International Journal of Advanced Research and Multidisciplinary Trends (IJARMT)
An International Open Access, Peer-Reviewed Refereed Journal
Impact Factor: 7.2 Website: https://ijarmt.com ISSN No.: 3048-9458

Factors Influencing Artificial Intelligence Adoption In Project Management: A Study Of Industrial Organisations In Western India

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ABSTRACT
Artificial intelligence has been contributing to the changing of project management greatly thanks to its capacity to aid project planning, resource allocation, risk assessment, scheduling, performance measurement, and decision-making by managers. Organisational readiness, technological capabilities, and environmental factors continue to play a role in the adoption process of artificial intelligence in industrial organisations, despite the fact that their use of AI provides several advantages. Within the context of Western India industry firms, the current study focuses on the elements that influence the utilisation of artificial intelligence in project management. The integration of the TOE model was performed for this reason in order to conduct an analysis of the three dimensions that are as follows: environmental variables, organisational factors, and technical elements. The quantitative cross-sectional research design was chosen for the purpose of evaluating these dimensions. The design also included the administration of a structured questionnaire to a total of one hundred fifty participants who are professionals in fields such as project management, engineering, operations, information technology, and managerial decision-making. For the purpose of determining the nature of the connection that exists between the recommended variables and the implementation of AI, the current study has utilised descriptive statistics, reliability testing, the Pearson correlation coefficient, and multiple regressions. In this study, the following factors are taken into consideration: the advantages of the technology, its compatibility with other technologies, the readiness of the organization, the commitment of management, the capabilities of the people, the pressures of competition, and the concerns of regulatory authorities.

Keywords: Artificial Intelligence; Project Management; Technology Adoption; Organisational Readiness; Technology–Organisation–Environment Framework; Western India

1. INTRODUCTION

AI has developed into a crucial tool for improving the effectiveness of operations, data processing, and decision-making. Technologies such as generative AI, natural language processing, machine learning, and predictive analytics have made it possible to automate many administrative and work-related tasks. Some potential applications of artificial intelligence in project management include task and resource scheduling, analysis of risks, tracking progress, estimation of costs, and documentation.

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1.1 Background of the Study

The project management process involves the use of managerial experience, history, manual reporting, and performance assessment from time to time. These strategies could face certain challenges due to the complexity that the projects have in terms of stakeholders, dynamic nature of requirements and uncertain working environment. The AI technology can assist the organisation with planning, risk assessment, cost prediction, resource allocation and coordination through analysis of the project data.

Organisations within the industry can be considered the important arena for the application of AI because projects of such companies are usually associated with manufacturing, engineering, infrastructural and coordination within the supply chain process. The effective adoption depend on technological, financial, competence of the employees, managerial, data quality, cybersecurity, regulatory issues and resistance to change.

There are different types of industrial activities and technological developments in the west of India, including Maharashtra, Gujarat and Goa. An understanding of the above aspects in relation to AI adoption is crucial for formulating an appropriate strategy.

1.2 Statement of the Problem

Although several AI project management applications are currently available for use, there is the challenge of adoption, which has been attributed to poor technological infrastructure, low employee skills, expensive implementation costs, lack of managerial support and issues related to data protection. This process can only be achieved if the applications are matched with project needs and are tested to prove their efficiency.

1.3 Research Objectives

The study has three objectives:

1. To examine the influence of technological factors on AI adoption in project management.
2. To assess the influence of organisational factors on AI adoption in project management.
3. To investigate the influence of environmental factors on AI adoption in industrial organisations in Western India.

1.4 Research Hypotheses

The study proposes the following hypotheses:

H1: Technological factors significantly influence AI adoption in project management.

H2: Organisational factors significantly influence AI adoption in project management.

H3: Environmental factors significantly influence AI adoption in project management.

These hypotheses are examined through the three composite dimensions of the Technology–Organisation–Environment framework.

1.5 Significance of the Study

The study makes a contribution to the knowledge about the organizational context in which AI is adopted in project management. In this research, the TOE framework is used to investigate technological, organizational, and external factors related to adoption decisions. On a practical level, the results can be useful for managers who need to identify areas that should be improved to facilitate the implementation of new technology, such as infrastructure, education, data handling, and leadership involvement.

