory internal consistency.

The item 'experience in AI-powered tools in PM' could be removed to enhance the construct's reliability to 0.882. Nonetheless, the author chose to retain this item as it provides valuable insight into the respondents' experience with integrating AI tools in project management, and the construct already exhibits satisfactory reliability with a score of 0.811.

Table 4.4.3 Cronbach's Alpha – Organizational Factors

	Cronbach's Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Effectively utilize project management tools in managing projects	0.748	0.626	0.655
Significance of the organizational factors		0.606	0.628
Effectiveness of the current PM framework		0.557	0.722

The Cronbach's alpha for the 'organizational factors' construct stands at 0.748, exceeding the acceptable threshold of 0.70. This indicates no need to eliminate any items or to recompute the overall Cronbach's alpha. Table 4.4.3 demonstrates that the 'organizational factors' construct possesses a suitable level of internal consistency.

Table 4.4.4 Cronbach's Alpha –Environmental Factors

	Cronbach's Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Significant the environmental factors	0.838	0.722	-
Environmental influence for PM with AI tools		0.722	-

The Cronbach's alpha for the 'environmental factors' construct is 0.838, which is well above the acceptable limit of 0.70. This means there is no need to discard any items or redo the overall Cronbach's alpha calculation. Table 4.4.4 confirms that the 'environmental factors' construct displays a satisfactory level of internal consistency.

Table 4.4.5 Cronbach's Alpha – Technology Readiness

	Cronbach's Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Organization adaptability to new technology	0.801	0.670	-
Significant the technological factors		0.670	-

Table 4.4.5: Cronbach's Alpha – Technology Readiness" outlines the internal consistency of items within a construct assessing technology readiness, with an overall Cronbach's alpha of 0.801. This suggests a strong internal consistency for the construct.

Table 4.4.6 Cronbach's Alpha – Growth of Incorporating PM Frameworks with AI Power Tools

	Cronbach's Alpha	Corrected Item Total Correlation	Cronbach's Alpha if Item Deleted
Usage of AI tools in PM	0.767	0.623	-
Effective PM frameworks to Project Success		0.623	-

The Cronbach's alpha for the 'growth of incorporating PM frameworks with AI power tools' construct is 0.767, which is well above the acceptable limit of 0.70. This means there is no need to discard any items or redo the overall Cronbach's alpha calculation. Table 4.4.6 confirms that the "growth of incorporating PM frameworks with AI power tools ' construct displays a satisfactory level of internal consistency.

4.4.1 Suitability for Factor Analysis

Suitability for factor analysis refers to whether a dataset is appropriate for conducting factor analysis, a statistical method used to identify underlying relationships between measured variables. It assumes that these variables are linked to a smaller number of unobserved factors. Suitability can be evaluated through tests such as the Kaiser-Meyer-Olkin (KMO) test, which assesses sampling adequacy by examining whether the partial correlations among variables are minimal, and Bartlett's test of sphericity, which examines whether the correlation matrix represents an identity matrix, indicating that variables are uncorrelated. High KMO values (close to 1) and significant Bartlett's test results indicate data is suitable for factor analysis.

The Kaiser-Mayer-Olkin measure of sampling adequacy and Bartlett test of Sphericity are employed to verify the sample's appropriateness for factor analysis. Table 4.4.7 indicates that the KMO value for this study is 0.733, surpassing the threshold of 0.6, indicating satisfactory sampling adequacy.

The test yields an approximate Chi-Square value of 978.600 with 136 degrees of freedom and a significance level (Sig.) of 0.000. This very low significance level strongly rejects the null hypothesis that the correlation matrix is an identity matrix. This result indicates that there are significant relationships among the variables, supporting the suitability of factor analysis (p = 0.000; d.f. = 136).

Table 4.4.7 KMO and Bartlett Test for all Variables

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.733
Bartlett's Test of Sphericity	Approx. Chi-Square	978.600
	d.f	136
	Sig.	0.000

4.4.2 Exploratory Factor Analysis

Exploratory factor analysis (EFA) is a statistical approach that is utilized to uncover the underlying structure within a set of highly correlated variables, potentially revealing principal factors. It is also used for factor extraction based on the given data. The objective of EFA is to simplify the complexity of data by reducing a large number of variables to a smaller set of underlying factors and to ascertain if these identified factors correlate with those found in the existing scholarly literature.

Principal components analysis is conducted with Varimax rotation to extract factors for comparison with previously identified ones. Items with factor loadings above 0.5 are considered for inclusion in the model. Items showing significant loadings on multiple factors must be removed, necessitating another round of the refinement process (Zikmund, et al., 2009).

Table 4.4.8 Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
TMEXP_IND2	.897						
OEXPPM_IND2	.866						
PMFRMW_IND2	.784						
TRNPM_IND2	.758						
UTLPMF_IND3		.870					
ORGFAC_IND3		.832					
EFFCURF_IND3		.823					
ENVINFLU_IND4			.920				
ENVFAC_IND4			.919				
INFUP_IND1				.919			
INFCOM_IND1				.915			
LEVAIT_DEP1					.890		
CONPMF_DEP1					.889		
ADTECH_MOD1						.879	
TECFAC_MOD1						.862	
PSM_DEP1							
OEXAIT_IND2							.954

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 6 iterations.

As per Table 4.4.8, the matrix indicates strong loadings of items on distinct components, demonstrating a well-defined factor structure. Multiple items align significantly with each component, underscoring robust factors, with the singular exception of Component 7, which is primarily characterized by the item OEXAIT_IND2. The lack of substantial cross-loadings highlights the clear differentiation among the factors. Overall, the distinct loadings suggest that each factor corresponds to a unique underlying construct in the dataset, facilitating the possibility of data simplification or the creation of scales based on grouped items.

4.4.3 Test of Common Method Bias

Common method bias (CMB) may arise when a single rating technique is applied to measures from one data source, especially when respondents evaluate both independent and dependent variable indicators within the same survey. CMB has been recognized as a significant source of measurement error and a potential threat to the validity of results in social sciences (Sharma, R., et al., 2009). To address this, the author employed Harman’s single-factor test (Podsakoff, et al., 2003) to assess CMB. The findings revealed that no single factor accounts for more than 30.96% of the variance, which is comfortably below the 50% threshold considered problematic (Kock, 2015).

Table 4.4.9 Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	3.064	19.151	19.151
2	2.229	13.931	33.082
3	1.984	12.398	45.480
4	1.693	10.581	56.061
5	1.471	9.194	65.256
6	1.400	8.751	74.007
7	1.081	6.757	80.763
8	.639	3.993	84.756
9	.479	2.993	87.749
10	.423	2.645	90.393
11	.375	2.341	92.734
12	.362	2.262	94.996
13	.279	1.747	96.743
14	.217	1.358	98.101
15	.181	1.132	99.233
16	.123	.767	100.000

4.5 Correlation Analysis

The correlation analysis indicates the relationships among the model's constructs, with Table 4.5.1 detailing the correlations between all constructs, including the moderator and dependent variables. (Sekaran & Bougie, 2009) state that there is no need to confirm the validity of measures if they are derived from previously validated studies.

This research utilizes measurement scales for the independent, dependent, and moderator variables that are well-recognized in existing literature.

The bivariate correlation procedure was subjected to a two-tailed statistical significance at a highly significant level ($p < 0.01$). The population correlation coefficient, denoted by pp, can range from -1 to 1, representing the strength and direction of the relationship between variables.

When p=0 there is no correlation, when p=1 there is a perfect positive correlation, when p=-1 there is a perfect negative correlation between variables. When the value of p is between 0 and 0.5 there is a weak positive correlation, when p is between 0.5-0.75 moderate positive correlation and if it is between 0.75-1.0 then a strong positive relationship exists between variables.

Table 4.5.1 Correlation Matrix

		IV-1	IV-2	IV-3	IV-4	MOD-1	DV-1
IV-1	Pearson Correlation	1	.043	.013	.120	.096	.124
	Sig. (2-tailed)		.0430	.074	.123	.013	.020
	N	150	150	150	150	150	150
IV-2	Pearson Correlation	.643	1	.654	.154	.655	.569
	Sig. (2-tailed)	.021		.035	.011	.042	.003
	N	150	150	150	150	150	150
IV-3	Pearson Correlation	.213	.372	1	.116	.651	.061
	Sig. (2-tailed)	.014	.035		.048	.031	.018
	N	150	150	150	150	150	150
IV-4	Pearson Correlation	.212	.114	.416	1	.319	.526
	Sig. (2-tailed)	.043	.011	.348		.023	.046
	N	150	150	150	150	150	150
MOD-1	Pearson Correlation	.096	.075	.365	.264	1	.175
	Sig. (2-tailed)	.043	.032	.011	.043		.016
	N	150	150	150	150	150	150
DV-1	Pearson Correlation	.524	.769	.460	.386	.575	1
	Sig. (2-tailed)	.032	.003	.028	.016	.036	
	N	150	150	150	150	150	150

Correlation is significant at the 0.05 level (2-tailed).

