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Critical Success Factors and Key Deficiency Factors for Technology Adoption in Project Management

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A B S T R A C T

Project management practices have been transformed by the integration of technological advancement such as artificial intelligence, automation, and data analytics. However, many organizations face major challenges to adopt to these technological advancements due to many factors, such as leadership, training, resistance to change, and lack of performance evaluation tools. This research explores the success factors for technology adoption in project management. Utilizing a mixed methos approach, the study includes the review of existing literature, four case studies, expert interviews, and qualitative surveys from 70 project management professionals. The research identified five key enables: leadership support, strategic alignment, training and development, change management, and performance measurement. Findings support theoretical models such as the Technology Acceptance Model (TAM), Resource-Based View (RBV), and Diffusion of Innovation (DOI), highlighting the importance of organizational readiness and human-centric implementation strategies. The results confirm that successful adoption depends not only on technology itself but also on aligning people, processes, and culture. The research provides feasible insights for the project managers and decision makers to improve the implementation strategies and reduce the risk of failure, which eventually support sustainability and successful transformation toward the adoption of technological enhancements.

1. INTRODUCTION

Digital Transformation within organizations has led to massive integration of emerging technologies within project management practices. Many tools such as artificial intelligence (AI), automation, and data analytics have reshaped how projects are developed, executed, and evaluated. The integration of such technologies offered lots of opportunities that can enhance decision-making, improve efficiency, and reduce costs, on the other hand many organizations still face major challenges in their implementation of such tools. Although there is an increasing demand for digital tools, the adoption of such tools is likely delayed due to several factors, like organizational resistance, insufficient training, lack of strategic alignment, and ineffective management strategies (Joghee et al., 2013; Habbal et al., 2019; Alshurideh et al., 2025). These factors can delay implementation and prevent organizations from fully getting the intended benefits of technological integration.

The research goal is to identify the critical success factors (CSFs) for technology adoption in project management. By analyzing real-world case studies, conducting expert interviews, and surveying project professionals from different fields, this research seeks to provide a deeper understanding of the best practices and difficulties associated with digital transformation in project environments.

1.1. Problem Statement

Currently there is wide recognition on the importance of adopting digital transformation and technologies in project management, though many organizations fail to achieve effective integration. These failures are often linked to the following critical issues:

- **Leadership and strategic misalignment:** When technological initiatives are not supported or aligned with the organization's strategic goals, they tend to lose momentum and direction.
- **Lack of training:** Without structured training programs, employees may resist new tools or fail to use them effectively, reducing the return on technological investment.
- **Ineffective change management**: Resistance to change is common, and many organizations lack structured processes to manage this transition smoothly.
- **Absence of performance measurement frameworks:** Without clear metrics and benchmarks, it is difficult to assess the impact of implementing new technologies or identify areas that require improvements.

These challenges often lead to wasted resources, employee frustration, and implementation failure, challenging the organization's ability to innovate and remain competitive.

1.2. Research Questions

This research aims to answer the following questions:

1. What are the critical success factors for adopting new technologies in project management?
2. What are the most common gaps and challenges organizations face during technology adoption in projects?
3. What is the moderating role of leadership involvement and strategic alignment in technology adoption?
4. How does training influence employee acceptance and capable usage of new technologies?
5. What role does change management play in addressing resistance to technology adoption?
6. How can organizations effectively measure the outcomes of technology adoption in project management?

1.3. Hypothesis

- **$H1_0$ (Null):** Leadership support does not significantly influence the successful adoption of new technologies in project management.
- **$H1_a$ (Alternative):** Leadership support significantly influences the successful adoption of new technologies in project management.
- **$H2_0$ (Null):** Training and skill development have no significant impact on employee readiness or technology adoption success in project management.
- **$H2_a$ (Alternative):** Training and skill development significantly impact employee readiness and technology adoption success in project management.
- **$H3_0$ (Null):** Change management practices do not significantly affect the adoption of new technologies in project management.
- **$H3_a$ (Alternative):** Effective change management practices significantly enhance the adoption of new technologies in project management.
- **$H4_0$ (Null):** Performance measurement has no significant role in evaluating or improving technology adoption outcomes in project management.
- **$H4_a$ (Alternative):** Performance measurement plays a significant role in evaluating and improving technology adoption outcomes in project management.