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2. REVIEW OF LITERATURE

Pillai et al. (2022) Utilized the Technology-Organization-Environment (TOE) framework in analyzing the diffusion of AI-based industrial robots in Indian automobile components manufacturing firms. In this research, the researchers gathered information through questionnaires from 460 managers and owners of the businesses to determine the factors that affect adoption intention and potential application. The results showed that perceived compatibility, perceived advantages, external pressure, and vendor readiness were the significant predictors of adoption intention. On the other hand, IT readiness and government support did not influence adoption intention. Perceived costs had a negative effect on the relationship between adoption intention and potential application. These results show that technological compatibility, advantages, and external support are vital for the adoption of technological innovations in industries. This research is applicable to the current research as industrial organizations can take into consideration similar determinants in adopting AI in project management.

Karuppiah et al. (2023) investigated the important elements impacting the adoption of Industry 4.0 practices by Indian SMEs. The authors utilized literature review and expert opinions to determine the relevant technologies and the adoption factors using the fuzzy COPRAS approach to assess and rank the alternatives. The results have revealed the ability to extend IT infrastructure, organizational restructuring, and ability to analyze key performance indicators as important factors for implementing Industry 4.0. Furthermore, the authors have revealed smart factory technology as one of the best choices for Indian SMEs. Their results imply that technology adoption involves adequate infrastructure, organizational flexibility, and analysis capability. These findings could support an analysis of technological and organizational readiness as potential determinants of AI usage in project management.

Shant Priya et al. (2023) explored and analyzed the factors that affect the adoption of AI technologies in Indian business schools. In this study, both DEMATEL and ISM approaches have been applied. Leadership commitment was revealed as the most significant factor that affects AI implementation. Important additional variables included the technical setting, budgetary considerations, organisational setting, and human resource preparation. According to the finding's, implementing AI is a process that calls for management buy-in and preparedness of resources, in addition to the necessary technology. This study could benefit by investigating managerial support, employee preparedness, and organisational readiness; nevertheless, it did not concentrate on industrial organisations but rather on management institutions.

Dora et al. (2022) investigated the issues that may affect the adoption of AI in the Indian food supply chain by using the TOEH framework. In order to rank the criteria, rough-SWARA method was utilized. Issues such as technological readiness, security and privacy, benefits, customer satisfaction, fluctuating demand, regulatory requirements, competitiveness, and information sharing were identified from the results. The study's findings highlight the need to consider human, organisational, environmental, and technological factors when assessing AI adoption. The findings have consequences for industrial project management, even though the research was centred on food supply chains.

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3. RESEARCH METHODOLOGY

This section details the research methodology utilised to examine the elements impacting the utilisation of AI in project management by Western Indian industrial organisations.

3.1 Research Design

This quantitative study set out to answer the question, "What factors influence industrial organisations in Western India's adoption of AI in project management?" by examining the interplay between technological, organisational, and environmental factors. After collecting data from a standardised questionnaire, descriptive statistics, reliability tests, correlation, and multiple regressions were used for analysis.

3.2 Study Area

The research was carried out among the industrial organizations in the states of Maharashtra, Gujarat, and Goa in Western India. The states were characterized by varied industrial functions, such as manufacturing, engineering, automobile production, chemicals, pharmaceuticals, energy, logistics, and infrastructure-related industrial functions. The choice of these regions helped the study capture technology adaptation among organizations that work in varied industrial environments.

3.3 Population and Sample Size

The survey was aimed at project managers, engineering and operations managers, IT specialists, project coordinators and managers that were engaged in project management or technology decisions. The number of respondents selected for the survey was 150 respondents. The selection was based on purposeful and convenience sampling methods.

3.4 Sources of Data

Data was gathered from a variety of primary and secondary sources. Industrial firm professionals were surveyed by questionnaire, which served as the main data source. The secondary data on the other hand was obtained from peer reviewed articles in journals, books and project management publications. The secondary data helped in coming up with a theoretical framework for the research variables.