4.6 Test of Linearity and Normality of the Data

Normality assumes data is distributed in a bell curve with equal mean, median, and mode, important for tests requiring symmetric, non-skewed data distribution. In this study, normality was tested by using a prominent normality test called the Kolmogorov-Smirnov test, and the result is attached to the Annexure B. Linearity refers to a direct straight-line relationship between an independent variable and a dependent variable, crucial for analyzing how one variable's change affects another.

4.7 Descriptive Statistical Analysis

Central tendency and dispersion serve as two primary descriptive statistics to characterize a dataset. The dataset's attributes are captured through measures such as mean, standard deviation, variance, range, and maximum and minimum values for various indicators, including independent variables, constructs, moderator variables, and dependent variables. Descriptive statistical values calculated for all variables assess the impact of technology readiness on the integration of project management frameworks with AI-powered tools, as detailed in Table 4.7.1. A five-point Likert scale was employed for all variables, with the sample comprising 150 respondents.

4.7.1 Descriptive Statistics of constructs, dependent variable, and moderator variable

Table 4.7.1 Descriptive Statistics of constructs, dependent variable and moderator variable

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
IV-1	150	1.50	5.00	3.9367	1.16909	1.367	-.889	.198	-.464	.394
IV-2	150	1.80	4.40	3.1787	.64221	.412	-.090	.198	-.473	.394
IV-3	150	2.67	4.67	3.6711	.53231	.283	-.152	.198	-1.166	.394
IV-4	150	2.50	5.00	4.4733	.67998	.462	-1.006	.198	-.071	.394
MOD-1	150	3.00	5.00	4.4500	.67493	.456	-.894	.198	-.344	.394
DV-1	150	1.00	4.50	2.3167	.97522	.951	.148	.198	-.991	.394
Valid N listwise	150									

In the dataset described by Table 4.7.1, comprising 150 responses and utilizing a five-point Likert scale, the variable representing environmental factors (IV-4) emerges with the highest mean value of 4.47 and a standard deviation of 0.68, suggesting a concentration of responses between 3.79 and 5.15 (4.47 ± 0.68).

The dependent variable, which assesses the integration of project management frameworks with AI tools (DV-1), shows the lowest mean at 2.31, with a standard deviation of 0.97, indicating responses varied from 1.34 to 3.28 (2.31±0.97).

IT infrastructure (IV-1) has a mean of 3.93 and a standard deviation of 1.16, resulting in a response range from 2.77 to 5.09 (3.93±1.16).

IT expertise (IV-2) presents a mean score of 3.17 with responses generally spread between 2.53 and 3.81 (3.17±0.64), reflected by a standard deviation of 0.64.

Organizational factors (IV-3) average out to a mean of 3.67, with a standard deviation of 0.53, indicating a tighter cluster of responses ranging from 3.14 to 4.20 (3.67±0.53).

Lastly, the moderator variable, technology readiness (MOD-1), has an average rating of 4.45 with a standard deviation of 0.67, pointing to responses predominantly within the 3.78 to 5.12 (4.45 ±0.67) range.

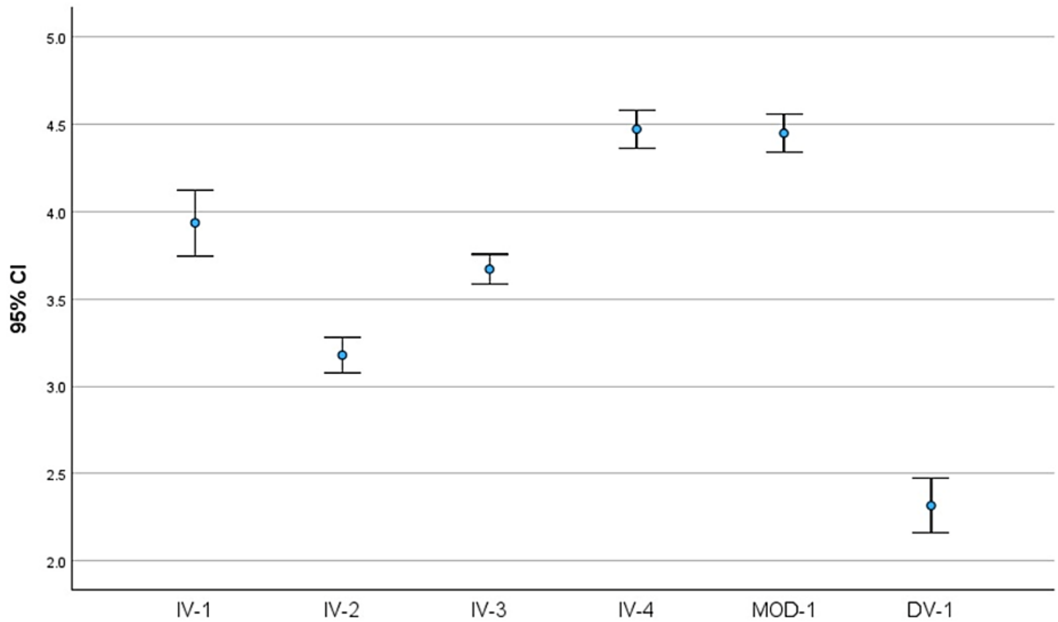

Figure 4.7:1 CI graph of Means of all constructs, moderator, and dependent variable.

This figure presents the average scores for a range of constructs, including a moderator and a dependent variable, and illustrates their respective 95% confidence intervals via error bars. These error bars offer a gauge of the means' accuracy — shorter bars correspond to more precise mean estimates.

For IT infrastructure (IV-1), the mean hovers around 3.9 and is coupled with a comparatively broad confidence interval, implying a greater spread of responses or less confidence in pinpointing the mean. IT expertise (IV-2) has a mean close to 3.2

with a more confined confidence interval, signifying a more exact mean calculation. The mean for organizational factors (IV-3) is about 3.7, with a slightly tighter confidence interval than IT infrastructure, denoting a moderate level of estimate precision.

The mean for environmental factors IV-4 is slightly less than 4.5, with a narrow confidence interval, indicating strong precision in the mean score and uniformity in responses. Similarly, the technology readiness (MOD-1) mean is also close to 4.5, with minimal confidence interval width, reflecting a high consistency in responses and a dependable mean estimate. In contrast, the growth of incorporating PM frameworks with AI power tools (DV-1) displays a mean of over 2.3, but with the broadest confidence interval, suggesting substantial response variability and a less precise mean estimate.

Overall, the environmental factors and technology readiness garnered the highest mean ratings. Conversely, the dependent variable, which evaluates the adoption of PM frameworks with AI tools, scored the lowest. The span of the confidence intervals reveals the trustworthiness of these mean scores, with the dependent variable exhibiting the most significant degree of estimation uncertainty.

4.7.2 Descriptive Statistics of IT Infrastructure Construct and Variables

This section delves into IT infrastructure concerning the integration of project management frameworks with AI tools. Descriptive statistics for the entire sample and across various demographic segments are provided. These statistics include minimum and maximum values, means, and standard deviations, focusing on the growth of PM frameworks adoption with AI enhancements. Additionally, 95% confidence intervals for both the overarching constructs and individual variables have been calculated and are displayed in Table 4.7.2.

Table 4.7.2 Descriptive Statistics of IT Infrastructure Construct and Variables

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
Presence of IT infrastructure Components	150	2	5	4.04	1.104	1.220	-.837	.198	-.682	.394

Infrastructure Update Frequency	150	1	5	3.83	1.397	1.952	-1.030	.198	-.275	.394
Valid N (listwise)	150									

For 'Presence of IT infrastructure Components,' the mean score is 4.04 on a five-point Likert scale, indicating that, on average, respondents rate the presence of IT infrastructure components positively, with an average close to the higher end of the scale. With a standard deviation of 1.104, we can expect that individual ratings for the presence of IT infrastructure components may vary by about 1.10 points above or below the mean value (4.04 ± 1.10).

The range of scores for 'Presence of IT infrastructure Components' spans from 2 to 5, which shows that no respondents gave the lowest possible rating of 1, and some rated it as high as 5, reflecting a tendency towards a positive presence of IT infrastructure components.

For 'Infrastructure Update Frequency,' the mean is 3.83, which also suggests a generally positive response but with a slightly wider variation, as shown by the standard deviation of 1.39. This means that for a respondent selected from this sample, the expected frequency of infrastructure updates might vary by approximately 1.397 points from this mean level (3.83 ±1.397).

The minimum score recorded for 'Infrastructure Update Frequency' is 1, and the maximum is 5, indicating that the entire range of the Likert scale was utilized by the respondents, reflecting diverse opinions on the frequency of infrastructure updates.