2. LITERATURE REVIEW

The emerging trend in this digital age has significantly impacted the organizational

environment through influencing technology as a strategic factor in Project Management. Today's organization can be said to be surrounded by complexities that they never thought of while taking technological solutions to enhance competitive advantage and operational effectiveness (Antony et al., 2022).

This research aims to review the literature review that gives a coverage on the several aspects of technological adoption, more closely examining on the critical success factors that define between successful and unsuccessful efforts in technological implementation. This is in line with the review's purpose of synthesizing current scholarship to arrive at a refined understanding of the various factors that affect technological advancement in organizational settings particularly around project management methodologies as well as strategies for implementation.

2.1 Theoretical Foundations of Technology Adoption

The successful implementation of digital transformation strategies, such as Enterprise Resource Planning (ERP), Industry 4.0, and artificial intelligence (AI), is grounded in several well-established theoretical frameworks (Sihag et al., 2024; Treacy et al., 2025; El Khatib et al., 2023). One of the most prominent is the Technology Acceptance Model (TAM). Which explains users adoption of new technologies based on two core factors: perceived ease of use and perceived usefulness (Yuen et al., 2020). This model is very useful in assessing organizational readiness and employee perceptions toward digital tools, making it a valuable lens for evaluating technology uptake (AlMidfa et al., 2024; Naim et al., 2024; Khan et al., 2023).

Another foundational theory is the Resource-Based View (RBV), which posits that specific organizational asset—such as technological infrastructure and digital expertise—serve as key sources of sustained competitive advantage (Yuen et al., 2020; Shwedeh et al., 2023; AlQassem, 2022; Kofinas et al., 2016). RBV helps explain how organizations can benefit from internal capabilities to facilitate and sustain digital transformation initiatives (Yasir et al., 2024; AlKatheeri et al., 2025; Rana et al., 2025).

On the other hand, the Diffusion of Innovation (DOI) Theory gives an understanding of how technological innovation is adopted by an organization (AlShawabkeh et al., 2016; AlKatheeri et al., 2025; Naim et al., 2025). There are five stages of adopting innovations as proposed by Roger which include knowledge, persuasion, decision, implementation, and confirmation (Alzoubi et al., 2024; El Khatib et al., 2023; Joghee et al., 2024). Resistance to change is a major factor that causes change to be difficult, which is why DOl theory is particularly useful to later in change management (Sayginer & Ercan, 2020; Razmak et al., 2018; Murtaza et al., 2024; Yasir et al., 2024).

2.2 Theoretical Foundation for Understanding the Research Problem

These theories together help in developing understanding of the CSFs in DT: TAM details the mechanism through which the user takes up the technology, while RBV stresses on the fact that the best strategic assets should be used effectively (Khan & Anwar, 2019; Alshurideh et al., 2022; AlNajdawi et al., 2024; Ma'asor et al., 2023). It is a model whereby the flow chart helps in the identification of the barriers and enablers for the implementation of strategies of digital transformation, which makes the DOI framework useful for the implementation strategies (Tamtam et al., 2023; Sayginer & Ercan, 2020).

2.3 Possible Models and Frameworks Useful in Attracting Similar Scholars

Critical Success Factor (CSF) model was used in prior studies for assessing critical success factors of digital transformation (AlHamadi et al., 2024; El Khatib et al., 2023; Khan et al., 2024). There are Technological, Organizational and Environmental success factors as elaborated by Kumar et al., 2021 In addition, the Lean Six Sigma Model has been implemented to address digital business processes since it eliminates unnecessary flows (Antony et al., 2022). These models are rather helpful in understanding how to plan digital transformation processes correctly.

