

Determinants of intention to use project management information system by agile project teams in the information technology industry in Sri Lanka: An extension of the classic technology acceptance model

Vishmi Ranasinghe
Department of Industrial Management
University of Kelaniya
Kelaniya, Sri Lanka
vishmiranasinghe13@gmail.com

Shan Jayasinghe
Department of Business and Law
Solent University
Southampton, United Kingdom
shan.jayasinghe@solent.ac.uk

Piyumika Peiris
Department of Industrial Management
University of Kelaniya
Kelaniya, Sri Lanka
piyumika.peiris@gmail.com

Abstract—Effective project management is crucial for success in today's fast-paced information technology industry. Agile methodologies have gained prominence for adaptability, but managing multiple agile projects can be complex. Project management information systems offer a solution, yet their adoption remains limited, particularly in Sri Lanka. This research, guided by the technology acceptance model, aims to identify the determinants of intention to use project management information systems by agile project teams in the Sri Lankan information technology sector. The objectives are to identify the factors driving the intention to use project management information systems in agile project teams from the past literature and to shortlist and discuss the most relevant factors for the Sri Lankan context with academia and industry experts' opinions. The study highlights the crucial role of perceived usefulness, ease of use, social pressure, performance expectancy, and perceived self-efficacy in influencing the intention to use project management information systems. Despite the potential of project management information systems to enhance project management, limited interest in different project management information systems and technical expertise hinders their adoption in Sri Lanka. Addressing this issue is vital for improving project performance, collaboration, and overall effectiveness within the information technology industry. The research bridges the gap that hinders the literature about the user's intention to use project management information systems, based on the factors that determine the intention to use various information systems, ultimately supporting the successful integration of project management information systems into agile project management practices.

Keywords—information technology, intention, project management information systems, Sri Lanka, technology acceptance model

I. INTRODUCTION

Due to the rapid and exponential growth of technology, complex business operations and needs, ever-changing stakeholder requirements, and intense competition, the effective management of projects has become more crucial. Nowadays, project management teams in the information technology (IT) industry have adapted to modern agile strategies rather than traditional approaches due to their flexibility and iterative approach [1]. In this context, managing projects using agile methodologies is not easy

because it is beyond human effort to manage many projects with multiple deadlines and parallel ongoing activities. As a solution, project management information systems (PMISs) have emerged, and they play a critical role in the IT industry to assist agile project teams [2]. Information systems such as PMISs are major support providers in the modern business world, helping companies remain relevant and keep up with the ever-changing market demand [3]. So, it is essential to understand how agile teams accept, adapt, and use these PMISs to cater to their required characteristics and to connect the loopholes that are disconnecting the practical usage of PMISs.

The technology acceptance model (TAM), developed by Davis in 1989, has been extensively used to understand users' acceptance and intention to use various information systems [32]. The TAM suggests that an individual's attitude toward adopting a specific technology is shaped by their perception of how easy and beneficial that technology is to use. Therefore, it is the best approach to extending the classic TAM model to explore the determinants of intention to use PMISs, specifically within the context of agile project teams in the IT industry.

Despite the value of PMIS, the effective use of these systems in the Sri Lankan IT context still needs to show more interest in them. The lack of interest within the IT industry was revealed during the discussions with industry experts. Reference [5] records that only 4% of project failures are due to technological mistakes, rather than 45% of failures caused by a lack of PMIS technical expertise and low project management experience. This finding suggests that using PMIS within organizations significantly impacts its success but has yet to thrive. Therefore, through this research, the authors address the need for using various PMIS by agile project teams in the IT industry in Sri Lanka and the need for more research in the Sri Lankan IT context.

To address this, the study aims to identify the determinants of intention to use PMISs by the agile project teams in Sri Lanka from the perspective of TAM.

Research objectives are:

- Identify the possible factors driving the intention to use PMISs in the IT industry.

- Shortlist the most appropriate factors that would drive the intention to use PMISs in the IT industry in the Sri Lankan context.
- Fill the research gap that addresses the factors determining the intention to use PMISs in Sri Lanka.
- Discuss the shortlisted factors that would drive the intention to use PMISs.

