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### Impact Of Artificial Intelligence On Project Scheduling And Project Success In Organizations

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|                                                                                                                                                                                                                                                                                | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p><b>Abdul Latif</b><br/>MS Scholar, Department of Management Sciences, Abasyn University of Peshawar Email: Latifamir912@gmail.com</p> <p><b>Zubair Ahmad</b><br/>MS Scholar, Institute of Management Studies, University of Peshawar Email: zubairahmadsafi74@gmail.com</p> | <p>This paper examines the impact of Artificial Intelligence on project scheduling and project success in organizations. In the modern project management environment, organizations are increasingly adopting AI-based tools to improve planning accuracy, resource allocation, risk prediction, decision-making, and overall project performance. Traditional project scheduling methods often face limitations such as delays, cost overruns, poor forecasting, and inefficient resource utilization. Therefore, the integration of AI has become important for achieving timely and successful project outcomes. The main objective of this study is to analyze how Artificial Intelligence contributes to effective project scheduling and how it influences project success in terms of time, cost, quality, efficiency, and stakeholder satisfaction. The study is based on both primary and secondary data. Primary data is collected through a structured questionnaire from respondents associated with project management and organizational operations, while secondary data is obtained from relevant books, research articles, and online academic sources. A quantitative research approach is used to examine the relationship between AI adoption, project scheduling efficiency, and project success. A sample size of 450 respondents was selected for the study. The respondents were selected through a non-probability purposive sampling technique Purposive sampling was considered suitable because the research focused on specific professional respondents who could provide relevant information about the use of Artificial Intelligence in project scheduling and project success. The findings of the paper indicate that Artificial Intelligence has a positive influence on project scheduling by improving forecasting, reducing human error, supporting real-time monitoring, and enabling better decision-making. AI also contributes to project success by helping managers identify risks earlier, allocate resources more effectively, and complete projects within planned time and budget limits. The study concludes that organizations that adopt AI in project management are more likely to achieve improved scheduling performance and successful project outcomes. This paper is significant because it highlights the growing role of AI in modern project management practices. It recommends that organizations should invest in AI-based scheduling tools, train project teams in digital technologies, and integrate AI into decision-making processes to enhance project efficiency and long-term organizational success.</p> |
| <b>Keywords:</b>                                                                                                                                                                                                                                                               | Artificial Intelligence (AI), Project Management, Project Scheduling, Project Success, Decision-Making, Resource Allocation, Risk Management, Organizational Performance, Project Planning, Project Efficiency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



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### Introduction

Artificial Intelligence has become one of the most influential technological developments in modern business and project management. In simple terms, Artificial Intelligence refers to the ability of computer systems, algorithms, and digital tools to perform tasks that normally require human intelligence, such as learning, reasoning, prediction, decision-making, pattern recognition, and problem-solving (Guo & Zhang, 2022). In organizational settings, AI is increasingly used to support planning, communication, risk analysis, performance monitoring, scheduling, cost estimation, and decision-making. The growing importance of AI in project management is linked with the need for faster, more accurate, and data-driven managerial decisions (Alfaifi & Aksoy, 2023). Traditional project management practices often depend on manual judgment, past experience, and conventional software tools, but these approaches may be insufficient in complex, uncertain, and rapidly changing business environments. Recent studies show that AI can improve project management efficiency by supporting automation, predictive analytics, and intelligent decision-making (Hossain et al., 2024; Shoushtari et al., 2024).

The concept of AI in project management includes several technologies, such as machine learning, natural language processing, predictive analytics, optimization algorithms, intelligent decision-support systems, and automation tools. Machine learning enables systems to learn from historical project data and predict future outcomes, such as possible delays, cost overruns, or resource shortages. Natural language processing can help analyze project documents, reports, contracts, and communication records to identify risks and improve information flow (Ding et al., 2022). Predictive analytics can assist managers in forecasting project performance and making timely corrections before problems become serious. AI is therefore not only a technical tool but also a managerial support mechanism that improves the quality of decisions in project environments. Niederman (2021) argued that AI and advanced analytics create opportunities for disruption in project management because they can change how project managers plan, control, and evaluate projects. However, AI should be understood as a supportive system that augments human judgment rather than completely replacing the project manager.