2.4 Leadership and Strategic Alignment

Technology is adopted strategically in organizations under the direction of the leaders as it is one of the key drivers of change. Khan & Anwar (2019) recommended leadership as one of the major factors that influence success or failure of implemented technological initiatives (AlShawabkeh et al., 2017; Maydybura et al., 2024; Karthika et al., 2024). Leadership does not stop the provision of financial resources; it lead to the development of a good organizational culture, provision of a clear technological direction, and

setting up an organizational culture that promotes technological acquisition.

Strategic alignment mechanisms are known to be an important area of technology adoption that is led by managers (Shwedeh & F., 2021; Shao et al., 2025; Kabiraj et al., 2009). According to Merhi (2023), any strategic plan in organizations requires the coordination of instalments of technology with organizational goals of an organization. They include the establishment of cross organizational team structures, restructuring organizational structures, and designs of open technological frameworks that can be modified to meet changing needs (Alzoubi et al., 2025; El Khatib et al., 2024; Kanwal et al., 2023).

This paper shows that the technology adoption barriers manifest in leadership support as a cause of concern. Tamtam et al., (2023) pointed out some challenges such as, lack of awareness of technology adoption, organizational culture, lack of funding, and disruption of the existing business model (Shwedeh et al., 2024; Khan et al., 2024; El Khatib et al., 2023). Such barriers must be addressed in creative ways with leadership training, creating a psychological safety plan, and proof of the organizational value of technology change (Neyara Radwan et al., 2025; El Khatib et al., 2022; Joghee et al., 2020).

Exploring the actual experience of how leaders have applied technology to bring about productive change offers significant lessons on the best practices that can be considered during the change process (Alshurideh et al., 2025; Sihag et al., 2024; El Khatib et al., 2022). In a recent article, Kumar et al. (2021) established that organizations that have transitioned through technological advances believe in growing leadership commitment, promotion of a learning culture, training of its human resource, and flexible approaches to technology implementation (Joghee et al., 2018; Alzoubi et al., 2025; Som et al., 2023).

This factor shows that management's commitment towards information systems, an important factor cannot be overemphasized. Pozzi et al. (2021), found that leadership engagement in technological initiatives increased the chances of its successful implementation, where they received a significant score of 71%. This commitment is also not strictly financial but requires that the organization plays an active role in fostering a culture to support the learning organization model, including the development of learning structures, assessment of and the establishment of ongoing mechanisms for evaluating and integrating technology (Kharbat et al., 2017; Anifa et al., 2024; Salloum et al., 2024).

2.5 Training and Skill Development

An effective training program adopted is significant in determining the success of technology in enhancing its implementation within organizational settings (Al-Qassem et al., 2024; Naim et al., 2024; AlKurdi et al., 2023). In a similar tone, Khan & Anwar (2019) stated that training is not just learning skills, but it is a strategic process of constructing the organizational technological competence (Kumar et al., 2024; Ahmed et al., 2024; Alshurideh et al., 2024). The relevance of these programs is to link the knowledge of technological advancement with the ability to apply it in practice as well as the capacity to accept change within the technological environment (Yas et al., 2024; El Khatib et al., 2024; Alblooshi et al., 2025).

As mentioned earlier, several forms of training have been found to work for the enhancement of technological use (Al-Qassem et al., 2021; Rana et al., 2025; Halder et al., 2024). Such a type of training involves the following features: It is highly specialized, intense, and involves learning by doing; as an employee performs the required tasks, he or she masters skills actively (Khatib et al., 2024; Hanaysha et al., 2021; AlNajdawi et al., 2024). Kumar et al. (2021), online learning platforms play an important role as the model of learning that allows learners to engage freely and independently, it also opens opportunities for learning (AlAmiri et al., 2024; Hanaysha et al., 2021; AlQassem et al., 2024), allowing them to be comprehensively organized according to a learning style selected by the organizational employee (Kanwal et al., 2023; AlMidfa et al., 2024; El Khatib et al., 2023). This is where practical simulation sessions stand out, which make it possible for employees to get in contact with technological tools, where mistakes can be made without adverse consequences.

