ISSN Online: 3006-4708
SOCIAL SCIENCE REVIEW ARCHIVES ISSN Print: 3006-4694
https://policyjournalofms.com

Impact of Generative Artificial Intelligence on Project Success: The Mediating Role of Employee-AI Collaboration and Moderating Role of Top Management Support in IT Industry

Muhammad Arsalan[1], Dr. Shahid Iqbal[2], Dr. Ehtasham Ul Haq[3]

[1] MS Scholar Department of Project Management and Supply Chain Management, Bahria University E-8 Islamabad, Pakistan arsalanmohammad87@gmail.com
[2] Professor, Department of Project Management and Supply Chain Management, Bahria University Islamabad.
[3] Researcher/Accounts Officer, Quaid I Azam University, Islamabad, Pakistan.

DOI: https://doi.org/10.70670/sra.v4i1.1991

Abstract

Generative Artificial Intelligence (GenAI) is also finding its way into the IT project environment to assist in planning, documentation, analysis and decision-making. Despite the fast spread, empirical evidence is still scarce regarding whether the use of GenAI correlates with better outcomes of projects and in what ways and under what organizational circumstances GenAI is used. This paper examines the impact of GenAI use on project success, mediating factors of Employee-AI Collaboration, and moderating factor of Top Management Support on enhancing the GenAI usage collaboration relationship. The survey design employed was a quantitative, cross-sectional survey and was conducted on 223 IT project professionals in Pakistan. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to evaluate the measurement and structural models with bootstrapping. The findings show that there is no statistically significant direct impact of GenAI use on project success. Nevertheless, Employee-AI Collaboration is positively and significantly predicted by GenAI usage, and project success is significantly predicted by Employee-AI Collaboration. The indirect impact of GenAI use on the success of the project due to Employee-AI Collaboration is statistically significant and thus this pattern is that of indirect-only (full) mediation in this sample. Moreover, there is a small though statistically significant positive moderating effect of Top Management Support on the GenAI usage - Employee-AI Collaboration relationship, which results in a corresponding positive conditional indirect effect on project success through collaboration. Overall, the findings suggest that GenAI creates project value primarily when embedded in effective human–AI collaborative work practices rather than through tool usage alone. Practically, organizations should focus on enabling collaboration through governance, training, and workflow integration so that GenAI usage is translated into reliable project outcomes. The study contributes to project management literature by clarifying the collaboration-driven pathway linking GenAI adoption to project success and by evidencing the contingent role of Top Management Support in strengthening this pathway.

Keywords: Generative Artificial Intelligence, Project Success, Employee–AI Collaboration, Top Management Support, IT projects, PLS-SEM

Introduction

One of the most significant and at the same time the hardest results to attain in modern project settings, particularly in the information technology industry, is project success. The conventional

concept of project success focused on the iron triangle of time, cost, and scope. More recent literature considers project success as a more general concept that also encompasses quality of deliverables, satisfaction of stakeholders, and achieved business value (Mir and Pinnington, 2014; Shenhar, Dvir, Levy, and Maltz, 2001). In IT projects, where requirements change rapidly, work is highly knowledge-intensive, and teams process information, make decisions, and coordinate work under uncertainty, success is not only about the efficiency of execution but also about how teams process information, make decisions, and coordinate work (Wagan et al., 2025; Joslin and Muller, 2016; Ika, 2009). It is against this background that Generative Artificial Intelligence has become a potentially disruptive technology. GenAI systems are becoming more popular in project environments to write reports, summarize meetings, create project artefacts, aid analysis, write stakeholder communication, and aid technical documentation (Dwivedi et al., 2023; Aramali, Cho, and Pande, 2025). There is initial evidence that GenAI can enhance speed and quality in certain knowledge-work tasks (Noy and Zhang, 2023). However, project success does not add up to quicker tasks. A project may benefit from quicker documentation or reporting while still failing to generate better delivery quality, stakeholder value, or strategic outcomes (Mir & Pinnington, 2014; Shenhar et al., 2001). A second problem is that of mechanism. In practice, project professionals do not merely consume AI outputs passively; they interpret, validate, refine, and operationalize them. This renders Employee-AI Collaboration a more significant explanatory variable than frequency of usage. Employee-AI collaboration in project settings can enhance planning, decrease cognitive load, speed up information processing, enhance communication, and enhance the quality of decisions (Kong, Yin, Baruch, and Yuan, 2023; Jarrahi, Lutz, Boyd, Østerlund, and Willis, 2023). The third problem is related to the organizational circumstances in which such collaboration is more probable and more fruitful. Top Management Support is a well-known enabler in technology adoption and digital transformation due to the allocation of resources, legitimacy, clarification of governance, and strategic alignment by senior leaders (Ragu-Nathan, Apigian, Ragu-Nathan, and Tu, 2004; Ahmed, Mohamad, and Ahmad, 2016). This support can be particularly critical in the GenAI environment since adoption is not only about opportunity but also about risk, such as privacy, reliability, intellectual property, and workflow governance challenges (Elbanna and Newman, 2022; Korzyński, Mazurek, and Korzyńska, 2024). Three gaps are present in the available literature. To begin with, there is a paucity of direct quantitative data that can be used to correlate GenAI use with project success (Aramali et al., 2025; Taboada, Daneshpajouh, Toledo, and de Vass, 2023). Second, the mediating effect of Employee-AI Collaboration has not been adequately tested in the context of IT projects (Kong et al., 2023). Third, the moderating effect of Top Management Support on enhancing the usage-to-collaboration relationship is under-researched in the context of projects (Korzyński et al., 2024). The current research fills these gaps by investigating the direct impact of GenAI use on project success, the mediating impact of Employee-AI Collaboration, and the moderating impact of Top Management Support in IT projects.