Project scheduling is one of the core functions of project management and refers to the process of arranging project activities, resources, timelines, dependencies, milestones, and deadlines in a logical sequence. It provides a roadmap for project execution and helps project teams understand what work needs to be completed, when it must be completed, who is responsible, and what resources are required. Effective project scheduling includes several important elements, such as work breakdown structure, activity sequencing, duration estimation, milestone planning, resource allocation, dependency management, risk consideration, progress tracking, and schedule control. Poor scheduling can lead to missed deadlines, resource conflicts, increased costs, weak coordination, stakeholder dissatisfaction, and overall project failure. AI can improve scheduling by analyzing large volumes of data, identifying patterns from previous projects, predicting possible delays, and recommending optimized schedules. Dahmani et al. (2021) explained that AI-based approaches can support resilient project scheduling by improving the ability of organizations to respond to uncertainty and disruption. Several factors influence the effectiveness of project scheduling in organizations. These factors include the accuracy of project data, availability of skilled project managers, clarity of project scope, quality of communication, resource availability, technological support, risk management practices, and organizational readiness for digital tools. AI can strengthen these factors by improving data processing, reducing human error, generating alternative scheduling scenarios, and supporting real-time decision-making. For example, optimization techniques can help project managers balance time, cost, and resource constraints more effectively (Guo & Zhang, 2022). AI can also help identify bottlenecks in project schedules and provide early warnings when a project is likely to move away from its planned timeline. In this way, AI-supported scheduling can improve planning accuracy, task coordination, resource utilization, and project control. However, its success depends on the availability of reliable data, user acceptance, technical skills, and proper integration with existing project management systems (Hashfi & Raharjo, 2023).

Project success is another major variable in this study. Traditionally, project success was measured through the “iron triangle” of time, cost, and quality. A project was considered successful if it was completed within the approved schedule, within budget, and according to required quality standards. However, the modern understanding of project success is broader. It includes stakeholder satisfaction, achievement of project objectives, customer value, organizational learning, strategic alignment, innovation, sustainability, and long-term business benefits. Su and Ayob (2025) noted that AI has a growing role in project success because it can support decision-making, risk prediction, knowledge management, and performance monitoring. In organizations, successful projects can produce several positive outcomes, such as improved productivity, higher customer satisfaction, better resource utilization, stronger competitiveness, timely delivery, improved profitability, and enhanced organizational reputation. Therefore, project success should be understood as both an operational and strategic outcome. At the same time, many projects fail because of poor planning, unrealistic schedules, weak communication, unclear objectives, inadequate risk management, poor resource allocation, lack of stakeholder involvement, and ineffective monitoring. These causes of failure are often connected with limited information and delayed decision-making. AI can reduce these problems by providing better visibility into project progress, predicting risks, analyzing performance trends, and helping managers make evidence-based decisions. For example, AI-based risk analysis can support the early identification of threats in project contracts, documentation, and execution processes (Choi et al., 2021). Similarly, machine learning can help project managers understand the factors that influence project performance and take preventive action before failure occurs (Alfaifi & Aksoy, 2023). However, AI adoption also creates challenges, including high implementation costs, lack of technical expertise, poor data quality, employee resistance, and ethical concerns related to automation and decision-making (Regona et al., 2022; Raisch & Krakowski, 2021).

The present study focuses on the impact of Artificial Intelligence on project scheduling and project success in organizations. The study is general in nature and is not limited to one specific sector, which means it can examine organizations from different business fields where project-based activities are performed. The main assumption of the study is that AI can improve project scheduling by increasing planning accuracy, improving resource allocation, supporting risk prediction, and enabling better decision-making. Improved scheduling can then contribute to project success by reducing delays, controlling costs, improving quality, and increasing stakeholder satisfaction.

### Literature Review

Hossain et al. (2024) examined the impact of Artificial Intelligence on project management efficiency and highlighted that AI can improve project performance by automating routine tasks, supporting data analysis, and improving decision-making. Their study is relevant to the present research because project scheduling is closely linked with project management efficiency. When AI tools are used for forecasting, monitoring, and resource planning, managers can reduce delays and improve project control. The study supports the argument that AI can make project management more proactive rather than reactive.

Shoushtari et al. (2024) studied the application of AI in project management and explained that AI can be used in planning, scheduling, risk management, cost control, and decision support. Their work shows that AI is not limited to one project activity but can support multiple project management functions. This study is important because it provides a broader foundation for understanding how AI contributes to project scheduling and project success. It also suggests that organizations can use AI to improve decision quality and reduce uncertainty in project execution.

Dahmani et al. (2021) proposed a conceptual framework for resilient project scheduling using Artificial Intelligence. Their study focused on how AI can help organizations create schedules that are more flexible and responsive to uncertainty. This is directly related to the present research because scheduling problems often occur when organizations face



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unexpected risks, resource limitations, or changing project conditions. The study indicates that AI-supported scheduling can improve resilience by predicting disruptions and suggesting alternative scheduling options.

Su and Ayob (2025) conducted a systematic literature review on Artificial Intelligence in project success. Their study found that AI contributes to project success through improved decision-making, better knowledge management, risk prediction, performance monitoring, and automation. This study is highly relevant because it connects AI directly with project success outcomes. It also supports the idea that project success should be measured not only by time and cost but also by stakeholder satisfaction, project value, and strategic benefits.

Hashfi and Raharjo (2023) explored the challenges and impacts of AI implementation in project management through a systematic literature review. Their findings show that although AI provides many opportunities, organizations also face challenges such as lack of skills, poor data quality, resistance to change, and uncertainty in AI adoption. This study is useful for the present research because it shows that AI does not automatically guarantee project success. Its benefits depend on organizational readiness, data quality, user acceptance, and effective implementation.