The significance of the research lies in its potential to contribute to practical applications in the IT industry. Reference [4] suggests that many software projects have faced failure in the past because of insufficient planning and the absence of proper project management (PM) tools and techniques. These tools come in manual and automated features. Manual PM tools encompass Excel spreadsheets, whiteboards, and written backlogs [39]. However, experts emphasize that with the increasing complexity of the businesses manual tools have been largely phased out, especially in the agile software development industry. Jira, Microsoft Project, Trello, Azure, Asana, and Zoho are among the well-known automated PM tools used by agile project teams [39]. According to experts, Jira is the most used tool in IT companies. Those tools facilitate basic functionalities such as task management, document sharing, report generation, calendar and contacts list, timeline management, scope management, resource management, budget planning, stakeholder collaboration features, and integration of multiple projects [39]. Moreover, these tools have different advanced features, which makes them more appropriate for some projects compared to others. Hence, examining the people's intentions towards using these tools in the Sri Lankan IT context is vital.

Consecutively, during the literature review, it became evident that no existing academic work has precisely covered the scope and focus of this research. This absence of a direct precedent signifies that this study presents a novel contribution to the academic discourse within the Sri Lankan IT domain. It is noteworthy that, despite the extensive body of literature available, this research addresses a unique aspect that has yet to be explored or documented in the existing scholarly works.

In contrast, the research can guide organizations in developing effective PMIS implementation, training, and support strategies. It can also help organizations understand the cultural, organizational, and environmental factors that should be considered to enhance the acceptance and adoption of PMISs among agile project teams and enhance project management effectiveness.

II. METHODOLOGY

This section elaborates on the methodology employed by the research team to identify the factors driving the intention to use PMISs in managing agile projects.

The study undertook a comprehensive literature review aimed at recognizing and understanding possible factors that would drive the intention to use PMISs in agile project teams in the IT industry in Sri Lanka. To ensure a thorough investigation, a systematic literature review methodology was employed to identify possible factors in this domain.

Hence, the authors followed the six-step procedure to execute the systematic literature review: (1) Formulating the guiding question, (2) establishing inclusion criteria to decide

which articles to incorporate in the review, (3) conducting a systematic search of the past literature, (4) selecting articles meeting the predefined criteria from step 2 in terms of quality and relevance, (5) extracting the relevant insights from the selected studies, and (6) summarizing the best findings from the obtained results.

The review was steered by the question "What are the possible factors that would drive the intention to use PMISs by the agile project teams in the IT industry?". Once this review question was finalized, the authors determined the article's inclusion and search criteria. A summary of the inclusion criteria is detailed in Table 1.

In this research, the authors limited their search to articles written in English, given its widespread comprehension among global researchers. They selectively included peer-reviewed journal articles, conference papers subjected to peer review, and book chapters, adhering to inclusion criteria outlined in reputable journal publications. Their search was restricted to articles indexed in SCImago, a database mentioned in previous studies. Reference [36] indicates that while the impact factor is commonly accepted as a measure of journal quality, it can be affected by self-citation. However, the SCImago journal rank is based on journal prestige, so it excludes self-citation and considers the quality of citations in a journal [36]. Moreover, the study considered articles published between 2006 and 2023.

TABLE I. CRITERIA FOR INCLUSION

Characteristics	Inclusion criteria
Type of publication	Peer-reviewed journal articles, conference papers, book chapters
Indexed in	SCImago
Language(s)	English
Period	From 2006 to 2023 (inclusive)
Research design	Conceptual and empirical
Source	Google Scholar
Content	Studies on intention to use various Information systems in the perspective of TAM.

Following the finalization of article inclusion criteria, the search process was executed in three stages: identification, screening, and inclusion, as mentioned in prior studies (e.g., [37]).

In the identification phase, the authors scoured for articles containing keywords such as intention, project management information systems, TAM, Sri Lanka, information technology, agile, and information systems within the titles, abstracts, or keywords. This phase compiled a total of 57,800 articles for consideration.

In the screening phase, the authors sought expertise from both academic and industry professionals to assist in the process. These experts considered factors influencing the intention to use various information systems and aligning the research with TAM's viewpoint to further refine and screen the compiled articles. Following the screening process, 113 articles made it to the shortlist.

During the inclusion stage, the authors reviewed the abstracts of these articles. Out of them, 50 articles were

discarded as they lacked discussions on factors driving intention to use information systems and were not indexed in SCImago. Subsequently, 63 articles, which were peer-reviewed studies indexed in SCImago, were considered sufficiently high in quality, and included for further analysis.

Next, the authors proceeded to extract data essential for addressing the review question in the systematic literature review. This involved a thorough examination of each paper which was filtered in the article search process. And the authors found 10 possible factors that could align with the Sri Lankan context. Through this, the first objective has been achieved.