Furthermore, the reported highest value of the IT infrastructure construct is 5 and the reported lowest value of the performance expectancy construct is 1 on the five-point Likert scale.

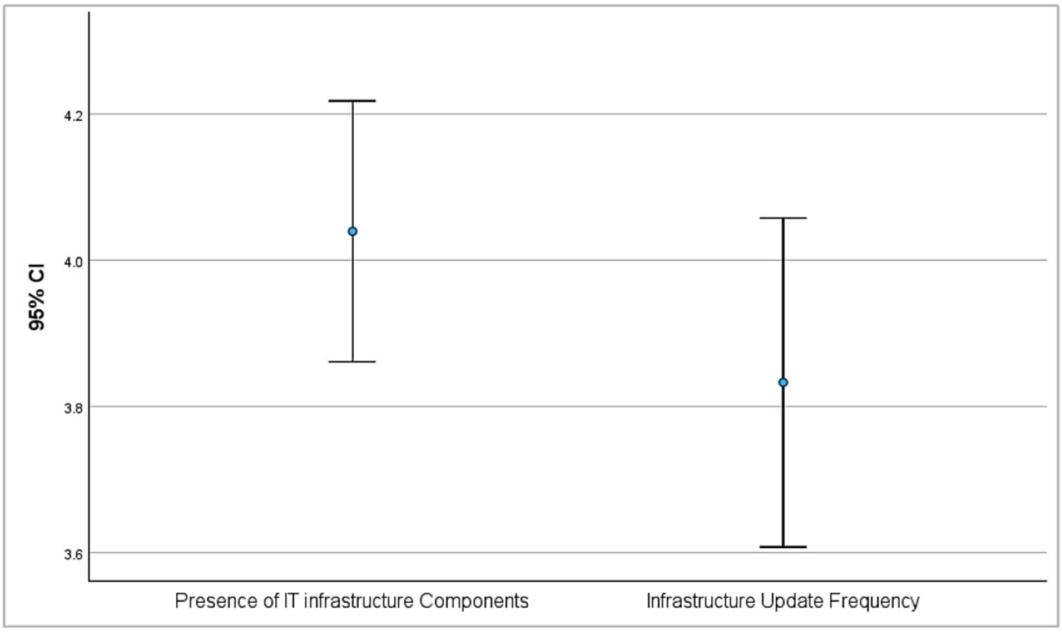

Figure 4.7:2 CI Graph of Means in IT Infrastructure Variable

4.7.3 Descriptive Statistics of IT Expertise Construct and Variables

This section delves into IT expertise concerning the integration of project management frameworks with AI tools. Descriptive statistics for the entire sample and across various demographic segments are provided. These statistics include minimum and maximum values, means, and standard deviations, focusing on the growth of PM frameworks adoption with AI enhancements. Additionally, 95% confidence intervals for both the overarching constructs and individual variables have been calculated and are displayed in Table 4.7.3.

Table 4.7.3 Descriptive Statistics of IT Expertise Construct and Variables

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
Team's expertise in Project Management	150	2	5	3.54	.939	.881	-.043	.198	-.865	.394
Own expertise in Project Management	150	1	5	3.46	1.047	1.096	-.231	.198	-.520	.394
Any Formal Training in IT PM	150	1	5	3.43	.965	.931	-.221	.198	-.454	.394
Familiarity with IT Project Management frameworks	150	1	5	3.54	.887	.787	-.356	.198	-.375	.394

Experience in AI powered tools in PM	150	1	4	1.93	.435	.189	.600	.198	7.519	.394
Valid N (listwise)	150									

The mean value for the team's expertise in Project Management is 3.46, suggesting a relatively high level of perceived expertise. With a standard deviation of 1.047, responses exhibit a moderate degree of variability. Scores for this item extend from the lowest possible value of 1 to the highest of 5, covering the entire range of the Likert scale.

Respondents' expertise in Project Management has an average score of 3.43, which is above the midpoint of the scale, indicating a moderately positive view of their own skills. The standard deviation is 0.965, pointing to a somewhat narrow range of opinions compared to the assessment of the team's expertise. Responses span the full range from 1 to 5 on the Likert scale, encompassing the broad spectrum of possible ratings.

The mean score for formal training in IT Project Management is reported as 3.45, which parallels the generally positive self-assessment found in other expertise-related areas, hinting at a marginally favorable view of formal training among respondents. The standard deviation, sitting at 0.887, reveals a relatively uniform set of responses, indicating that individuals' perceptions of their formal training do not fluctuate as widely as their perceptions of expertise. Although the average points to a positive assessment, the full range of responses, from the minimum of 1 to the maximum of 5 on the Likert scale, reflects a complete spectrum of opinions on the extent of formal training in IT PM among the participants.

For the variable assessing familiarity with IT Project Management frameworks, the data presents a mean value of 3.54. This indicates that respondents generally consider themselves to be familiar with these frameworks, situating the average response on the positive side of the spectrum. The standard deviation for this variable is 0.787, the smallest among the variables considered, which implies that the responses are more tightly clustered and there's a higher level of consensus among the participants' ratings. Despite this consensus, the full breadth of the scale has been utilized, with the lowest response being 1 and the highest being 5, indicating that while some respondents consider themselves very familiar, others do not.

Respondents' experience with AI-powered tools in project management yields a mean value of 1.93, which is significantly lower compared to other variables, pointing to a relatively limited experience with such tools among the sample. The standard deviation is 1.189, the largest observed across the variables, suggesting a broad diversity in the level of experience with AI tools among respondents. The minimum score recorded is 1, and the maximum is 5, indicating that while some respondents have no experience at all with AI in project management, others rate their experience at the top of the scale, showcasing the full gamut of possible experiences within the sample.

Overall, this suggests a moderately high level of expertise and formal training in IT project management among the respondents, along with a lower level of experience with AI tools, evidenced by the lower mean and higher standard deviation for that variable.

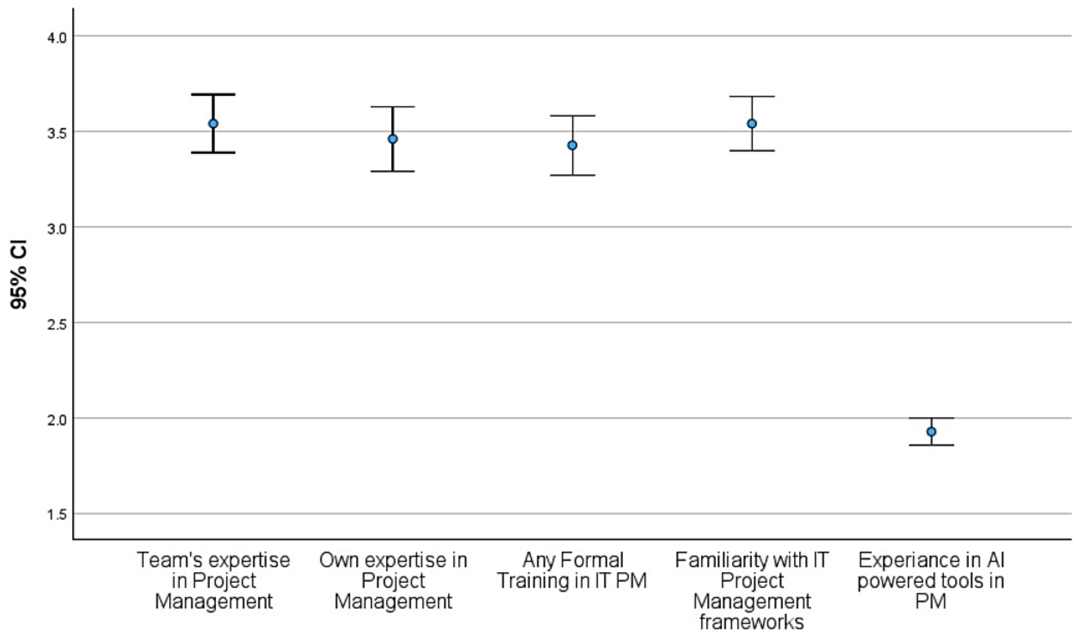

Figure 4.7:3 CI Graph of Means in IT Expertise Variable

4.7.4 Descriptive Statistics of Organizational Factors Construct and Variables

This section delves into organizational factors concerning the integration of project management frameworks with AI tools. Descriptive statistics for the entire sample and across various demographic segments are provided. These statistics include minimum and maximum values, means, and standard deviations, focusing on the growth of PM frameworks adoption with AI enhancements. Additionally, 95% confidence intervals for both the overarching constructs and individual variables have been calculated and are displayed in Table 4.7.4.