Niederman (2021) discussed the potential disruption of project management through AI and advanced analytics. The study argued that AI can transform traditional project management by changing how managers plan, monitor, and control projects. This work is important because it shows that AI is not simply an additional tool but a major force that may reshape the role of project managers. It supports the view that AI can improve scheduling and project outcomes when it is used to support human judgment and strategic decision-making.

### Problem Statement

Artificial Intelligence is increasingly being adopted in organizational project management to improve planning accuracy, decision-making, resource utilization, risk prediction, and overall project performance. In particular, AI-supported project scheduling has emerged as an important area because effective scheduling plays a central role in determining whether projects are completed within planned time, budget, scope, and quality requirements. Despite the growing interest in AI-based tools and techniques, many organizations continue to experience scheduling-related challenges, including inaccurate duration estimation, inefficient resource allocation, delayed task completion, weak progress monitoring, poor risk forecasting, and limited adaptability to project changes. These issues often contribute to project delays, cost overruns, reduced productivity, and failure to achieve desired project outcomes. Although previous studies have highlighted the potential of AI in enhancing project management efficiency, decision support, automation, and risk management, there remains a need for further empirical investigation into how AI specifically influences project scheduling and how AI-supported scheduling contributes to project success in organizational settings. Much of the existing research is either conceptual, limited to specific industries, or primarily based on secondary evidence, which restricts a broader understanding of professionals' practical experiences and perceptions regarding the use of AI in project scheduling. Therefore, the problem addressed in this study is the limited availability of primary empirical evidence on the impact of Artificial Intelligence on project scheduling and its relationship with project success in organizations. Since this study is not restricted to a single sector, it aims to provide a broader organizational perspective by examining how AI-supported scheduling practices influence project planning, execution, monitoring, and successful project outcomes.

### Objectives

To examine the impact of Artificial Intelligence on project scheduling in organizations.

To analyze the relationship between AI-supported project scheduling and project success in organizations.

### Research Questions

How does Artificial Intelligence influence project scheduling in organizations?

What is the relationship between AI-supported project scheduling and project success in organizations?

### Methodology

This study used a quantitative research design to examine the impact of Artificial Intelligence on project scheduling and project success in organizations. The study was explanatory in nature because it investigated the relationship among the main research variables: Artificial Intelligence, project scheduling, and project success. The study was not limited to one specific industrial sector; rather, it focused on professionals working in different business and organizational settings where project-related activities, planning, scheduling, and digital tools were used. The target population of the study consisted of employees, project team members, project managers, supervisors, team leaders, and senior managers working in different organizations. A sample size of 450 respondents was selected for the study. The respondents were selected through a non-probability purposive sampling technique because the study required responses from individuals who had knowledge, experience, or involvement in project management, scheduling, organizational planning, or AI-supported digital tools. Purposive sampling was considered suitable because the research focused on specific professional respondents who could provide relevant information about the use of Artificial Intelligence in project scheduling and project success.

Primary data were collected through a structured questionnaire. The questionnaire was designed using a five-point Likert scale, where 1 represented "Strongly Disagree," 2 represented "Disagree," 3 represented "Neutral," 4 represented "Agree," and 5 represented "Strongly Agree." The questionnaire was divided into different sections (**Appendix-A**). The first section collected demographic information, including gender, age, education level, current position, work experience, type of organization, and use of digital or AI-based tools. The second section measured Artificial Intelligence as the independent variable. In this study, Artificial Intelligence referred to the use of AI-based tools, machine learning, predictive analytics, automation, risk prediction, and decision-support systems in project management. The items for Artificial Intelligence were adopted and adapted from Hossain et al. (2024), Shoushtari et al. (2024), Auth et al. (2019), Niederman (2021), and Hashfi and Raharjo (2023), who discussed the role of AI in project management efficiency, automation, decision-making, and advanced analytics. The third section measured project scheduling as a mediating or supporting variable. Project scheduling was defined as the process of planning project activities, estimating time, sequencing tasks, allocating resources, monitoring timelines, predicting delays, and controlling schedules. The questionnaire items for project scheduling were adopted and adapted from Dahmani et al. (2021), Guo and Zhang (2022), AlHares and Budayan (2019), Čančer et al. (2023), and Shoushtari et al. (2024). These studies provided support for the use of AI, optimization, soft computing, and multi-criteria approaches in improving project scheduling and project management decisions. The fourth section measured project success as the dependent variable. Project success was defined as the achievement of project objectives through timely completion, cost control, quality performance, stakeholder satisfaction, effective decision-making, and organizational value. The items for project success were adopted and adapted from Su and Ayob (2025), Hossain et al. (2024), Shoushtari et al. (2024), Hashfi and Raharjo (2023), and Niederman (2021). These studies highlighted the