Regarding mobile technologies, it has been noted that the coherence of employee competence simply outlines success. Merhi (2023), firms that invested in training had higher levels of technology adoption and acceptance by the employees (Alzoubi et al., 2024; Pande et al., 2024; AI-Nakeeb et al., 2024). However, there are challenges that hinder effective

training as mentioned below: Lack of adequate resources, resistance to change, short product life cycle and technological change (Alzoubi et al., 2024; Anifa et al., 2024; Shao et al., 2025). The knowledge transfer has evolved from the rather simple forms of training widely used in the past (Goodarzian et al., 2023; Antony et al., 2022). It is crucial to employ multiple dimensions of knowledge transfer: cross-organizational mentorship, learning circles and excellence development programs that consider new technological breakthroughs (Karthika et al., 2024; Naim et al., 2025; Murtaza et al., 2024).

2.6 Change Management Strategies

Technological self-protection is one of the most critical barriers to the implementation of technologies in an organization (Treacy et al., 2025; AlKatheeri et al., 2025; Shehab et al., 2023). Tamtam et al. (2023) described resistance as one of the psychological behavioral responses based on conceive as fear of change, job insecurity, and threats to routines. It is important & benefic for understanding these underlying dynamics to establish a proper strategy to manage the change.

There are many changes in management methodologies currently in existence because technology has factors that make change complex. Khan and Anwar (2019) put forward ideas that are broader than the traditional approach of implementation at the top links by engaging stakeholders and users of education in the change process. These methodologies acknowledge the promotion of change both at the macro and micro level concerning technology (AlShawabkeh et al., 2023; Shao et al., 2025; Ilyas et al., 2023).

The psychological implications are special, but the analysis of the connections between advanced technology and human beings requires further discussion. Merhi (2023) explained the psychological factors which are involved in the process of technological change in organizations and why there is a human side in technologically driven change (Khan et al., 2023; Rosmadi et al., 2025; Kukunuru et al., 2019). This includes developing psychological safety, dealing with concerns, and something which should be made mandatory particularly the adoption of change as a development enhancement (Barclay et al., 2021).

Some of the ways that can be used in avoiding such resistance include availing guidelines for communication, providing necessary requirements for support and most importunity showing employees how technology benefit them (Joghee et al., 2024; AlShawabkeh et al., 2021; Joghee et al., 2021). The need for culture of developing and learning from change and relatively seeing technology as an ongoing process of change rather than an event change process (Kumar et al., 2021; Barclay et al., 2021).

2.7 Performance Measurement and Evaluation

Measuring the performance resulting from such adoption is done in a more elaborate way and in many aspects since it involves an integration of technology (AlShawabkeh et al., 2023; Shwedeh et al., 2024; El Khatib et al., 2024). More recently, in the study of Pozzi et al. (2021), new sets of frameworks for gauging technological implementation impact were presented, thus going beyond the efficiency indicators and bringing in concept shifts (Vij et al., 2025; Kharabsheh et al., 2024; Kabiraj et al., 2009).

KPIs have therefore evolved to be complex, or, rather, advanced in that they focus not only on quantities, but qualities of technology utilization as well (Alzoubi et al., 2025; Ma'asor et al., 2023; Nuseir et al., 2021). According to Kumar et al (2021), for the development of effective KPI frameworks, the following areas should be included:

- Operational efficiency improvements
- Employee skill development
- Innovation capacity
- Strategic alignment
- Long-term organizational adaptability

Benchmarking has now assisted in giving perspective to technological implementation chances. Merhi (2023) suggested the use of comparative approaches that should incorporate industry type, size, and technology level factors. These approaches make it possible for an organization to benchmark its performance in the adoption of technologies within the industry and to the best practices (AlQassem et al., 2022; Lee et al., 2024; Khadragy et al., 2022).

