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Effect of Media Technology on Agile Project Management Success in Chinese Multimedia Enterprises: The Moderating Role of Human-AI Interaction

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Abstract

This study investigates the impact of enterprise media technology on agile project management success in Chinese multimedia enterprises, with human-AI interaction as a moderating variable. Drawing on the technology acceptance model, dynamic capabilities theory, and socio-technical systems approach, a partial least squares structural equation modeling (PLS-SEM) methodology was employed to analyze data collected from 237 professionals across diverse Chinese media organizations. Findings reveal that enterprise media technology significantly enhances agile project management success through improved communication fluidity, knowledge integration, and workflow flexibility. The human-AI interaction construct demonstrates a significant positive moderating effect, particularly strengthening the relationship between technological adaptation and project performance metrics. This research contributes to the growing discourse on digital transformation in creative industries and offers practical implications for multimedia enterprises seeking to optimize their project management frameworks in increasingly AI-integrated environments.

Keyword: enterprise media technology, agile project management success, human-AI interaction, technology acceptance model, dynamic capabilities theory, socio-technical systems approach, PLS-SEM, digital transformation, multimedia enterprises, technological adaptation, project performance

1. Introduction

The rapidly evolving landscape of multimedia industries has precipitated fundamental shifts in how projects are conceptualized, executed, and delivered. Chinese media enterprises, operating in a particularly dynamic market environment characterized by technological acceleration and shifting consumer expectations, face unprecedented pressure to enhance operational agility while maintaining creative integrity. Agile project management (APM) has emerged as a predominant framework for addressing these challenges, offering iterative approaches that privilege adaptability, stakeholder engagement, and continuous improvement (Serrador & Pinto, 2015).

Enterprise media technology (EMT), encompassing specialized digital tools for content creation, asset management, collaborative workflows, and multi-platform distribution, represents a critical infrastructure underpinning contemporary media production ecosystem. Prior research has established correlations between technological sophistication and operational efficiency in media contexts (Zhang & Wang, 2020), yet insufficient attention has been directed toward understanding how these technologies specifically impact agile methodologies within Chinese multimedia organizations.

Furthermore, the integration of artificial intelligence into media production workflows introduces additional complexity to this relationship. Human-AI interaction (HAII) potentially reconfigures traditional work processes, suggesting its role as a significant moderating variable in the technology-agility nexus. This study addresses this knowledge gap by examining the relationship between enterprise media technology and agile project management success (APMS), with particular emphasis on how human-AI interaction patterns influence this relationship within Chinese multimedia enterprises.

The research questions guiding this investigation are:

1) To what extent does enterprise media technology impact agile project management success in Chinese multimedia enterprises?

2) How does human-AI interaction moderate the relationship between enterprise media technology and agile project management success?

By employing partial least squares structural equation modeling (PLS-SEM), this study aims to provide empirical evidence regarding these relationships, contributing both theoretical insights and practical recommendations for media organizations navigating digital transformation imperatives.

2. Related Work

2.1 Enterprise Media Technology in Chinese Context

The Chinese media landscape has undergone substantial technological transformation, characterized by rapid digital convergence and platform proliferation (Keane, 2019). Enterprise media technology encompasses a spectrum of specialized digital tools supporting content creation, management, and distribution across multimedia environments. Zhou and Li (2018) documented the acceleration of technology adoption among Chinese media organizations, identifying technological infrastructure as a primary differentiator in market performance.

Research by Huang et al. (2021) classified enterprise media technologies into four categories: content production systems, digital asset management platforms, collaborative workflow tools, and cross-platform distribution technologies. Their findings indicated uneven implementation across different sectors of Chinese media industries, with larger organizations demonstrating more comprehensive technological integration. Chen and Zhang (2022) further noted that technology adoption patterns in Chinese media enterprises frequently reflect distinctive organizational cultures and regulatory considerations that differ from Western counterparts.

2.2 Agile Project Management in Media Production

Agile project management has gained considerable traction in creative industries, offering alternatives to traditional waterfall approaches. In media production contexts, agile methodologies emphasize iterative development, cross-functional collaboration, and adaptive planning (Fernandez & Fernandez, 2018). Liu and Wang (2019) observed that Chinese multimedia organizations increasingly adopt modified agile frameworks, adapting core principles to accommodate the unique requirements of content production workflows.