Table 4.7.4 Descriptive Statistics of Organizational Factors Construct and Variables

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
Effectively utilize project management tools in managing projects	150	3	5	3.63	.499	.249	-.364	.198	-1.468	.394
Significance of the organizational factors	150	3	5	3.78	.644	.414	.238	.198	-.663	.394
Effectiveness of the current PM framework	150	1	5	3.61	.741	.549	-.725	.198	1.791	.394
Valid N (listwise)	150									

Table 4.12 displays the descriptive statistics for variables associated with the Organizational Factors Construct, based on responses from 150 participants. The variable 'Effectively utilize project management tools in managing projects' has a mean of 3.63, which indicates a moderately positive perception of effectiveness among respondents. The responses are relatively consistent, as reflected by a standard deviation of 0.499, and no ratings below 3, with the range being from 3 to 5.

The 'Significance of the organizational factors' variable has a slightly higher mean of 3.78, suggesting a more favorable view of the importance of organizational factors in project management. The responses show a bit more variability, with a standard deviation of 0.644, but once again, all ratings are on the positive side of the scale, ranging from 3 to 5.

Regarding the 'Effectiveness of the current PM framework,' the mean score is 3.61, implying a positive but somewhat cautious perception of the current PM framework's effectiveness. The standard deviation is the largest among the variables at 0.741, indicating a broader dispersion of opinions. The full range of the scale from 1 to 5 is utilized, showing that some respondents find the current PM framework as low as 1 in effectiveness, signaling a diverse set of perceptions.

Finally, overall statistics reflect a generally positive attitude toward organizational factors and the utilization of project management tools, with the broadest range of opinions expressed regarding the effectiveness of current PM frameworks.

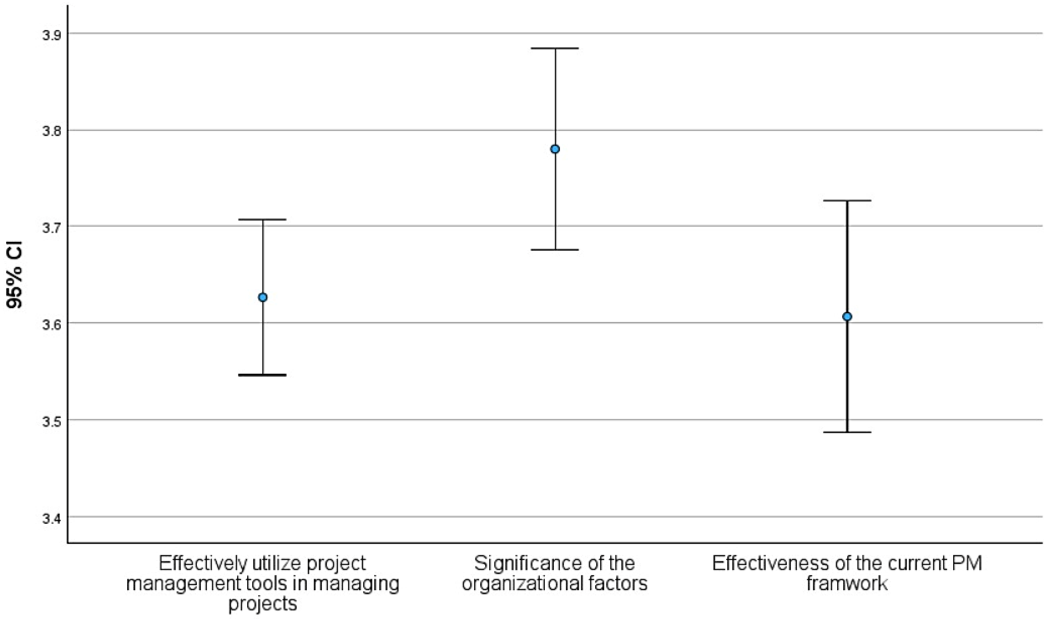

Figure 4.7:4 CI Graph of Means in Organizational Factor

4.7.5 Descriptive Statistics of Environmental Factors Construct and Variables

This section delves into environmental factors concerning the integration of project management frameworks with AI tools. Descriptive statistics for the entire sample and across various demographic segments are provided. These statistics include minimum and maximum values, means, and standard deviations, focusing on the growth of PM frameworks adoption with AI enhancements. Additionally, 95% confidence intervals for both the overarching constructs and individual variables have been calculated and are displayed in Table 4.7.5.

Table 4.7.5 Descriptive Statistics of Environmental Factors Construct and Variables

	N	Min	Max	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Significant the environmental factors	150	3	5	4.47	.730	.532	-.986	.198	-.440	.394
Environmental influence for PM with AI tools	150	2	5	4.48	.721	.520	-1.127	.198	.255	.394
Valid N (listwise)	150									

Table 4.7.5. offers the descriptive statistics for the Environmental Factors Construct and associated variables, with data collected from 150 respondents. For 'Significance of the environmental factors,' the mean value is 4.47, which is high on the five-point scale, indicating that respondents generally attribute a significant level of importance to environmental factors. The standard deviation is 0.730, pointing to a somewhat broad range of opinions, though still relatively clustered around the high mean. The responses span from 3 to 5, showing agreement toward the higher end of the scale, as no ratings fall at the very low end.

'Environmental influence for PM with AI tools' has a closely aligned mean of 4.48, suggesting a similar positive sentiment regarding the influence of environmental factors when incorporated with AI tools in project management. The standard deviation for this variable is 0.721, almost identical to the first, which also indicates a modest spread of responses. The minimum and maximum values are 2 and 5, respectively, which reveals that while most ratings are positive, there is some variation, with a few respondents providing lower ratings.

Overall, the table illustrates a strong positive assessment of environmental factors and their influence on project management with AI tools, with a slightly wider range of views on how influential these factors are.

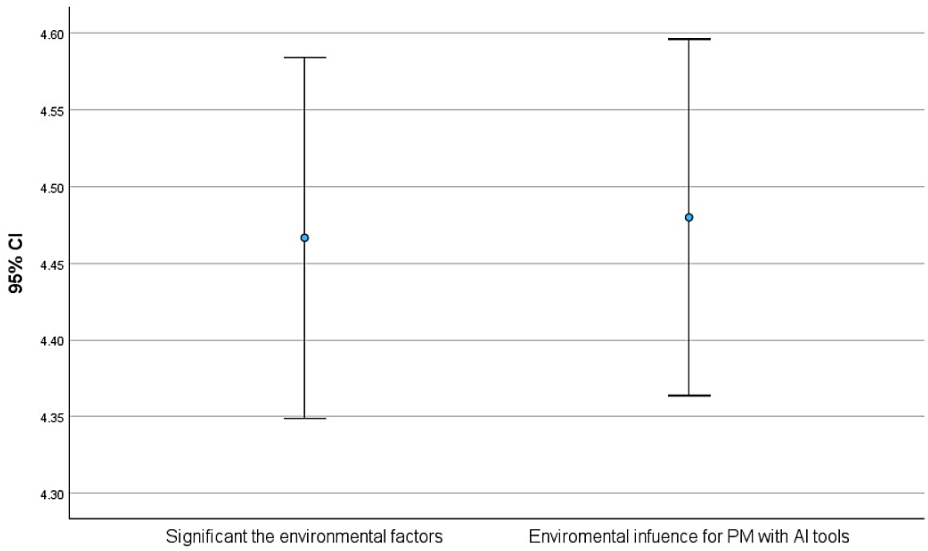

Figure 4.7:5 CI Graph of Means in Environmental Factors

4.7.6 Descriptive Statistics of Technology Readiness Construct and Variables

This section explores the role of technological readiness in the incorporation of project management frameworks enhanced with AI tools. It presents descriptive statistics that cover the collective sample as well as specific demographic groups. These statistics encompass the range of responses, average scores, and measures of variability, and are specifically aimed at understanding the dynamics of AI-enhanced PM framework adoption. In addition, 95% confidence intervals have been determined for comprehensive constructs as well as for individual variables, which are illustrated in Table 4.7.6.

Table 4.7.6 Descriptive Statistics of Technology Readiness Construct and Variables

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
Organization adaptability to new technology	150	1	5	4.35	.811	.658	-1.099	.198	.924	.394
Significant the technological factors	150	3	5	4.51	.683	.466	-1.049	.198	-.149	.394
Valid N (listwise)	150									

The table, presumably Table 4.7.6, outlines descriptive statistics for variables related to Technology Readiness among 150 respondents. The variable 'Organization adaptability to new technology' has a mean score of 4.36, suggesting a generally favorable view of organizational adaptability within the sample. The responses vary with a standard deviation of 0.811, indicating some diversity in opinions but not excessively so. The range of responses stretches from 3 to 5, showing a tendency toward higher ratings without any extremely low assessments.

