

REVIEWER'S REPORT

Manuscript No.: IJAR-58676

Title: Human AI Collaboration and Project Management Performance in Kano State, Nigeria.

Recommendation:

Accept as it is
 Accept after minor revision.....
 Accept after major revision
 Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity		✓		
Significance		✓		

Reviewer Id: JPR-294

Reviewer's Comment for Publication.

The manuscript addresses a timely and relevant topic concerning human–AI collaboration and project management performance in Kano State, Nigeria. The study is potentially significant because it examines the growing role of artificial intelligence in project management and considers organisational readiness as a moderating factor. The integration of Socio-Technical Systems Theory and the Technology Acceptance Model provides a suitable theoretical foundation for the study. The findings are clearly presented and have useful implications for organisations seeking to improve project performance through effective AI integration.

The manuscript is generally well structured and the objectives, research questions, hypotheses, methodology, results, and discussion are broadly aligned. The statistical findings provide useful evidence of a positive relationship between human–AI collaboration and project management performance, while the moderation analysis offers an additional contribution.

However, a few **minor revisions are recommended** before publication.

1. The **geographical scope** should be stated consistently throughout the manuscript. The title and population section refer specifically to Kano State, while some sections, including the abstract and introduction, refer more generally to Nigeria. The authors should ensure consistency.
2. The **methodology section** should provide slightly more information about the distribution of the 120 respondents across the different sectors and explain briefly how the stratified sampling was implemented.
3. The authors should report the **actual Cronbach's Alpha values** obtained for Human–AI Collaboration, Project Management Performance, and Organisational Readiness rather than only stating the acceptable threshold of 0.70.
4. The **measurement of variables** could be described more clearly by indicating the number and source of questionnaire items used for each construct and whether the instruments were adapted from previous studies.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

REVIEWER'S REPORT

5. The **moderation analysis** would benefit from a brief explanation of the interaction effect. If possible, the authors should provide a simple-slope interpretation or interaction figure to make the moderating role of organisational readiness easier to understand.
6. There should be closer **alignment between Hypothesis H₀₃ and the reported statistical analysis**. Since cost efficiency, schedule adherence, and quality delivery are identified as specific project outcomes, the authors should clarify whether these were analysed individually or collectively.
7. The **discussion section** could be strengthened by comparing the findings more explicitly with recent empirical studies, particularly studies conducted in developing economies and African organisational contexts.
8. The manuscript requires a final **proofreading and formatting check**. Minor grammatical errors, spacing problems, inconsistent numbering, table formatting, and terminology should be corrected. The references and in-text citations should also be checked for consistency with the journal's prescribed referencing style.

Overall, the manuscript presents a relevant and potentially valuable study. The research question is important, the findings are clearly reported, and the study has practical relevance for organisations adopting AI-enabled project management practices. The identified issues are primarily matters of clarification, consistency, and presentation rather than fundamental weaknesses in the study.

Recommendation: Accept after minor revision.