Research by Zhang et al. (2020) identified several challenges specific to implementing agile methodologies in Chinese media enterprises, including hierarchical organizational structures, specialized creative roles, and complex stakeholder relationships. Wang and Chen (2021) further noted that successful agile implementation requires significant cultural adaptation, particularly regarding team autonomy and iterative delivery practices.

2.3 Human-AI Interaction in Media Production

The integration of artificial intelligence into media production represents an emergent research domain with significant implications for project management practices. Li and Zhang (2022) categorized AI applications in Chinese media contexts, identifying content generation, metadata extraction, audience analytics, and workflow automation as primary implementation areas. Their study suggested varying levels of AI integration across different media sectors, with news production and content recommendation showing the most advanced implementation.

Research by Chen et al. (2023) explored human-AI collaborative patterns in Chinese media organizations, identifying three predominant interaction models: AI-as-tool, AI-as-collaborator, and AI-as-coordinator. Their findings indicated that interaction patterns significantly influenced both creative processes and operational efficiencies. However, limited research has specifically examined how these human-AI interaction patterns moderate the relationship between technology infrastructure and project management outcomes.

3. Theoretical Framework and Hypotheses Development

3.1 Theoretical Foundation

This study integrates three theoretical perspectives to examine the relationship between enterprise media technology, human-AI interaction, and agile project management success.

First, the Technology Acceptance Model (TAM) (Davis, 1989) provides a framework for understanding how perceived usefulness and ease-of-use influence technology adoption behaviors. In the context of media enterprises, TAM helps explain variation in technology utilization patterns across different organizational contexts and user groups.

Second, Dynamic Capabilities Theory (Teece et al., 1997) addresses how organizations develop capacities to integrate, build, and reconfigure resources in response to environmental change. This perspective illuminates how

media enterprises leverage technological capabilities to enhance adaptive capacity—a critical dimension of agile project management.

Third, the Socio-Technical Systems approach (Baxter & Sommerville, 2011) emphasizes the interdependence between technological infrastructure and social dynamics within organizations. This framework is particularly relevant for examining human-AI interaction as a moderating variable, highlighting how technological systems interact with organizational behaviors and practices.

3.2 Conceptualization of Variables

3.2.1 Enterprise Media Technology (EMT)

Enterprise media technology is conceptualized as a multidimensional construct encompassing the technological infrastructure supporting media production, management, and distribution. Following Huang et al. (2021), we define EMT through four dimensions:

1) **Content Creation Technologies**: Tools supporting the production of media content, including digital editing systems, computer-generated imagery platforms, and audio production environments.
2) **Asset Management Systems**: Technologies facilitating the organization, storage, and retrieval of media assets, including digital asset management platforms and content repositories.
3) **Collaborative Workflow Technologies**: Tools supporting coordination and communication among project stakeholders, including project management software, communication platforms, and collaborative editing environments.
4) **Distribution Technologies**: Systems supporting multi-platform content delivery, including content management systems, publishing platforms, and audience engagement tools.

3.2.2 Agile Project Management Success (APMS)

Agile project management success is operationalized as a multidimensional construct reflecting both process and outcome measures. Drawing on Serrador and Pinto (2015) and adapted for media production contexts, APMS encompasses:

1) **Efficiency**: Measures of resource utilization, timeline adherence, and process optimization.
2) **Stakeholder Satisfaction**: Assessment of client satisfaction, team engagement, and stakeholder alignment.
3) **Adaptability**: Capacity to respond effectively to changing requirements, market conditions, and technical challenges.
4) **Quality**: Adherence to creative and technical quality standards across deliverables.

3.2.3 Human-AI Interaction (HAII)

Human-AI interaction is conceptualized as patterns of engagement between human teams and artificial intelligence systems within media production environments. Following Chen et al. (2023), HAII is characterized through:

1) **Interaction Frequency**: Regularity of engagement between human teams and AI systems.
2) **Interaction Depth**: Complexity of tasks involving human-AI collaboration.
3) **Interaction Agency**: Distribution of decision-making authority between human and AI agents.
4) **Interaction Integration**: Extent to which AI systems are embedded within established workflows.

3.3 Hypotheses Development

Based on the theoretical framework and literature review, we propose the following hypotheses:

H1: Enterprise media technology positively influences agile project management success in Chinese multimedia enterprises.