Research questions

1. Does the use of Generative AI Influence project success for IT projects?
2. Does Employee-AI Collaboration mediate the relationship between Generative AI usage and project success?
3. Does Top Management Support (TMS) positively moderate the relationship between generative AI usage and Employee-AI collaboration?

Research objectives

1. To evaluate the extent of the contribution of Generative AI in achieving project success, with consideration to time, cost, quality, deliverables, and stakeholder satisfaction.

2. To determine whether Employee-AI Collaboration mediates the relationship between Generative AI usage and project success.
3. To examine whether Top Management Support moderates the relationship between the use of Generative AI and Employee-AI Collaboration, as well as strengthening the effect under the influence of Top Management Support conditions.

Hypothesis Development

Generative AI usage and project success

GenAI has been more and more placed as a productivity-enhancing technology in knowledge-intensive settings. GenAI can be used in IT projects to assist in document drafting, summarization, reporting, risk articulation, communication, and coordination (Dwivedi et al., 2023; Felicetti, Cimino, Mazzoleni, and Ammirato, 2024). According to the Technology Acceptance Model, project professionals will tend to adopt GenAI when they believe that it can assist them to accomplish their work more efficiently and effectively (Davis, 1989; Venkatesh and Davis, 2000). But task efficiency is not all that project success is. It encompasses quality, satisfaction of stakeholders, realization of benefits, and the overall project value (Shenhar et al., 2001; Fernandes, 2022). This implies that the use of GenAI might not necessarily enhance the success of projects unless it is incorporated into real work processes in a manner that enhances performance and quality of decisions. However, due to the potential productivity and support of GenAI, the hypothesis below is suggested.

H1: GenAI usage has a significant positive effect on project success in IT project environments.

Mediating role of Employee–AI Collaboration

The increasing application of GenAI in organizations has redirected the focus on automation to human-AI teaming. Employees in project settings are becoming more and more involved in working with AI systems to generate ideas, write artefacts, process information, evaluate risks, and make decisions (Kong et al., 2023; Jarrahi et al., 2023). This type of collaboration is not limited to the use of tools since employees actively verify, refine, and incorporate AI outputs into project processes. This renders Employee-AI Collaboration a more realistic process by which the use of GenAI can affect the outcomes of projects. From the Task–Technology Fit perspective, the positive effects of technology arise when technological capabilities match task requirements (Wang & Haggerty, 2011; Goodhue & Thompson, 1995). GenAI seems to be task-appropriate in most project tasks, particularly those that require synthesis, drafting, and iterative analysis, which can be used to improve collaborative work. When employees apply GenAI in a coordinated and proactive way, the cooperation with AI ought to enhance the coordination of projects, decision support, the quality of communication, and responsiveness to uncertainty (Aramali et al., 2025; Barrett, Oborn, Orlikowski, and Yates, 2012).

H2: Employee-AI Collaboration mediates the relationship between Generative AI usage and project success.