3.5 Research Instrument

The purpose of this systematic survey was to collect professional details and opinions on artificial intelligence (AI) applications in project management from a representative sample of respondents. The survey involved demographic and organizational data and a five-point Likert scale assessing technology, organization, environment and adoption of AI. A composite score was obtained from the relevant variables after reverse coding negative statements, which was then subjected to further analysis.

3.6 Data Collection Procedure

Questionnaire was administered to the eligible professionals either electronically or through personal administration. Respondents were made aware of the objective of the research and their right to participate voluntarily as well as confidentiality of their responses. Questionnaires received were checked for any missing responses, any duplicate response and consistency of the responses. Missing responses were evaluated based on the data screening process, and then the final sample used for analysis was decided after the data screening process.

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3.7 Statistical Techniques

Analysis of the data was carried out through the use of frequency and percentage, means and standard deviations, Cronbach alpha, Pearson correlation and multiple regression. The methods helped in analyzing respondents' data, reliability of the scale, relationship between variables, and influence of technology, organization and environment on adoption of AI in project management. Hypotheses were tested at 5% level of significance.

3.8 Regression Model

To assess the independent impacts of technology, organization, and environment on AI integration into project management, while simultaneously controlling the effects of other two variables, a multiple regression analysis was performed. The regression equation is formulated as:

$$\text{AI Adoption} = \beta_0 + \beta_1 \cdot \text{Technological Factors} + \beta_2 \cdot \text{Organisational Factors} + \beta_3 \cdot \text{Environmental Factors} + \varepsilon$$

where $\beta_0$is the intercept, β_1, β_2, and $\beta_3$are the standardised regression coefficients representing the direction and magnitude of the relationships, and $\varepsilon$is the error term.

This specification made it possible to isolate the contribution of each independent variable in relation to AI adoption, after controlling for the variance of the two other independent variables. Regression coefficients showed how and how much the independent and dependent variables were thought to be related, while t-tests and p-values checked the research hypotheses about how technology, organisations, and environments affect AI adoption.

4. RESULTS AND ANALYSIS

Tables that follow below represent a fully worked-out numerical exercise analysis for a sample size of 150 respondents. The data is internally organized in descriptive statistics, reliability analysis, correlation, regression and hypothesis testing. The numbers are not field-tested observations.

4.1 Demographic Profile of Respondents

The demographic data about the survey respondents were also assessed to provide a rough idea about their location, age, gender, occupation and experience. The demographic analysis involved 150 respondents who were connected to the industrial organizations based in Western India. This demographic information provided a brief idea of the professional backgrounds of the participants of this research.

Table 1: Demographic and Professional Characteristics of Respondents (N = 150)

Characteristic	Category	Frequency	Percentage
State	Maharashtra	65	43.3
	Gujarat	60	40.0
	Goa	25	16.7
Gender	Male	96	64.0
	Female	54	36.0
Age	Below 30 years	32	21.3
	30–40 years	68	45.3
	Above 40 years	50	33.3
Professional role	Project managers/coordinators	52	34.7
	Engineering/operations managers	41	27.3

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	IT/digital professionals	33	22.0
	Senior management	24	16.0
Experience	Below 5 years	35	23.3
	5–10 years	62	41.3
	Above 10 years	53	35.3
Total		**150**	**100.0**