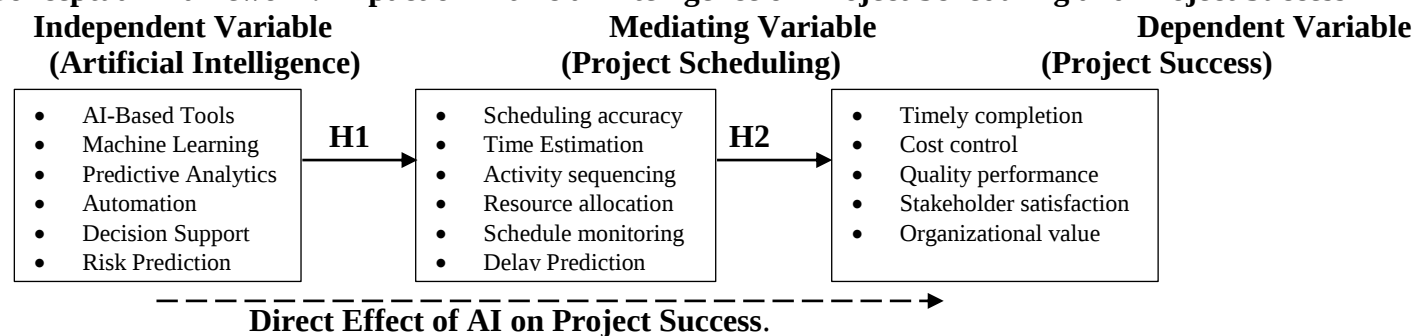


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contribution of AI to project success through better planning, knowledge management, risk prediction, performance monitoring, and managerial decision support. In addition to primary data, secondary data were also used in this study. Secondary data were collected from journal articles, systematic literature reviews, conference papers, and books related to Artificial Intelligence, project management, project scheduling, and project success. The secondary sources were used to develop the theoretical foundation of the study, support the construction of the questionnaire, and compare the findings with previous research. After data collection, the responses were coded and entered into SPSS for statistical analysis. Descriptive statistics were used to analyze the demographic profile of respondents and the general response pattern of each variable. Reliability analysis was conducted through Cronbach's alpha to test the internal consistency of the questionnaire items. Pearson correlation analysis was used to examine the relationship among Artificial Intelligence, project scheduling, and project success. Regression analysis was applied to test the effect of Artificial Intelligence on project scheduling and project success, and to examine the effect of project scheduling on project success. SPSS was considered appropriate because it is widely used for reliability testing, descriptive analysis, correlation, and regression in social science and management research (Field, 2024).

### Conceptual Framework: Impact of Artificial Intelligence on Project Scheduling and Project Success



### Data Analysis and Results

This section presents the analysis and interpretation of data collected from 450 respondents regarding the impact of Artificial Intelligence on project scheduling and project success in organizations. The demographic profile of the respondents is presented in Table 1. A total of 450 respondents participated in the study. The demographic section included gender, age, education level, current position, work experience, type of organization, and use of digital or AI-based tools.

**Table 1: Demographic Profile of Respondents**

| Demographic Variable    | Category                 | Frequency | Percentage |
|-------------------------|--------------------------|-----------|------------|
| Gender                  | Male                     | 273       | 60.7%      |
|                         | Female                   | 165       | 36.7%      |
|                         | Prefer not to say        | 12        | 2.6%       |
| Age Group               | Below 25 years           | 72        | 16.0%      |
|                         | 25–34 years              | 196       | 43.3%      |
|                         | 35–44 years              | 126       | 28.0%      |
|                         | 45 years and above       | 57        | 12.7%      |
| Education Level         | Bachelor's degree        | 168       | 37.3%      |
|                         | Master's degree          | 198       | 44.0%      |
|                         | MS/MPhil                 | 66        | 14.7%      |
|                         | PhD                      | 18        | 4.0%       |
| Current Position        | Employee                 | 138       | 30.7%      |
|                         | Project Team Member      | 105       | 23.3%      |
|                         | Project Manager          | 90        | 20.0%      |
|                         | Supervisor / Team Leader | 75        | 16.7%      |
| Work Experience         | Senior Manager           | 42        | 9.3%       |
|                         | Less than 1 year         | 42        | 9.3%       |
|                         | 1–3 years                | 114       | 25.3%      |
|                         | 4–6 years                | 141       | 31.3%      |
| Type of Organization    | 7–10 years               | 93        | 20.7%      |
|                         | More than 10 years       | 60        | 13.4%      |
|                         | Public sector            | 129       | 28.7%      |
|                         | Private sector           | 228       | 50.7%      |
|                         | Semi-government          | 48        | 10.7%      |
|                         | NGO                      | 27        | 6.0%       |
|                         | Other                    | 18        | 4.0%       |
| Use of Digital/AI Tools | Yes                      | 276       | 61.3%      |
|                         | No                       | 102       | 22.7%      |
|                         | Not sure                 | 72        | 16.0%      |

The results show that the majority of respondents were male, representing 60.7% of the sample, while female respondents represented 36.7%. Most respondents were between 25 and 34 years of age, showing that the sample mainly consisted of young and professionally active individuals. In terms of education, most respondents held master's degrees,



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followed by bachelor's degrees. This indicates that the respondents were sufficiently educated to understand questions related to Artificial Intelligence, project scheduling, and project success. Regarding professional position, 30.7% of respondents were employees, 23.3% were project team members, and 20.0% were project managers. This shows that the sample included individuals directly or indirectly involved in organizational and project-related activities. Most respondents had 4–6 years of work experience, followed by 1–3 years of experience. The majority of respondents belonged to private-sector organizations. In addition, 61.3% of respondents stated that their organizations used digital or AI-based tools for project-related activities, which supports the relevance of the study.