Such frameworks seem as important for continuous technological evaluation to guarantee optimal results in the future. According to Khan and Anwar (2019), it is necessary to develop measurement strategies that can be sensitive to the time-varying nature of technological integration

(Alshurideh et al., 2022; Joghee et al., 2018; Kumar et al., 2024). This is a process that can use and design various forms of evaluation that are able to adapt to the dynamic world of technology and organizations (AlShawabkeh et al., 2018; Joghee et al., 2023; Sun et al., 2016).

The measurement of performance in the technology adoption has become more sophisticated due to the sophisticated and multidimensional effects of digital integration in organizations (Maydybura et al., 2024; AlQassem & A. H., 2024; Khan et al., 2024). The historical efficiency-related metrics are obsolete to reflect the transformative value of technologies, including blockchain, artificial intelligence, and sophisticated data analytics (AlShawabkeh et al., 2021; El Khatib et al., 2023; Pande et al., 2024). According to recent research, including Pozzi et al. (2021), the current frameworks should shift to go beyond the elementary productivity indicators to include more organizational outcomes (AlShawabkeh et al., 2014; Kanwal et al., 2023; Nazeer et al., 2025). This change of the assessment method also shows how companies need to consider not only the increase in efficiency but also the strategic, cultural, and innovation-related value when implementing new technologies (Alshurideh et al., 2025; Khatib et al., 2024; AlKurdi et al., 2025).

In accordance with the development thereof, key performance indicators (KPIs) have broadened in terms of covering both the quantitative and qualitative aspects of the use of technology (AlNajdawi et al., 2024; AlShawabkeh et al., 2013; Yas et al., 2024). The successful KPI models are currently used to evaluate not only the efficiency of operations but also employee skills improvement, ability to innovate, strategic consistency, and long-term flexibility (Kumar et al., 2021; Al-Kassem et al., 2022; Kharbat et al., 2021; Shwedeh et al., 2024). This increased reach is what can guarantee that organizations measure the influence of technology in sustaining growth and competitiveness and not just short-term performance. Studies have also shown that companies that focus on the development of such advanced KPI systems are in a better place to build resilience and add value to the industries (Alzoubi et al., 2024; Razmak et al., 2018; El Khatib et al., 2022).

Benchmarking also enhances the performance measurement as the organizations are in a position to make comparisons of the strategies they are using in adopting technology with peers in the industry and with the best practices (Joghee et al., 2020; AlQassem, 2022; Karthika et al., 2024). This comparative method offers a useful insight into the performance results and considers the factors like industry type, organizational size and maturity of technological adoption (Merhi, 2023). With the use of benchmarking methodologies, the organizations may detect performance gaps, create achievable performance improvement objectives, and develop dynamic strategies to stay competitive in the dynamic environments (Som et al., 2023; El Khatib et al., 2023; Shwedeh & F., 2022). Additionally, performance evaluation frameworks should be flexible and time-dependent, and according to Shwedeh & Ahmed, they should be able to adapt to the ongoing and ever-changing nature of technological integration (Shwedeh, 2022; Ahmed et al., 2024).

2.8 Research Gaps

The literature presents a tangled picture of the processes and elements of technology implementation – leadership, training and education, change management and performance assessment (Anifa et al., 2022; Al-Kassem & A. H., 2021; Kurdi et al., 2025). There is still much room for scholarly inquiry, especially with regards to the factors that precipitate technological implementation across different kinds of organizations and consider new technological frontiers (Samer Hamadneh et al., 2023; Alshurideh et al., 2022; Tangri et al., 2023). However, future research on the integration of technology for teaching and learning should incorporate the following; there is a need to come up with more AMT theories, there is a need to study the long-term effects of integration on teaching and learning, there is a need to ensure that methods of measuring integration are evolved, elaborated and enhanced to capture further reasoning of integration (AlHamadi et al., 2024; El Khatib et al., 2023; Nuseir et al., 2019). This systematic review essentially offers an important premise in identifying the gap and the development of the critical success factor to assist organizations in fully understanding the complexities of undertaking technological advancement (Tanveer et al., 2025; Kofinas et al., 2016; El Khatib et al., 2024).