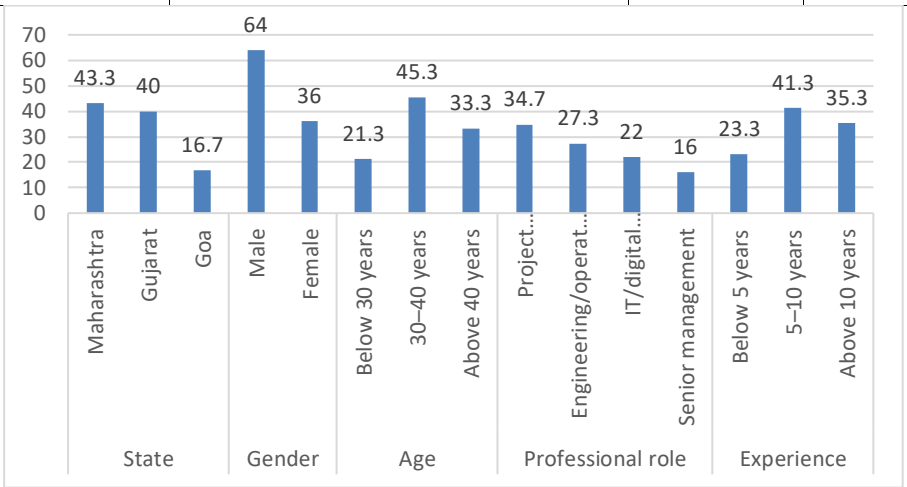

Figure 1: Graphical presentation of Demographic and Professional Characteristics of Respondents

Table 1 indicate that the majority of respondents (43.3%) were from Maharashtra, while Gujarat and Goa comprised 40.0% and 16.7%, respectively. The majority of male respondents were 64.0%, while female respondents accounted for 36.0%. According to the age distribution, the maximum respondents belong to the age range of 30-40 years (45.3%), more than 40 years (33.3%) and below 30 years (21.3%). As far as the professional categories of the respondents are concerned, the maximum respondents were project managers and coordinators (34.7%), engineers and operations managers (27.3%), IT and digital specialists (22.0%) and senior managers (16.0%). Regarding the respondents' levels of experience, the largest proportion had 5-10 years of experience (41.3%), followed by 35.3% with over 10 years of experience, and 23.3% with less than 5 years of experience.

4.2 Descriptive Statistics of Study Variables

The average scores were representative of the level of agreement by the respondents on the statements pertaining to each variable. Standard deviation showed the level of variability in the responses of the respondents on each variable related to AI adoption in project management.

Table 2: Descriptive Statistics of AI Adoption Factors

Variable	Mean	Standard deviation
Technological factors	3.82	0.67
Organisational factors	3.91	0.64
Environmental factors	3.54	0.72
AI adoption	3.76	0.69

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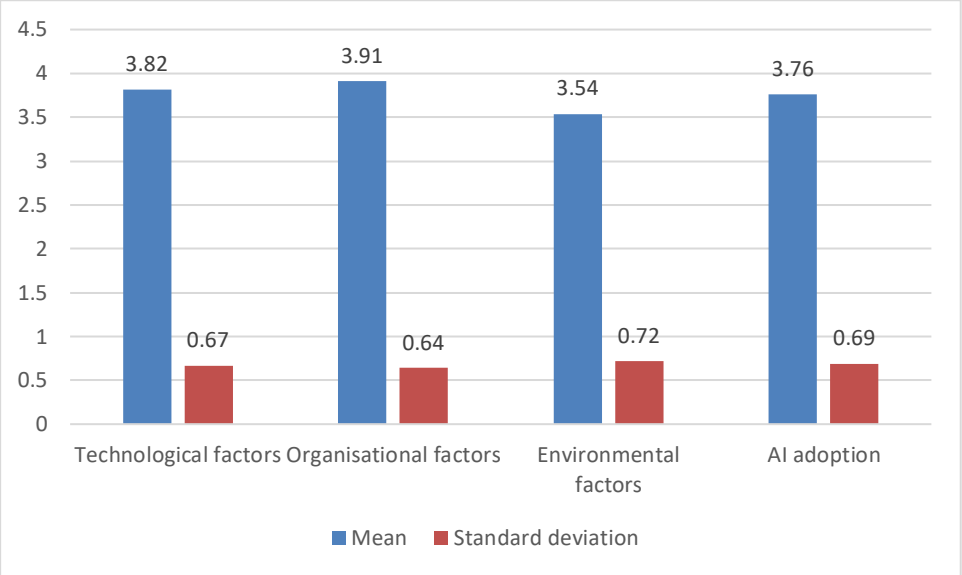

Figure 2: Graphical presentation of Descriptive Statistics of AI Adoption Factors

Table 2 demonstrate that organisational factors have the highest mean score of 3.91, which is characterised by the standard deviation of 0.64, showing the favourable perception towards organisational readiness, management support, skilfulness of employees and usefulness of the technology. Technological factors have the second highest mean score of 3.82, which is also characterised by the standard deviation of 0.67, thus demonstrating the favourable perception towards technological advantages and compatibility. A mean score of 3.76 and a standard deviation of 0.69 for AI application in project management indicate that people have generally positive views about it. The environmental factors had the largest standard deviation at 0.72 and the lowest mean score at 3.54.