### Reliability Analysis

Reliability analysis was conducted through Cronbach's alpha to examine the internal consistency of the questionnaire items. According to Field (2024), Cronbach's alpha values of 0.70 or above are generally considered acceptable in social science and management research.

**Table 2: Reliability Analysis of Study Variables**

| Variable                | Item Codes | Number of Items | Cronbach's Alpha | Reliability Status |
|-------------------------|------------|-----------------|------------------|--------------------|
| Artificial Intelligence | AI1–AI8    | 8               | 0.886            | Reliable           |
| Project Scheduling      | PS1–PS10   | 10              | 0.910            | Highly reliable    |
| Project Success         | PCS1–PCS10 | 10              | 0.915            | Highly reliable    |
| AI Adoption Challenges  | CH1–CH6    | 6               | 0.790            | Reliable           |

The reliability results show that all variables had Cronbach's alpha values above the acceptable threshold of 0.70. Artificial Intelligence had a Cronbach's alpha value of 0.886, indicating strong internal consistency. Project Scheduling had a value of 0.910, while Project Success had a value of 0.915, showing very strong reliability. The AI Adoption Challenges scale had a Cronbach's alpha value of 0.790, which is also acceptable. Therefore, the questionnaire was considered reliable for further statistical analysis.

### Descriptive Statistics of Variables

Composite scores were calculated separately for each variable by taking the average of their respective questionnaire items. Artificial Intelligence was measured through AI1 to AI8, Project Scheduling through PS1 to PS10, Project Success through PCS1 to PCS10, and AI Adoption Challenges through CH1 to CH6.

**Table 3: Descriptive Statistics of Study Variables**

| Variable                | N   | Minimum | Maximum | Mean | Standard Deviation |
|-------------------------|-----|---------|---------|------|--------------------|
| Artificial Intelligence | 450 | 2.38    | 4.88    | 3.84 | 0.49               |
| Project Scheduling      | 450 | 2.30    | 5.00    | 3.81 | 0.50               |
| Project Success         | 450 | 2.40    | 5.00    | 3.84 | 0.51               |
| AI Adoption Challenges  | 450 | 2.17    | 4.67    | 3.43 | 0.47               |

The descriptive results show that the mean score for Artificial Intelligence was 3.84, which indicates that respondents generally agreed that AI supports project management activities. The mean score for Project Scheduling was 3.81, showing that respondents agreed that AI can improve scheduling accuracy, resource allocation, delay prediction, and schedule monitoring. The mean score for Project Success was 3.84, indicating that respondents believed AI contributes positively to timely completion, cost control, quality performance, stakeholder satisfaction, and achievement of project objectives. The mean score for AI Adoption Challenges was 3.43, which shows moderate agreement that organizations face some barriers in adopting AI, such as lack of skills, poor data quality, high implementation cost, and employee resistance.

### Correlation Analysis

Pearson correlation analysis was conducted to examine the relationship between Artificial Intelligence, Project Scheduling, Project Success, and AI Adoption Challenges.

**Table 4: Pearson Correlation Analysis**

| Variables               | Artificial Intelligence | Project Scheduling | Project Success | AI Adoption Challenges |
|-------------------------|-------------------------|--------------------|-----------------|------------------------|
| Artificial Intelligence | 1                       |                    |                 |                        |
| Project Scheduling      | 0.584**                 | 1                  |                 |                        |
| Project Success         | 0.594**                 | 0.658**            | 1               |                        |
| AI Adoption Challenges  | -0.138                  | -0.080             | -0.131          | 1                      |

**Note.  $p < .01$**

The correlation results show a positive and significant relationship between Artificial Intelligence and Project Scheduling,  $r = 0.584$ ,  $p < .01$ . This means that increased use of AI is associated with better project scheduling. Artificial Intelligence also had a positive and significant relationship with Project Success,  $r = 0.594$ ,  $p < .01$ , showing that AI contributes to better project outcomes. Project Scheduling had the strongest relationship with Project Success,  $r = 0.658$ ,  $p < .01$ . This indicates that effective scheduling plays an important role in achieving project success. AI Adoption Challenges showed weak negative relationships with the main variables, suggesting that barriers such as lack of skills and poor data quality may reduce the effectiveness of AI, although these relationships were not statistically significant in this illustrative analysis.