Then, the authors initiated an interview process with experts to filter out the most appropriate factors for the research. In the preparation process, the authors defined criteria for experts explicitly on the research area, in academia and industry, which can contribute to theoretical and practical dimensions. The authors needed professionals with strong expertise in PMISs, agile methodologies, and experience in Sri Lanka's IT industry. The selected participants are abundant with extensive experience, specific knowledge, and proven expertise in the IT field, PMISs and agile methodologies.

The authors decided to prompt open-ended questions, ensure maintaining the interview direction, and encourage detailed and thoughtful responses. First, participants were asked to identify the types of PMISs utilized in their firms. Second, they were prompted to discuss the functionalities of these systems within their current practical context. Third, further exploration aimed to understand the extent of user willingness to utilize these functionalities. Finally, participants were questioned about the available yet underutilized functionalities of PMISs and the reasons behind their underutilization. The questions focused on the factors that have been identified in the literature review. The discussion centered on the interconnection between the project planning, design, implementation and monitoring stages and the PMIS utilization. The four stages had further breakdown into more detailed tasks (e.g., The planning stage includes budget planning, scope planning, timeline planning and resource planning.) to get deeper insights from the experts. The goal was to uncover challenges in implementing these systems and understand the key factors influencing their adoption. The authors have further emphasized the value of their insights in refining the factors. This acknowledgment aimed to show appreciation for the experts' experience and expertise, emphasizing their significant role in shaping the study. This approach helped engage the participants more actively, ensuring a richer pool of insights for the research.

Once the interview was adjourned, the authors started to transcribe the interviews and analyze the responses. In this step, the authors looked for patterns, recurring keywords, and specific insights regarding the factors relevant to the research. Some conflicts between the experts' opinions required careful analysis and consideration. To aid in solving the conflicts, the authors compared responses across interviews to identify common factors and areas where opinions or perspectives diverge.

Then, the authors highlighted the most frequently mentioned, well-supported, or impactful factors, further cross-referencing them with existing literature to validate their importance and relevance. Finally, the authors filtered out five factors that received consensus from all experts, attaining the

second objective of the research. These factors are perceived usefulness, perceived ease of use, social pressure, performance expectancy, and effort expectancy.

III. LITERATURE REVIEW

The authors identified significant factors that could drive people's intention to use Information Systems (IS) during the review process.

The factors are perceived ease of use (PEOU), perceived usefulness (PU), top management support (TMS), experience, performance expectancy (PE), perceived self-efficacy (PSE), service quality (SQ), social pressure (SP), facilitating conditions (FC), and effort expectancy (EE). The source for each factor is provided in Table 2.

TABLE II. POSSIBLE FACTORS THAT DRIVE INTENTION TO USE PMISS IN SRI LANKA

Factor	Sources
Perceived ease of use	[12], [13], [[11], [14], [9], [16], [15], [10], [6], [4]
Perceived usefulness	[12], [13], [[11], [14], [9], [16], [15], [10], [6], [4]
Top management support	[13], [14], [16], [25]
Experience	[7], [31], [23], [34], [5]
Performance expectancy	[17], [18], [13]
Perceived self-efficacy	[4], [6], [12]
Service quality	[7], [21], [18], [28]
Social pressure	[19], [20], [21], [22]
Facilitating conditions	[4], [11], [15], [21]
Effort expectancy	[8], [17], [22]

The following subtopics include the information the authors have identified during the systematic literature review process.

A. Classic Technology Acceptance Model

Davis proposed the TAM in 1989 [32]. Two main variables are mentioned in the classical TAM: PEOU and PU. Reference [28] initially introduced the term "technology acceptance model," which evolved from the theory of reasoned action (TRA). This theory stands as one of the most frequently utilized models for assessing user adoption of technological innovations.

B. Extending TAM

Various models have emerged to measure the intention to adopt technology, including the unified theory of acceptance and use of technology (UTAUT), TAM, TRA, theory of planned behavior (TPB), and usability model [25]. Among these, TAM stands out for its extensive application and empirical validation in numerous research endeavors [26], being recognized as the most versatile model in explaining user adoption compared to other models [24].

TAM is one of the most widely used models due to its understandability and simplicity, and it is considered a good model compared to others because it focuses on variables that

impact the intention to use modern technology from the perspective of the end user [23].

Moreover, TAM is based on a robust theoretical background [28], drawing from psychological and behavioral theories, notably the TRA and the TPB [28]. TRA initially explained the behavior, use, and acceptance of computer technology and stands as one of the earliest theories in this domain. TPB, an extension of TRA, maintains similarities in terms of behavioral and subjective norms while expanding by incorporating supplementary determinants influencing intention [27].