4.3 Reliability Analysis

Reliability testing was performed with the help of Cronbach's Alpha to evaluate the reliability of questions related to the dimensions of technological, organizational, environmental factors, and AI implementation. It determined whether the set of questions within each dimension measures the intended concept reliably. Values of Cronbach's Alpha equal to about 0.70 and more are usually seen acceptable for preliminary research.

Table 3: Reliability of the Research Constructs

Construct	Number of items	Cronbach's alpha
Technological factors	6	0.842
Organisational factors	8	0.891
Environmental factors	5	0.816
AI adoption	4	0.858
Overall questionnaire	23	0.923

Table 3 proves that the organisational factors construct had an alpha of 0.891 for eight items and the technological factors construct had a score of 0.842 for six items. The five-item environmental factors construct and the four-item AI adoption construct both had high Cronbach's alpha values. A total of 23 items made up the questionnaire, and its Cronbach's alpha score was 0.923. Results showed strong levels of internal consistency among the study's constructs, as all scores were higher

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than the cutoff of 0.70. In terms of Cronbach's alpha, the organisational factors construct was the most reliable, followed by the technological factors, environmental factors, and AI adoption constructs.

4.4 Correlation Analysis

The purpose of the correlation analysis was to establish a connection between the factors of technology, organization, and environment and the use of artificial intelligence in project management, as well as the strength of that association. We found out how closely related the two sets of variables were by looking at the correlation coefficient. A positive correlation coefficient shows a positive link; the value of the correlation coefficient can be anything from -1 to +1.

Table 4: Correlation Between Study Variables

Variables	Technological factors	Organisational factors	Environmental factors	AI adoption
Technological factors	1.000	0.520	0.390	0.610
Organisational factors	0.520	1.000	0.420	0.680
Environmental factors	0.390	0.420	1.000	0.490
AI adoption	0.610	0.680	0.490	1.000

Table 4 show a positive relationship between the three independent variables and adoption of AI. Organisational variables had a positive relationship with the adoption of AI compared to the other two independent variables (r = 0.680), followed by technological variables (r = 0.610) and environmental variables (r = 0.490). This suggests that organisational readiness, managerial support, employee skills, and the usefulness of AI technologies were positively related to AI adoption. Simultaneously, it can be inferred from the positive correlation between technological variables and AI adoption that there exists a positive correlation between the perceived advantages of technology and the compatibility of AI technologies with regard to adoption of AI. Furthermore, environmental variables had a moderately positive correlation with AI adoption, indicating that regulatory constraints and competitive pressures likely played a role in this trend. A range of 0.390 to 0.520 was observed for the relationships among the independent variables.

4.5 Multiple Regression Analysis

The experiment evaluated the impact of several variables on AI in project management using multiple regression analysis. By keeping all other factors constant, multiple regression allowed us to assess the effect of each individual variable. Relationship strength and direction were compared using standardised beta coefficients. Each effect's significance was tested using t-value and p-value.

Table 5: Regression Analysis of Factors Influencing AI Adoption

Predictor	Standardised beta (β)	t-value	p-value	Decision
Technological factors	0.335	5.10	<0.001	Significant
Organisational factors	0.435	6.62	<0.001	Significant
Environmental factors	0.201	3.05	0.003	Significant

Table 5 provide a case for the positive and statistically significant association between AI adoption and the three predictor factors. Concerning organisational characteristics, the highest standardised

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beta coefficient value (beta = 0.435, p < 0.001) was noted. That is to say, the most significant relative determinants of AI adoption were organisational readiness, top-level management backing, employees' AI expertise, and perceived utility. There were strong and positive correlations between technological elements and the adoption of AI (beta = 0.335, p < 0.001), suggesting that technological factors have played a pivotal role in the success of AI solutions. Meanwhile, environmental factors had a weak correlation with AI adoption (beta = 0.201, p = 0.003).