Moderating role of Top Management Support

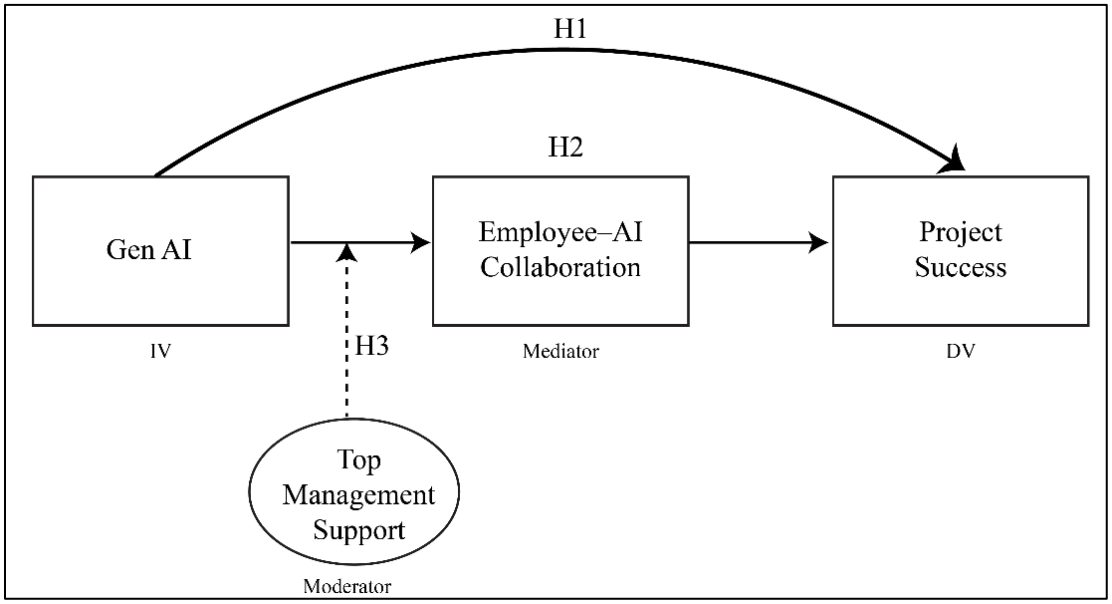
One of the most commonly mentioned contextual enablers in information systems and technology adoption studies is Top Management Support (Ragu-Nathan et al., 2004; Young and Jordan, 2008). The GenAI context allows the top management to offer strategic guidance, tool access, training, governance transparency, and psychological legitimacy to experimentation (Ahmed et al., 2016; Korzyński et al., 2024). These aspects can alleviate fear, uncertainty, and piecemeal adoption, thus increasing the likelihood of meaningful collaboration with AI. In the case of weak leadership support, employees can reduce GenAI to small or informal activities,

preventing the emergence of more robust collaborative practices. With a high level of support, the use of GenAI will be more institutionalized, directed, and integrated into real project work (Elbanna and Newman, 2022; Boonstra, 2013). Therefore, Top Management Support is likely to enhance the level of GenAI usage being transformed into Employee-AI Collaboration.

H3: Top Management Support moderates the relationship between GenAI usage and Employee-AI collaboration, such that the relationship is stronger when Top Management Support is high.

Research Framework

The independent variable is GenAI Usage and the dependent variable is Project Success. Employee-AI Collaboration is the mediator by which the use of GenAI is likely to affect project success. Top Management Support is the moderator that enhances the association between GenAI Usage and Employee-AI Collaboration. The model is theoretically based on the Technology Acceptance Model and Task Technology Fit theory (Davis, 1989; Goodhue and Thompson, 1995; Venkatesh and Davis, 2000).



Methodology

The research design of this study is a quantitative, explanatory, and cross-sectional survey. The study is based on a post-positivist approach and employs a deductive method to verify theory-based hypotheses. The cross-sectional survey designs are prevalent in behavioral and information systems studies when the researcher aims to evaluate the relationships between the use of technology, organizational environment, and performance outcomes (Hair, Risher, Sarstedt, and Ringle, 2019). The research is based on IT project settings in Pakistan, especially in Rawalpindi and Islamabad. The respondents were eligible based on the following criteria: project managers, team leaders, PMO staff, business analysts, scrum masters, product owners, developers, and project coordinators who have experience with project workflows and GenAI-assisted work. The respondents were recruited using a non-probability purposive sampling method, which is appropriate in the context of the study design logic as they needed to have relevant project experience and meaningful exposure to GenAI tools (Hair et al., 2019).