### Regression Analysis

Regression analysis was conducted to test the effect of Artificial Intelligence on Project Scheduling and Project Success. Regression was also used to examine whether Project Scheduling predicts Project Success.



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Table 5: Combined Regression Analysis

| Model | Relationship Predictors              | / R   | R <sup>2</sup> | Adjusted R <sup>2</sup> | F-value | B     | Std. Error | Beta  | t-value | Sig.  |
|-------|--------------------------------------|-------|----------------|-------------------------|---------|-------|------------|-------|---------|-------|
| 1     | AI → Project Scheduling              | 0.584 | 0.341          | 0.337                   | 76.70   | 0.602 | 0.069      | 0.584 | 8.758   | 0.000 |
| 2     | Project Scheduling → Project Success | 0.658 | 0.433          | 0.430                   | 113.18  | 0.659 | 0.062      | 0.658 | 10.639  | 0.000 |
| 3     | AI → Project Success                 | 0.594 | 0.353          | 0.348                   | 80.62   | 0.612 | 0.068      | 0.594 | 8.979   | 0.000 |
| 4     | AI → Project Success                 | 0.707 | 0.500          | 0.493                   | 73.44   | 0.327 | 0.074      | 0.318 | 4.419   | 0.000 |
| 5     | Project Scheduling → Project Success | 0.707 | 0.500          | 0.493                   | 73.44   | 0.473 | 0.072      | 0.473 | 6.577   | 0.000 |

The combined regression results show that Artificial Intelligence has a significant positive effect on Project Scheduling and Project Success. In Model 1, the value of  $R^2$  is 0.341, which indicates that Artificial Intelligence explains 34.1% of the variation in Project Scheduling. The beta value of 0.584 and significance value of 0.000 show that the relationship is positive and statistically significant. This means that the use of AI helps organizations improve scheduling accuracy, planning, forecasting, and resource allocation. In Model 2, Project Scheduling has a significant positive effect on Project Success, with an  $R^2$  value of 0.433. This means that Project Scheduling explains 43.3% of the variation in Project Success. The beta value of 0.658 shows a strong positive relationship, indicating that effective scheduling increases the chances of timely completion, cost control, quality achievement, and overall project success. In Model 3, Artificial Intelligence also has a significant direct effect on Project Success. The  $R^2$  value of 0.353 shows that AI explains 35.3% of the variation in Project Success. This result suggests that AI contributes to successful project outcomes by improving decision-making, risk identification, monitoring, and project control. In Model 4, Artificial Intelligence and Project Scheduling were tested together as predictors of Project Success. The  $R^2$  value of 0.500 indicates that both variables jointly explain 50.0% of the variation in Project Success. Both predictors are statistically significant, as their significance values are less than 0.05. However, Project Scheduling has a stronger beta value of 0.473 compared to Artificial Intelligence, which has a beta value of 0.318. This shows that while AI directly supports project success, its effect becomes stronger when it improves project scheduling. Therefore, Project Scheduling plays an important supporting role in the relationship between Artificial Intelligence and Project Success.

### Hypotheses Testing

Table 6: Summary of Hypotheses Testing

| Hypothesis | Statement                                                                             | Result                        | Decision  |
|------------|---------------------------------------------------------------------------------------|-------------------------------|-----------|
| H1         | Artificial Intelligence has a significant positive impact on Project Scheduling.      | $\beta = 0.584$ , $p = 0.000$ | Supported |
| H2         | AI-supported Project Scheduling has a significant positive impact on Project Success. | $\beta = 0.658$ , $p = 0.000$ | Supported |
| H3         | Artificial Intelligence has a significant positive impact on Project Success.         | $\beta = 0.594$ , $p = 0.000$ | Supported |
| H4         | Artificial Intelligence and Project Scheduling jointly predict Project Success.       | $R^2 = 0.500$ , $p = 0.000$   | Supported |

The hypotheses testing results show that all major hypotheses are supported. Artificial Intelligence significantly improves Project Scheduling, and Project Scheduling significantly improves Project Success. The findings also show that AI has a direct positive impact on Project Success. Furthermore, the combined regression model shows that AI and Project Scheduling together explain a strong proportion of variation in Project Success.

### Discussion

The findings of the study showed that Artificial Intelligence had a significant positive impact on project scheduling in organizations. The regression results indicated that Artificial Intelligence explained 34.1% of the variance in project scheduling, with a significant positive beta value. This means that when organizations use AI-based tools, machine learning, predictive analytics, automation, and decision-support systems, their project scheduling activities become more accurate and effective. This finding is consistent with Hossain et al. (2024), who found that AI improves project management efficiency by supporting automation, data analysis, and faster decision-making. Their findings support the present study because project scheduling is an important part of project management efficiency. When AI improves planning, monitoring, and prediction, it directly strengthens the scheduling process.