4.6 Hypothesis Testing

Hypotheses testing was done to examine the associations that exist between the technology, organisation, and environment determinants and AI implementation in project management. The hypotheses were examined through the standardized regression coefficients and their associated p-values. The hypothesis significance level was set at 5%.

Table 6: Summary of Hypothesis Testing

Hypothesis	Relationship examined	Result in practice analysis	Decision
H1	Technological factors and AI adoption	Positive and significant (beta=0.335, p<0.001)	Supported
H2	Organisational factors and AI adoption	Positive and significant (beta=0.435, p<0.001)	Supported
H3	Environmental factors and AI adoption	Positive and significant (beta=0.201, p=0.003)	Supported

Table 6 show that the testing was successful in accepting all three hypotheses. In light of the fact that technological considerations significantly impact the adoption of AI in a positive way (beta = 0.335, p < 0.001), the first hypothesis was accepted. Due to the positive and significant effect of organisational characteristics on AI adoption (beta = 0.435, p < 0.001), Hypothesis two was also accepted. In comparison to the other two hypotheses, this one was extremely important. Furthermore, environmental influences significantly and positively affect the adoption of AI (beta = 0.201, p = 0.003), hence, Hypothesis three was also accepted. These results highlight the critical importance of technology fit, organisational competence, and environment in the adoption of AI.

5. DISCUSSION

The results of the current research indicate that both technological, organizational, and environmental factors have great significance to the decision-making process in relation to the use of AI in the industrial projects' management. As can be concluded from the results of this research, the most influential in relation to the adoption of AI are organizational factors, and next technological and environmental ones. Furthermore, these results indicate that the industrial adoption of AI technologies is affected not only by the presence of advanced technologies but also by organizational readiness, management support, qualifications of employees and external business environment.

According to the research conducted by Horani et al. (2025), the considerable significance of organizational factors to the adoption of AI technologies can be explained by the need for organizational conditions for implementation and integration of innovations. In case of the industrial projects management, organizational conditions consist of organizational readiness, qualifications of employees, sufficient resources and management commitment. All these factors allow implementing AI technologies efficiently to manage project planning, risk assessment,

resource allocation, and performance monitoring. Jankovic and Curovic (2023) also underline the importance of strategic implementation of AI, effective data management, and involvement of people into the business processes to achieve sustainability. All these perspectives prove the necessity of combining technological innovation with efficient management and involvement of people in the process.

The significant influence of technological factors shows that perceived usefulness and advantages of the AI systems are essential for the decision-making process. Industrial organisations are ready to adopt AI applications provided that these technologies fit the existing project management processes and have clear operational advantages. Moreover, Jankovic and Curovic (2023) discuss the importance of strategic AI integration and efficient data management. This perspective is relevant to project management because AI technologies of forecasting, scheduling, risk identification, and performance monitoring require appropriate data that is accessible and well-managed.

The results of the research are useful for the study done by Shams et al. (2025) regarding the intention to adopt AI in construction supply chain management using the TOE framework. The relevance of this research to the current study is due to the fact that both studies use similar models.

Finally, it is worth mentioning the fact that research conducted in different sectors proves the importance of contextual factors to understand the AI adoption. For instance, Hameed et al. (2023) analyse factors affecting AI adoption in healthcare providers, whereas Georgopoulos et al. (2023) review AI adoption in agriculture, livestock farming, and aquaculture.

5. CONCLUSION

The use of AI holds tremendous potential for enhancing project management through forecasting, resource management, risk management, performance tracking and decision-making. In this study, the adoption of AI technology investigated by examining the following three aspects: technological aspect, organizational aspect, and environmental aspect using descriptive statistics, reliability test, correlation test and multiple regression test. It has been found that the organizational factors have the highest relationship with AI adoption, whereas technological factors and environmental factors follow behind. From the study results, it can be noted that management support, competent staff members, compatibility of information systems, quality data availability and systematic assessment of AI applications are important. Industrial organizations from the Western part of India should identify their project management requirements, apply appropriate AI applications through pilot projects, and manage their data and people properly.

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