Two hundred and twenty-three fully and usable responses were retained to be analyzed. The sample size was deemed sufficient to perform mediation and moderation analysis with PLS-SEM and also satisfied the 10-times rule that is a minimum adequacy test of structural models of this

complexity (Hair et al., 2019). The tool employed a five-point Likert scale of strongly disagree to strongly agree. GenAI Usage items were based on validated GenAI-related usage and attitude measures utilized in recent research (Sallam et al., 2023; Köhler and Hartig, 2024; Taktak and Bafrali, 2025). An adapted five-item scale created by Kong et al. (2023) was used to measure Employee-AI Collaboration. The conceptualization of Project Success was a multidimensional construct and was measured using items modified by Mir and Pinnington (2014), which aligns with the wider project success literature (Fernandes, 2022). Top Management Support was based on the validated measures applied in information systems and project research (Ragu-Nathan et al., 2004; Ahmed et al., 2016). The analysis of data was performed in two phases. Data screening, descriptive statistics, Cronbach alpha and Pearson correlation were analyzed using SPSS. Second, the measurement model and the structural model were evaluated with the help of SmartPLS. Path coefficients, indirect effects, and moderation effects were estimated through bootstrapping in accordance with the suggested practice of reporting PLS-SEM (Hair et al., 2019). Ethical protections were informed consent, voluntary participation, confidentiality and the right to withdraw.

Table 1. Measurement of constructs

Construct	Role in model	Primary source(s)	Items retained
GenAI Usage (GAU)	Independent variable	Sallam et al. (2023); Köhler & Hartig (2024); Taktak & Bafrali (2025)	7
Employee–AI Collaboration (EAC)	Mediator	Kong et al. (2023)	5
Project Success (PS)	Dependent variable	Mir & Pinnington (2014); Fernandes (2022)	8
Top Management Support (TMS)	Moderator	Ragu-Nathan et al. (2004); Ahmed et al. (2016)	7

Results

Data screening and measurement quality

The final data set had 223 valid responses to all study items and composite variables and no missing values were found in the final sample. The construct values were all within the anticipated 1-5 Likert scale range, which means that no further data cleaning was necessary after the screening phase. All constructs had acceptable internal consistency reliability. The alpha of Cronbach was 0.729 with Employee-AI Collaboration, 0.732 with GenAI Usage, 0.797 with Project Success, and 0.784 with Top Management Support. The composite reliability values were also above acceptable levels with a range of 0.796 to 0.849. The convergent validity was supported by satisfactory outer loadings and Average Variance Extracted values of more than 0.50 in all constructs. The HTMT ratios were used to determine discriminant validity, and all of them were lower than the conservative value of 0.85, which indicates construct distinctiveness (Henseler, Ringle, and Sarstedt, 2015).

Table 2. Construct reliability and convergent validity

Construct	Cronbach's alpha	Composite reliability (ρc)	AVE
Employee–AI Collaboration (EAC)	0.729	0.821	0.532
GenAI Usage (GAU)	0.732	0.809	0.528
Project Success (PS)	0.797	0.849	0.573
Top Management Support (TMS)	0.784	0.796	0.562

Table 3. Outer loadings

	EAC	GAU	PS	TMS	TMS x GAU
EAC1	0.714				
EAC2	0.711				
EAC3	0.740				
EAC4	0.768				
EAC5	0.739				
GAU1		0.704			
GAU2		0.734			
GAU3		0.784			
GAU4		0.735			
GAU5		0.714			
GAU6		0.728			
GAU7		0.717			
PS1			0.733		
PS2			0.726		
PS3			0.711		
PS4			0.792		
PS5			0.818		
PS6			0.710		
PS7			0.726		
PS8			0.769		
TMS1				0.732	
TMS2				0.740	
TMS3				0.767	
TMS4				0.859	
TMS5				0.740	
TMS6				0.712	
TMS7				0.716	

Table 4. HTMT ratios

Construct	EAC	GAU	PS	TMS
EAC	—			
GAU	0.752	—		
PS	0.787	0.802	—	
TMS	0.705	0.648	0.694	—

Descriptive, correlation, and collinearity analysis

The respondents were IT project professionals who had different degrees of project experience and exposure to teams. Regarding the frequency of GenAI use, 6.7% indicated that they used such tools once or twice, 11.0% rarely, 21.2% a few times a month, 35.3% a few times a week,

and 25.9% daily. This implies that GenAI is already integrated, at least to some extent, into the work practices of a significant portion of the sample. The descriptive statistics revealed moderate scores of the four key constructs. Correlation analysis revealed that Employee-AI Collaboration had a positive relationship with Project Success, whereas GenAI Usage had positive relationships with collaboration and project success. Top Management Support demonstrated poor direct bivariate correlations with the key constructs, which aligns with its theorized nature as a contextual amplifier, but not a direct outcome driver.

