

MIDOCEAN UNIVERSITY

[Faculty / College Name]

THE IMPACT OF DIGITAL TRANSFORMATION ON PROJECT SUCCESS

An Empirical Study on Project Management Professionals (PMP)

Assignment #2

Course: Final Project (PMG496)

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Chapter One: Introduction (continued)

1.4 Research Questions

The study's main objective was achieved via an overarching research question and four additional sub-questions:

- i. To what degree does total Digital Transformation influence project success as viewed by PMP-certified project managers? (Main Research Question)
- ii. To what degree does technology adoption influence project success?
- iii. To what degree does Digital Leadership influence project success?
- iv. To what degree does data-driven decision-making influence project success?
- v. To what degree does organizational digital culture and agility influence project success?

1.5 Research Objectives

- i. Assess the overall impact of total Digital Transformation on the project success of PMP-certified project managers.
- ii. Assess the impact of technology adoption on project success.
- iii. Assess the impact of Digital Leadership on project success.
- iv. Assess the impact of data-driven decision-making on project success.
- v. Assess the impact of organizational digital culture and agility on project success.
- vi. Provide evidence-based recommendations to organizations and project management professionals regarding their prioritization of digital transformation aspects that will positively influence project success.

1.6 Research Hypotheses

The following hypotheses are derived from the research questions and the conceptual model described in Section 1.7:

- **H1:** Technology adoption has a statistically significant positive relationship with project success.
- **H2:** Digital Leadership has a statistically significant positive relationship with project success.
- **H3:** Data-driven decision-making has a statistically significant positive relationship with project success.
- **H4:** Organizational digital culture and agility have a statistically significant positive relationship with project success.
- **H5:** Total Digital Transformation, as a composite construct, has a statistically significant positive relationship with project success.

1.7 Research Model

In the proposed model, digital transformation is the independent construct, made up of four dimensions: technology adoption, digital leadership, data-driven decision-making, and organisational digital culture and agility. Each is expected to shape the dependent construct, project success. Following Atkinson's (1999) critique of the traditional iron triangle, the model measures project success in broader terms than time, cost, and scope alone, bringing in stakeholder satisfaction and benefits realisation to capture a more contemporary sense of what a successful project really looks like.

Independent Variable (Digital Transformation)	Hypothesised Relationship	Dependent Variable
Technology Adoption	H1: Positive effect on Project Success	Project Success (Time, Cost, Quality/Scope, Stakeholder Satisfaction)
Digital Leadership	H2: Positive effect on Project Success	
Data-Driven Decision-Making	H3: Positive effect on Project Success	
Organisational Digital Culture & Agility	H4: Positive effect on Project Success	

Figure 1.1 (conceptual representation): the four dimensions of digital transformation are hypothesised to predict project success both individually (H1–H4) and, taken together as a single composite construct, overall (H5).

1.8 Target Population, Setting and Scope of the Empirical Study

The empirical phase aims at targeting Project Management Professional (PMP)-certified practitioners. Practitioners have been targeted due to the fact that PMP certification is internationally standardized for assessing project management competencies, allowing the study to obtain views on Digital Transformation and project success from a professionally homogenous sample group operating across multiple sectors such as IT, construction, banking and finance, government, and healthcare. Due to the cross-sectoral nature of this study, it is hoped that the findings would be applicable to other sectors outside of those studied here. In addition, using certified respondents provides greater assurance that they understand the concepts being measured. The geographical scope of the study will depend upon the availability of PMP-certified practitioners within the UAE / GCC region via PMI chapters, networks, and professional platforms.

1.9 Brief Description of Research Methodology

This study employs a quantitative, deductive, cross-sectional approach. Primary data will be collected through an online survey designed to collect structured responses from PMP-certified practitioners via PMI chapters, LinkedIn professional groups, and organizational project management offices, using purposive and convenience sampling methods. The survey uses a five-point Likert scale and incorporates existing validated measures for Digital Transformation and project success from the literature. Two stages of analysis will be employed for analyzing the primary data collected in this study. The first stage will comprise descriptive statistics and reliability testing (using Cronbach's alpha) in SPSS, while the second stage will entail testing the hypotheses using regression analysis or partial least squares structural equation modeling (PLS-SEM) in SmartPLS. Anonymity and consent from respondents will be maintained throughout the study, as per ethical standards. Full details regarding the methodology used will be provided in Chapter Three of this dissertation, where the sampling procedure, instrument design, and analytical techniques will all be discussed in detail.

1.10 Structure of the Study

The remainder of this research project is organised as follows:

- **Chapter One – Introduction:** introduces the research background, problem, significance, questions, objectives, hypotheses, and conceptual model (this chapter).
- **Chapter Two – Literature Review:** reviews the theoretical and empirical literature on digital transformation and project success and identifies the research gap addressed by this study.
- **Chapter Three – Research Methodology:** details the research design, population and sample, data collection instrument, and data analysis techniques.
- **Chapter Four – Data Analysis and Findings:** presents the results of the descriptive and inferential analysis and tests the proposed hypotheses.
- **Chapter Five – Discussion, Conclusion and Recommendations:** discusses the findings in relation to the literature, draws conclusions, outlines limitations, and offers recommendations for practice and future research.
- **References:** lists all sources cited throughout the study in APA format.
- **Appendices:** includes the survey instrument and supporting materials.

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