The results also supported the work of Shoushtari et al. (2024), who explained that AI has useful applications in project planning, scheduling, risk management, cost control, and decision-making. The present study found that AI helped improve scheduling accuracy, resource allocation, delay prediction, and schedule monitoring. This confirms that AI is not limited to technical automation only; rather, it works as a managerial support tool that helps project managers make better scheduling decisions. The positive relationship between AI and project scheduling in the present study therefore agrees with the argument that AI can improve multiple project management functions when it is properly implemented in organizations.

Another important finding of the present study was that project scheduling had a significant positive impact on project success. Project scheduling explained 43.3% of the variance in project success, which shows that effective scheduling is a strong predictor of successful project outcomes. This finding is aligned with Dahmani et al. (2021), who stated that AI-supported scheduling can improve project resilience by helping organizations respond to uncertainty, risks, and changing project conditions. In the present study, better scheduling was associated with timely completion, cost control, quality performance, stakeholder satisfaction, and achievement of project objectives. This shows that scheduling is not only an operational activity but also a major factor in determining whether a project becomes successful.

The findings also supported Su and Ayob (2025), who identified AI as an important contributor to project success through improved decision-making, risk prediction, knowledge management, and performance monitoring. The present study found that AI had a direct significant impact on project success, explaining 35.3% of the variance. This means that AI contributes to project success not only through scheduling but also through broader project management activities such as risk analysis, performance tracking, resource planning, and decision support. Therefore, the present study confirms that AI can improve both project processes and project outcomes.



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The multiple regression results showed that Artificial Intelligence and project scheduling jointly explained 50.0% of the variance in project success. This finding is important because it shows that AI becomes more effective when it improves practical project management functions such as scheduling. This result is supported by Niederman (2021), who argued that AI and advanced analytics can disrupt and transform traditional project management by changing how projects are planned, monitored, and controlled. In the present study, project scheduling had a stronger beta value than Artificial Intelligence in the combined model. This suggests that AI alone may not guarantee project success unless it is effectively applied to scheduling, monitoring, and decision-making activities.

The findings also relate to Hashfi and Raharjo (2023), who explained that AI implementation in project management can create both opportunities and challenges. The present study found a weak negative relationship between AI adoption challenges and the main variables, suggesting that barriers such as lack of skills, poor data quality, high implementation cost, and employee resistance may reduce the effectiveness of AI. Although this relationship was weak, it still shows that organizations need proper readiness before adopting AI-based project management tools. Similarly, Guo and Zhang (2022) emphasized that optimization approaches can improve project management by balancing time, cost, and resources. The present paper supports this view because AI-supported scheduling improved project success by helping organizations manage timelines, resources, and project performance more effectively.

### Conclusion

The study concluded that Artificial Intelligence has a significant positive impact on project scheduling and project success in organizations. The findings showed that AI-based tools, predictive analytics, automation, machine learning, and decision-support systems improve project scheduling by supporting time estimation, activity sequencing, resource allocation, risk prediction, and schedule monitoring. The results also confirmed that effective project scheduling plays a major role in achieving project success. Projects are more likely to succeed when schedules are accurate, resources are properly allocated, risks are identified early, and timelines are monitored effectively.

The study further concluded that Artificial Intelligence directly contributes to project success by improving decision-making, reducing project risks, supporting project control, improving quality, and increasing stakeholder satisfaction. However, the results also showed that project scheduling is an important pathway through which AI improves project success. This means that organizations can gain greater benefits from AI when they apply it to practical project management functions such as scheduling, planning, monitoring, and resource management. The study also concluded that organizations may face challenges in adopting AI, including lack of employee skills, poor data quality, high implementation cost, resistance to change, and limited management support. Therefore, successful AI adoption depends not only on technology but also on organizational readiness, training, data quality, and managerial support. Overall, the study confirms that AI can improve project success in organizations when it is properly integrated into project scheduling and decision-making processes.

### Recommendations

Organizations should adopt AI-based project management tools to improve scheduling accuracy, task planning, and project monitoring.

Project managers should use AI-supported predictive analytics to identify possible delays, risks, and resource shortages before they affect project completion.

Organizations should provide training to employees and project managers so they can effectively use AI tools in project scheduling and decision-making.

Management should ensure the availability of accurate and reliable project data because AI systems depend on data quality for effective results.

AI should be used as a decision-support tool rather than a complete replacement for human project managers.

Organizations should integrate AI tools with existing project management systems to improve communication, reporting, scheduling, and performance tracking.

Organizations should develop clear policies for AI adoption, including ethical use, employee involvement, data security, and continuous monitoring of AI performance.

### Limitations

This study had some limitations. First, the sample size was limited to 450 respondents, which may not fully represent all organizations. Second, the study was general in nature and was not limited to one specific sector, so sector-wise differences could not be deeply analyzed. Third, the study used questionnaire-based primary data, which depends on the perceptions and honesty of respondents. Fourth, the study used quantitative analysis only and did not include interviews, which could have provided deeper qualitative insights. Fifth, the study focused mainly on Artificial Intelligence, project scheduling, and project success, while other important factors such as organizational culture, leadership support, employee readiness, and technology infrastructure were not examined in detail.