Table 5. Descriptive statistics of constructs

Construct	Mean	Std. deviation
GenAI Usage (GAU)	3.18	0.96
Employee–AI Collaboration (EAC)	3.20	1.05
Project Success (PS)	3.19	1.02
Top Management Support (TMS)	3.09	1.03

Table 6. Pearson correlations among constructs

Construct	GAU	EAC	PS	TMS
GAU	1			
EAC	0.261**	1		
PS	0.188**	0.462**	1	
TMS	0.034	0.064	0.046	1

Note. ** indicates $p < 0.01$ (two-tailed).

Table 7. Inner VIF and explained variance

Statistic	Value
VIF: EAC → PS	1.079
VIF: GAU → EAC	1.010
VIF: GAU → PS	1.079
VIF: TMS × GAU → EAC	1.003
R^2: Employee–AI Collaboration	0.128
Adjusted R^2: Employee–AI Collaboration	0.097
R^2: Project Success	0.208
Adjusted R^2: Project Success	0.203

Structural model and hypothesis testing

The structural model was estimated using bootstrapping in SmartPLS. The direct effect between GenAI Usage and Project Success was positive but not significant ($\beta = 0.073$, $t = 1.202$, $p = 0.229$). Thus, H1 was not accepted. This means that the perceived project success cannot be improved by simply using more GenAI tools. In contrast, GenAI Usage had a significant positive effect on Employee–AI Collaboration ($\beta = 0.256$, $t = 4.698$, $p = 0.001$), and Employee–AI Collaboration had a significant positive effect on Project Success ($\beta = 0.431$, $t = 8.092$, $p = 0.002$). Employee-AI Collaboration had a positive and statistically significant indirect impact on Project Success due to GenAI Usage ($\beta = 0.110$, $t = 4.005$, $p = 0.001$). Since the direct effect was not significant and the indirect effect was significant, the pattern shows that there was indirect-only mediation in this sample. H2 was therefore supported. The moderation hypothesis was supported as well. Employee-AI Collaboration was significantly predicted by the interaction term between Top Management Support and GenAI Usage ($\beta = 0.120$, $t = 2.500$, $p = 0.036$). Though the effect size was low, it suggests that a stronger top management support has a slight positive impact on the degree to which the use of GenAI is converted into collaborative human-AI work practices. The moderated indirect effect of the moderated path was also significant ($\beta = 0.102$, $t = 2.520$, $p = 0.037$), which shows a small yet significant pattern of moderated mediation.

Table 8. Structural path coefficients

Path	β	t-value	p-value	Decision
GAU → EAC	0.256	4.698	0.001	Significant
EAC → PS	0.431	8.092	0.002	Significant
GAU → PS	0.073	1.202	0.229	Not significant
TMS × GAU → EAC	0.120	2.500	0.036	Significant

Table 9. Specific indirect effects and hypothesis decisions

Hypothesis / indirect path	β	t-value	p-value	Decision
H1: GAU → PS	0.073	1.202	0.229	Not supported
H2: GAU → EAC → PS	0.110	4.005	0.001	Supported
H3: TMS × GAU → EAC	0.120	2.500	0.036	Supported
TMS × GAU → EAC → PS	0.102	2.520	0.037	Significant

Discussion

The results indicate that the use of GenAI is not directly related to project success in IT projects. This finding is important since it disproves the naive belief that increased use of technology inevitably results in improved project outcomes. Even though GenAI can enhance task-level productivity, quicker drafting or reporting is not sufficient to ensure improved performance at the larger project level. The success of projects is multidimensional and requires integration, quality, coordination, judgment, and stakeholder value (Mir and Pinnington, 2014; Shenhar et al., 2001). At the same time, the results show that GenAI usage significantly predicts Employee–AI Collaboration, and that Employee–AI Collaboration significantly predicts project success. The mediation outcome shows that GenAI has a positive impact on project outcomes when employees actively engage with AI systems and not just use them as isolated tools. That is, exposure, novelty, and frequency of use alone are not the value of GenAI, but the interpretation, validation, refinement, and application of AI-generated outputs in the context of ongoing workflows (Kong et al., 2023; Jarrahi et al., 2023).