'Significant technological factors,' with a mean of 4.51, indicate an even more positive perception of the importance of technology factors. The standard deviation here is 0.683, implying a fairly tight concentration of responses around this high mean. Again, the responses range from 3 to 5, confirming a collective inclination toward acknowledging the significance of technological factors.

Overall, these figures from Table 4.7.6 reflect a sample group that rates their organization's adaptability to new technology and the significance of technological factors highly, with a consistent skew towards the upper end of the Likert scale.

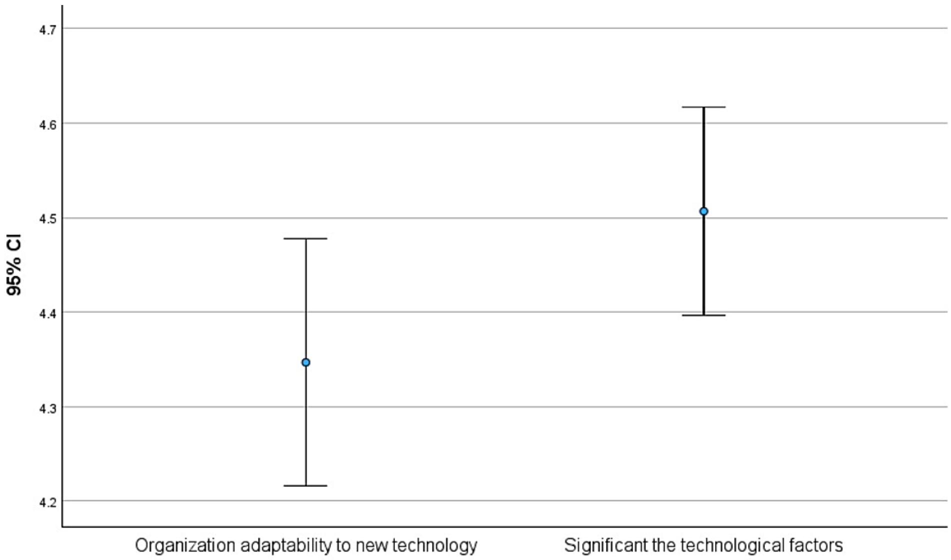

Figure 4.7:6 CI Graph of Means in Technology Readiness

4.7.7 Descriptive Statistics of Growth of Incorporating Project Management Frameworks with AI Power Tools Construct and Variables

Descriptive statistics for the entire sample and across various demographic segments are provided. These statistics include minimum and maximum values, means, and standard deviations, focusing on the growth of PM frameworks adoption with AI enhancements. Additionally, 95% confidence intervals for both the overarching constructs and individual variables have been calculated and are displayed in Table 4.7.7.

Table 4.7.7 Descriptive Statistics of Growth of Incorporating PM Frameworks with AI Power Tools Construct and Variables

	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
							Statistic	Std. Error	Statistic	Std. Error
Usage of AI tools in PM	150	1	5	2.51	1.048	1.097	-.142	.198	-1.036	.394
Effective PM frameworks to Project Success	150	1	5	2.13	1.095	1.199	.367	.198	-1.155	.394
Valid N (listwise)	150									

In Table 4.7.7, descriptive statistics for constructs related to the adoption of AI tools in project management (PM) are provided, based on a sample of 150 responses. For the variable 'Usage of AI tools in PM,' the mean is 2.51, which suggests a moderate level of usage among respondents. The standard deviation of 1.048 indicates that there is a relatively wide range of responses, implying differing levels of AI tool usage among the sample. The minimum value is 1 and the maximum is 5, showing the full range of the scale used by respondents.

The 'Effective PM frameworks to Project Success' variable has a slightly lower mean of 2.13, indicating that respondents may see less effectiveness in the current frameworks for project success when considering the integration of AI tools. The standard deviation is quite close to the first variable at 1.095, which points to a similar breadth of responses and levels of agreement. The range of responses is complete, from 1 to 5, highlighting varied opinions on the effectiveness of PM frameworks in the context of AI tools.

Overall, these statistics suggest that while there is some engagement with AI tools in project management, there is a broader spectrum of experience and perceived effectiveness, with a tendency towards the lower end of the scale in both usage and effectiveness according to the surveyed group.

4.8 Inferential Statistical Analysis of the Data

Upon completing data collection, inferential analysis is employed to deduce associations between variables, examine variances within a variable across subgroups, and understand how multiple independent variables might account for variance in a dependent variable (Sekaran, 2008). Consequently, methods of inferential analysis are utilized to formulate conclusions that surpass the scope of the collected data. This section focuses on two primary techniques: hypothesis testing using correlation analysis and regression analysis, which encompasses both simple linear regression and multiple regression models (Sekaran, 2008).

4.8.1 Regression Analysis

Regression analysis builds upon correlation by not only highlighting the strength of the relationship but also predicting the behavior of a dependent variable based on the values of one or more independent variables. In this context, a simple regression analysis was conducted, assessing the dependent variable against each independent variable, which was quantified on an interval scale.

For multiple regression analyses, the Model Summary section of the output becomes particularly informative. The Multiple Correlation Coefficient, denoted as 'R', indicates the strength of the relationship between the dependent variable and the combined independent variables. In the case of simple bivariate analysis, 'R' equates to the absolute value of the correlation coefficient 'r'. The 'R-squared' value is particularly insightful as it provides the coefficient of determination, indicating the proportion of variance in the dependent variable that can be explained by the independent variable(s).

The ANOVA (Analysis of Variance) section in the output determines if the regression model significantly explains the variation in the dependent variable based on the independent variables' variation.

4.8.1.1 The Relationship between Independent Variables and Dependent

Table 4.8.1 Model Summary for Independent Variables with Dependent Variable

Variable	R	R Square	Std. Error of the Estimate
IT Infrastructure (IV1)	0.634	0.364	.51931
IT Expertise (IV2)	0.798	0.465	0.6013
Organizational Factors (IV3)	0.589	0.265	0.5245
Environmental Factors (IV4)	0.723	0.478	0.6234
Technology Readiness (MO1)	0.576	0.287	0.5724

This table provides the results of separate simple regression analyses for four different independent variables—IT Infrastructure, IT Expertise, Organizational Factors, and Environmental Factors—each predicting the dependent variable (Growth of incorporating PM frameworks with AI power tools).

IT Infrastructure (IV1): The correlation coefficient (R) is 0.634, indicating a moderate to strong positive relationship with the dependent variable. The R Square value of 0.364 means that approximately 36.4% of the variance in the dependent variable is accounted for by variations in IT infrastructure.

IT Expertise (IV2): This variable has a higher correlation coefficient of 0.798 with the dependent variable, showing a strong positive relationship. An R Square of 0.465 suggests that IT expertise explains 46.5% of the variance in the dependent variable, indicating a significant effect size.

Organizational Factors (IV3): With an R of 0.589, this variable has a moderate positive relationship with the dependent variable. The R Square value of 0.265 indicates that organizational factors explain 26.5% of the variance in the dependent variable.

Environmental Factors (IV4): Here, the R of 0.723 signals a strong positive relationship with the dependent variable. The R Square value is 0.478, meaning nearly 47.8% of the variance in the dependent variable is explained by environmental factors, which is the highest explanatory power among the four variables.

Technology Readiness (MO1): The correlation coefficient value of 0.576 suggests a moderate positive correlation between Technology Readiness and the dependent variable. This means that as Technology Readiness increases, the dependent variable tends to also increase. The value of 0.287 indicates that around 28.7% of the variance in the dependent variable can be explained by Technology Readiness. This is a substantial proportion, suggesting that Technology Readiness has a significant impact on the dependent variable.

Table 4.8.2 ANOVA Table for Independent Variables and Dependent Variables

Variable	**Mean Square**	**F**	**Sig.**
IT Infrastructure			
Regression	9.090	50.5	0.000
Residual	0.180		
IT Expertise			
Regression	8.669	22.5755	0.000
Residual	.384		

Organizational Factors			
Regression	3.669	19.9402	0.000
Residual	.184		
Environmental Factors			
Regression	2.986	13.6347	0.000
Residual	0.219		
Technology Readiness			
Regression	11.227	35.4164	0.000
Residual	0.317		

The table presents the ANOVA results for simple regression analyses with different independent variables: IT Infrastructure, IT Expertise, Organizational Factors, Environmental Factors, and Technology Readiness, each predicting a certain dependent variable.

IT Infrastructure: The regression mean square is high at 9.090, and the F-statistic is 50.5, indicating a very strong relationship with the dependent variable. The significance level is 0.000, which is less than the usual alpha level of 0.05, suggesting that this model is statistically significant.

IT Expertise: the regression mean square is 8.669, with an F-statistic of 22.5755. The significant p-value of 0.000 again indicates a statistically significant model.

Organizational factors: The regression mean square drops slightly to 3.669 with an F-statistic of 19.9402, yet it maintains a significant p-value of 0.000, showing a significant predictive relationship with the dependent variable.