3. METHODOLOGY AND DATA ANALYSIS

3.1 Research Design

In this study mixed methods were used to enable a more comprehensive understanding of the success factors and challenges associated with technology adoption in project management. Qualitative data was collected through interviews and case studies. Additionally quantitative data were collected via online surveys filled by project management professionals.

3.2 Qualitative Data Collection and Analysis

Four recent case studies were reviewed and analyzed to get deep data and support the research hypothesis and provide comprehensive understanding of the main challenges and explore the success factors that facilitate technology adoption within project management contexts.

In October 2020, McKinsey & Company published research that investigated why most digital transformation efforts fall short and what specific factors distinguish successful initiatives from failures called "Unlocking Success in Digital Transformations" which was based on a comprehensive survey collected through 1,500 executives across various sectors and regions. The main finding from this report was that only 30% of digital transformation efforts succeeded and the main Key Success Factors were:

- Clear Strategic alignment.
- Strong leadership involvement and support.
- Talent and Capability Building (training).
- Consistent performance measurement.

Therefore, McKinsey study results support our research hypothesis H1, H2, and H4 by emphasizing that leadership involvement and training play a big role in digital transformation.

Moreover, a study was published in 2023 in Portugal to explore and investigate how the integration of Project Management, Software Development Life Cycle, and Knowledge Management (KM) can increase adoption efficiency. The main finding from the case study was that Integrating models enabled the organization to enhance the adoption to new technology as having clear framework help in standardizing the processes, additionally the study highlighted that organization overcome resistance through well designed internal training for the framework. These practices support hypotheses H2 and H3.

Additionally, a 2024 study, "Artificial Intelligence in Open Innovation Project Management: A Multi-Case Study Analysis," highlighted communication and strategic planning as focal points of resistance. To resolve this, it suggested early stakeholder involvement, interdepartmental alignment, and pilot programs for easier achievement of the goals. This case supports H1 and H3 in demonstrating the significance of leadership paired with a managed change process.

The case studies provide valuable insights into the adoption of technology in project management by showing how effective leadership, training, a defined structured change process, and measurable results all synergistically contribute to technological adoption within the organization. These findings are in accordance with the primary areas of concern for this research regarding identifying key successful components and their prevalent obstacles.

Table 1: Technology Adoption Outcomes

Case Study	Key Factors Highlighted	Supported Hypotheses	Technology Adoption Outcome (Success/Failure)
PMI – Adoption of Project Management	Leadership, Strategic Alignment	H1, H3	Success
Public ICT Integration (ResearchGate)	Training, Employee Engagement	H1, H4	Success
McKinsey – Digital Transformation	Leadership, Training, Change Management, Performance Measurement	H1, H2, H3, H4	Success (global insights)
UK NHS – NPfIT Failure	Lack of Leadership, Poor Change Management, No KPIs	Supports alternative to H2, H3, H4	Failure

Alongside the case study review, two semi-

structured interviews were carried out with project management professionals; one from education and the other from IT. The interviews addressed issues related to leadership participation, training opportunities, employee preparedness, and resilience to change. The IT project manager remarked, "Visible support from management certainly facilitated the team's transition to new tools," underscoring the importance of managerial endorsement toward adoption achievements. The education respondent pointed out problem areas regarding staff digital readiness and remarked, "Ongoing training and follow-up sessions were much more effective than one-off workshops." Both respondents agreed that undergoing performance assessment and feedback offered over time enhanced user participation and technology utilization incrementally. This continues to support the outcomes from the qualitative analysis and aligns with construct H1, H2, and H3, demonstrating once more the influence of sustained guidance, learning, and active change management.