This hypothesis is grounded in research suggesting that technological infrastructure enhances operational capabilities critical for agile implementation. Zhang and Wang (2020) demonstrated that advanced media technologies facilitate the iterative development cycles and rapid feedback mechanisms central to agile methodologies. Similarly, Liu et al. (2022) found that collaborative technologies supported the cross-functional communication essential for agile team performance.

H2: Human-AI interaction positively moderates the relationship between enterprise media technology and agile project management success.

This moderation hypothesis proposes that the impact of enterprise media technology on agile project management success is strengthened by effective human-AI interaction. Chen et al. (2023) indicated that purposeful human-AI collaboration enhanced technological leverage in creative workflows. Li and Zhang (2022) further suggested that strategic AI integration amplified the benefits of technological infrastructure, particularly regarding adaptive capacity and workflow efficiency.

4. Research Methodology

4.1 Research Design

This study employs a quantitative, cross-sectional research design to examine the relationships between enterprise media technology, human-AI interaction, and agile project management success. The research model is tested using partial least squares structural equation modeling (PLS-SEM), which is particularly appropriate given the complexity of the research model, the predictive orientation of the study, and the incorporation of formative constructs (Hair et al., 2019).

The research design incorporates several methodological considerations specific to the Chinese media context. First, measurement instruments were linguistically and culturally adapted through rigorous translation-back-translation procedures. Second, data collection protocols were designed to accommodate organizational hierarchies typical in Chinese enterprises. Third, the sampling strategy was developed to ensure representation across diverse media sectors within the Chinese market.

4.2 Measurement Development

4.2.1 Enterprise Media Technology (EMT)

EMT was measured using a formative construct comprising four dimensions, with each dimension assessed through multiple reflective indicators. Content creation technologies were measured using five items adapted from Huang et al. (2021), assessing the sophistication, integration, and accessibility of production tools. Asset management systems were measured using four items adapted from Chen and Zhang (2022), evaluating organization, retrieval, and protection of digital assets. Collaborative workflow technologies were assessed using five items from Liu et al. (2022), measuring coordination, communication, and project visibility. Distribution technologies were measured using four items from Zhang et al. (2020), assessing multi-platform capabilities, automation, and analytics integration.

4.2.2 Agile Project Management Success (APMS)

APMS was operationalized as a second-order reflective-formative construct. Efficiency was measured using four items adapted from Serrador and Pinto (2015), assessing resource utilization and schedule adherence. Stakeholder satisfaction was measured using five items from Wang and Chen (2021), evaluating alignment with client expectations and team engagement. Adaptability was assessed using four items from Liu and Wang (2019), measuring responsiveness to changing requirements and market conditions. Quality was measured using five items adapted from Zhang et al. (2020), assessing technical and creative standards of deliverables.

4.2.3 Human-AI Interaction (HAII)

HAII was measured using a formative construct comprising four dimensions. Interaction frequency was assessed through three items adapted from Chen et al. (2023), measuring regularity of engagement with AI systems. Interaction depth was measured using four items from Li and Zhang (2022), assessing complexity of collaborative tasks. Interaction agency was measured using three items from Chen et al. (2023), evaluating distribution of decision authority. Interaction integration was assessed using four items from Li and Zhang (2022), measuring workflow embeddedness of AI systems.

4.3 Data Collection and Sampling

Data were collected through a structured questionnaire administered to professionals in Chinese multimedia enterprises between September and December 2023. The questionnaire was initially developed in English, then translated into Mandarin Chinese using a rigorous translation-back-translation procedure to ensure conceptual equivalence (Brislin, 1970). Prior to full deployment, the instrument was pilot tested with 32 media professionals to assess clarity, relevance, and completion time.

The sampling frame consisted of professionals employed at multimedia enterprises across major Chinese media markets, including Beijing, Shanghai, Guangzhou, and Shenzhen. Participants were selected using a stratified random sampling approach to ensure representation across different organizational roles, media sectors, and company sizes. The sample was stratified according to:

1) Organizational role (management, creative, technical, and project management)
2) Media sector (broadcasting, film/television, digital media, advertising, and publishing)
3) Company size (small, medium, and large enterprises)

To qualify for inclusion, participants needed to meet the following criteria:

1) Minimum one year of experience in their current organization
2) Direct involvement in project-based work
3) Familiarity with both media technology systems and project management methodologies
4) Experience with AI-enabled tools or systems within their workflow

A total of 371 professionals were invited to participate, with 253 completed responses received (68.2% response rate). After screening for completeness and engagement quality, 237 responses were retained for analysis. The final sample included representation from 47 distinct Chinese multimedia organizations.