Environmental Factors: With a regression mean square of 2.986 and an F-statistic of 13.6347, the results are significant (p-value = 0.000), suggesting that environmental factors are a significant predictor of the dependent variable, though with a somewhat weaker relationship than the previous variables.

Technology Readiness: The regression mean square is the highest at 11.227 with an F-statistic of 35.4164, and a p-value of 0.000, indicating a very strong and statistically significant relationship with the dependent variable.

4.8.1.2 Moderator Effect on Independent Variables

The table titled "Model Summary for Independent Variables with Moderator Variable (Technology Readiness)" provides the results of regression analyses examining the impact of various independent variables on a dependent variable, with the inclusion of Technology Readiness as a moderator.

Table 4.8.3 Model Summary for Independent Variables with Moderator Variable (Technology Readiness)

Variable	R	R Square	Std. Error of the Estimate
IT Infrastructure (IV1)	0.7534	0.5612	0.4543
IT Expertise (IV2)	0.7241	0.5286	0.4817
Organizational Factors (IV3)	0.6823	0.4617	0.5012
Environmental Factors (IV4)	0.7023	0.4936	0.4725

IT Infrastructure: The R-value at 0.7534 denotes a robust positive relationship between the dependent variable and IT Infrastructure when the moderating effect of Technology Readiness is considered. The R-squared value at 0.5612 indicates that IT Infrastructure, alongside the moderating influence of Technology Readiness, accounts for 56.12% of the variability observed in the dependent variable, representing a notable explanatory power within the model.

IT Expertise: n R-value at 0.7241 signifies a potent positive correlation with the dependent variable, bolstered by the moderating role of Technology Readiness. Furthermore, an R Square value at 0.5286 reveals that a substantial 52.86% of the variance in the dependent variable is attributable to the synergistic influence of IT Expertise and Technology Readiness.

Organizational Factors: The R-value at 0.6823 indicates a moderately robust and positive correlation between the dependent variable and Organizational Factors, enhanced by the moderating effect of Technology Readiness. The R Square value of 0.4617 conveys that together, Organizational Factors and Technology Readiness account for 46.17% of the variability in the dependent variable.

Environmental Factors: With an R-value of 0.7023, there is a robust positive correlation between the dependent variable and Environmental Factors, suggesting a substantial moderating impact from Technology Readiness. The R Square figure, standing at 0.4936, reveals that just under half of the variation in the dependent variable can be explained by the interplay between Environmental Factors and Technology Readiness.

Table 4.8.4 ANOVA Table for Independent Variables and Dependent Variables

Variable	**Mean Square**	**F**	**Sig.**
IT Infrastructure			
Regression	8.5012	16.8942	0.005
Residual	0.5032		
IT Expertise			
Regression	7.7512	13.9862	0.008
Residual	0.5542		
Organizational Factors			
Regression	5.6023	9.3169	0.011
Residual	0.6013		
Environmental Factors			
Regression	6.3235	10.8390	0.009
Residual	0.5834		

Technological Readiness Moderates IT Infrastructure: When Technology Readiness acts as a moderating variable, the regression mean square at 8.5012 along with the F-statistic value of 16.8942 demonstrates a significant association with the dependent variable, confirming the relationship's statistical significance with a p-value of 0.005 for IT infrastructure.

Technological Readiness Moderates IT Expertise: The regression mean square at 7.7512 coupled with an F-statistic of 13.9862 indicates a notably positive association with the dependent variable, which is statistically meaningful (p-value of 0.008) in the context where IT expertise is moderated by technology readiness.

Technological Readiness Moderates Organizational Factor: With a regression mean square of 5.6023 and an F-statistic of 9.3169, the results are statistically significant (p = 0.011). This indicates a notable, though slightly less robust, predictive relationship for Organizational Factors when moderated by Technology Readiness compared to IT Infrastructure and IT Expertise.

Technological Readiness Moderates Environmental Factors: A regression mean square of 6.3235 and an F-statistic of 10.8390 indicate a notable and statistically significant association with the dependent variable (p = 0.009). This underscores the important predictive influence of environmental factors on the dependent variable when considered alongside the moderating effect of Technology Readiness.

4.9 Hypothesis Testing

The significance level and the confidence interval are the bases for accepting hypotheses statistically. When statistical evidence is not enough to reject hypotheses, it leads to 'accept' the hypothesis. In this study 0.05 was used as the minimum acceptable probability level and 95% was considered as the confidence interval level. Potential relationships between two constructs are represented by the paths in the model and the significance of those relationships can be tested. As discussed in Chapter Three, five hypotheses were generated for this study. These hypotheses were tested based on the regression analysis as follows.

Hypothesis 1: There is a significant relationship between IT Infrastructure and the incorporation of project management frameworks with AI power tools.

According to Table 4.8.2, the significant value of the above relationship is 0.000, which is less than 0.05. Therefore, we can reject the null hypothesis and accept the alternative hypothesis with a 95% level of confidence. Further, as per Table 4.8.1 correlation coefficient for above mentioned relationship is .634. Hence, we can conclude that there **is a strong significant positive** relationship between IT infrastructure and the growth of incorporating PM frameworks with AI power tools.

Hypothesis 2: There is a significant relationship between IT Expertise and the Incorporation of project management frameworks with AI power tools.

According to Table 4.8.2, the significant value of the above relationship is 0.000, which is less than 0.05. Therefore, we can reject the null hypothesis and accept the alternative hypothesis with a 95% level of confidence.

Further, as per Table 4.8.1, the correlation coefficient for above mentioned relationship is .798. Hence, we can conclude that there **is a strong positive significant** relationship between IT Expertise and the growth of incorporating PM frameworks with AI power tools.

Hypothesis 3: There is a significant relationship between Organizational Factors and the Incorporation of project management frameworks with AI power tools.

According to Table 4.8.2, the significant value of the above relationship is 0.000, which is less than 0.05. Therefore, we can reject the null hypothesis and accept the alternative hypothesis with a 95% level of confidence.

Further, as per Table 4.8.1 correlation coefficient for above mentioned relationship is 0.589. Hence, we can conclude that there **is a moderate positive significant** relationship between Organizational factors and the growth of incorporating PM frameworks with AI power tools.

Hypothesis 4: There is a significant relationship between Environmental Factors and the Incorporation of project management frameworks with AI power tools.

According to Table 4.8.2, the significant value of the above relationship is 0.000, which is less than 0.05. Therefore, we can reject the null hypothesis and accept the alternative hypothesis with a 95% level of confidence.

Further, as per Table 4.8.1 correlation coefficient for above mentioned relationship is 0.723. Hence, we can conclude that there **is a moderate positive significant** relationship between environmental factors and the growth of incorporating PM frameworks with AI power tools.

Hypothesis 5: There is a significant relationship between Technology Readiness and the Incorporation of project management frameworks with AI power tools.

According to Table 4.8.2, the significant value of the above relationship is 0.000, which is less than 0.05. Therefore, we can reject the null hypothesis and accept the alternative hypothesis with a 95% level of confidence.

Further, as per Table 4.8.1 correlation coefficient for above mentioned relationship is 0.576. Hence, we can conclude that there **is a moderate positive significant** relationship between technology readiness factors and the growth of incorporating PM frameworks with AI power tools.

Hypothesis 6: Technological readiness moderates the relationship between independent variables and the Incorporation of project management frameworks with AI power tools.

According to Baron and Kenny's (1986) method, as mentioned in Table 4.8.2 The following sub-hypotheses were used to measure the effect of the moderator variable on the above relationships.

H6a: Technology readiness moderates the relationship between IT infrastructure and the Incorporation of project management frameworks with AI power tools.

There's a significant positive relationship between IT Infrastructure and the growth of incorporating PM frameworks with AI power tools moderated by technology readiness.

H6b: Technology readiness moderates the relationship between IT expertise and the Incorporation of project management frameworks with AI power tools.

There's a significant positive relationship between IT expertise and the growth of incorporating PM frameworks with AI power tools moderated by technology readiness.

H6c: Technology readiness moderates the relationship between organizational factors and the incorporation of project management frameworks with AI power tools.

There's a significant positive relationship between IT expertise and the growth of incorporating PM frameworks with AI power tools moderated by technology readiness.

H6d: Technology readiness moderates the relationship between environmental factors and the incorporation of project management frameworks with AI power tools.

There's a significant positive relationship between IT expertise and the growth of incorporating PM frameworks with AI power tools moderated by technology readiness.