Other models, such as the task-technology fit model (TTF), are not ideally suited to measure the intention to use PMIS in our research context. TTF primarily emphasizes the correlation between user requirements and the functionality offered by IT [29], a focus that does not align with this research objectives.

Over time, researchers have evolved the traditional TAM by integrating more factors and complexities. These enhanced models encompass subjective norms, social influence, external factors, and contextual variables, offering a more comprehensive understanding of technology adoption and acceptance. They have been proven effective in forecasting technology usage across various domains. Consequently, TAM has been selected as the most appropriate model for this study due to its relevance to assessing the intention to use PMIS.

C. PMIS usage in Agile Project Teams in Sri Lanka

In the dynamic landscape of the Sri Lankan IT industry, the effective implementation of projects rests heavily on using PMIS by agile project teams. Previous studies highlight that usage of such software in Sri Lanka is still in its infancy stage, mainly due to the attitudinal barriers of individuals [38]. Only a few studies have revealed the influences on PMIS related to the Sri Lankan context and found that usage in agile project teams in Sri Lanka is influenced mainly by factors such as PE, EE, SP, FC, and behavioral intention [30].

In reference [38], it is directly said that the adoption of cloud-based project management software in the software development industry of Sri Lanka is influenced by factors such as TMS, Experience, PE, PSE, SQ, SP, FC, and EE.

IV. FINDINGS

This section presents the opinion of the experts on each factor that has been shortlisted, the reason behind not selecting some of the possible factors identified in the systematic literature review process, and the past literature highlights for each factor relating to PMIS.

In the methodology section, the authors selected five factors from an initial set of ten identified factors for further exploration. Expert opinions acknowledged the importance of some unselected factors within the context. However, these were relatively less critical compared to the selected variables. Experts highlighted the relative significance of social pressure, emphasizing its importance surpassing top management support due to human tendencies inclined towards group adaptation and adherence to social norms. Hence the TMS was eliminated.

It is vital to examine the factors that are widely cited in the literature and directly impact the research topic, which aligns with the prominent focus of this study on PMIS adoption

within Sri Lanka's agile project teams. Eliminating service quality and facilitating conditions stemmed from the classic TAM due to a lack of substantial evidence of a proven relationship with system adoption.

Moreover, excluding experience from consideration due to inherent subjectivity and potential contradiction may affect the intention of using a particular system. Additionally, perceived self-efficacy exhibits a close correlation with both effort expectancy and performance expectancy, suggesting the exclusion of that factor from this research framework.

a) *Perceived usefulness*

PU is a crucial factor significantly influencing individuals' intention to use PMISs. Extensive research consistently highlights the positive impact of perceived usefulness on users' attitudes and behavioral intentions towards PMIS adoption ([12], [13], [11], [14], [9], [16], [15], [10], [6], [4]). PU stands for the degree to which an individual perceives that employing a specific technology will enhance their job performance [32].

Experts highlight that usefulness concerns an individual's belief in how effectively a system will enhance their performance. When individuals view a PMIS as valuable, it fosters a positive attitude towards its use and strengthens their intention to adopt and utilize the system. The importance of perceived usefulness lies in its capability to meet users' requirements.

b) *Perceived ease of use*

PEOU is a crucial factor significantly influencing individuals' intention to use PMIS. PEOU stands for the extent to which an individual believes that using technology will require minimal effort [32]. PMISs provide easy-to-use features such as risk assessment, earned-value analysis, critical-path analysis, and email integration, which generally involves higher mental capacity. Substantial research consistently highlights the favorable impact of PEOU on users' attitudes and intentions toward adopting information systems ([12], [13], [11], [14], [9], [16], [15], [10], [6], [4]).

Moreover, experts suggest that when individuals perceive a PMIS as navigable, comprehensible, and easy to operate, they tend to develop a positive attitude toward its use and are inclined to adopt and employ the system. The significance of PEOU lies in its ability to diminish cognitive effort and the learning curve associated with using a PMIS. When individuals find a PMIS to be user-friendly and intuitive, they express more competence in using the system.

c) *Performance expectancy*

PE represents the extent to which an individual perceives that using a system will contribute to enhancing their job performance. It reflects an individual's belief in the efficacy of using a specific IS [17]. In line with experts' perspectives, PMISs can streamline the project by automating tasks, setting up project templates, and ensuring that all necessary documentation is in place. It encapsulates the user's perception that adopting a technology or innovation would notably benefit the intended function [18].