3.3 Quantitative Data Gathering and Evaluation

Following the qualitative data, this section presents empirical data collected from surveying a sample of 70 project practitioners. The findings are aimed at supporting the defined hypotheses and gaining additional information about factors affecting the results of technology adoption in an organization.

The quantitative part consisted of a closed-end survey given to 70 project specialists across several sectors. Participants were presented with specific questions related to leadership support, training access, change management, and project results to evaluate on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

A Basic Descriptive Analysis was conducted to look for trends in responses. For example, participants agreed that technology adoption is critical, and a lack of training typically retards implementation. The survey quantitatively validated some of the qualitative observations made in the previous section. As captured in Table 1, participants rated, "support from leadership is," and the average rating was 4.20, which is notably high suggesting that participants believed this factor is very important in the successful execution of new technologies into an organization.

Alongside calculating descriptive statistics, Pearson correlation coefficients were computed to assess the relationship between independent variables (leadership support, training, change management, and performance metrics) and a dependent variable (outcomes of technology adoption). The findings demonstrated very high correlations between leadership and project success ($r = 0.74$, $p < 0.01$), training and success ($r = 0.69$, $p < 0.01$), and change management and success ($r = 0.66$, $p < 0.01$). Regression analysis validated that all leadership support ($\beta = 0.36$, $t = 3.21$, $p < 0.01$), training ($\beta = 0.31$, $t = 2.89$, $p < 0.01$), and change management ($\beta = 0.28$, $t = 2.32$, $p < 0.05$) remained significant predictors of successful adoption. Such results reinforced all the hypotheses H1 to H4. As shown in Table 3, hypothesis testing results suggest that leadership support, training, and change management significantly predicted project success.

Table 2: Descriptive Statistics for Key Variables

Variable	Mean (M)	Standard Deviation (SD)	Sample Size (n)
Leadership Support	4.20	0.65	70
Training & Readiness	4.00	0.78	70
Change Management	3.91	0.84	70
Performance Measurement	3.65	0.89	70
Project Outcome	4.07	0.71	70

Table 3: Hypothesis Testing – Correlation and Regression Summary

Hypothesis	Variable	r (Correlation)	β (Coefficient)	t-value	p-value	Result
H1	Leadership Support	0.74	0.36	3.21	< 0.01	Supported
H2	Training	0.69	0.31	2.89	< 0.01	Supported
H3	Change	0.66	0.28	2.32	< 0.	Support

	Management				05	ed
H4	Performance Metrics	0.58	Not reported	-	-	Weakly Supported

Table 4: Summary of Survey Observations for Key Factors

Factor	**Average Rating (out of 5)**	**Observation**
Leadership Support	4.2	Highly rated, shows strong agreement on leadership importance
Training Adequacy	4.0	Generally positive, need for consistent training programs
Change Management	3.9	Moderate to high agreement, suggests ongoing challenges
Performance Measurement	3.6	Some uncertainty; performance tracking needs improvement
Technology Adoption Outcomes	4.1	Positive perception of technology impact on projects

4. DISCUSSION OF KEY FINDINGS

The gaps identified in the case studies are in tandem with the core notion of TAM discussed earlier – the ease of use and usefulness of a system has a direct impact on adoption decision, particularly in the case where there is no support from training and leadership, which is often the case as noted in the studies. The same goes for Resource-Based View (RBV), which explains how internal capabilities such as commitment from executives, technical training, and flexible organizational culture can provide a strategic advantage. And the Diffusion of Innovation (DOI) theory has been demonstrated in the unsuccessful NHS case, expanding upon the observation that lack of social proof, ambiguous vision, and slow communication halts the spread of innovation.