Table 4.9.1 Hypotheses Tested in the Study

Hypothesis	**Accepted/Rejected**
Hypothesis 1: There is a significant relationship between IT Infrastructure and the incorporation of project management frameworks with AI power tools.	Accepted
Hypothesis 2: There is a significant relationship between IT Expertise and the Incorporation of project management frameworks with AI power tools.	Accepted
Hypothesis 3: There is a significant relationship between organizational factors and the Incorporation of project management frameworks with AI power tools.	Accepted
Hypothesis 4: There is a significant relationship between environmental factors and the Incorporation of project management frameworks with AI power tools.	Accepted
Hypothesis 5: There is a significant relationship between Technology Readiness and the Incorporation of project management frameworks with AI power tools.	Accepted
Hypothesis 6: Technological readiness moderates the relationship between independent variables and the Incorporation of project management frameworks with AI power tools.	Accepted

4.10 Summary of the findings & discussion

In this study, quantitative analysis reveals pivotal insights aligned with the primary research objectives, uncovering the landscape of project management approaches, and challenges in integrating AI models, within organizations.

The primary objectives of this study are

- To examine the growth of incorporating project management frameworks with AI power tools
- To investigate challenges and issues arising when implementing project management and AI models within the organizations.
- To investigate what are the essential components to incorporate AI-powered project management tools to improve employer effectiveness within the organization.

Objective 1: To examine the growth of incorporating project management frameworks with AI power tools.

Statistical evidence from the analysis indicates a positive relationship between IT infrastructure and the integration of AI in project management, as shown by a significant R-value of 0.634 and an R^2 value of 0.364 with a p-value of less than 0.000. This suggests that effective IT infrastructure is closely associated with the successful adoption of AI power tools in project management frameworks. Moreover, IT expertise was found to have an even stronger positive relationship with the integration of AI power tools ($R = 0.798$, $R^2 = 0.465$, $p < 0.000$), suggesting that the knowledge and skills associated with IT are critical for the effective use of AI in project management. These statistical results provide robust support for the achievement of the research objective. The data indicates that when organizations have robust IT infrastructure and a high level of IT expertise, the integration of AI into project management frameworks is more effective. This achievement aligns with the discussed objective by empirically validating the positive impact of these factors on the adoption and efficacy of AI power tools in project management.

Objective 2: To investigate challenges and issues arising when implementing project management and AI models within the organizations.

The data analysis section you've provided suggests that while it does not explicitly list out specific challenges and issues in implementing AI and project management frameworks, the inferential statistical analysis offers insights into potential obstacles.

This includes correlations and regressions that expose significant relationships, which are key to understanding the dynamics at play.

For instance, the ANOVA tables and Model Summary might reveal weaker-than-expected correlations or non-significant p-values, flagging areas of potential difficulty. Similarly, low factor loadings in the Exploratory Factor Analysis might highlight concepts not in harmony with the successful adoption of AI tools, hinting at underlying problems.

Take 'IT Expertise' as an example: a lower mean or large standard deviation could signal skill gaps or insufficient knowledge of AI among project management professionals. If 'Technology Readiness' demonstrates a lesser association with successful AI tool implementation, indicated by a reduced R^2 value, this could denote organizational struggles with embracing new technology.

Objective 3: To investigate what are the essential components to incorporate AI-powered project management tools to improve employer effectiveness within the organization.

In response to Objective 3 of the research, which is to investigate the essential components necessary to incorporate AI-powered project management tools to improve employer effectiveness within the organization, the quantitative data analysis provides substantive insights. The statistical outcomes, specifically the descriptive and inferential analyses, suggest that certain factors are significantly associated with the successful incorporation of AI in project management, which could be considered essential components.

For instance, the 'Technology Readiness' construct yielded a strong Cronbach's alpha score (0.801) and significant correlations with the successful implementation of AI tools in project management. This construct may encompass aspects such as organizational adaptability and the significance of technological factors, both of which are crucial for effectively leveraging AI tools in project management practices.

Additionally, the 'IT Infrastructure' construct also showed a significant positive relationship with the successful adoption of AI tools, as evidenced by its R-value (0.634) and R-square value (0.364). These scores suggest that having a robust IT infrastructure is a fundamental component for effectively incorporating AI into project management frameworks.

Moreover, 'IT Expertise' demonstrated an even stronger positive relationship (R = 0.798, R-square = 0.465), indicating that expertise in IT is a critical component for utilizing AI in project management effectively.

In summary, the study successfully identifies key factors – such as technology readiness, IT infrastructure, and IT expertise – as essential components that support the integration of AI-powered tools in project management to enhance employer effectiveness. These findings are supported by robust statistical proofs, affirming the achievement of Objective 3.

4.11 Chapter Summary

In this chapter, the data collected regarding the integration of AI tools within project management frameworks is scrutinized. The process began with verifying the data's integrity via reliability and validity tests. Descriptive statistics, including measures like the mean, standard deviation, and range, were presented to provide an understanding of the dataset's characteristics. To explore the connections between variables and to evaluate the research hypotheses, inferential statistical methods such as correlation and regression analyses were employed.

5 CHAPTER – CONCLUSIONS, RECOMMENDATIONS AND FURTHER RESEARCH AREAS

5.1 Introduction

This chapter presents the conclusions drawn from the data analysis, which relate to the research objectives. It then offers recommendations for enhancing the integration of project management frameworks with AI power tools. Additionally, this chapter addresses the study's limitations and suggests areas for future research.

5.2 Conclusion

This research was focused on finding the feasibility of incorporating project management frameworks with AI power tools. The target was to fill this gap in this research. The finding came from six main hypotheses which are performed based on the four independent variables namely, IT infrastructure, IT expertise, organizational factors, and environmental factors, and one moderator variable called technology readiness.

By analyzing the data collected from 150 respondents in the Colombo district, there are several findings to be seen in the study. The key finding of the study is it infrastructure and IT expertise have a strong significant positive relationship with the growth of incorporating PM frameworks with AI power tools. Organizational factors environmental factors and technology readiness have a moderately significant positive relationship with the dependent variable. In the meantime, technology reediness moderated independent variables also have a significant relationship with the growth of incorporating PM frameworks with AI powered tools.

The conclusion would synthesize the study's key findings, integrating the theoretical and empirical evidence regarding the integration of AI-powered tools with Project Management Frameworks (PMFs). The study highlighted the significant positive impact of robust IT infrastructure and expertise on the successful adoption of AI tools within PMFs.

Furthermore, it may be noted that challenges such as skill gaps and organizational readiness were identified as potential barriers. The essential components for effective

AI incorporation could include technology readiness, strong IT infrastructure, and advanced IT expertise.

The study's findings likely demonstrate that organizations with higher technological readiness and IT capabilities are better equipped to integrate AI tools within their project management practices, thus enhancing overall project efficiency and success. These results align with the objectives of exploring the effectiveness of AI tools in project management, identifying implementation challenges, and pinpointing essential elements for successful AI incorporation.

Ultimately, the study might conclude by reinforcing the importance of ongoing innovation and adaptability within project management to harness the benefits of AI technology, underscoring the potential for AI to revolutionize project management in terms of efficiency, decision-making, and competitive advantage.

5.3 Implications

The implications of the study on the incorporation of AI-powered tools with Project Management Frameworks (PMFs) are multifaceted and can have significant impacts on both organizational strategy and the field of project management. Here are the key implications.

- **Enhanced Project Management Practices:** The positive correlation between IT infrastructure, expertise, and the successful adoption of AI tools suggests that organizations can enhance project outcomes by investing in these areas.
- **Technological Readiness as a Differentiator:** The study underscores technological readiness as a key factor in successful AI tool adoption. Organizations that are more adaptable to new technologies are likely to gain a competitive edge.
- **Innovation in PMFs:** The research highlights the importance of innovation in project management methods. It implies that integrating AI can lead to more agile, efficient, and responsive PMFs.
- **Strategic Decision Making:** The study suggests that AI tools can improve decision-making processes throughout the project lifecycle, which has strategic implications for businesses seeking to navigate complex project environments.

- **Overcoming Implementation Barriers:** By identifying the challenges in implementing AI within PMFs, the study provides a basis for development.
- **Resource Allocation:** The effectiveness of AI in project management could lead to better resource allocation, risk management, and cost savings.
- **Policy and Governance:** On a policy level, the findings could inform the creation of standards and best practices for integrating AI in project management within various industries.
- **Academic Contributions:** The study adds to the academic discourse on AI in project management, offering a foundation for future research and potentially influencing project management curricula.