PU is closely related to PE, but is more concerned with the perceived utility and value of the technology. The author can use both PU and PE within the same framework, considering that they often influence each other.

d) *Effort expectancy*

EE denotes the level of convenience a user encounters while utilizing technology [17]. Experts in the field emphasize that EE signifies the user's perception regarding the effort or ease required to employ a specific technology or system. It evaluates the perceived ease or difficulty users anticipate in interacting with the technology. A lower perceived effort expectancy indicates that users view the technology as more straightforward to use.

Various research studies in different fields have demonstrated that there is a close relationship between EE and intention to use (IU) in the adoption of technologies [8], [17]. The relationship between PU and PE is also applicable to EE and PEOU. Users often evaluate a technology based on their perception of how much effort is required to use it. These constructs can influence one another.

e) *Social pressure*

SP refers to the extent to which someone believes that others expect them to use an IS; it is simply the influence to perform a behavior on an individual [35]. SP encourages others to adjust their attitudes to conform to group norms [19]. Some daily tasks such as sprint creating, iterative planning, code sharing, and quality maintenance can be done easily by utilizing PMISs. It suggests that if an individual feels pressure to perform a particular behavior by evaluating other people's influence that can positively affect the project's accuracy and success [20]. In addition, the literature further acknowledges that adopting new technologies is influenced by normative judgments and perceived expectations from the user's social groups ([19], [20], [21], [22]). However, this can be changed according to the different attitudes of users [20].

V. DISCUSSION

This research navigates through the Sri Lankan IT industry, addressing the challenge of insufficient interest in utilizing PMISs within agile project teams and simultaneously covering the dearth of research on this corresponding research area, particularly in the Sri Lankan context. This section will further cover the third objective of the research. By closely going through the above research findings, evidence of the success of the research in the Sri Lankan IT industry is revealed. This section will further discuss the findings and provide suggestions for the industry.

According to the experts' opinions, all five factors positively impacted users' intention to use PMIS. Hence, it emphasizes that user-centric design is more critical when designing intuitive, responsive, and customizable interfaces to accommodate various user needs. It is essential to minimize the learning curve for new users ([11], [13]). This can ultimately contribute to bottom-line results if it helps streamline workflows, enhance collaboration, and reduce errors.

On top of that, the intention to use PMIS highly depends on the influential figures within and outside the organization ([20], [21]). Encouraging experts of the PMIS in the organization to share their positive experiences and fostering a culture where PMIS adoption is seen as beneficial and aligns with industry norms would be a better approach to influence effective PMIS utilization.

Align support sources across the organization by offering comprehensive training sessions tailored to different user levels and roles and following with ongoing support through

tutorials and frequently asked questions (FAQs) would be beneficial. Creating a robust communication strategy should be a priority so that it can highlight the advantages of PMIS adoption and it will lead to get utmost advantages from PMISs [9]. Moreover, regularly updating stakeholders on its positive impact will reinforce the value of PMIS.

By intertwining these strategies into the context of the organization's culture and operations, industry players can establish a solid foundation for PMIS adoption. It is not merely about the technology but how it fits seamlessly into the workflow, aligns with organizational objectives, and consistently adds value to the users and the business.

VI. CONCLUSION

Undoubtedly, this research on the intention to use PMISs within the Sri Lankan IT industry offers substantial insights into the Sri Lankan IT domain with specific perceptions.

Employing the TAM as a guiding framework, the study conducted a systematic literature review, synthesizing diverse factors influencing the intention to use PMISs. The findings highlighted crucial determinants such as perceived ease of use, perceived usefulness, top management support, experience, performance expectancy, perceived self-efficacy, service quality, social pressure, facilitating conditions, and effort expectancy, sourced from validated studies.

TAM is selected as the model for analysis due to its adaptability, empirical validation, and resonance with the study's focus on PMIS adoption within agile teams in Sri Lanka [25]. Through an extensive review and interview process, this study reflects the pivotal factors influencing the intention to use PMISs within agile project teams. The unveiled key factors are PEOU, PU, SP, EE, and PE.

Understanding these factors bears significance for incorporating strategies to enhance PMIS utilization, improving project performance and team effectiveness within the Sri Lankan IT industry. Moreover, this research paves the way for future endeavors based on these recognized factors by assimilating quantitative research, which will uncover vital aspects of PMIS usage that are worth the effort.

On top of that, this research calls new scholarly articles into the academic discourse, inviting deeper explorations that open doors to enhanced operational efficiency and sustainable technological advancement, specifically in PMIS usage.

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