Combined with quantitative analysis, this study conducts a survey with over seventy professionals and analyzes their views on success factors and barriers in technology adoption in project management. Focusing on technology adoption for project management, the analysis highlighted areas of leadership, training, and change management as critical areas by marking their importance. Correlation and regression analysis were performed to determine the impact of the initially stated factors on project results, which showed a direct correlation.

With the support of two expert interviews, four recent case studies were focused on to further exploring the qualitative side of the analysis (McKinsey, 2020; Sousa et al., 2023; Harrisburg University, 2023; ScienceDirect, 2024). The underlying factors that drove the success of digital adoptions, like ongoing training, collaboration within and outside leadership, preemptive strategized change management, and well-established performance guidelines were the most dominant (Kabiraj et al., 2011; Joghee et al., 2021; Rosmadi et al., 2025). From the gaps identified in the NHS, it was clear that cost and time overruns coupled with reduced adoption rates can all be traced back to poor management. These results validated hypotheses H1 to H4 as well as existing writings that underline the need for matrix digital transformation strategy.

4.1. Implications for Project Management Practice

The research highlights the need for executive involvement and a defined strategy regarding the initiation of technology-related changes. As new tools are implemented, project managers must ensure that these tools are relevant within the industry. Additionally, we equip project teams such as construction and ICT with proper and ready training systems to overcome any high levels of resistance.

The use of pilot programs and phased rollouts enabled feedback integrations, which helped many organizations successfully adopt new technologies. Such measures aid in overcoming participant reluctance, ensuring better involvement, and enhancing positive ratings for organizational undertakings.

4.2. Recommendation

The last innovations have been neglected and thus need focus; hence the accompanying findings are phrased ideas with precise steps attached for action as follow:

- strategically sponsor top level management commitment to elevate attention towards technology initiatives.
- Conduct detailed evaluations of participant readiness and comprehensive needs assessments before actual implementation.
- Develop user specific group training guides for every single group with different auxiliary knowledge and skills levels.
- Adopt comprehensive technology change control policies for both planned and pilot program deployed technologies and encourage gradual adoption of technology.

4.3. Limitations

Below are a few of the limitations to the study that are worth mentioning. The quantitative survey included only 70 respondents, and the two interviews for the qualitative analysis were restricted to only two professionals. Even though recent case studies were included to mitigate this limitation, deeper engagement from stakeholders across more sectors would provide more comprehensive insights. Moreover, the study was concentrated on a particular set of circumstances, leaving behind other external cultural and economic factors.

5. CONCLUSION

This research aims to explore the critical success factors that can contribute to successful adoption of new technologies in project management. Through a combination of literature review, expert interviews, case study analysis, and quantitative data from 70 project professionals, the study provides a well-rounded understanding of both enablers and barriers to successful technology integration.

The findings confirm that leadership support, strategic alignment, structured training programs, effective change management, and performance measurement are all significantly linked with successful technology adoption. These conclusions are emphasized through both observed data—where all factors demonstrated strong positive correlations with project outcomes—and real-world cases that highlighted their practical importance.

Case studies such as McKinsey's global survey and Portugal's digital framework integration illustrated the importance of organizational readiness and managerial commitment. Conversely, failures like the NHS National Program for IT showcased the detrimental impact of weak leadership, absence of KPIs, and poor change facilitation.

Additionally, the research supported theoretical models including the Technology Acceptance Model (TAM), the Resource-Based View (RBV), and Diffusion of Innovation (DOI), each offering valuable lenses for interpreting the behavior of organizations and individuals during technology adoption processes.

Ultimately, this study contributes to the growing body of knowledge on digital transformation in project environments. It highlights that technology adoption is not simply a technical shift but a strategic, cultural, and human-centered change. The insights presented can support decision-makers in developing more effective implementation strategies that align with organizational goals, engage their workforce, and evaluate outcomes in meaningful ways.

As digital disruption continues to reshape industries, adopting a deliberate and informed approach to technology integration essential for organizations seeking to remain competitive, resilient, and forward-thinking.

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