5. Results and Findings

5.1 Sample Demographics

The final sample (n=237) comprised professionals from diverse roles and organization types within the Chinese media industry. Respondents averaged 7.3 years of industry experience (SD=4.2), with 42.6% female and 57.4% male participants. Organizational roles included management (23.2%), creative/content production (38.4%), technical/engineering (21.5%), and project management (16.9%). Media sectors represented included broadcasting (22.8%), film/television production (26.2%), digital media (31.2%), advertising (12.2%), and publishing (7.6%). Organization sizes ranged from small (<50 employees, 19.4%), medium (50-250 employees, 42.6%), to large (>250 employees, 38.0%).

5.2 Measurement Model Assessment

PLS-SEM analysis was conducted using SmartPLS 4.0 software. The measurement model was assessed following the procedures recommended by Hair et al. (2019), with distinct evaluation approaches for reflective and formative constructs.

For reflective measurement models, internal consistency reliability was assessed through composite reliability (CR) values, which ranged from 0.821 to 0.936, exceeding the recommended threshold of 0.70. Convergent validity was confirmed through average variance extracted (AVE) values ranging from 0.614 to 0.783, above the 0.50 threshold. Indicator reliability was supported with outer loadings ranging from 0.704 to 0.892. Discriminant validity was established through the heterotrait-monotrait ratio (HTMT), with all values below the conservative threshold of 0.85.

For formative measurement models, collinearity was assessed through variance inflation factor (VIF) values, which ranged from 1.243 to 3.567, below the 5.0 threshold. Significance of formative indicators was evaluated through bootstrapping with 5,000 subsamples, revealing significant weights ($p<0.05$) for all indicators except two, which were retained based on significant loadings and theoretical relevance.

5.3 Structural Model Results

The structural model was assessed following the systematic procedure recommended by Hair et al. (2019). Collinearity among constructs was evaluated through VIF values, all below 3.0, indicating absence of problematic collinearity. The coefficient of determination (R^2) for agile project management success was 0.614, indicating substantial explanatory power. The predictive relevance of the model was supported by Q^2 values above zero for all endogenous constructs.

Hypothesis Testing Results

H1 proposed that enterprise media technology positively influences agile project management success. This hypothesis was supported ($\beta=0.583$, $t=12.347$, $p<0.001$), indicating a significant positive relationship. Further analysis of specific dimensions revealed that collaborative workflow technologies demonstrated the strongest association with APMS ($\beta=0.412$, $t=9.236$, $p<0.001$), followed by content creation technologies ($\beta=0.374$, $t=8.513$, $p<0.001$), asset management systems ($\beta=0.321$, $t=7.654$, $p<0.001$), and distribution technologies ($\beta=0.287$, $t=6.932$, $p<0.001$).

H2 proposed that human-AI interaction positively moderates the relationship between enterprise media technology and agile project management success. This hypothesis was also supported ($\beta=0.238$, $t=5.876$, $p<0.001$), indicating a significant positive moderating effect. Simple slope analysis revealed that the relationship between EMT and

APMS was stronger under conditions of high HAII (β=0.721, t=14.325, p<0.001) compared to low HAII (β=0.413, t=8.943, p<0.001).

Additional analysis of specific interaction dimensions revealed that interaction integration demonstrated the strongest moderating effect (β=0.274, t=6.435, p<0.001), followed by interaction depth (β=0.241, t=5.845, p<0.001), interaction agency (β=0.218, t=5.237, p<0.001), and interaction frequency (β=0.193, t=4.856, p<0.001).

Multi-group analysis comparing different organizational contexts revealed that the relationship between EMT and APMS was significantly stronger in digital media organizations (β=0.672, t=11.236, p<0.001) compared to traditional broadcasting entities (β=0.487, t=8.724, p<0.001). Additionally, the moderating effect of HAII was more pronounced in larger organizations (β=0.284, t=6.352, p<0.001) compared to smaller enterprises (β=0.174, t=4.231, p<0.001).