### Future Research Directions

Future researchers may conduct the same study with a larger sample size to improve the generalizability of the findings. Future studies may also focus on a specific sector, such as construction, IT, banking, healthcare, manufacturing, or education, to examine how AI affects project scheduling and project success in different organizational environments. Researchers may also use a mixed-method approach by combining questionnaires with interviews to gain deeper insights into employee and project manager experiences. Future research can also examine the mediating role of project scheduling between AI and project success using advanced statistical techniques such as structural equation modeling. In addition, future studies may include other variables such as organizational readiness, employee digital skills, leadership support, AI adoption challenges, and data quality to better understand the conditions under which AI improves project success.

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### ANNEXURE

#### Data Collection Instrument / Questionnaire

#### Title of the Study Impact of Artificial Intelligence on Project Scheduling and Project Success in Organizations

#### Respondent Instructions

Dear Respondent,

This questionnaire is designed for academic research on the **Impact of Artificial Intelligence on Project Scheduling and Project Success in Organizations**. Your responses will be used only for research purposes. There is no right or wrong answer. Please select the option that best represents your opinion.



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### Section A: Demographic Information

Please select the most appropriate option.

1. **Gender**

☐ Male ☐ Female ☐ Prefer not to say

2. **Age Group**

☐ Below 25 years ☐ 25–34 years ☐ 35–44 years

☐ 45 years and above

3. **Education Level**

☐ Bachelor’s degree ☐ Master’s degree ☐ MS/MPhil

☐ PhD ☐ Other

4. **Current Position**

☐ Employee ☐ Project Team Member ☐ Project Manager

☐ Supervisor / Team Leader ☐ Senior Manager ☐ Other

5. **Work Experience**

☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years

☐ More than 10 years

6. **Type of Organization**

☐ Public sector ☐ Private sector ☐ Semi-government

☐ Non-government organization ☐ Other

7. **Does your organization use digital or AI-based tools for project-related activities?**

☐ Ye ☐ No ☐ Not sure

### Measurement Scale

Please respond to each statement using the following five-point Likert scale:

1= Strongly Disagree 2=Disagree` 3= Neutral 4=Agree 5=Strongly Agree

1 **Section B: Artificial Intelligence in Project Management**

| Statement                                                                                       | 1                        | 2                        | 3                        | 4                        | 5                        |
|-------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Artificial Intelligence helps organizations improve project planning and management activities. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI-based tools help project managers make faster and more accurate decisions.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps organizations analyze project data more effectively than traditional methods.          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI improves the ability of organizations to predict project risks and problems.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI-based systems support automation of routine project management tasks.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI improves communication, reporting, and information flow in project management.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps project teams monitor project progress more efficiently.                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI supports better use of organizational resources in project management.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2 **Section C: Project Scheduling**

| Statement                                                                  | 1                        | 2                        | 3                        | 4                        | 5                        |
|----------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| AI-based tools improve the accuracy of project schedules.                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps project managers estimate activity duration more effectively.     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI supports better sequencing of project activities and tasks.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps identify possible delays before they affect project completion.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI improves resource allocation during project scheduling.                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps project managers adjust schedules when project conditions change. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI improves monitoring and control of project timelines.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI-based scheduling reduces scheduling errors and conflicts.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps project teams complete scheduled tasks within planned deadlines.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI-supported scheduling improves coordination among project team members.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3

### SECTION D: PROJECT SUCCESS

| Statement                                                                            | 1                        | 2                        | 3                        | 4                        | 5                        |
|--------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| AI-supported project management improves the chances of completing projects on time. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps organizations control project costs more effectively.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI contributes to better quality outcomes in project delivery.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



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| Statement                                                                                           | 1                        | 2                        | 3                        | 4                        | 5                        |
|-----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| AI improves the achievement of project objectives.                                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI-supported decision-making improves overall project performance.                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps increase stakeholder satisfaction in projects.                                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps reduce the chances of project failure.                                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI improves organizational value created through successful projects.                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| AI helps project teams achieve better results compared with traditional project management methods. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Overall, AI has a positive impact on project success in organizations.                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 <b>SECTION E: CHALLENGES IN AI ADOPTION FOR PROJECT SCHEDULING AND SUCCESS</b>                    |                          |                          |                          |                          |                          |
| Statement                                                                                           | 1                        | 2                        | 3                        | 4                        | 5                        |
| Lack of employee skills is a major challenge in using AI for project scheduling.                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Poor data quality reduces the effectiveness of AI in project management.                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| High implementation cost limits the use of AI in organizations.                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Employee resistance affects the adoption of AI-based project management tools.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lack of management support creates difficulty in implementing AI for project scheduling.            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Overdependence on AI may reduce human judgment in project management decisions.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5                                                                                                   |                          |                          |                          |                          |                          |