Theoretically, these results are in line with the combination of the Technology Acceptance Model and Task Technology Fit theory. TAM is useful in understanding the adoption and use of GenAI by project professionals when it is perceived to be useful (Davis, 1989; Venkatesh and Davis, 2000). Adoption in itself, however, does not create project-level value. Task-Technology Fit assists in understanding why value arises when GenAI capabilities are aligned with the requirements of actual project work and incorporated into the collaborative work (Goodhue and Thompson, 1995). The mediation outcome thus favors a more process-oriented perspective of digital value creation, in which adoption only has an impact when it is converted into meaningful work practices. The moderation outcome also indicates that the relationship between the use of GenAI and Employee-AI Collaboration is reinforced by Top Management Support, although to a small extent. This implies that leadership support is important, but not as a driving force. Top management can assist in normalizing experimentation, making tools and training available, explaining acceptable usage, and decreasing uncertainty regarding AI usage (Ahmed et al., 2016; Korzyński et al., 2024). Such circumstances increase the chances that employees will go beyond superficial or piecemeal use and have a more profound collaborative experience with AI systems. The effect size is also relatively small, which is also in line with previous research indicating that top management support may be indirectly acting through implementation conditions instead of being an operational driver (Young and Jordan, 2008; Elbanna and Newman, 2022). Combined, the findings indicate a definite conclusion: GenAI generates project value indirectly by

collaborating. It does not work as a shortcut to project success. Organizations that anticipate GenAI to deliver improved project results simply by adopting it will be disappointed. The true benefit is to develop collaborative human-AI practices that enhance the quality of decisions, knowledge processing, documentation, communication, and responsiveness in the face of uncertainty.

Implications

Theoretical implications

This research adds value to the literature on project management and technology adoption in three aspects. First, it goes beyond the general assertions of productivity or digital transformation by directly testing the connection between GenAI and project success (Aramali et al., 2025; Taboada et al., 2023). Second, it determines Employee-AI Collaboration as the key explanatory variable between the use of GenAI and the project results (Kong et al., 2023). Third, it has a contextual boundary condition, Top Management Support, which determines how effective that mechanism is (Ragu-Nathan et al., 2004; Ahmed et al., 2016). Together, the findings facilitate a mechanism-driven and context-specific explanation of the value creation process of GenAI in project settings.

Practical implications

The practical implication is simple: organizations must not consider GenAI by the frequency of its use by employees only. The mere usage is not a strong indicator of project value. Managers are better off considering whether GenAI is integrated into workflows in a manner that facilitates meaningful collaboration. This involves educating workers to authenticate and refine AI results, clarify suitable applications, incorporate GenAI into project processes, and put in place governance systems that minimize abuse and ambiguity. The top management must be seen to offer visible support, resources and clarity of policy, but must not believe that sponsorship alone will yield better results. The actual managerial challenge is to transform access to technology into improved human-AI working practices.

Limitations and Future Research

There are a number of limitations to this study. First, it is cross-sectional, limiting causal inference. Second, the information is self-reported and thus prone to common method bias and social desirability issues. Third, the sample is restricted to IT project professionals in Pakistan, specifically Rawalpindi and Islamabad, which might limit the extrapolation to other industries or countries. Fourth, the model explained variance is small, which means that other organizational, technological, and behavioral factors can also influence the success of projects in GenAI-enabled settings. Longitudinal designs should be employed in future research to investigate the changes in GenAI usage, collaboration, and project outcomes over time. Mixed-method studies may also be more enriching, integrating survey data with interviews, case studies, or workflow observations. New models can include new mediators or moderators like trust in AI, quality of governance, digital capability, psychological safety, project complexity, or organizational culture. Inter-industry and inter-country comparative studies would also aid in establishing whether the collaboration-based pathway that is found here is consistent in various institutional and managerial settings.

Conclusion

This paper has explored the connection between GenAI use and project success in IT projects, where Employee-AI Collaboration is a mediator and Top Management Support is a moderator.

The results indicate that the direct impact of GenAI usage on project success is not significant. Rather, its contribution works via Employee-AI Collaboration, which is the main way in which the use of GenAI is converted into improved project results. Top Management Support also reinforces this process, albeit in a minor way, by enhancing the degree to which usage becomes collaboration. The key finding is obvious: GenAI cannot make projects successful by using it alone. It generates value when organizations empower employees to effectively, consistently, and work with AI under favorable conditions of leadership.