6. Discussion

This study investigated the relationship between enterprise media technology and agile project management success in Chinese multimedia enterprises, with particular emphasis on the moderating role of human-AI interaction. The findings offer several theoretical and practical implications.

6.1 Theoretical Implications

The results support and extend existing theoretical frameworks regarding technology adoption and organizational performance in creative industries. The significant positive relationship between enterprise media technology and agile project management success aligns with dynamic capabilities theory, suggesting that technological infrastructure enhances organizations' ability to reconfigure resources in response to changing project requirements. This finding extends previous research by Zhang and Wang (2020) and Liu et al. (2022), providing empirical validation specific to the Chinese multimedia context. Moreover, The confirmed moderating role of human-AI interaction represents a novel theoretical contribution, suggesting that the impact of technological infrastructure is contingent upon patterns of engagement between human teams and artificial intelligence systems. This finding extends the socio-technical systems approach by illuminating specific mechanisms through which technological and social subsystems interact in contemporary media environments. The stronger moderating effect of interaction integration compared to other dimensions suggests that embedded AI systems yield greater benefits than peripheral applications, supporting theoretical perspectives on technological embeddedness.

The differential effects observed across organizational contexts contribute to contingency perspectives on technology adoption, suggesting that digital-native organizations might possess attributes that enhance technology leverage compared to traditional media entities. Similarly, the stronger moderating effect observed in larger organizations points to potential scale-related advantages in human-AI collaboration, potentially related to more sophisticated technological infrastructure or specialized human resources.

6.2 Practical Implications

For media enterprise leaders, these findings suggest several strategic priorities. First, investments in technological infrastructure should prioritize collaborative workflow technologies, which demonstrated the strongest association with agile project management success. These technologies directly support the iterative development and cross-functional collaboration central to agile methodologies.

Second, organizations should focus on integrating AI systems within established workflows rather than implementing them as peripheral tools. The stronger moderating effect of interaction integration suggests that embedded AI applications yield greater benefits than isolated implementations. This might involve incorporating AI-enabled features within existing production systems rather than deploying standalone AI tools.

Third, media organizations should develop frameworks for human-AI collaboration that emphasize meaningful engagement rather than mere frequency of interaction. The significant impact of interaction depth and agency suggests that AI systems should be positioned as collaborative partners rather than simple automation tools, potentially requiring reconsideration of organizational structures and team compositions.

Fourth, digital transformation initiatives in traditional media organizations should address potential barriers to effective technology leverage that might not exist in digital-native counterparts. This could involve cultural interventions, skill development programs, or targeted technological investments designed to bridge the gap between traditional and digital media operations.

6.3 Limitations and Future Research

Several limitations should be acknowledged. First, the cross-sectional design precludes causal inference regarding the relationships examined. Longitudinal research could provide greater insight into how these relationships evolve

over time, particularly as AI technologies continue to advance. Second, the focus on Chinese multimedia enterprises limits generalizability to other cultural or industrial contexts. Comparative studies across different national contexts could illuminate cultural factors influencing technology adoption and human-AI collaboration.

Future research could explore several promising directions. First, investigating specific mechanisms through which human-AI interaction enhances technology leverage could provide more granular insights for practice. Second, examining potential negative consequences of AI integration, such as creative homogenization or skill displacement, would provide a more balanced understanding of these dynamics. Third, exploring how different agile methodologies interact with various technology configurations could yield more nuanced recommendations for practice.

7. Conclusion

Overall, this study contributes to the growing discourse on digital transformation in creative industries by examining the relationship between enterprise media technology and agile project management success in Chinese multimedia enterprises, with particular emphasis on the moderating role of human-AI interaction. The findings confirm that technological infrastructure significantly enhances agile project management outcomes, with this relationship strengthened by effective human-AI collaboration.

The research extends existing theoretical frameworks by illuminating specific mechanisms through which technological and social subsystems interact in contemporary media environments. For practitioners, the findings suggest strategic priorities regarding technology investments, AI integration approaches, and frameworks for human-AI collaboration.

As Chinese multimedia enterprises continue navigating digital transformation imperatives, understanding these relationships becomes increasingly important. This study provides empirical evidence to guide decision-making regarding technological investments and organizational adaptations, ultimately supporting more effective implementation of agile methodologies in rapidly evolving media landscapes.

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