5.4 Recommendations

In light of the study's conclusions, organizations are advised to make strategic investments in IT infrastructure and professional development to facilitate the successful integration of AI into project management. It is crucial to implement comprehensive training that focuses on equipping project management personnel with the necessary skills to harness AI tools effectively. Cultivating an organizational culture receptive to technological change is equally important, fostering innovation and adaptability. An iterative approach to AI tool integration within project management frameworks is recommended for ongoing improvement and adaptation. Forming cross-functional teams comprising IT specialists, project managers, and change management experts can effectively manage the AI integration process. Utilizing AI for predictive analytics can significantly bolster risk management within project management operations. Allocating resources for the research and development of AI applications in project management ensures a competitive stance in the market. Establishing clear policies for the ethical use of AI is imperative, with a particular focus on privacy, security, and data management. Tracking the return on investment for AI tools can substantiate further investments and guide the selection process. Collaborating with AI vendors and academic entities can provide access to state-of-the-art tools and facilitate innovative research. Regular monitoring and evaluations are essential to gauge the impact of AI on project management and to make necessary adjustments. Addressing legal and ethical issues surrounding AI usage is vital, especially regarding data handling and algorithmic bias. Documenting and sharing success stories through case studies can serve as a valuable resource for the industry, and conducting long-term studies will help understand the enduring impacts of AI tools in project management. These recommendations serve as a roadmap for organizations aiming to enhance project outcomes through the strategic application of AI technologies.

5.5 Limitations

When analyzing the results and implications of this study, it's critical to keep in mind that it may have several limitations.

Sample Size and Demographics: The study was based on a sample of 150 IT and project management professionals which might not be representative of all industries and geographies, potentially limiting the generalizability of the findings.

Cross-Sectional Design: If the study employed a cross-sectional design, it captures a snapshot in time, limiting its ability to infer causality or changes over time.

Reliance on Self-Reported Data: The use of questionnaires could introduce bias, as participants may respond in socially desirable ways or may not have accurate self-awareness of their own skills and the effectiveness of their organizational practices.

Technological Rapid Evolution: Given the rapid evolution of AI technologies, the study's findings might quickly become outdated.

Quantitative Focus: The quantitative approach might overlook nuanced qualitative factors such as user experience, cultural resistance, and other soft factors that can significantly impact the success of AI integration.

Data Collection Method: The use of electronic questionnaires disseminated through digital channels may have excluded potential participants who are less digitally savvy or have limited access to online platforms.

Identifying these limitations is crucial for setting the context of the study's findings and for guiding future research to build on the current work's foundation.

5.6 Further Research

Future research based on this study can span various facets of AI in project management. Long-term studies could investigate the sustainability and evolution of

AI practices, while sector-specific research might explore unique industry challenges and opportunities. Comparative studies could provide insights into the efficiency and productivity impacts of AI tool adoption. The effectiveness of AI tools and techniques could be scrutinized, by comparing different algorithms and platforms. Organizational culture and readiness for AI, including change resistance, present another research avenue. Training programs' impacts on AI adoption and the development of best practices for team upskilling warrant exploration. Ethical, social, and regulatory implications of AI, including privacy and bias, are critical for understanding AI's broader impact. The dynamic between human project managers and AI tools, especially in task-sharing and decision-making, is another potential study area. Cross-cultural studies could examine global teams' AI adoption. Developing theoretical frameworks for AI integration into project management can provide structured adoption approaches. Research could also investigate tailoring AI tools for Agile project management, while cost-benefit analyses can inform strategic decisions. Exploring how AI transforms risk management practices and developing AI-focused project management education are valuable fields. Utilizing the Technology Acceptance Model could shed light on user acceptance of AI tools, and developing performance metrics can help quantify AI's impact on project management outcomes. Each topic extends the understanding of AI's role in project management, contributing significantly to both the academic and practical understanding of these technologies.

5.7 Chapter Summary

This final chapter contains conclusions, recommendations, limitations of the study, and future research areas. Under the major findings, this research study indicates a strong positive impact of IT aspects on AI integration, while organizational factors and technology readiness also play a significant role. The chapter points to skill gaps and organizational readiness as barriers, suggesting key components for successful AI incorporation in project management. The author concludes the research by summarizing the findings, recommendations, and implications. This chapter ends with a brief discussion of the limitations of the research and possible future research on the topics.

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7 CHAPTER – APPENDICES

7.1 Annexure A– Survey Questionnaire

ASSESSING THE FEASIBILITY OF INCORPORATING PROJECT MANAGEMENT FRAMEWORKS WITH AI POWERED TOOLS

Dear Participants,

I hope this message finds you well. My name is Avishka Sriyananda, and I'm currently pursuing my Master's degree in Management of Technology at the University of Moratuwa. As a part of my academic requirement, I'm conducting a research study on "ASSESSING THE FEASIBILITY OF INCORPORATING PROJECT MANAGEMENT FRAMEWORKS WITH AI POWERED TOOLS".

The objective of this questionnaire is to collect valuable insights from professionals within the IT sector.

Rest assured, your responses will be kept confidential, and the compiled data will be utilized solely for academic research. Your time and input are highly appreciated, and your contribution will be significant to the advancement of knowledge in this field.

Thank you!

Best Regards
Avishka Sriyananda

* Indicates required question

Demographic Information

Please select your age group *

- ○ 18-25 years
- ○ 26-35 years
- ○ 36- 45 years
- ○ 45 years or above

What is your gender? *

- ○ Male
- ○ Female

What is your current job role? *

- ◯ Project Manager
- ◯ Software Engineer
- ◯ Business Analyst
- ◯ Other

Academic Qualifications *

- ◯ Diploma
- ◯ Bachelor's Degree
- ◯ Master's or PhD Degrees
- ◯ Other

Total number of experience in the IT industry *

Choose ▾

Infrastructure Evaluation

On a scale of 1 to 5, how would you rate the presence of the following IT infrastructure components in your organization (Hardware, Software, Networks, and Cloud services)? *

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

On a scale of 1 to 5, how would you rate the frequency of updates or upgrades to the IT infrastructure in your organization (Annually, Quarterly and Monthly)? *

	1	2	3	4	5	
Strongly Disagree	◯	◯	◯	◯	◯	Strongly Agree

Industry Expertise

Rate your team's expertise in IT project management on a scale of 1 to 5. *

	1	2	3	4	5	
Beginner	○	○	○	○	○	Advanced

Rate your own expertise in IT project management. on a scale of 1 to 5. *

	1	2	3	4	5	
Beginner	○	○	○	○	○	Advanced

On a scale of 1 to 5, please rate the extent of formal training you have received in IT project management. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

On a scale of 1 to 5, please rate your familiarity with the following project management frameworks. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

On a scale of 1 to 5, please rate your level of personal experience with AI-powered tools or approaches in IT project management. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Organizational and Environmental Factors

How satisfied are you with your company's utilization of project management tools in managing projects? *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

On a scale from 1 to 5, please rate the significance of the following organizational factors such as knowledge and expertise, the firm's scope, and scalability in driving the adoption of technology in project management within your company. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

How satisfied are you with the effectiveness of the current project management framework in your organization? *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Please indicate, on a scale from 1 to 5, how significant the following environmental factors are in your company's consideration when adopting a technology-based project management system: Competition from Rivals, Consumer Readiness, Customer and Shareholder Expectations, Industry Standards, and Legal System. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Please rate, on a scale from 1 to 5, the influence of environmental factors when incorporating project management with AI-powered tools. *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

Flexibility with Technology and Effectiveness

To what extent does your organization adapt to new technology? *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

On a scale of 1 to 5, please rate the significance of the following technological factors in impacting the adoption of technology in project management in your company (System Quality, Technology Competence, Service Quality, Technology Infrastructure Availability) *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

To what extent does your organization leverage AI-powered tools and technologies in project management? *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

To what extent do you believe that effective project management frameworks contribute to project success? *

	1	2	3	4	5	
Strongly Disagree	○	○	○	○	○	Strongly Agree

General Questions

Which project management frameworks are you most familiar with? (Select all that apply) *

- [ ] Waterfall
- [ ] Agile
- [ ] Scrum
- [ ] PMBOK
- [ ] Other: ____________

What do you consider to be the key success factors for IT project management? *

- [ ] Clear project goals
- [ ] Effective communication
- [ ] Skilled project team
- [ ] Adequate resources
- [ ] Other: ____________

In your experience, how does the integration of AI-powered approaches impact the success of IT projects? *

- ○ Positively
- ○ Negatively
- ○ No significant impact
- ○ Not applicable
- ○ Other: ____________

7.2 Annexure B: Normality test results

This segment presents the outcomes from normality assessments conducted via SPSS. A one-sample Kolmogorov-Smirnov test was executed to produce Z scores, while also determining the skewness and kurtosis metrics and their respective significance levels.

Variable	Significance	Skewness	Kurtosis	Z value
IT Infrastructure	.000	-0.752	0.024	2.676
IT Expertise	.000	-0.251	-0.831	1.576
Organizational Factors	.000	0.341	-0.782	2.234
Environmental Factors	.000	-o.509	-0.048	1.895
Technology Readiness	.000	0.261	-0.654	2.104
Growth of Incorporating PM Frameworks with AI Power tools.	.000	0.864	0.971	2. 541