References

Abdaljaleel, M., Barakat, M., Alsanafi, M., Salim, N. A., Abazid, H., Malaeb, D., … Sallam, M. (2024). A multinational study on the factors influencing university students' attitudes and usage of ChatGPT. *Scientific Reports, 14*, 1983. doi:10.1038/s41598-024-52549-8

Afrin, S., Roksana, S., & Akram, R. (2025). AI-enhanced robotic process automation: A review of intelligent automation innovations. *IEEE Access, 13*, 173–197. doi:10.1109/ACCESS.2024.3513279

Ahmed, R., Mohamad, N. A. B., & Ahmad, M. S. (2016). Effect of multidimensional Top Management Support on project success: An empirical investigation. *Quality & Quantity, 50*(1), 151–176. doi:10.1007/s11135-014-0142-4

Aramali, S., Cho, M., & Pande, P. (2025). The impact of generative AI on project management practices and organizational processes. *Project Leadership and Society, 6*, 100191. doi: 10.1016/j.plas.2025.100191

Barrett, M., Oborn, E., Orlikowski, W. J., and Yates, J. (2012) Reconfiguring boundary relations: Robotic innovations in pharmacy work. *Organization Science*, 23(5), pp. 1448–1466. doi:10.1287/orsc.1100.0639.

Boonstra, A. (2013). How do top managers support strategic information system projects, and why do they sometimes withhold this support? *International Journal of Project Management, 31*(4), 498–512. doi: 10.1016/j.ijproman.2012.09.013

Brynjolfsson, E. and McAfee, A. (2017) *Machine, Platform, Crowd: Harnessing Our Digital Future*. New York: W. W. Norton & Company.

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly, 13*(3), 319–340. doi:10.2307/249008

Dwivedi, Y. K., Kshetri, N., Hughes, L., Slade, E. L., Jeyaraj, A., Kar, A. K., … Wright, R. (2023). So, what if ChatGPT wrote it? Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management, 71*, 102642. doi: 10.1016/j.ijinfomgt.2023.102642

Elbanna, A., & Newman, M. (2022). The bright side and the dark side of Top Management Support in digital transformation: A hermeneutical reading. *Technological Forecasting and Social Change, 175*, 121411. doi: 10.1016/j.techfore.2021.121411

Fareed, M. Z., Su, Q., Naqvi, N. A., Batool, R., & Aslam, M. U. (2023). Transformational leadership and project success: The moderating effect of Top Management Support. *SAGE Open, 13*(3), 1–12. doi:10.1177/21582440231195685

Felicetti, A. M., Cimino, A., Mazzoleni, A., & Ammirato, S. (2024). Artificial intelligence and project management: An empirical investigation on the appropriation of generative chatbots by project managers. *Journal of Innovation & Knowledge, 9*(3), 100545. doi: 10.1016/j.jik.2024.100545

Fernandes, G. F. P. (2022). Project success measurement scales: A systematic literature review. *EnANPAD 2022 Proceedings*.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50. doi:10.2307/3151312

Goddard, K., Roudsari, A., & Wyatt, J. C. (2012). Automation bias: A systematic review of frequency, effect mediators, and mitigators. *Journal of the American Medical Informatics Association, 19*(1), 121–127. doi:10.1136/amiajnl-2011-000089

Goodhue, D. L., & Thompson, R. L. (1995). Task-technology fit and individual performance. *MIS Quarterly, 19*(2), 213–236. doi:10.2307/249689

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2–24. doi:10.1108/EBR-11-2018-0203

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*, 115–135. doi:10.1007/s11747-014-0403-8

Ika, L. A. (2009). Project success as a topic in project management journals. *Project Management Journal, 40*(4), 6–19. doi:10.1002/pmj.20137

Jarrahi, M. H., Lutz, C., Boyd, C., Østerlund, C., and Willis, K. (2023) Artificial intelligence in the work context. *Journal of the Association for Information Science and Technology*, 74(3), pp. 303–310. doi:10.1002/asi.24730.

Joslin, R., & Müller, R. (2016). The relationship between project governance and project success. *International Journal of Project Management, 34*(4), 613–626. doi: 10.1016/j.ijproman.2016.01.008

Khalid, M., & Akbar, F. (2025). Assessing the relationship between AI-enabled task automation and project manager productivity: The moderating role of technological readiness. *International Journal of Social Sciences Bulletin, 3*(7), 492–502.

Köhler, C., & Hartig, J. (2024). ChatGPT in higher education: Measurement instruments to assess student knowledge, usage, and attitude. *Contemporary Educational Technology, 16*(4), ep528. doi:10.30935/cedtech/15144

Kong, H., Yin, Z., Baruch, Y., and Yuan, Y. (2023) The impact of trust in AI on career sustainability: The role of Employee-AI collaboration and protean career orientation. *Journal of Vocational Behavior*, 146, 103928. doi:10.1016/j.jvb.2023.103928.

Korzyński, P., Mazurek, G., & Korzyńska, H. (2024). Trust in AI and Top Management Support in generative-AI adoption. *Journal of Computer Information Systems*, 1–15. doi:10.1080/08874417.2024.2401986

Mir, F. A., & Pinnington, A. H. (2014). Exploring the value of project management: Linking project management performance and project success. *International Journal of Project Management, 32*(2), 202–217. doi: 10.1016/j.ijproman.2013.05.012

Noy, S., & Zhang, W. (2023). Experimental evidence on the productivity effects of generative artificial intelligence. *Science, 381*(6654), 187–192. doi:10.1126/science. adh2586

Parasuraman, R., & Manzey, D. H. (2010). Complacency and bias in human use of automation: An attentional integration. *Human Factors, 52*(3), 381–410. doi:10.1177/0018720810376055

Parasuraman, R., Sheridan, T. B., & Wickens, C. D. (2000). A model for types and levels of human interaction with automation. *IEEE Transactions on Systems, Man, and Cybernetics Part A: Systems and Humans, 30*(3), 286–297. doi:10.1109/3468.844354

Plattfaut, R., & Borghoff, V. (2022). Robotic process automation: A literature-based research agenda. *Journal of Information Systems, 36*(2), 173–191. doi:10.2308/ISYS-2020-033

Ragu-Nathan, B. S., Apigian, C. H., Ragu-Nathan, T. S., & Tu, Q. (2004). A path analytic study of the effect of Top Management Support for information systems performance. *Omega, 32*(6), 459–471. doi: 10.1016/j.omega.2004.03.001

Raisch, S., & Krakowski, S. (2021). Artificial intelligence and management: The automation-augmentation paradox. *Academy of Management Review, 46*(1), 192–210.

Sallam, M., Salim, N. A., Barakat, M., Al-Mahzoum, K., Al-Tammemi, A. B., Malaeb, D., … Hallit, S. (2023). Assessing health students' attitudes and usage of ChatGPT in Jordan: Validation study. *JMIR Medical Education, 9*(1), e48254. doi:10.2196/48254

Shenhar, A. J., Dvir, D., Levy, O., & Maltz, A. C. (2001). Project success: A multidimensional strategic concept. *Long Range Planning, 34*(6), 699–725. doi:10.1016/S0024-6301(01)00097-8

Taboada, I., Daneshpajouh, H., Toledo, N., & de Vass, T. (2023). Artificial intelligence enabled project management: A systematic literature review. *Applied Sciences, 13*(8), 5014. doi:10.3390/app13085014

Taktak, M., & Bafrali, G. (2025). ChatGPT usage scale in education: Validity and reliability study. *International Journal of Technology in Education, 8*(1), 193–207. doi:10.46328/ijte.1024

van der Aalst, W. M. P., Bichler, M., & Heinzl, A. (2018). Robotic process automation. *Business & Information Systems Engineering, 60*(4), 269–272. doi:10.1007/s12599-018-0542-4

Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies. *Management Science, 46*(2), 186–204. doi:10.1287/mnsc.46.2.186.1192

Wagan, S. M., Sidra, S., & Wagan, A. A. (2025). The Impact of Leadership and Rewards on Project Management Success, Mediated by Employee Perception and Team Cohesion. *Journal of Construction Project Management and Innovation, 15(1), 23-38.*

Wang, Y., & Haggerty, N. (2011). Individual virtual competence and its influence on work outcomes. *Journal of management information systems, 27(4), 299-334.*

Young, R., & Jordan, E. (2008). Top Management Support: Mantra or necessity? *International Journal of Project Management, 26*(7), 713–725. https://doi.org/10.1016/j.ijproman.2008.06.001